

Yavapai County Workforce Development Board ETPL Update January 13, 2022

Pending Subsequent Approvals

School	Course	Duration	Tuition/Other Fees	Credential	Grants/Scholarships	Available	In Demand
Yavapai College	Legal Office Clerk Certificate	32 weeks	\$2,363.00 tuition and books	Community College Certification	FASFA eligible	Daytime hours-hybrid or blended	22% growth
Yavapai College	Management: Strategic Leadership Certificate	8 weeks	\$1,710 tuition and books	Community College Certification	Not FASFA eligible	Daytime and Evening Hours-Online, e-learning, or distance learning	5% growth
Yavapai College	Cyber Security Technician Certificate	32 weeks	\$2,138.00 tuition and books	Community College Certification	Not FASFA eligible	Daytime and Evening hours-hybrid or blended	33% growth
Yavapai College	Medical Office Technician Certificate	48 weeks	\$5,548.25 tuition and books	Community College Certification	FASFA eligible	Daytime hours-hybrid or blended	44% growth

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Yavapai College	Fitness Trainer/Instructor Certificate	32 weeks	\$2,320.00 tuition and books	Community College Certification	FASFA eligible	Daytime hours-hybrid or blended	30% growth
Yavapai College	Computed Tomography Certificate	16 weeks	\$1,571.00 tuition, background check, exam fee and books	Community College Certification	Not FASFA eligible	Daytime and evening hours-hybrid or blended	32% growth
Yavapai College	Equine Care & Management Certificate	32 weeks	\$4,330.00 tuition and books	Community College Certification	FASFA eligible	Daytime and evening hours-hybrid or blended	23% growth
Yavapai College	Enology Certificate	48 weeks	\$3,018.00 tuition and books	Community College Certification	FASFA eligible	Daytime hours-in person	5% growth

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Rogers Academy of Beauty	Hairstylist	29 weeks	\$15,127.00 tuition, exam, books	Industry recognized credential/licensure	Not FASFA eligible	Daytime hours and weekends	9% growth
Yavapai College	Fire Science Community Risk Manager Certificate	32 weeks	\$3,352.00 tuition and books	Community College Certification	FASFA eligible	Daytime and Evening Hours, Weekends-hybrid or blended	6% growth
Yavapai College	Magnetic Resonance Certificate	16 weeks	\$1,496.00 tuition, supplies, and books	Community College Certification	Not FASFA eligible	Daytime hours- hybrid or blended	32% growth
Yavapai College	Viticulture Advanced Certificate	32 weeks	\$3,650.00 tuition and books	Community College Certification	FASFA eligible	Daytime/weekend hours-in person	5% growth

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Yavapai College	Production Horticulture Certificate	32 weeks	\$4,370.00 tuition, supplies, and books	Community College Certification	FASFA eligible	Daytime and Evening Hours-hybrid or blended	15% growth
Yavapai College	Advanced Tax – IRS Enrolled Agent Certificate	48 weeks	\$5,158.00 tuition and books	Community College Certification	FASFA eligible	Daytime hours-hybrid or blended	17% growth
Yavapai College	Criminal Justice & Security Certificate	32 weeks	\$2,311.00 tuition and books	Community College Certification	FASFA eligible	Daytime and Evening Hours-hybrid or blended	6% growth
Yavapai College	Justice Studies Certificate	32 weeks	\$2,884.00 tuition and books	Community College Certification	FASFA eligible	Daytime and Evening Hours-hybrid or blended	4% growth

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Yavapai College	Film & Media Arts Production Certificate	32 weeks	\$7,042.00 tuition, supplies and books	Community College Certification	FASFA eligible	Daytime and Evening Hours-hybrid or blended	11% growth
Yavapai College	Writing for the Screen Certificate	32 weeks	\$3,328.00 tuition and books	Community College Certification	FASFA eligible	Daytime and Evening Hours-hybrid or blended	6% growth
Yavapai College	Basic Residential Trades Certificate	32 weeks	\$3,784.00 tuition, supplies and books	Community College Certification	FASFA eligible	Daytime hours-in person	15% growth



