

2/18/22

February 18, 2022

Ms. Teri Drew, Executive Director, Yavapai County Workforce Development Board
221 N Marina Street, Ste 201
PO Box 2451
Prescott, AZ 86302

Dear Teri,

The information contained in my initial application has not changed and I wish to be considered for a renewal of appointment to the Yavapai County Workforce Development Board. By doing so I will continue serving in my humble capacity to the best of my ability.

Respectfully,



Garth Bascom
Director of HR, Safety & Compliance
Fann Contracting, Inc.

Physical Address: [REDACTED]

Mailing Address: [REDACTED]

PH: [REDACTED]

www.fanncontracting.com.



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DEC 27 2019

BY:

Yavapai County Workforce Development Board Membership Application

Please read the **WDB Overview** Document *before* completing this application. You may utilize the back of this page if additional space is needed in providing information for the questions listed below. **PLEASE PRINT.**

Name: Garth E. Bascom

Sector Representation: (Please check one):

- Private Sector
- Local Education
- Labor Organization
- Economic Development
- One Stop Partner

Resident of Yavapai County? Yes If "Yes", how many years? _____
 No

Phone: Work Home (____)____-____ Cell
Email _____

Business: Fann Contracting, Inc. Job Title: HR/Safety/Compliance Director

Type of Business: Heavy Highway Construction - Civil

Job Responsibilities: Management level company executive, department head, apprenticeship coordinator, recruiting, hiring, safety training, company policy review/enforcement, safety committee, and corporate compliance.

Are you an "optimum policy maker" for your business? Yes No

Please describe: Responsible for all recruiting, interviews, candidate selection, on-boarding, apprentice program, company safety training, regulatory compliance and policy development implementation.

A representative with optimum policy-making authority is an individual who can reasonably be expected to speak affirmatively on behalf of the entity he or she represents and to commit that entity to a chosen course of action, including hiring authority.

Please provide a brief description of your interest and qualifications to be a WDB member (experience, desire, profession, etc.) See resume. I should be able to soundly assist with the tenants of the Workforce Innovation and Opportunity Act to include guidance in the development of state sanctioned apprenticeship programs for businesses, familiarity in working with ADOT, and Y.C.C.A. Able to provide the board with guidance for other business leaders who are ready to start their own specialized in-house talent pipeline training programs.

Briefly describe your knowledge of Yavapai County's labor market (workforce skills needed, industry/business trends, needs of employers, etc.) Twelve plus years HR/Safety experience recruiting, hiring and training workers in Yavapai County. Familiarity with the local labor shortages. Have experience working with other businesses to address these shortages. This would mainly be involved with the construction and trucking trades in our area of AZ. 30 plus year resident of Yavapai County.

How many hours per month can you contribute to WDB activities? Open with limitations

Please Attach a Current Resume and Letter of Recommendation

Garth Bascom

Professional Achievements to date:

- Currently: HR, Safety & Compliance Director – Fann Contracting, Inc. Prescott, Arizona
- 2015-2016 Credit Union Board Member - Jemez Valley Credit Union, Jemez Springs, New Mexico.
- 2014-2016 Volunteer Board Member – Sandoval County New Mexico Economic Development & Tourism Department, Bernalillo, New Mexico.
- B&B Business Owner
- 2016-2017 Workforce Shortage Task Force Member - Prescott Valley Economic Development Foundation (PVEDF), Prescott Valley, Arizona.
- 2010-2020 Member, Prescott Area Human Resources Association, Prescott, Arizona.

HR/Safety/Compliance Director - Fann Contracting, Inc., Prescott, Arizona

11-1996 to 11-2013 and 8-2016 to Present

Served on the Executive Board for the \$75-\$100 million dollar corporation in the Human Resources/Safety Department in developing sustainable workplace programs and a motivational culture to encourage productivity and deliver desired outcomes. Sharp business acumen and experienced in managing broad scope of HR operations, from coordinating employee onboarding & development programs, benefits, implementing departmental program audits and preparing safety training strategies. Actively engaged with Corporate Management regarding federal, state and policy compliance. Duties include:

- Serve as the initial point of contact for applicants and employees.
- Operating Engineers & Mechanics Apprenticeship Program Coordinator/Director
- Responsible for advertising, recruiting, job fairs, interviews, candidate selection and onboarding for new employees regarding HR and safety policies and procedures.
- Company safety training and policy development initiatives.
- Annual hiring of up to 175 workers to match the cyclical patters of the construction industry.
- Provide daily guidance, problem resolution in areas of employee relations, performance and corrective action/discipline.
- Advise both employee and managers regarding Safety issues, EEOC, employee relations policies, procedures, and documentation.
- National Safety Council Training Instructor for Highway Flagger safety courses.
- Train, support and enforce Title IX and conduct all workplace-related complaint investigations.
- Development of performance improvement plans and provide workers with coaching tips on how to better manage conflict situations.
- Manage legal responses to unemployment claims, EEOC or other related issues in collaboration with the company President, CEO, EEO Officer and General Counsel.
- Oversees company-wide annual performance reviews.
- Coordinates with other construction industry workforce clusters/entities regarding workforce needs and issues.
- Organized and refined orientation and on-boarding programs for new employees with diversity & inclusion requirements.

LLC Secretary, Co-Owner, Elk Mountain Lodge, LLC, Jemez Springs, NM

11-2013 to 8-2016

Co-owner of the 5-room bed & breakfast/lodge in Jemez Springs, NM. My wife Robin and I moved to NM to help revitalize, remodel and increase profits for this family owned venture. Duties included:

- Organized a legal team to develop and implement an LLC for limiting our liability and protection of assets.
- Board Member - Jemez Valley Credit Union, Jemez Springs, New Mexico.
- Volunteer Board Member, Sandoval County Tourism & Economic Development
- Board Member - Jemez Valley Credit Union, Jemez Springs, New Mexico.
- Cooperative oversight (with co-owners) of B&B, small gift shop, property.
- E-commerce oversight/development of advertising, marketing, branding.
- Maintains full website, Facebook and Twitter accounts for the B&B
- Computer literate, Mac user, Word, Excel, PowerPoint, etc....
- Recommends to the LLC Board new direction and business opportunities.
- Trains, hires, supervises, and evaluates workers/employees.
- Oversees coordination of B&B vendors, services and sub-contractors.
- Coordinating with other local businesses to provide services for guests.
- Public relations, bi-monthly blog for the B&B
- Performs related duties assigned by LLC Board.

Human Resource Director, Fann Contracting, Inc., Prescott, Arizona

11-1996 to 11-2013

Hired as an equipment operator, promoted to foreman, then superintendent. Duties included full charge of contractual project operations building infrastructure for Arizona Department of Transportation, City of Prescott, Yavapai County, Chino Valley, Prescott Valley, and City of Cottonwood. Promoted to Human Resource/ Personnel Director in 2005.

Heavy Equipment Operator/Foreman, FNF, Inc., Tempe, Arizona

12-1995 to 11-1996

Paving and dirt operations, statewide foreman position, also operated excavator, gannon, screed, wind-row elevator, rollers and dump-man/yield calculations.

Heavy Equipment Operator, C.S. McCrossan Inc., Maple Grove, Minnesota

6-95 to 12-95

Worked throughout the state of Arizona operating a motor grader, loader, dozer, backhoe, 815 roller, water truck,

Heavy Equipment Operator, Asphalt Paving & Supply Inc., Prescott Valley, Arizona

6-91 to 6-95

Asphalt roller, gannon, loader, motor grader, dirt grades for paving & laborer

Laborer/Heavy Equipment Operator, Anderson Reclamation Inc., Scottsdale, Arizona

12-90 to 6-91

Re-vegetation/drainage and 404 waterways reinforcement/stabilization.

Absentee Co-Owner, Elk Mountain Lodge, LLC, Jemez Springs, New Mexico

12-90 to present (2020)

Helped the family build the La Cueva Steakhouse; later remodeled and renamed the Elk Mountain Lodge B & B; a multi-unit commercial bed and breakfast business. This business is currently for sale.

Education:

1977-80 New Mexico Military Institute, Roswell, NM (Sandia HS, Albuquerque)

1988-90 Embry-Riddle Aeronautical University, Prescott, AZ – Studies in Corporate Management/Flight

1986-88 Yavapai College, Student and Tutor, Prescott, AZ – AA equivalent in Business

1980-81 Albuquerque Technical-Vocational Institute – Electrical Circuitry Applications

2002-02 Conversational Spanish – Yavapai College, Prescott, AZ

2003-17 Numerous business seminars and legal training classes including:

- NPEA (Navajo Preference in Employment Act).
- Tribal Employment Rights Office Contracts/Agreements.
- E-Verify; Hiring for Employers with Federal Contracts.
- Reasonable Suspicion Drug & Alcohol Testing.
- OSHA & National Safety Council (NSC) Training.
- Certified Highway Flagger Training Instructor (NSC).
- Arizona Apprenticeship Office training seminars
- AGC Construction HR & Training Professionals Conferences
- EEOC Phoenix District Office Update Seminars
- Prescott Area Human Resources Association (PAHRA) Member, quarterly training meetings

Computer/Software & General Skills:

- MacBook Pro, iMac and Microsoft Windows platforms
- Proficient in all facets of Microsoft office
- Vista (Viewpoint) Enterprise Resource Planning (ERP) for Construction Management & Employee Tracking
- SAMSARA Trucking/Fleet Management Software
- WordPress Website Management Software
- Strong networking and teambuilding abilities
- Negotiating & communication
- De-escalation techniques

References:

- **Bill Ferrier**, Yavapai County Building Inspector, Prescott, AZ, 928-710-0011
- **Abe Guepel**, Project Manager, Fann Contracting, Inc. Prescott, AZ, 928-499-1498
- **Tim Carter**, Yavapai County School Superintendent, Prescott, AZ 928-925-6560
- **Antoinette Vigil**, Sandoval County Economic Development, Bernalillo, New Mexico, 505-404-5825
- **Tina Trujillo**, CEO/Manager, Jemez Valley Credit Union, Jemez Springs, New Mexico, 575-829-3366

Interests:

- Being a husband, dad and grandparent
- Creating wealth
- Philanthropy

Hobbies:

- Traveling
- Fishing & Boating
- Hunting
- Photography

FEB 15 2022

Yavapai County Workforce Development Board Membership Application

Please read the **WDB Overview** Document *before* completing this application. You may utilize the back of this page if additional space is needed in providing information for the questions listed below. **PLEASE PRINT.**

Name: Alycia Botkin

Sector Representation: (Please check one):

- Private Sector Local Education Labor Organization
 Economic Development One Stop Partner

Resident of Yavapai County? Yes If "Yes", how many years? 23
 No

Phone: Work [REDACTED] Home (____)____ - ____ Cell [REDACTED]
Email [REDACTED]

Business: State of Arizona **Job Title:** Rehabiliaton Services Supervisor

Type of Business: _____

Job Responsibilities: _____

Are you an "optimum policy maker" for your business? Yes No

Please describe: I report to the director for RSA about policy and give my input about the Work Board.

A representative with optimum policy-making authority is an individual who can reasonably be expected to speak affirmatively on behalf of the entity he or she represents and to commit that entity to a chosen course of action, including hiring authority.

Please provide a brief description of your interest and qualifications to be a WDB member (experience, desire, profession, etc.) I have been a WDB member for the last four years which gives me the experience and desire to continue to work with the WDB and make a difference in my community. I work as Rehabilitation services supervisor helping those who have a disability find employment which is a key aspect of the WDB.

Briefly describe your knowledge of Yavapai County's labor market (workforce skills needed, industry/business trends, needs of employers, etc.) I understand the current Yavapai County labor market as it is an aspect of my job to understand what jobs have a bright outlookd and what industrys are growing. Having a good understanding of local industrys helps me find employment for my clients.

How many hours per month can you contribute to WDB activities? 10+ hours

Please Attach a Current Resume and Letter of Recommendation

ALYCIA BOTKIN

PROFESSIONAL SUMMARY

Dedicated mental health professional with ten years of work in the mental health, social services and criminal justice fields. Extensively trained in the diagnosis and treatment of personality disorders.

SKILLS

- ◆Psychiatric population familiarity
- ◆Suicide prevention training
- ◆Rehabilitation and recovery specialist
- ◆ Skilled in intake interviewing
- ◆Strong interpersonal skills
- ◆Knowledge of working with inmates out of corrections
- ◆ Proficient at treatment and discharge planning
- ◆ Experience in vocational rehabilitation principles
- ◆Rehabilitation practices and reporting requirements
- ◆ Team player
- ◆Biopsychosocial assessments
- ◆Knowledgeable in local social service resources

WORK HISTORY

State of Arizona-Department of Disabilities, 7/4 /2018 to Present Rehabilitation Services Administration- Supervisor

- Provides direct supervision to vocational rehabilitation staff including hiring, training, coaching, evaluation and performing disciplinary action when necessary.
- Responsible for monitoring case management practices to ensure compliance with RSA policy and procedure, review and approving vocational rehabilitation client cases and conduction quality assurance reviews.
- Represent RSA in community partnership/ stakeholder meetings, forums, boards, committees and work groups. Participate in public relations, community outreach and respond to public and program inquires.

State of Arizona-Department of Disabilities, 7/1/2017 to 7/3/2018 Support Coordinator

- Mange up to 40 cases of individuals all case who were under the care of the Department of Disability.
- Update each member's case file upon contact with that member every 90/180 days or when specially requested per the member.
- Create, manage and maintain schedule to ensure all member's needs are meet within a 40 work week.

Medical Department Supervisor, 10/2014 to 05/2017

A Sober Way Home – Prescott, Arizona

- Maintained a clean, healthy and safe environment in accordance to Joint Commission Accreditation.
- Supported diagnostic procedures, assisted with technical nursing treatments and entered information in patient records and charts.
- Maintained accurate records of patient care, condition, progress and concerns. Monitored vital signs, such as blood pressure and pulse.
- Responded appropriately to the physical, emotional and developmental needs of patients. Obtained information about clients' medical history, drug history, complaints and allergies. Scheduled and accompanied clients to medical appointment.
- Performed direct patient care aimed at increasing comfort, psycho, social and spiritual well-being by aiding with personal hygiene, physical comfort, nutrition, elimination, prevention of skin breakdown, rehabilitation and safety

Program Director, 02/2012 to 10/2014

Viewpoint Dual Recovery Center – Prescott, Arizona, United States

- Conducted ten one-on-one counseling sessions per week. Counseled students with mental health disorders such as psycho-effective disorder and borderline personality disorder. Trained in substance abuse, co-occurring disorders, and the effect of employment and housing issues on mental health.
- Developed a system of staff communication that ensured proper implementation of treatment plans and comprehensive patient care.
- Supervised four program staff members and coordinated work between multiple departments and explained available substance abuse treatment services to clients. Administered oral medications, following physician's prescriptions and hospital procedures.

EDUCATION

- Master of Science: Counseling, February 2018
Grand Canyon University - Phoenix, Arizona
- Bachelor of Arts: Criminal Justice, 2014
Arizona State University - Phoenix, Arizona

CERTIFICATIONS

Temporary Licensed Associate Counselor- Temporary License Number: LACE-6057T
Level One Finger Print Clearance Card #2A01437550 Expires- 6/13/2023
Joint Commission Medication Compliance- Completed 5/2016
Crisis Prevention Training – Completed 7/2016

YAVAPAI COUNTY WORKFORCE DEVELOPMENT BOARD
MEMBERSHIP APPLICATION

MAR 03 2012

Please READ the WDB Overview Document BEFORE completing this application.
Please utilize the back of this page if additional space is needed in providing information for the questions listed below.
(Please PRINT)

NAME: Ginger Johnson

SECTOR REPRESENTATION (Please check one):

- Private sector Local Education Labor Organizations
 Economic Development One Stop Partner Community-Based Organizations

RESIDENT of Apache, Coconino, Navajo or Yavapai Counties? Yes No

Number of years a resident of above referenced County 30 years

PHONE: (Work) [REDACTED] Home) [REDACTED]

(Fax) _____ (E-Mail) [REDACTED]

BUSINESS: Custom Training Solutions AZ. LLC

TYPE OF BUSINESS: Custom Designed Training Programs for Business and Industry

JOB TITLE: President/CEO

JOB RESPONSIBILITIES: Assess workforce training needs, design, develop and deliver training programs on site to local businesses.

Please provide a brief description of your INTEREST AND QUALIFICATIONS to be a WDB member (experience, desire, profession, etc.)

Over 30 years working with business and industry as well as at-risk populations in employment and education throughout Yavapai County. My past experience serving on the WDB affords me the ability to "get right to work" on the important tasks ahead. I continue to have an interest in service to our communities, and am currently serving on the Yavapai County Sector Strategies committee. I also serve as the Chair for Stepping Stones Agencies Board of Directors, a non-profit organization with over 35 years of service to victims of domestic violence in West Yavapai County.

Briefly describe your KNOWLEDGE OF YAVAPAI COUNTY'S LABOR MARKET (skills workers need, industry/business trends, needs of employers, etc.)

Yavapai County continues to have few opportunities for high skilled/high wage jobs. The tourism and retail trades dominate the area for employment. These low paying service sector jobs create an abundance of underemployed individuals that change jobs often for slight pay increases; this creates a cycle for employers to continuously have to hire and train new employees taking away from productivity and profits. The Sector Strategies efforts are putting a focus on meeting the needs of healthcare, energy, viticulture and manufacturing industry needs. Having a trained skilled workforce on the ready will assist to draw competitive industry to our area.

AVAILABILITY: How many hours per month can you contribute? As needed

PLEASE ATTACH A CURRENT RESUME

Ginger Johnson

Telephone: [REDACTED]

Email: [REDACTED]

SUMMARY OF QUALIFICATIONS AND SKILLS

Professional, responsible, effective communicator. Recognized for integrity, creativity, and collaboration skills.

- 25 years experience in Workforce Development
- Public/Private sector partnerships
- Strong community leadership
- Building programs to meet industry needs
- Troubleshooting and problem solving
- Public speaking
- Project management
- Fundraising
- Grant writing and grant management
- Strong fiscal manager
- Management and supervision

EDUCATION

International Economic Development Council
Certified Economic Developer Program-CEcD in progress.