**WIOA One Stop Operator Partners Update
Quarter 2 of PY '21-'22**

By: Leah Cickavage, NACOG-EWD Operations Manager

Title I- Prescott								
	<i>Orientation</i>	<i>Career Services</i>	<i>Eligibility Determination</i>	<i>Case Management</i>	<i>Training Contracts</i>	<i>Assessments</i>	<i>Referrals</i>	<i>Totals</i>
PY 22	213	747	182	872	49	134	117	2,314
PY 21	156	584	152	877	36	163	102	2,070
Increase/Decrease	+57	+163	+30	-5	+13	-29	+15	+244
Title I- Cottonwood								
	<i>Orientation</i>	<i>Career Services</i>	<i>Eligibility Determination</i>	<i>Case Management</i>	<i>Training Contracts</i>	<i>Assessments</i>	<i>Referrals</i>	<i>Totals</i>
PY 22	32	263	28	384	16	30	75	828
PY 21	27	223	27	388	4	42	87	798
Increase/Decrease	+5	+40	+1	-4	+12	-12	-12	+30
Surveys/BAC/Contact Tracing								
	<i>Satisfaction Surveys</i>		<i>BAC</i>		<i>Contact Tracings</i>			
PY 22	98%		292		118			
PY 21	99%		286		284			
Increase/Decrease	-1%		+6		-166			

Title II-Yavapai College-no data provided								
	<i>Number of participants with 12+ hours of attendance</i>	<i>Number of instructional hours</i>	<i>Percentage of progress tested participants with Measurable Skills Gain</i>	<i>Total number of participants in Integrated Education/Training Program</i>				
PY 22	n/a	n/a	n/a	n/a				
PY 21	193	4,927	36%	5				
Increase/Decrease	n/a	n/a	n/a	n/a				
Title III DES- Prescott								
	<i>Customers Served</i>	<i>Workshops</i>	<i>Obtains/Placements</i>	<i>Employer Contacts</i>	<i>UI Assistance</i>	<i>Veterans Served</i>	<i>Job Orders Written</i>	<i>Totals</i>
PY 22	6	0	0	0	0	0	0	6
PY 21	0	0	0	0	0	0	0	0
Increase/Decrease	+6	0	0	0	0	0	0	+6
Title III DES- Prescott Valley								
	<i>Customers Served</i>	<i>Workshops</i>	<i>Obtains/Placements</i>	<i>Employer Contacts</i>	<i>UI Assistance</i>	<i>Veterans Served</i>	<i>Job Orders Written</i>	<i>Totals</i>
PY 22	547	0	82	0	362	66	0	1,057
PY 21	2,048	0	116	0	2,048	97	0	4,309
Increase/Decrease	-1,501	0	-34	0	-1,686	-31	0	-3,252
Title III DES- Cottonwood								

	<i>Customers Served</i>	<i>Workshops</i>	<i>Obtains/Placements</i>	<i>Employer Contacts</i>	<i>UI Assistance</i>	<i>Veterans Served</i>	<i>Job Orders Written</i>	<i>Totals</i>
PY 22	314	0	82	0	229	55	0	680
PY 21	332	0	82	0	332	65	0	811
Increase/Decrease	-18	0	No change	0	-103	-10	0	-599
Title IV DES- Vocational Rehabilitation								
	<i>Clients Served</i>	<i>VR Waitlist</i>	<i>Exited w/ Employment</i>	<i>Job Placements</i>	<i>Wage at closure</i>			<i>Totals</i>
PY 22 *(from last PY)	695	0	27	28	\$13.16			750
PY 21 (data wasn't available)	n/a	n/a	n/a	n/a	n/a			n/a
Increase/Decrease	n/a	n/a	n/a	n/a	n/a			n/a

Top Job Trainings/Placements by Industry



■ Healthcare ■ CDL ■ Manufacturing ■ Administrative





YAVAPAI COUNTY WORKFORCE DEVELOPMENT BOARD

2022 Strategic Plan

Yavapai County WDB – Northern
Arizona Council of Governments

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Yavapai County Workforce Development Board (WDB)

Serving, Solving, Sustaining

Mission

To Build Economic Success through Workforce Development Partnerships

Vision

We are the leader of innovative partnerships and services that support sustainable business solutions

OVERVIEW

The Yavapai County WDB is implementing the strategy of “Kaizen” - an expression for “Change for the Better” or “Continuous Improvement” - as their focus on innovation and partnerships for the Yavapai County Local Workforce Development Area. They are in a continuing process of developing a strategic plan for making improvements in how the WDB directs the business of workforce development in our communities.

The Kaizen mindset of the Yavapai County WDB continues to drive this local Board forward to continual improvement and innovation in the development of a strong and resilient Yavapai County workforce.