Northern Arizona University, Flagstaff, Arizona
16 credits completed towards Master's of Education in Human Relations in Counseling

California Polytechnic State University, San Luis Obispo, California
Bachelor of Science- concentration in Industrial Relations

EMPLOYMENT

Custom Training Solutions AZ, Prescott Valley 2013 - Present
CEO

- Design, Develop, and Deliver Custom Training Programs to business and industry

Yavapai College, Prescott, Arizona 1999 - 2013

Director, Custom Training Solutions

- Assessment, design, development, and delivery of Custom Training Programs for business and industry
- Grant management, report writing, data collection
- Created partnerships with over 60 local private/public sector businesses
- Established award winning Business Assistance Centers in partnership with NACOG and the City of Cottonwood

Employment Services Coordinator

- Developed partnerships with local business and area placement specialists
- Assisted vocational students with job placement
- Worked with Yavapai County business and industry for student job placement opportunities

Arizona Women's Education and Employment, Arizona 1986 - 1999

Executive Director

- Management of non-profit organization with 5 locations throughout Yavapai and Maricopa counties with over 22 employees
- Federal and State grant compliance
- Statewide fundraising and marketing
- Fiscal responsibilities for over \$750,000.00 per year

Trainer and Instructor

- Trained over 150 disadvantaged individuals each year throughout Yavapai County
- Fundraising, community awareness and local partnerships
- Created partnerships with public and private sector industry for client job placement
- Professional presenter, curriculum development

References attached

MAR 06 2022

Yavapai County Workforce Development Board Membership Application

Please read the **WDB Overview** Document *before* completing this application. You may utilize the back of this page if additional space is needed in providing information for the questions listed below. **PLEASE PRINT.**

Name: Brenda Rhodes

Sector Representation: (Please check one):

- Private Sector Local Education Labor Organization
 Economic Development One Stop Partner

Resident of Yavapai County? Yes If "Yes", how many years? 3
 No

Phone: Work Home () - Cell
Email

Business: Arizona Public Service **Job Title:** Service Planning Supervisor

Type of Business: Electric utility

Job Responsibilities: Responsible for all new customer projects and new service applications in the Quad-City area.
Supervises a team of project managers, designers, service coordinators and trench and conduit inspectors.

Are you an "optimum policy maker" for your business? Yes No

Please describe: Supervise the Prescott service planning team to ensure adherence to APS standards of construction, customer service/satisfaction. Approval authority for all new construction jobs as well as hiring authority.
A representative with optimum policy-making authority is an individual who can reasonably be expected to speak affirmatively on behalf of the entity he or she represents and to commit that entity to a chosen course of action, including hiring authority.

Please provide a brief description of your interest and qualifications to be a WDB member (experience, desire, profession, etc.) APS is a key community partner in Yavapai County and I have a desire to continue APS's representation on the WDB.

Briefly describe your knowledge of Yavapai County's labor market (workforce skills needed, industry/business trends, needs of employers, etc.) As a hiring authority, I am currently experiencing the lack of technical and trade skills in Yavapai County, forcing relocations to Prescott. Currently 11k residents commute to Phoenix to work.

How many hours per month can you contribute to WDB activities? 8-12

Please Attach a Current Resume and Letter of Recommendation

Brenda Rhodes

Executive Summary

Results focused management professional successful in building and motivating dynamic teams. Cultivates a company culture in which staff members feel comfortable voicing questions and concerns, as well as contributing new ideas that drive company growth. Organized and diligent, with excellent written, oral and interpersonal communication skills.

Core Qualifications

- Proven leadership, interpersonal, communication, organizational and complex problem solving skills.
- Experienced maintenance supervisor with a practical application knowledge of safe maintenance practices, corrective actions reporting, planning and inspection techniques.
- Highly proficient in maintenance data collection and work management systems.
- Demonstrated ability to interpret technical data/instructions to diagnose and solve maintenance discrepancies on multiple mechanical systems.

Professional Experience

Supervisor Service Planning

December 2018 to Current

Arizona Public Service – Prescott Service Planning – Prescott, AZ

- Supervises a team of 18 service planning personnel, servicing the state from Sunset Point to Baghdad & Paulden to Yarnell.
- Responsible for execution oversight, safe operation, design and project management of new OH/UG electrical distribution facilities.
- Develops annual operations & maintenance budget; provides monthly department variance reporting.
- Maintains trusting relationships with local leaders including the business community, Non-Governmental Organizations (NGOs), non-profits, diverse communities and others.
- Establishes department goals and objectives, evaluates employee performance and establishes employee development plans.

Supervisor Construction Maintenance

December 2017 to November 2018

Arizona Public Service – Buckeye Construction Maintenance – Buckeye, AZ

- Supervises team of 28 service planning and maintenance personnel, servicing 1,200 sq miles of service territory in SE division.
- Responsible for execution oversight, safe operations, maintenance and construction of OH/UG electrical distribution facilities.
- Develops annual \$912K operations & maintenance budget; provides monthly department variance reporting.
- Maintains trusting relationships with local leaders including the business community, Non-Governmental Organizations (NGOs), non-profits, diverse communities and others.
- Establishes department goals and objectives, evaluates employee performance and establishes employee development plans.

Work Week Coordinator

May 2014 to Current

Arizona Public Service – Distribution Operations and Maintenance – Phoenix, AZ

- Execution oversight of work management processes for 6 Distribution maintenance docks in Phoenix Metro area.
- Manage all aspects of weekly, monthly and quarterly work management metric reporting and analysis.
- Review weekly maintenance schedules to verify materials, clearances/switching, and pre-construction activities are complete.
- Consult as Maximo and Work Management SME, triaging user issues and assisting I.T. with various application testing.
- Integral member of EWM Maximo 7.5 Project, implementing standardized work management policies and processes in T&D.

Planner

November 2011 to May 2014

Arizona Public Service - West Phoenix Power Plant - Phoenix, AZ

- Planned and scheduled work packages to include procedures, prints, Pre-job brief, JHA, LOTO, and environmental impact.
- Reviewed work packages for required materials, costs, equipment, craft skills, task durations and manpower.
- Created detailed schedules in P6; provided scheduling updates; reported deviations to operations and maintenance.
- Coordinated with plant operations and maintenance in the execution of planned work ensuring proper work scope and energy isolation (LOTO) prior to work; acted as single point of contact for problem resolution in maintaining schedule adherence.
- Utilized Maximo and Primavera P6 in the execution of work week and outage planning per the work management process.
- Coordinated emergent work and analyzed impact of scheduled activities and changes of work priority within limited time frame.

Project Coordinator

September 2010 to November 2011

Arizona Public Service - Fossil Generation - Phoenix, AZ

- Provided direction, advice and leadership to ensure environmental project milestones were achieved; communicated expectations and initiatives; chaired peer group meetings to resolve program deficiencies.
- Assisted in environmental policy and procedure development and ISO14001 program rollout in Fossil Generation; achieved site certifications at all Gas and Oil Plants in 2011.
- Reinforced expectations of Environmental best practices and integration of environmental ISO14001 requirements into Fossil Operations Manual and Corporate Procedures; coordinated with teams to ensure integration at Fossil Plants.
- Developed project schedules; analyzed resources and strategies for timely completion; tracked task completion and provided reports to executive management.

Departmental Specialist

February 2007 to May 2010

Idaho Power Company - Transmission & Distribution - Boise, ID

- Assisted in procedure development for overhead/underground transmission and distribution construction standards.
- Maintained construction manuals and made text revisions and detailed drawing updates as necessary.
- Coordinated/scheduled apprenticeship training courses; monitored/tracked training progression, reported results to leadership and foremen.
- Performed technical writing for apprenticeship program training and field competencies; maintained documents

Education

Bachelor of Science: Healthcare Administration 2009
University of Phoenix - Phoenix, AZ

Associate of Arts: Aviation Maintenance Technology 61 credits
Community College of the Air Force - Maxwell AF



FEB 22 2022

Yavapai County Workforce Development Board Membership Application

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Name: MARK TIMM

Sector Representation: (Please check one):

- Private Sector
- Local Education
- Labor Organization
- Economic Development
- One Stop Partner

Resident of Yavapai County? Yes If "Yes", how many years? _____
 No

Phone: Work _____ Home (____)____-____ Cell _____
Email _____

Business: DIGNITY HEALTH - YRMC **Job Title:** VICE PRESIDENT, HR OPERATIONS

Type of Business: HEALTHCARE/HOSPITAL

Job Responsibilities: OVERSIGHT FOR SUPPORT SERVICES AREAS INCLUDING HUMAN RESOURCES, EDUCATION AND VOLUNTEER SERVICES.

Are you an "optimum policy maker" for your business? Yes No

Please describe: A MEMBER OF THE HOSPITAL'S SENIOR LEADERSHIP TEAM.

A representative with optimum policy-making authority is an individual who can reasonably be expected to speak affirmatively on behalf of the entity he or she represents and to commit that entity to a chosen course of action, including hiring authority.

Please provide a brief description of your interest and qualifications to be a WDB member (experience, desire, profession, etc.) I AM ATTRACTED TO NACOG WORKFORCE DEVELOPMENT BOARD'S COMMITMENT TO THE COMMUNITY AND I LOOK FORWARD TO THE OPPORTUNITY TO PARTICIPATE ON THE BOARD, AS A MEANS TO GIVE BACK TO THE COMMUNITY'S WORKFORCE.

Briefly describe your knowledge of Yavapai County's labor market (workforce skills needed, industry/business trends, needs of employers, etc.) AS THE LARGEST EMPLOYER IN THE COUNTY, THERE ARE NUMEROUS HEALTHCARE CAREER OPPORTUNITIES AND NEEDS. THERE IS A LARGE EDUCATION AND GROWING MANUFACTURING SECTORS. EMPLOYERS HAVE A NEED FOR A DIVERSE SKILLED WORKFORCE.

How many hours per month can you contribute to WDB activities? 1-3 HOURS

Please Attach a Current Resume and Letter of Recommendation

MARK TIMM

A seasoned Human Resources Professional with over 20 years of relevant experience and achievements in a regional/community based hospital system

SUMMARY OF QUALIFICATIONS

- HR management experience in organizations from 250-4500 employees, multiple facility locations, up to 16 direct reports and departmental budgeting experience.
 - A leader in many HR projects that support successful employee recruitment and knowledgeable of compliance with Federal, State and Healthcare-related regulations.
 - Established
-

PROFESSIONAL EXPERIENCE

VICE PRESIDENT, HUMAN RESOURCES OPERATIONS

December 2021 - Present

CHIEF HUMAN RESOURCES OFFICER

January 2020 to November 2021

EXECUTIVE DIRECTOR OF HUMAN RESOURCES

October 2007 to December 2019

YAVAPAI REGIONAL MEDICAL CENTER

Prescott, AZ

Annual Revenue of \$245 million, A multi facility regional health care delivery system providing a broad spectrum of care including emergent, acute inpatient, rehabilitative care and outpatient services.

- Oversight for support services areas including; Human Resources, Education, Chaplain and Volunteer services.
- Responsible for annual budgets in excess of 35 million dollars.
- Member of the hospital's senior leadership team

EMPLOYMENT/EMPLOYEE RELATIONS MANAGER

February 2003 to October 2007

YAVAPAI REGIONAL MEDICAL CENTER

Prescott, AZ

- Working with the Human Resources Director, hospital leadership and HR team, serve as a primary liaison with department managers, staff and physicians regarding recruitment and retention related issues.
 - Accountable for planning and coordinating the employment brand, candidate sourcing methods, and on-boarding processes for all staff.
 - Responsible for facilitating and maintaining programs and processes that support positive employee relations and staff retention.
 - Served as project leader for new HR system installation (Navigator), which allows electronic applications, paperless open enrollment, employee self-service and improved HR reporting.
 - Implemented new background check policy to improve the quality of new hires.
 - Helped lead efforts to successfully staff new East Campus Hospital in Prescott Valley (2006) as well as the Cardiovascular program (2007).
 - Track record of utilizing interpersonal and collaborative skills in order to successfully resolve numerous internal disputes, grievances as well as regulatory and legal charges.
-

HUMAN RESOURCES MANAGER

November 2001 to February 2003

EMBRY-RIDDLE AERONAUTICAL UNIVERSITY

Prescott, AZ

Multi-campus university with residential teaching facilities in Daytona Beach, FL and Prescott, AZ. Over 450 employees serving 1800 students on the Prescott Campus.

- Working with the Human Resources Director (located in Daytona Beach) and the Chancellor of the Prescott Campus, worked to build effective HR programs and practices to support the University's strategic and operational goals.
- Responsible for all human resources functions for campus staff.
- Developed initial Affirmative Action Plans for the campus to facilitate compliance with OFCCP guidelines.
- Redesigned job description design and review process for campus.
- Reviewed, created and updated human resources policies for Prescott Campus.
- Implemented new progressive discipline and documentation process.

EMPLOYMENT/EMPLOYEE RELATIONS MANAGER

May 1995 to November 2001

CARONDELET HEALTH NETWORK

Tucson, AZ

Carondelet Health Network is a 3-hospital, not-for-profit organization which is now partnered with Asension Health. Carondelet Health Network has 911 acute care beds and 4,500 employees serving Tucson and Southern Arizona.

- Effectively maintained 1.5 million dollar budget
- Developed internal intranet page to improve internal customer service
- Successful oversight of all regulatory investigations; OFCCP, EEOC, ACRD, Wage & Hour
- Opened second recruitment office resulting in 100% increase in applicant flow

EDUCATION AND CERTIFICATION

BSBA, HUMAN RESOURCES MANAGEMENT

UNIVERSITY OF ARIZONA

TUCSON, AZ

COMMUNITY INVOLVEMENT

ARIZONA HEALTHCARE FACILITIES AUTHORITY

2007-2012

Board of Trustees

ARIZONA HEALTHCARE HUMAN RESOURCES ASSOCIATION

2017 – Present

Board Member

YAVAPAI COUNTY WORKFORCE DEVELOPMENT BOARD

2017 – Present

Board Member

PROFESSIONAL AFFILIATIONS

- **SOCIETY OF HUMAN RESOURCE MANAGEMENT (SHRM)**
Member since 1987
 - **Society of Human Resources – Greater Tucson**
Board Member – 1998-2000
 - **Prescott Area Human Resources Association**
Human Resources Professional of the Year – 2006

- **AMERICAN SOCIETY FOR HEALTHCARE HUMAN RESOURCES ADMINISTRATION (ASHHRA)**
Member since 2003



Dignity Health.
Yavapai Regional Medical Center

February 22, 2022

Yavapai County Workforce Development Board
221 N Marina Street, Suite 201
Prescott, AZ 86302

Subject: Letter of Recommendation for Mark Timm

To Whom It May Concern:

It is with great pleasure that I am writing this letter of recommendation for Mark Timm, Vice President, Human Resources Operations at Dignity Health - Yavapai Regional Medical Center (YRMC).

Mark's core strength lies in understanding that people create business success and he knows how to leverage human resource functions such as compensation, employee relations, benefits, recruitment, training and employee engagement to support the achievement of strategic goals. It is my belief that Mark will be an asset to serve on the Board for the Yavapai County Workforce Development Board.

Mark has the support of Dignity Health - YRMC to set aside the time necessary to attend Board meetings and functions of the Yavapai County Workforce Development Board. Please feel free to contact me directly if you have any questions about the information provided.

Sincerely,

John Amos
President & CEO

West Campus
1003 Willow Creek Rd
Prescott, AZ 86301
Direct: (928) 445-2700
DignityHealth.org/YRMC

East Campus
7700 E Florentine Rd
Prescott Valley, AZ 86314
Direct: (928) 445-2700
DignityHealth.org/YRMC

SEP 08 2021

Yavapai County Workforce Development Board Membership Application

Please read the **WDB Overview** Document *before* completing this application. You may utilize the back of this page if additional space is needed in providing information for the questions listed below. **PLEASE PRINT.**

Name: KURT WILKINSON

Sector Representation: (Please check one):

- Private Sector Local Education Labor Organization
 Economic Development One Stop Partner

Resident of Yavapai County? Yes If "Yes", how many years? _____
 No

Phone: Work Home () - Cell
Email

Business: GRANITE MOUNTAIN DESIGN INC. **Job Title:** OWNER / PRESIDENT

Type of Business: MANUFACTURING - MACHINING, WELDING, PRECISION SHEET METAL AND FABRICATION

Job Responsibilities: INSURE SUCCESS

Are you an "optimum policy maker" for your business? Yes No

Please describe: OWNER

A representative with optimum policy-making authority is an individual who can reasonably be expected to speak affirmatively on behalf of the entity he or she represents and to commit that entity to a chosen course of action, including hiring authority.

Please provide a brief description of your interest and qualifications to be a WDB member (experience, desire, profession, etc.) I STARTED GRANITE MOUNTAIN DESIGN IN THE BASEMENT OF MY HOUSE IN RURAL YAVAPAI COUNTY IN 1985. FROM THAT WE'VE GRADUATED TO OUR CURRENT 35,000 SQ. FOOT BLDG. WHERE WE CURRENTLY EMPLOY 95 LOCAL CITIZENS.

Briefly describe your knowledge of Yavapai County's labor market (workforce skills needed, industry/business trends, needs of employers, etc.) THE LOCAL LABOR MARKET IS TOUGH FOR BOTH SKILLED AND UNSKILLED LABOR. ALTHOUGH OUR AREA HAS BEEN EXPERIENCING RAPID GROWTH, IT SEEMS HARDER TO FIND HELP NOW THAN EVER.

How many hours per month can you contribute to WDB activities? 4

Please Attach a Current Resume and Letter of Recommendation

**BYLAWS FOR THE
YAVAPAI COUNTY WORKFORCE DEVELOPMENT BOARD**

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**BYLAWS FOR THE
YAVAPAI COUNTY WORKFORCE DEVELOPMENT BOARD**

I. NAME, AREA OF SERVICE AND AUTHORIZATION

- A. This board will be known as the Yavapai County Workforce Development Board (hereinafter referred to as the "WDB").
- B. The Chief Local Elected Officials are defined as the Yavapai County Board of Supervisors (BOS).
- C. The area served shall be Yavapai County, State of Arizona, inclusive of all municipalities and unincorporated areas within the Local Area. This area shall be known as the Yavapai County Local Workforce Development Area (hereinafter referred to as the "LWDA").
- D. The Yavapai County Board of Supervisors appoints all WDB members as prescribed in the Workforce Innovation and Opportunity Act (hereinafter referred to as the "WIOA"), Public Law 113-128.
- E. The WDB and its committees derive their authority from Section 107 of the WIOA. In execution of its business, the WDB shall comply with the WIOA and its regulations, as well as policies and directives from the Arizona Department of Economic Security and the Workforce Arizona Council.
- F. All members are covered by a Directors and Officers insurance policy held by NACOG in cooperation with the WDB.

II. PURPOSE, SCOPE AND MISSION

- A. Consistent with 20 CFR §679.300, the vision for the WDB is to serve as a strategic leader and convener of local workforce development system stakeholders.