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WDB Overview

WORKFORCE INNOVATION AND OPPORTUNITY ACT: PURPOSE

The overriding purpose of the Workforce Innovation and Opportunity Act (WIOA) is to enhance the economic growth and competitiveness of the country's industry clusters and develop the capacity of the foundations that support them. A four-year Workforce Development Plan is developed and updated every two years to support employment and training programs in Yavapai County. Goals include:

- Enhance existing and/or develop training programs and service delivery systems to better meet industry's short, intermediate, and long-term needs;
- Streamline the access to and/or administration of workforce development programs;
- Provide a self-sustaining system of governance, management and oversight for a regional planning and development system; and,
- Enhance and expand youth programs so that young people will have the education, resources and skills they need to succeed in a competitive economy.

WORKFORCE DEVELOPMENT BOARD

PURPOSE:

The purpose of the Yavapai County Workforce Development Board (WDB) is to provide oversight and guidance to activities/programs carried out under the Workforce Innovation and Opportunity Act. In Yavapai County the WDB operates in cooperation and partnership with the Yavapai County Board of Supervisors in planning, developing, monitoring and providing guidance to the workforce development program operations. The WDB continues to increase the involvement of staffing the business community to develop a workforce that meets the need of private industry.

MEMBERSHIP MAKE-UP:

The WDB is approved by the Board of Supervisors, certified by the Governor of Arizona and consists of 20 members representing the Private Sector (business and industry, including small business); Local Education; Labor Organizations; Community Based Organizations; Economic Development; and 3 One-Stop Partners (Title II Adult Education and Literacy, Title III Wagner-Peyser and Title IV Vocational Rehabilitation).

Private sector members of the WDB serve terms of two (2) years and Public Sector members serve terms of four (4) years. Both may be reappointed to subsequent terms as recommended by the WDB Executive Committee and appointed to the Yavapai County Board of Supervisors.

BOARD MEMBERSHIP REQUIREMENTS:

The primary focus of WDB members is to lead the Workforce Development Area One-Stop Partners in program development, planning, design and implementation of a workforce development system. Partners are the providers of services for WIOA Title I Adult, Youth, Dislocated Worker (NACOG EWD), Title II Adult Basic Education (Yavapai College), Title III Wagner-Peyser Reemployment Services (Department of Economic Security), and Title IV Vocational Rehabilitation (Department of Economic Security). This process is accomplished through the development and oversight of the WDB. This process takes time and effort on the part of each WDB member. Consistent attendance by each WDB member aids in the understanding and development of continuously successful programs.

WDB membership requires time from personal/business schedules to attend meetings. WDB meetings are held quarterly, generally on the second Thursday of the months of January, April, August and November. The WDB Executive Committee meets bi-monthly, with additional meetings between the Verde Valley and the Prescott area. Internet platforms may be available as necessary. There are two voluntary sub-committees - the One-Stop Committee and the Youth Council. These sub-committees meet on a bi-monthly basis.

Private sector members shall be owners of businesses, Chief Executives or Chief Operation Officers, or other Private sector executives who have substantial management and policy responsibility. Private business members must be selected from among individuals nominated by the business/company President, CEO, etc., Board of Directors, or by general purpose business organizations (Chambers of Commerce). The remaining members of the board shall be nominated by the sector they represent (i.e., Labor, Education, Economic Development, etc.).

NOMINATION PROCESS:

All applicants must complete a WDB application and attach their resume demonstrating sector representation eligibility. The WDB will review and consider all applications at their regularly scheduled meeting.

All nominations/resumes are forwarded to the WDB Executive Committee for evaluation and review, and recommended for approval to the Yavapai County Board of Supervisors. The Board of Supervisors makes final approval and appointment of all members.

Board Members

Garth Bascom, Private Sector – HR/Safety/Compliance Director, Fann Contracting, Inc.

Alycia Botkin, One Stop Partner Title IV – Supervisor, Rehabilitation Services,
Department of Economic Security Vocational Rehabilitation

Elaine Bremner, Private Sector – CEO, Live Matrix, LLC

Tony Gauthier, Labor – Financial Secretary-Treasurer, U.A. Local Union 469

Kurt Greves, Private Sector – Arizona Regional Manager, Sparklight Advertising

Gary Hassen, Private Sector – Business Manager/Owner, Kiva Architecture LLC

John Heiney, Economic Development – Community Outreach Manager, City of Prescott

Mel Ingwaldson, Labor – Business Representative, U.A. Local Union 469

Nancy Jensen, Education – Associate Director, Northern Arizona University, Prescott
Valley Campus

Ginger Johnson, Private Sector – Customized Training Solutions

Craig Lefever, One Stop Partner Title II – Title II Adult Basic Education Director, Yavapai
College