The WDB partners with employers and the workforce development system to develop policies and investments that support public workforce system strategies that support regional economies, the development of effective approaches including local and regional sector partnerships and career pathways, and high-quality, customer-centered service delivery and service delivery approaches;

- B. The purpose of the WDB is to:
 - 1. Provide strategic and operational oversight in collaboration with the required partners as identified in the WIOA and other workforce stakeholders to help develop a comprehensive and high-quality workforce development system in the local area and larger planning region;
 - 2. Assist in the achievement of the State's strategic and operational vision and goals as outlined in the Unified State Plan; and

3. Maximize and continue to improve the quality of services, customer satisfaction and effectiveness of the services provided.
- C. The WDB is established in accordance with requirements of WIOA Section 107 (d).
- D. The WDB shall operate on a Program Year basis. **Program Years are defined as July 1 – June 30.**

III. DUTIES AND RESPONSIBILITIES

- A. As provided in WIOA Section 107 (d) and 20 CFR §679.370 and applicable Federal and State laws, rules and regulations, and policies and procedures, the WDB must:
1. Elect a chairperson from among the business representatives on the WDB.
 2. Develop and approve a local plan and subsequent modifications to such plan for the local area to the BOS for their approval. The WDB will then submit the approved local plan to the designated State administrative entity and Workforce Arizona Council.
 3. If the local area is part of a designated planning region as defined in Sec. 106 of WIOA that includes other local areas, develop and submit a regional plan in collaboration with other local areas. If the local area is part of a planning region, the local plan must be submitted as a part of the regional plan. Approval and subsequent modifications will follow the same protocol as outlined in Section 2(A) of this agreement. Yavapai County is a stand-alone planning region as designated by the Governor.
 4. Conduct workforce research and regional labor market analysis to include:
 - a. Analyses and regular updates of economic conditions, to demonstrate knowledge, skills education and training activities; to include an analysis of the strengths and weaknesses (including the capacity to provide) of such services to address the identified education and skill needs of the workforce and the employment needs of employers;
 - b. Assistance to the Governor in developing the statewide workforce and labor market information system under the Wagner-Peyser Act for the region; and
 - c. Other research, data collection and analysis related to the workforce needs of the regional economy as the WDB, after receiving input from a wide array of stakeholders, determines to be necessary to carry out its functions.
 5. Convene local workforce development system stakeholders to assist in the development of the local plan under §679.550 and in identifying non-Federal expertise and resources to leverage support for workforce development activities. Such stakeholders may assist the WDB and standing committees in carrying out convening, brokering and leveraging functions at the direction of the WDB.

6. Lead efforts to engage with a diverse range of employers and other entities in the region in order to:
 - a. Promote business representation (particularly representatives with optimum policy-making or hiring authority from employers whose employment opportunities reflect existing and emerging employment opportunities in the region) on the WDB;
 - b. Develop effective linkages (including the use of intermediaries) with employers in the region to support employer utilization of the local workforce development system and to support local workforce investment activities;
 - c. Evaluate that workforce investment activities meet the needs of employers and support economic growth in the region by enhancing communication, coordination and collaboration among employers, economic development entities, and service providers; and
 - d. Develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers (such as the establishment of industry and sector partnerships) that provide the skilled workforce needed by employers in the region, and that expand employment and career advancement opportunities for workforce development system participants in in-demand industry sectors or occupations.
7. With representatives of secondary and post-secondary education programs, lead efforts to develop and implement career pathways within the local area by aligning the employment, training, education and supportive services that are needed by adults and youth, particularly individuals with barriers to employment.
8. Lead efforts in the local area to identify and promote proven and promising strategies and initiatives for meeting the needs of employers, workers and job seekers, and identify and disseminate information on proven and promising practices carried out in other local areas for meeting such needs.
9. Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, workers and job seekers by:
 - a. Facilitating connections among the intake and case management information systems of the One-Stop partner programs to support a comprehensive workforce development system in the local area;
 - b. Facilitating access to services provided throughout the One-Stop delivery system, including access in remote areas;
 - c. Identifying strategies for better meeting the needs of individuals with barriers to employment, including strategies that augment traditional service delivery, and

increase access to services and programs of the One-Stop delivery system, such as improving digital literacy skills; and

- d. Leveraging resources and capacity within the local workforce development system, including resources and capacity for services to individuals with barriers to employment.
10. Negotiate and reach agreement on local performance measures with the applicable state guidelines.
 11. Negotiate with BOS and required partners on the methods for funding the infrastructure costs of One-Stop Centers in the local area in accordance with 20 CFR §678.715 or notify the Workforce Arizona Council if they fail to reach agreement at the local level.
 12. Select the following providers in the local area and, where appropriate, terminate such providers in accordance with 2 CFR part 200:
 - a. Designate providers of youth workforce investment activities through competitive grants or contracts based on the recommendations of the Youth Council; however, if the WDB determines there is an insufficient number of eligible training providers in a local area, the WDB may award contracts on a sole-source basis as per the provisions of WIOA Section 123 (b);
 - b. Providers of Title I training services for Adult, Dislocated Worker and Rapid Response consistent with the criteria and information requirements established by the Governor and WIOA Section 122;
 - c. Through a competitive process the WDB will recommend to BOS a selection of One-Stop Operator to coordinate the service delivery of required One-Stop partners and service providers in accordance with 20 CFR §§ 678.600 through 678.635.
 - d. Reviewing applications to provide adult education and literacy activities under WIOA Title II for the local area to determine whether such applications are consistent with the local plan;

The fiscal agent shall maintain fiscal oversight of contracted Title I providers including but not limited to conducting financial monitoring and annual financial audits of such providers. The result of the monitoring and audits will be reported to the WDB during regularly scheduled meetings and made available to the State administrative entity from the BOS.

13. In accordance with WIOA Section 107 (d)(10)(E), work with the State to ensure there are sufficient numbers and types of providers of career services and training services serving the local area and providing the services in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive integrated employment for individuals with disabilities.

14. Coordinate activities with education and training providers in the local area, including:
 - a. Making recommendations to the eligible agency to promote alignment with such plan; and
 - b. Replicating and implementing cooperative agreements to enhance the provision of services to individuals with disabilities and other individuals, such as cross-training of staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts of collaboration and coordination.
15. Develop a budget for the activities of the WDB, with approval of the Yavapai County Board of Supervisors and consistent with the local plan and the duties of the WDB.
 - a. The budget shall include all activities of the WDB including the Title I budget amounts to be allocated for Youth, Adult and Dislocated Worker/Rapid Response Program career services;
 - b. The WDB will determine how much of the budget to allocate for Youth services and how to procure these services; and,
 - c. The fiscal agent shall immediately disburse the grant funds for workforce investment activities at the direction of the WDB, as defined in the approved budgets, pursuant to the requirements of WIOA.
16. Assess on an annual basis the physical and programmatic accessibility of all One-Stop Centers in the local area in accordance with WIOA Section 188, as applicable, provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 *et seq.*).
17. Certify one-stop centers in accordance with 20 CFR § 678.800.
18. Conduct oversight of Youth workforce investment activities authorized under WIOA Sec. 129(c), Adult and Dislocated Worker/Rapid Response employment and training activities under WIOA Sections 134(c) and (d), and the entire ARIZONA@WORK Yavapai County service delivery system. The WDB will report to the BOS at least one joint meeting during the program year on the current WDB initiatives and workforce investment activities designed to further Yavapai County workforce development goals as outlined in the local plan.
 - a. Evaluate the appropriate use and management of the funds provided under WIOA Title I-B for the Youth, Adult, and Dislocated Worker/Rapid Response activities and one-stop delivery system in the local area.
 - b. Evaluate the appropriate use, management, and investment of funds to maximize performance outcomes under WIOA Sec. 116. Use of available funds will be outlined in the local plan. The WDB will report to the Fiscal Agent no less than four times per program year the status of the expenditure of funds allocated to Yavapai County for

Youth workforce investment activities authorized under WIOA Sec. 129(c), Adult and Dislocated Worker employment and training activities under WIOA Secs. 134(c) and performance outcomes of the entire ARIZONA@WORK Yavapai County service delivery system.

19. Members are not permitted to delegate any Board duties to proxies or alternates.
20. Members will complete tasks assigned by the WDB Chair and will carry out assignments from committees to which they have been appointed. Members are expected to be knowledgeable of WDB-related topics, including policy guidelines. Members are expected to assist each other in orientation and education related to WDB responsibilities.

IV. MEMBERSHIP/COMPOSITION OF THE WDB

Per WIOA Section 107(c) (1) the BOS is authorized to appoint the members of the WDB in accordance with the criteria established by the Governor in partnership with the State Board (WIOA 107(b) (1)).

1. The BOS shall determine the size of the Yavapai County Workforce Development Board consistent with WIOA Section 107(b) (2). The WDB may submit a request to the BOS for consideration of the change in the size of the WDB. Any approved changes must be consistent with WIOA Section 107(b) (2).
2. The members of the WDB must be selected by the BOS consistent with criteria established under WIOA Sec. 107(b)(1) and criteria established by the Governor, and must meet the requirements of WIOA Sec. 107(b)(2).
3. The membership shall be categorized as such based on the definitions outlined in the Act:
 - a. More than 50% majority Local Business Representatives;

At a minimum, two members must represent small business as defined by the U.S. Small Business Administration. Business representatives serving on local workforce development boards may also serve on the State Board. Each business representative **must meet the following criteria:**

- i. Be owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policy-making or hiring authority. A representative with optimum policy-making authority is an individual who can reasonably be expected to speak affirmatively on behalf of the entity he or she represents and to commit that entity to a chosen course of action;
- ii. Provide employment opportunities in in-demand industry sectors or occupations and provide high-quality, work-relevant training and development opportunities to its workforce or the workforce of others (in the case of organizations representing business as per WIOA Section 107 (b) (2) (A) (ii)).

As defined in WIOA Section 3 (23), *in-demand industry sector or occupation* means:

- An industry sector that has a substantial current or potential impact (including through jobs that lead to economic self-sufficiency and opportunities for advancement) on the State, regional or local economy as appropriate, and that contributes to the growth or stability of other supporting businesses, or the growth of other industry sectors; or
- An occupation that currently has, or is projected to have, a number of positions (including positions that lead to economic self-sufficiency and opportunities for advancement) in an industry sector so as to have a significant impact on the State, regional or local economy, as appropriate.