Anita Payne, Private Sector – Engineering Consultant, Warren Savage Development

Patrick Ramirez, Labor – VDC Training Coordinator, Arizona Pipe Trades Apprenticeship

Brenda Rhodes, Private Sector – Service Planning Supervisor, Arizona Public Service

John Soto, One Stop Partner Title III – Region I Program Manager, Workforce
Development Administration, Department of Economic Security

Mark Timm, Private Sector – Executive Director, Human Resources, Yavapai Regional
Medical Center

Philip Tovrea, Private Sector – President, United Verde Materials & Crane

Kurt Wilkinson, Private Sector – Owner/President, Granite Mountain Design, Inc.

Meet Our *Executive Team*



Chairman Anita Payne – Engineering Consultant, Warren Savage Development



Vice Chairman Gary Hassen – Business Manager/Owner, Kiva Architecture LLC



Executive Member Phil Tovrea – President, United Verde Materials & Crane



Executive Member Mark Timm – Executive Director, Human Resources, Yavapai Regional Medical Center



Executive Member Kurt Greves – Arizona Regional Manager, Sparklight Advertising



2021-22 Public Voice Tony Gauthier – Financial Secretary-Treasurer, U.A. Local Union 469



Executive Director Teri Drew

Standing Committees

Youth Council:

The purpose of the Youth Council is to provide oversight for quality services to youth in Yavapai County for long-term success.

- Mission – Leader of innovative partnerships and services that support sustainable youth opportunities in Yavapai County.
- Vision – To build a stronger future for youth in Yavapai County.

Members:

Chairman

Mel Ingwaldson, Labor – Business Representative, U.A. Local Union 469

Vice Chairman

Corey Marshall, Past Participant

Linda Brannock, Education – Yavapai College, Career Advisor

Nancy Jensen, Education – Northern Arizona University Prescott Valley Campus, Associate Director

Rich Ormond, Education – Prescott College, Director of Career Services

Janae Ottis, WIOA Title I – Case Manager, NACOG

One Stop Committee:

The purpose of the One Stop Committee is to facilitate communications among One Stop Partners in order to provide business development to areas with the greatest impact and improve quality of services to Yavapai County residents.

- Mission – Empower job seekers, businesses and the community with innovative workforce solutions.
- Vision – Facilitate an innovative local service delivery system to the Yavapai County community.

Members:

Chairman:

Craig Lefever, Title II Yavapai College

Art Askew, Title I NACOG

Linda Bolyard, Title III DES

Alisha Botkin, Title IV DES

Leah Cickavage, One Stop Operator NACOG

WDB Successes

Impact:

Fundamental changes to move the organization of the world of workforce development forward

The YCWDB is implementing the strategy of “Kaizen” – Japanese for “Change for the Better” or “Continuous Improvement” – as their focus on innovation and partnerships for the Yavapai County Local Workforce Development Area. They are in a continuing process of developing this 2022 Yavapai County Workforce Development Board Strategic Plan for making improvements in how the WDB directs the business of workforce development in our communities.

The WDB continues to maintain a Youth Council to keep abreast of trending youth employment strategies and business needs. The WDB is also considering opportunities for expanding One Stop services throughout 2022. Everyone on the WDB and all Partner staff conduct outreach and referrals for system services.

New ways to improve the quality of services or programming

Throughout the COVID-19 pandemic the WDB continued to meet and exceed ARIZONA@WORK One Stop services to assure the ongoing success of the Workforce Innovation and Opportunity Act (WIOA) Workforce Development System in Yavapai County. Workforce Development is and was considered “Essential Services” during the pandemic and resulting economic injury. Services on-site at the One Stops during the statewide “shelter-in-place” order included:

- Drive-through eligibility
- Electronic business services
- Wi-Fi service available in the parking lot
- Online Orientations
- Promotion of online education during shutdown
- Job placement and training placement success

Board leadership collaborated with Arizona Commerce Authority/Office of Economic Opportunity (ACA/OEO) and ARIZONA@WORK to offer employment and training during the pandemic. Board leadership also joined forces with our local communities, county, state and federal authorities to ensure recovery and resilience throughout the pandemic shut-down in the following ways:

- ❖ U.S. Congressional request to take constituent calls regarding Unemployment Insurance filings
- ❖ The Yavapai County Workforce Development Board offered assistance to Yavapai County Health Department. Due to a lack of volunteers and staff, they were in dire need of support with contact tracings during the COVID-19 pandemic. Staff receive daily lists of contact tracings to conduct with community members that have been affected by this pandemic. Contact tracing assists with learning more about COVID-19, developing a notification system of those that may have been exposed and offer community resources. To date, 1,388 contact tracings have been conducted for our community.