The determination of whether an industry sector or occupation is in-demand shall be made by the WDB, using State and regional business and labor market projections, including the use of labor market information;

- b. At least a 20% minimum of Local Workforce, Labor and apprenticeship representatives and other youth-related organizations are optional. All shall be individuals with optimum policymaking authority within their respective organization;
 - i. Must include two or more representatives of labor organizations who have been nominated by local labor federations, or other representatives of employees (for areas where labor organizations do not exist);
 - ii. Must include one or more representatives (must be a training director or a member of a labor organization) of a joint labor-management, or union affiliated, registered apprenticeship program within the area. If no union affiliated registered apprenticeship programs exist in the area, a representative of a registered apprenticeship program with no union affiliation must be appointed, if one exists;
 - iii. *May include* one or more representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and
 - iv. *May include* representatives of organizations that have demonstrated experience and expertise in addressing the employment, training or education needs of eligible youth, including representatives of organizations that serve out-of-school youth;
- c. Title II and higher education required. Local education and Community Based Organizations helping barriered individuals are optional. All shall be individuals with optimum policymaking authority within their respective organization;

- i. *At least one eligible provider administering adult education and literacy activities under WIOA Title II (Adult Education). When there is more than one local area provider of adult education and literacy activities under Title II, nominations are solicited from those particular entities (WIOA Section 107 (b)(2)(C)(ii));*
- ii. *At least one representative from an institution of higher education providing workforce investment activities, including private institutions and community colleges. Where there are multiple institutions of higher education providing workforce investment activities, nominations are solicited from those particular entities (WIOA 107 (b)(2)(C)(ii)); and*
- d. Government, Economic and Community Development-Economic Development, Wagner-Peyser, and Vocational Rehabilitation required. All shall be individuals with optimum policymaking authority within their respective organization;

At least one representative from each of the following governmental and economic and community development entities:

- i. Economic and community development entities with optimum policy authority;
- ii. The State Employment Service Office under the Wagner-Peyser Act (29 U.S.C. 49 *et seq.*) serving the local area with optimum policy authority; and
- iii. The programs carried out under Title I of the Rehabilitation Act of 1973, other than Section 112 or Part C of that Title with optimum policy authority.

V. APPOINTMENT TO THE WDB

Appointments to the WDB will be made by the Yavapai County Board of Supervisors by the following process:

1. Each nominee must submit an application for membership on the WDB to the Executive Committee of the WDB for review. Applications will include a letter of recommendation from the Board of Directors or industry leader of the nominee's related employment sector.
2. Each application will include a demonstration of how the nominee meets the criteria for membership in the applicable category (Business, Workforce, etc.); including a resume or curriculum vitae that shows work history and level of optimum policy authority or qualification.
3. Following a majority vote in favor of the nominee's application, the Executive Committee will make a recommendation to the Yavapai County Board of Supervisors for appointment at the next regularly scheduled meeting of the Yavapai County Board of Supervisors.

4. A majority vote in favor of the appointment is required by the Yavapai County Board of Supervisors.
5. As applicable, all newly-appointed Board members must complete a WDB-approved Orientation session prior to attending their first official meeting as a voting Board member.
6. Board members will not be permitted to delegate a proxy or alternates in their absence.
7. The WDB must not include members who are staff to the WDB, staff or board members of the One-Stop Operator, and/or Title I-B Adult, Dislocated Worker and Youth providers, or staff of the grant recipient/administrative entity or fiscal agent.

OTHER CHIEF ELECTED OFFICIAL APPOINTMENTS – In addition to the representatives enumerated above, the Yavapai County Board of Supervisors *may* appoint other appropriate entities in the local area, including:

1. Entities administering education and training activities who represent local educational agencies or community-based organizations with demonstrated expertise in addressing the education or training needs for individuals with barriers to employment;
2. Governmental and economic and community development entities who represent transportation, housing and public assistance programs;
3. Philanthropic organizations serving the local area; and
4. Other appropriate individuals as determined by the BOS.

VI. AUTHORITY TO HIRE STAFF – WIOA Section 107 (f) grants the WDB authority to hire a director and other staff to assist in carrying out the functions of the WDB.

1. The WDB shall establish and apply a set of qualifications for the position of director that ensures the individual selected has the requisite knowledge, skills and abilities to meet identified benchmarks and to assist in carrying out the functions of the WDB.
2. The WDB director and staff are subject to the limitations on the payment of salary and bonuses described in WIOA Section 194 (15).
3. In general, only WDB staff may assist the WDB to fulfill its functions (20 CFR 679.400 (d)).
4. WDB staff report directly to the WDB Chair with oversight from the Yavapai County Administrator.

VII. TERMS OF OFFICE

- A. The terms of the members shall be for two years. Term start date is the date the member was approved by the Yavapai County Board of Supervisors. Members may serve multiple

terms, but must be re-appointed by the Yavapai County Board of Supervisors. Such re-appointments will take place in the month of June of the year the term will expire, and will remain effective beginning in June for each subsequent two year term.

- B. Appointments will be staggered to the extent possible to ensure only one-third (1/3) of the membership expires in a given year. Individual terms are adjusted to ensure that this goal is accomplished.

VIII. ATTENDANCE

- A. All WDB members are expected to attend regularly scheduled meetings. All members shall notify staff of absence at least five (5) days prior to a scheduled meeting to allow for quorum check and agenda changes within 24 hours.
- B. A member's absence is considered **unexcused** if the member fails to notify Board staff prior to a scheduled meeting. **Excused** absences are those involving sickness, family emergency or business related priorities. Members must notify Board staff within five (5) days of the scheduled meeting that will require an excused absence.
- C. If a member is absent three (3) consecutive, regularly scheduled meetings or 40% of the meetings in a calendar year, he/she shall be considered to have tendered his/her resignation, subject to review and recommendation of the Chair.
- D. Following consultation with the Chairman, members will be notified in writing after the second consecutive missed meeting that a third missed meeting will be considered a resignation.
- E. At that time, the individual will have the opportunity to approach the Chair. The Chair will render a decision to the Executive Committee. By majority vote, a removal recommendation will be forwarded to the BOS for approval.
- F. All WDB members may attend meetings in person or via electronic means, including internet meeting platforms. A cell phone call to a member's telephone may be used when a conference call is not available for the meeting, as long as the caller is accessible to the public.

IX. VACANCIES, RESIGNATIONS AND REMOVAL OF WDB MEMBERS

Members who no longer hold the position or status that made them eligible to serve as WDB members must resign or be removed by the Yavapai County Board of Supervisors immediately upon notification to the WDB chair of the change of status as a representative of that entity. The Board member is required to notify the Chair of his/her membership status changes. The Executive Committee votes on the applicability for continued membership on the WDB and makes the appropriate recommendation to the Board of Supervisors for review and action.

VACANCIES:

- A. In order to comply with Workforce Arizona Council Local Governance Policy, WDB vacancies must be filled within 120 days of the vacancy. All vacancies will be addressed using the process identified in Article IX.
- B. Appointments and reappointments must be made within 120 days that the vacancy is created.
- C. In the event a vacancy cannot be filled within 120 days, the WDB must request a waiver in writing to the Director of the State Workforce Development Board with an explanation of why a vacancy was not filled in the 120-day timeframe and a description of the process underway to fill the vacancy.
- D. The WDB must maintain written approval of the waiver request by the Director of the State Workforce Development Council and will be monitored according to the process outlined in the approved waiver request.
- E. If a vacancy occurs other than by expiration of term, the vacancy shall be filled by appointment by the Yavapai County Board of Supervisors for the unexpired portion of the term. The nomination process will be the same as outlined in these Bylaws under Article V – Appointment to the WDB. The new member filling the vacancy shall represent the same board category as the outgoing member.

RESIGNATIONS:

Resignations by members shall be submitted in writing to the WDB Chair.

REMOVAL

- A. Board members must be removed by the Yavapai County Board of Supervisors if any of the following occurs:
 - 1. Documented violation of conflict of interest;
 - 2. Failure to meet WDB member representation requirements defined in the WDB Bylaws Article IV – Membership/Composition of the WDB; or
 - 3. Documented proof of malfeasance, fraud or abuse.
- B. WDB members may be removed for other reasons as determined by the WDB.
- C. The state administrative entity reserves the right to conduct an investigation regarding allegations of wrongdoing that result in the removal of a board member. The Yavapai County Board of Supervisors and the WDB Chair will be formally notified in advance of any such investigations and of the results.
- D. The WDB will provide ten days written notice to the member being considered for removal from the WDB before a recommendation for removal is placed on a WDB meeting

agenda. The member under consideration for termination may appeal the decision in writing to the Chair and request a special meeting in executive session at the Chair's discretion with the Executive Committee before any action is taken.

- E. Should the Executive Committee determine that it is in the best interest of the WDB to remove a member; a recommendation for removal will be presented to the WDB for official action to remove the member. The recommendation must receive a majority vote.
- F. Recommendations for removal of WDB members will be forwarded to the Yavapai County Board of Supervisors for final action to remove the member.

X. OFFICERS

A. Election of Officers

1. Election of officers shall be held during the last meeting of each election year.
2. The Chair and Vice Chair shall serve concurrent terms, commencing on July 1 of the following Program Year in which they were elected.
3. A Nominations Committee will be assigned by the WDB Chair. The Committee will meet to recommend a slate of officers to the Board.
4. Nominations from the floor will be called for at the next regular meeting, after which nominations will close.
5. Officer recommendations will be made and approved by majority vote during the last meeting of the Program Year in which elections are held.

B. Chair

The Chair shall perform the duties pursuant to these Bylaws and procedural decisions resulting from a duly cast vote of the WDB. He/she is the attester to all documents containing necessary concurrences required by the Governor and/or the State and WDB recommendations deemed necessary to the Yavapai County Board of Supervisors.

1. The Chair shall be elected by a majority vote of the WDB.
2. The Chair shall be a representative of the business community on the WDB.
3. The Chair shall be the Chief Officer of the WDB and shall preside at all full board meetings of the WDB.
4. The Chair may serve multiple terms following an open election process.
5. In the event the Chair cannot fulfill the terms of his/her appointment for any reason, the Vice Chair shall preform such duties as the Acting Chair until a new Chair is appointed by the Yavapai County Board of Supervisors.