New approaches ensure the workforce programs are more efficient and/or effective

The Board successfully directed service to more than 37,000 clients during Program Year 2019-20 and over 22,000 clients during PY2020-21. The WDB Executive Committee meets to identify trends in the labor market to set an annual vision for the WIOA system efficiency and effectiveness. The WDB Youth Council and One Stop Committee meet regularly to evaluate outcomes and discuss strategies for continuous improvement of program and service delivery to Yavapai businesses and job seekers. The WDB monitors innovative strategies and outcomes quarterly.

The WDB has a long-time partnership with the Northern Arizona Council of Governments (NACOG) Economic Development Council under the leadership of WDB Executive Director/NACOG Regional Director Teri Drew. Together the WDB and EDC plan to coordinate a new initiative to hold workforce development workshops in partnership with Arizona Town Hall in an effort to improve business retention/expansion/attraction by initiating greater career-advancing education and training opportunities for expanded workforce development of a skilled talent pool across the four-county (Apache, Coconino, Navajo and Yavapai) NACOG District.

The WDB's recent targeted marketing media campaign directed to dislocated workers, youth, Veterans, retiree and seniors proved to be successful in recruiting and placing individuals with small businesses desperate for worker placement and retention. They also provide customized job fairs for employers seeking to expand their workforce.

How the Board's work address the employer needs

The Yavapai County WDB's innovative direction of the ARIZONA@WORK Yavapai County system has provided resources for employers to obtain and maintain a highly-skilled talent pipeline, with 1,247 new jobs created across all Title partnerships

during PY2020-21. We work one-on-one with employers, both large and small. This year, employers are encouraged to emphasize on marketing their companies to attract applicants.

Practicality and sustainability of workforce investment

We don't see the talent pipeline improving post-pandemic, and we believe that our expanded outreach and recruitment will be implemented long-term. The expanded outreach was ratified with a demonstration of \$14,742,392 in return on investment during PY2020-21.

Leadership:

How does the Local Board display leadership within its community?

The WDB has sponsored numerous news articles throughout Yavapai County and into metro-Phoenix, primarily in partnership with Quad Cities Business News, Prescott LIVING magazine, Arizona Republic, radio and social media to attract workers to Yavapai County businesses. In a partnership with Sparklight Advertising, the WDB has produced informational videos, a 30 second commercial spot, as well as maintaining the Yavapai@Work website, social media and links on partner sites. The WDB actively participates in opportunities to gather with local CEOs to address strategies to overcome various community challenges, such as homelessness, returning Veteran services, workforce shortages and business retention.

The WDB Executive Director Teri Drew recently celebrated 45 years of workforce and economic development leadership in Yavapai County and has served on numerous advisory boards and councils locally, statewide and nationally as a strong voice for workforce development advocacy. She has crossed borders in her outreach for business attraction to Yavapai County and has successfully brought jobs to the area – most recently partnering with ACA and the City of Prescott in attracting an Israeli-owned manufacturer of combat-proven technological products to the quad-cities area with 98% of their staff being newly hired local talent.

Setting the stage for further work in developing the skills necessary to meet workforce needs in the community

The WDB's leadership and innovation provides custom training solutions for businesses in the development of their skilled labor forces, having collaborated with the local community colleges for customized skills training and certification programs to meet newer technology-based job demands and requirements. The Board encourages employers to tap into the resources offered through the ARIZONA@WORK career training programs offered through Title I-B and Title II service collaborations.

The success of the WDB's leadership is demonstrated in a 125% employment retention rate county-wide during PY2020-21, in spite of statewide and national labor pool retention challenges.

WDB leadership in creating and implementing a process or program to address the employer needs

Yavapai County WDB has embarked on a targeted and multi-faceted marketing program to attract skilled labor into the local area, including a direct marketing campaign in the metro-Phoenix area to draw workers to fill jobs. Marketing campaigns have included printed media, social media and broadcast platforms to reach the maximum number of workforce candidates possible.

The draw for individuals to return to the workforce has been prioritized by industry sectors, employers, partners and the Yavapai County Workforce Development Board. The board developed several campaigns strategies to interest various populations to return to the labor force for economic recovery due to the COVID-19 pandemic. The Board branched out to the metro areas to promote services and potential relocation to Yavapai County. Veterans received a call to service as the business community needed their action in fulfilling our vacant positions with their talent, skills and abilities. Youth were targeted to take paid internships/on the job training, gain certifications with occupational training and supportive services available to aid in the success of developing career pathways. Retirees were encouraged to reconnect to the workforce to take a career that aligned with their interests so they could provide expertise in work ethics and skills. Dislocated Workers have been encouraged to enroll with occupational training while on unemployment and to have the skills for a new career once unemployment insurance ended. Many occupational training classes were available online and fast tracked courses.

The Arizona Return to Work Campaign has also been an integral part of reaching 738 residents in Yavapai County to educate on services available to assist in returning to work. This campaign is a partnership between ARIZONA@WORK, Office of Economic Opportunity and Yavapai County Workforce Development Board. Another facet of this partnership is a joint quarterly data review to ensure compliance with the Department of Labor's Workforce Innovation and Opportunity Act through the Title I Adult, Youth and Dislocated Worker programs.

Innovation:

Has the Board created a new process or idea?

The WDB has received a number of awards and recognition for innovation over the years.

As part of the strategic planning process, the standing committees of the WDB have developed their own Scopes of Work to guide their planning throughout the year in an effort to identify annual goals and priorities specific to their committee work.

The Yavapai County WDB has led the state as the only local Board that has created a WDB Budget to identify how board-related costs are to be managed. This process streamlines accounting practices and provides clear direction for cost-sharing of partners in the annual operations of the administration of the WDB. This is authorized by the Workforce Arizona Council Policy #1 “Local Governance Policy” and has received full State participation for the first time for PY2021-22.

Forging the path of leadership in innovation

The WDB implemented a process for its committees to set strategic goals in alignment with the Board’s Plan. The new Committee Scopes of Work are considered a best practice for implementing annual goals and priorities and to steer membership toward a streamlined focus on committee expectations, as well as to provide a means to measure committee performance and successes.

The WDB Budget is authorized by WIOA 107 (d)(12)(A) and the Workforce Arizona Council Policy #1 Local Governance Policy IV (A)(2)(b) and is encouraged for a more equitable collaboration of cost sharing for the local ARIZONA@WORK system operation. The Yavapai County WDB was first in Arizona to develop a Board Budget agreement with core Partners’ buy-in for the advancement of workforce innovation in our communities. This has proven to be a strong path to ensuring a better aligned system partnership.

Generating success and exemplary work within the Yavapai County community

The WDB has received numerous awards and recognition over the years for innovation, and, in turn, the WDB annually presents awards to those employers and clients that go above and beyond the expectations for success in workforce development. The WDB takes the opportunities to showcase individuals that overcome barriers through the ARIZONA@WORK programs, highlighting veterans, adults, youth and dislocated workers who are proudly advancing in their career goals, and the employers who partner with the WDB to open doors to success and prosperity.

The Yavapai County WDB is a key community asset, with Board staff assisting the County and community Mayors/CEOs as a member of the local emergency

management response team. The WDB Executive Director, through the Northern Arizona Council of Governments (NACOG) spearheaded a Regional Economic Recovery & Resilience planning effort in collaboration with the four-county economic development district, which includes Apache, Coconino, Navajo and Yavapai Counties local workforce areas. A series of virtual Town Halls conducted with Arizona Town Hall garnered participation from federal, state, regional, tribal and local leadership and identified the strengths and weaknesses of existing emergency response, as well as opportunities for better collaboration across Northern Arizona for future natural and/or man-made disasters that cause economic injury to our communities.

The primary challenge identified in the series of seven Town Halls was the need for better communication and the lack of adequate broadband in the Northern Arizona region. In response, the WDB Executive Director again initiated a process to develop a broadband strategic plan, which included a widespread survey of businesses and residents to identify broadband availability in the area. In a partnership with Yavapai County School Districts and Free Library Districts, approximately 27,000 surveys were sent throughout Yavapai County and 3,400 responses were received, which will be used to assist the County in their process of mapping the broadband development plan.