- a. The Chair must submit in writing to the Yavapai County Board of Supervisors notifying his/her intention to resign from his/her role as Board Chair.
- b. The nomination process outlined in Article XI (A) shall be followed to elect a new Chair. Voting for a new Chair will be conducted at the next regularly scheduled Board meeting.

C. Vice Chair

The Vice Chair shall perform the duties of the Chair in his/her absence or assume the duties of the Chair, should the Chair resign before the Chair's term is up.

1. The Vice Chair shall be a representative of the business community on the WDB.
2. The Vice Chair shall be elected by a majority vote of the WDB.
3. The Vice Chair may serve multiple terms following an open election process.
4. In the event the Vice Chair cannot fulfill the terms of his/her appointment for any reason, the member must submit in writing to the Chair his/her intention to resign from his/her role as Board Vice Chair.
 - a. The Chair may appoint an interim Vice Chair from the business-sector membership.
 - b. The interim appointment shall commence with the vote of the full Board. The nomination process outlined in Article IX (A) shall be followed to elect a new Vice Chair. Voting for a new Vice Chair will be conducted at the next regularly scheduled Board meeting.

D. Other Officers

Other officers may be established by a majority vote of the WDB.

XI. COMMITTEES

- A. The Chair of the WDB shall appoint the Chair of each standing committee.
- B. Board members who miss three Committee meetings for which they are a member shall be referred to the Executive Committee for review of further participation on the committee.
- C. Committee members under consideration for removal from such committee are subject to full board ratification.

Executive Committee

- i. The Executive Committee shall meet bi-monthly and as necessary between scheduled meetings of the entire WDB and shall be responsible for interpreting and putting into effect the decisions, policies, budgets and programs of the WDB, including but not limited to attendance, Bylaws or disciplinary actions of the WDB.
- ii. The Executive Committee shall consist of the Chair, Vice Chair, one representative from each County District as appointed by the BOS, and one WDB representative of the public sector to act as Public Voice. The Public Voice is a non-voting member of the Executive Committee and is appointed by the Chair.
- iii. The WDB Chair shall serve as the Chairman of the Executive Committee.
- iv. If a full WDB meeting has been cancelled due to a lack of quorum and action items are needed to continue services, the Executive Committee shall meet and vote on the action items. Action items will be reported to the full Board at the next meeting.
- v. All Policy actions made by the Executive Committee are subject to ratification by a majority vote of the WDB at its next regularly scheduled meeting.
- vi. The Executive Committee shall evaluate the development and implementation of an integrated operator/partner (Board) budget to finance the One-Stop system and submit such financial plan to the BOS for review.
- vii. The Executive Committee shall recommend allocation of WIOA funds to the One-Stop Operator after review of each proposed budget.
- viii. The Executive Committee shall review all financial reports/documents/audits as needed and approve and enforce all financial policies and procedures as outlined in the approved Policies and Procedures.
- ix. The Executive Committee may request additional information and reports from the One-Stop Operator and required Partners on an as-needed basis.
- x. The Executive Committee will work with the Executive Director to secure additional grants and funds for the Workforce Development System and Board.
- xi. Recommend allocation of WIOA funds to One-Stop Operator after review of each proposed budget;
- xii. Review all financial reports/documents/audits as needed;
- xiii. The Executive Committee may go into "Executive Session" during the course of a Board meeting on an "as needed" basis at the discretion of the Board Chair and subject to Open Meeting Law restrictions.

Standing Committees and Ad Hoc Committees

The WDB has authority to establish standing committees for specific operations and ad hoc committees in order to address specific issues as designated by the WDB Chairman.

1. All standing committee recommendations are presented to the WDB for official action.
2. All standing committees must operate according to Open Meeting Law requirements and establish a regular schedule of meetings.
3. Ad hoc committees may be appointed by the WDB Chairman to address specific issues. If the WDB determines that a specific ad hoc committee is no longer needed, it shall officially disband the ad hoc committee.
4. The following standing committees have been established by the WDB:

a. Youth Council

The Youth Council is appointed by the Executive Committee and is comprised of members with youth involvement activities within Yavapai County. These may include WIOA partners, labor, education, public safety, housing, public/private sector, juvenile justice and other organizations. The Youth Council will meet on a quarterly basis. The Chair of the Youth Council will be appointed by the WDB Chair. Responsibilities of the Youth Council include:

- i. Coordinating youth activities in Yavapai County.
- ii. Identifying a "Youth Voice/Parent Voice" as outlined in WIOA.
- iii. Developing portions of the local plan related to youth activities.
- iv. Recommending eligible youth service providers in accordance with WIOA focusing on older/out-of-school youth, subject to the approval of the Executive Committee.
- v. Conduct oversight with respect to eligible providers of youth activities.
- vi. Establish linkages with educational agencies and other youth service providers.
- vii. Identify members for the Council and provide outreach to the community regarding youth services in Yavapai County.
- viii. Develop Career Pathway opportunities for in-demand sectors of Yavapai County.
- ix. Develop partnerships, including apprenticeships for youth.

- x. Perform all other duties as assigned by the Chair or Executive Committee.

b. One-Stop Committee

The One-Stop Committee will be appointed by the WDB Executive Committee to represent all required WIOA partners and, as applicable, workforce development professionals from the local area. The One Stop Committee will meet on a quarterly basis. The Chair of the One Stop Committee will be appointed by the WDB Chair from among partner members of the LWDA. Responsibilities of the One-Stop Committee include:

- i. Coordinate One-Stop activities in Yavapai County.
- ii. Draft respective sections of the Yavapai County Workforce Development Plan for Titles I, II, III and IV and give the first and subsequent draft reviews for WDB review and approval for recommendation to BOS.
- iii. Develop linkages for enhanced cohesiveness between partners for referrals and collaboration of WIOA services.
- iv. Support the preparation of quarterly One-Stop reports by providing regular updates of performance measures for each Title.
- v. Draft the Yavapai County Memorandum of Understanding and the Infrastructure Funding Agreement.

XII. MEETINGS

- A. All meetings and special meetings of the WDB, including its standing committees, shall be held in accordance with the Arizona Open Meeting Law (Arizona Revised Statutes, Title 38 – Public Officers and Employees, Chapter 3 – Conduct of Office, Article 3.1 – Public Meetings and Proceedings. The WDB will meet on a quarterly basis.
- B. Meeting schedules for the WDB, Executive Committee, Youth Council and One-Stop Committee shall be posted on the ARIZONA@WORK Yavapai County website (<https://arizonaatwork.com/locations/yavapai-county>), the YAVAPAI@WORK website (<http://www.yavapaiatwork.com/>), the NACOG website (<https://www.nacog.org/>) and the Yavapai County website (<http://www.yavapai.us/>).
- C. A simple majority of appointed members shall constitute a quorum for the transaction of business at all WDB and designated standing committee meetings (Arizona Agency Handbook Chapter 7 “Open Meetings”, Section 7.11 “Quorum”). A meeting at which a quorum is initially established, but the quorum is not maintained due to the withdrawal or departure of members, may continue business discussions but defer action to the next Executive Committee or General meeting.

- D. The WDB may use technology, such as virtual meeting platforms and teleconferencing, as a means to promote member, stakeholder and public access and participation at scheduled meetings, special events and conferences that may be convened for the purpose of furthering the Mission, Vision and strategic planning of the WDB.
- E. Meeting agendas and applicable handouts will be posted at least 24 hours in advance of each meeting on the ARIZONA@WORK Yavapai County website (<https://arizonaatwork.com/locations/yavapai-county>). Meeting agendas and minutes will be posted on the Yavapai County Website (<http://www.yavapai.us/>).
- F. Meeting agendas may contain a Consent Agenda. A consent agenda groups routine business and reports into one agenda item. The consent agenda can be approved in one action, rather than filing motions on each item separately.

Use of the consent agenda includes the following steps:

1. The Chair decides which items will be placed on the consent agenda.
 2. At the beginning of the meeting, the Board Chair will ask members if any of the consent agenda items should be moved to the regular discussion items.
 3. Any reason will be sufficient to move an item. A member can move an item to discuss, query or to vote against it.
 4. Once the item has been moved, the Chair may decide to take up the matter immediately or table it for a future meeting.
 5. When there are no items to be moved, or if all requested items have been moved, hearing no objections, the Chair can call for a motion and second to adopt the consent agenda.
 6. The full text of the resolutions, reports and recommendations that were adopted as part of the consent agenda will be documented as part of the meeting minutes.
- G. In accordance with A.R.S. 38-431.01 (B), all WDB meetings shall provide for the taking of written minutes or a recording of all their meetings, including executive sessions. For meetings other than executive sessions, such minutes or recording shall include, but not be limited to:
1. The date, time and place of the meeting.
 2. The members of the WDB recorded as either present or absent.
 3. A general description of the matters considered.
 4. An accurate description of all legal actions proposed, discussed or taken, and the names of members who propose each motion. The minutes shall also include the

names of the persons, as given, making statements or presenting material to the WDB and a reference to the legal action about which they made statements or presented material.

5. The minutes or a recording of a meeting shall be available for public inspection no later than three working days after the meeting.

XIII. VOTING/MOTIONS

Each member in good standing of the WDB shall be entitled to one (1) vote on all matters brought before the WDB at any scheduled meeting. Whenever these Bylaws specify that an action is to be taken by vote of the WDB, the approval shall be granted by a simple majority of the members present and qualified to vote at any scheduled meeting of the WDB at which a quorum exists.