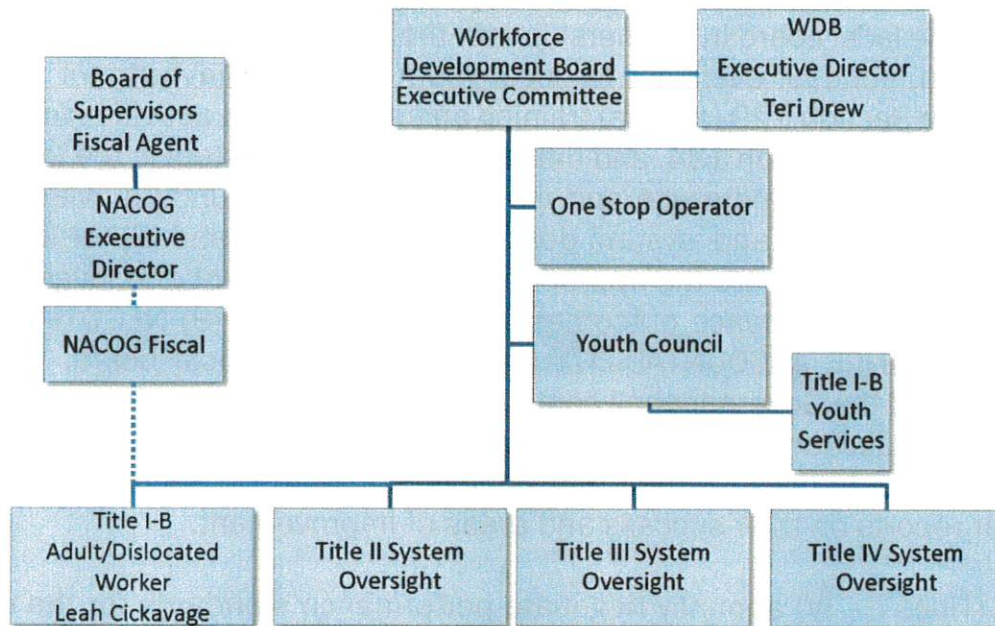
The WDB played a vital role in providing a letter of support for the Northern Arizona Council of Governments American Rescue Plan Act Build Back Better Regional Challenge grant application through the U.S. Department of Commerce Economic Development Administration. This project is focused on the healthcare industry cluster, including the role of workforce development in the recruitment and training of a skilled healthcare and related industry talent pipeline.

The Kaizen mindset of the Yavapai County WDB continues to drive this local Board forward to continual improvement and innovation in the development of a strong and resilient Yavapai County workforce. The total training budget that is overseen by the WDB equals amazing returns on investment in our communities, businesses and individuals that have come to discover the world of opportunity that the Yavapai County Workforce Development System offers for business attraction, retention and expansion.



Organizational Chart

Yavapai County Service Delivery Organizational Chart



The Workforce Innovation and Opportunity Act (WIOA) of 2014, Public Law (P.L. 113-128) reauthorizes the Workforce Investment Act (WIA) of 1998, WIOA provides the opportunity to more closely align the services of workforce investment programs, education and economic development systems in support of a comprehensive, accessible, high quality national workforce development system.

The Yavapai County WDB serves under the appointment and authority of the Yavapai County Board of Supervisors, who provides oversight and serves as the Fiscal Agent. The WDB has designated NACOG as the One Stop Operator and in this capacity, NACOG leads the planning process with private sector community members and partners, to include Department of Economic Security (DES) Title III, Division of Employment and Rehabilitation Services (DERS) Title IV, the Arizona Department of Education (ADE) Title II, community colleges, community based organizations and universities.

Plan for Kaizen

KAIZEN – Think Outside of the Box! Try New Strategies!

The Workforce Innovation and Opportunity Act (WIOA) places emphasis on local, state, and national performance including continuous improvement strategies - **kaizen**. The local board together with the Yavapai County Board of Supervisors (BOS) will work under the guidance of WIOA Rules and Regulations Section 107 (8) PROGRAM OVERSIGHT – The local board in partnership with the chief elected official for the local area shall – (A)(i) conduct oversight for local youth workforce investment activities authorized under Section 129 (c), local training and employment activities under sub-sections (c) and (d) of Section 134, and the one stop delivery system in the local area; and (ii) ensure the appropriate use and management of the funds provided under subtitle B for the activities and system described in clause (i); and (B) for workforce development activities, ensure the appropriate use, management and investment of funds to maximize performance outcomes under Section 116 (9) NEGOTIATION OF LOCAL PERFORMANCE ACCOUNTABILITY MEASURES – The local board, the chief elected official and the Governor shall continue to negotiate and reach agreement on local performance accountability measures as described in Section 116 (c). The WDB requires all partners to disclose their performance standards in Section 9 (b) and to make regular reports on their success and areas of improvement.

All partners (Titles I – IV) annually negotiate performance standards for the current program year. While some partner's performance is stronger than others, we believe that we have a good action plan in place for partners to assist their counterparts with performance strategies for successful outcomes. Yavapai County WDB will continue to review all system performance and the overall performance of partners and feels it is critical that the WDB encourage partners who fall short of mandated performance outcomes to present corrective action plans on behalf of their organizations.

To follow kaizen principles, the WDB has determined that, in order to achieve positive outcomes, these strategies are critical:

- Monitor program outcomes regularly
- Cross-training for system partners
- Expanded access to Occupational and Vocational Training to meet local demand
- Extend On-the-Job Training to assist with baseline training
- Invest in incumbent workers for sustainable placements
- Continue to find innovative ways to exceed local performance
- Enhance Title I staffing to improve audit and compliance outcomes

The WDB appointed a Strategic Planning Committee (SPC) to develop a framework for kaizen. Members of the Committee included Executive Director Teri Drew, Ginger Johnson, Nancy Jensen, Kurt Greves and Phil Tovrea. The SPC conducted a survey to determine member perception of the values that sets the parameters of the Board operations. The following ten Values Statements were identified as most important to the work and future of the WDB:

- We are here for the benefit of our community and the individuals we serve.
- We exhibit the courage to take on big challenges.
- We value innovation.
- We are accountable to each other.
- Our actions always enhance the credibility of this body.
- Every individual associated with this Board is treated with dignity and respect.
- The individual strengths of Board members are leveraged for the good of the body.
- We are committed to continuous improvement.
- Every activity is carried out with a commitment to excellence.
- The principles of honesty, dignity and respect govern our interactions with each other.

The SPC evaluated the existing Mission and Vision Statement and recommended an update to the Vision Statement to enhance relevance to current labor trends and business needs. The Mission Statement remains relevant.

- ***Mission – To build economic success through workforce development partnerships.***
- ***Vision – We are the leader of innovative partnerships and services that support sustainable business solutions.***

The SPC then identified three Goals to make progress toward accomplishing the vision of leading innovative partnerships and services that support sustainable business solutions:

- **Goal 1:** The Board designs and implements innovative strategies that improve the talent supply for local area employers and career opportunities for local area youth and job seekers.

Rational:

The “I” in WIOA stands for innovation. WIOA encourages experimentation and the development of creative strategies for meeting the needs of the job seeker, employer and youth communities we serve. Perhaps at no point has the need for innovative strategies been more apparent than in the aftermath of the COVID-19 pandemic. Employers are facing unprecedented challenges in sourcing, hiring and developing the talent that is indispensable to their businesses. The labor force has been devastated by the economic injury that no one saw coming.

The Yavapai County WDB is uniquely positioned to leverage the expertise of our local area’s thought leaders, business community and service providers to inform and inspire the WIOA system to consider new and innovative service delivery in the midst of unprecedented challenges.

Strategies:

Chair’s Initiatives – The Chair of each Standing Committee will begin each one-year term with a proposed special initiative that aligns with the Committee’s Charter and is outside the Committee’s normal work. Each Chair’s proposed initiative will be submitted annually to the WDB for approval.

- **Goal 2:** Each of the Board’s committees and work groups are focused on attainable goals and advance the mission of the Board through a clear purpose and attainable goals.

Rational:

The Committees and work groups within the WDB consist of talented and committed individuals who serve on this body because of the possibility of making a real impact on the career outcomes of the citizens of Yavapai County. This goal seeks to leverage the skills, experience, knowledge and passions of Board and Committee members by engaging them in innovative efforts championed by the Committee Chairs and supported by the full Board, staff and a network of community partners.

Strategies:

Committee Charters – Each Committee will develop a Charter to formalize the purpose, scope and direction of each group and serve to align all the separate efforts within the larger vision and mission of the WDB. The Charters will be reviewed annually to identify the purpose, goals and objectives to be met during each program year.

- **Goal 3:** The Board is recognized as the local area's voice on workforce-related issues.

Rational:

This goal seeks to improve awareness and perception of the Yavapai County WDB and the services of ARIZONA@WORK Yavapai County.

Strategies:

Marketing and media opportunities are readily available to the WDB through local partnerships with electronic, social and printed media sources. Regular content for local news media would position the Board as the local area's authoritative voice in policy conversations and positioning the WDB as the partner of choice for organizations seeking to serve career-minded individuals in the area. Regular marketing strategies in the local news outlets as well as metro sources serve to promote Yavapai County workforce development programs and services to employers and job seekers for training and career development opportunities.



The Yavapai County Workforce Development Board is grateful to the Strategic Planning Committee and staff who committed their time and energy to prepare the Yavapai County Workforce Development Board 2022 Strategic Plan.