Action Items that require a vote include the following:

- A. Consent Agenda Items (e.g., minutes from previous meeting, new board member approvals, ETPL approvals, etc.)
- B. Organizational policies or revisions
- C. Strategic Plan
- D. Annual budget, or revision to the budget
- E. Amendments to MOU/IFA
- F. Amendments to Bylaws
- G. Initiation of Legal Action
- H. Allocation of Surplus
- I. Assumption of a major new financial obligation (e.g., mortgage or lease) or risk
- J. Adjournment

XIV. BUSINESS CONDUCTED OPENLY

- A. The WDB must conduct its business in an open manner as required by WIOA Section 107 (e), by making available to the public, on a regular basis through electronic means and open meetings, information about the activities of the WDB (20 CFR 679.390). The WDB also must comply with Arizona's Open Meeting Law (A.R.S. Title 38, Chapter 3, Article 3.1).
- B. The WDB will also post the required information on the State's ARIZONA@WORK website (<https://arizonaatwork.com/>) either by direct download or linkage to the WDB website. The required information includes all documents related to the public agenda, including:

1. Agendas
2. Minutes
3. Budgets
4. Information about the Local Plan, or modification to the Local Plan, before submission of the Plan;
5. List and affiliation of WDB members;
6. Selection of One-Stop Operators;
7. Award of grants or contracts to Eligible Training Providers of workforce development activities, including providers of youth workforce development activities;
8. Minutes of formal meetings of the WDB; and
9. WDB Bylaws, consistent with §679.310(g).

XV. BOARD COMPENSATION

Board members will not receive compensation for service to the WDB. Members traveling on approved travel will be reimbursed for expenses only following the Local Area approved travel policy.

XVI. CONFLICT OF INTEREST

WDB members shall avoid both conflict of interest and the appearance of conflict of interest in the conduct of WDB business. All Yavapai County members sign and update a Conflict of Interest Statement annually. The WDB shall follow:

- A. Arizona law on Conflict of Interest as set forth in Arizona Revised Statutes, Title 38 – Public Officers and Employees, Chapter 3 – Conduct of Office, Article 4 Section 38-447 and Article 8 Section 38-501 – 511.
- B. State Workforce Policy #8 “Conflict of Interest Policy” and Workforce Arizona Council Policy #1 “Local Governance Policy” Section XI. I. 9 “Conflict of Interest” (adopted 06/05/2019).
- C. All abstention must be recorded in the minutes of the WDB meeting and be maintained as part of the official record.

Pursuant to A.R.S. Subsection 38-503 and State Workforce Policy #8, members, officers, staff, or representatives/agents, who wish to enter into contracts for the provision of services, must not participate in the selection of vendors and must make the interest in the proposed

contract known in the official records of the WDB. Any member, officer, staff, or representative/agent wishing to competitively bid on contracts for the procurement of goods and services, of any monetary amount, must annually sign a copy of the affidavit of the Conflict of Interest Policy. All members, officers, staff, representatives/agents of the WDB will sign an Acknowledgement of Receipt form of the Conflict of Interest Policy. The signed Policy, Acknowledgements or Affidavits will be filed in the official records of the WDB and shall be available for public inspection.

In order to avoid a conflict of interest, the WDB ensures that the Local Workforce service providers for WIOA Title IB Adult, Dislocated Worker, and Youth programs must not employ or otherwise compensate a current Local Board member or Local Board employee who is employed or compensated by the Local Board or administrative entity, fiscal agent, or grant recipient to support the Local Board in carrying out its duties.

In addition, any member, officer, staff, or representative/agent of the WDB who participates in the expenditure of WIOA funds shall perform his/her duties in a manner consistent with their obligations to the WDB and in accordance with sound business practices. In complying with these requirements, members, officers, staff or representatives/agents shall refrain from:

1. Solicitation or acceptance of gratuities, favors, or anything of monetary value, from contractors, potential contractors, or parties to sub-agreements;
2. Participation in awards or administration of contracts to firms in which the member, officer, staff or representative/agent or his/her immediate family has a financial or other interest; or,
3. Procuring to the WDB any equipment, material, supplies or services, unless member, staff or representative/agents were selected through a competitive bid process.

In addition, any member, officer, staff, representative/agent who is a paid consultant, or who has a relative who is a paid consultant (as defined in A.R.S. 38-502) for any provider which currently transacts business with the WDB, or which may bid on a future contract for provision of services with the WDB is prohibited from participating in a decision process which may lead to the award of a contract involving such firm. All abstention must be recorded in the minutes of the WDB meeting and be maintained as part of the official record.

Pursuant to Workforce Arizona Council WIOA Policy #1 – Local Governance Policy, Section XI §(I)(11), parts (a, c & d):

a. LWDB member may not vote on any matter that would provide direct financial benefit to the member or the member’s immediate family, or on matters of the provision of services by the member or the entity the member represents.

c. Prior to a discussion, vote, or decision on any matter before a LWDB, if a member, or a person in the immediate family of such member, has a substantial interest in or relationship to a business entity, organization, or property that would be affected by

any official LWDB action, the member must disclose the nature and extent of the interest or relationship and must abstain from discussion and voting on or in any other way participating in the decision on the matter. All abstentions must be recorded in the minutes of the LWDB meeting and be maintained as part of the official record.

d. It is the responsibility of the LWDB members to monitor potential conflict of interest and bring it to the LWDB's attention in the event a member does not make a self-declaration.

Firewalls have been clearly defined between staff that provide or oversee direct services to program participants and the staff assigned to serve the WDB, as One Stop Operator, or Service Providers, in accordance with a cooperative agreement between the BOS, WDB and Direct Service Provider, and staff to the WDB. All parties mutually sign a Conflict of Interest statement.

XVII. CONFLICT RESOLUTION

The detailed procedure for the WDB to follow in regards to conflict that may arise (not limited to WDB members, service delivery partners and consortium partners) is as follows:

- A. When a conflict arises between WDB members, service delivery partners and/or consortium partners who have signed the ARIZONA@WORK Yavapai County Memorandum of Understanding and Infrastructure Funding Agreement that cannot be resolved, the parties to the issue shall summarize the issue in writing and submit to the Executive Committee for mediation. All impacted Executive Committee members must recuse themselves if a party to the conflict.
- B. If the stated recusals result in the lack of a quorum, the remaining members of the Executive Committee will recruit a standing Board member to fulfill the role for purposes of mediation.
- C. All decisions by the Executive Committee are final unless requiring legal review.
- D. Decisions will be documented in writing to the impacted parties.

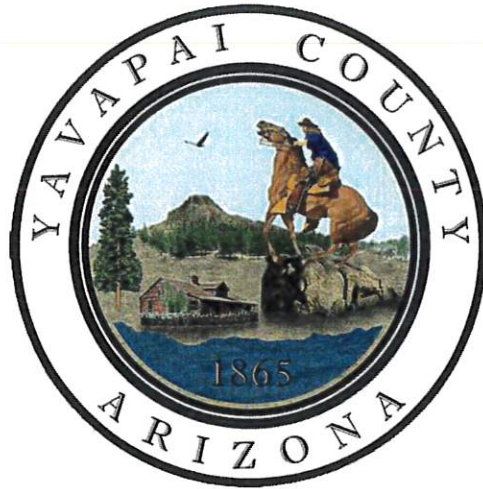
XVIII. NON-DISCRIMINATION

The Yavapai County WDB will comply with Title VII of the Civil Rights Act of 1964 (P.L. 88-352) and all requirements imposed by or pursuant to the regulations of the Department of Health and Human Services (45 CFR, Part 80) issued pursuant to that title, to the end that, in accordance with Title VII of that Act and this regulation, no person in the United States shall, on the grounds of race, color or national origin, be excluded from participation in, be denied the benefits of, or otherwise subjected to discrimination under any program or activity administered or engaged in by the WDB.

Persons with a disability may request a reasonable accommodation to access WDB meetings and materials by contacting the WDB Executive Director at (928)778-1422 (TDD – Arizona Relay Service (800)367-8939 and ask for NACOG at (928)774-1895).

XIX. AMENDMENTS

- A. Amendments to these Bylaws may be necessary from time to time. Any proposed changes to the Bylaws must be presented to and approved by a majority vote of the WDB.
- B. At a regular meeting of the WDB, the Chair will announce the need to open the Bylaws with stated changes.
- C. The Bylaws will be opened upon a majority vote of the WDB
- D. At a subsequent meeting the proposed changes to the Bylaws will be considered and approved for recommendation to the BOS.
- E. The amended Bylaws will then be presented to the Yavapai County Attorney and Board of Supervisors for final approval.
- F. Each time the Bylaws are amended, a copy of the updated Bylaws will be distributed to all WDB members and the Yavapai County Board of Supervisors, and posted on the ARIZONA@WORK Yavapai County website and the Yavapai County Website.



YAVAPAI COUNTY

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WORKFORCE DEVELOPMENT PLAN

2022 Updates

As Required By the Workforce Innovation and Opportunity Act
(WIOA), Public Law 113-128, Section 108

In Alliance with the State of Arizona
Unified Workforce Development Plan

YAVAPAI COUNTY

WORKFORCE DEVELOPMENT PLAN

Updates as of 3/31/2022

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Executive Summary

Serving, Solving, Sustaining

Yavapai County Local Workforce Development Area (LWDA) is pleased to present its **2022-2023 Workforce Development Plan Update**, as required by the Workforce Innovation and Opportunity Act (WIOA), Section 108. **All partners and committees of the WDB participate in the planning process. We rely on experts at the state and local level to update and keep current their sections of the plan by updating policies, procedures and service methodology.**

The Yavapai County LWDA is a partnership between the Workforce Development Board, consisting of high-level private sector business owners, CEOs, optimum policy makers and public sector partners, together with the Yavapai County Board of Supervisors. Together we competitively procured and approved the services of the Northern Arizona Council of Governments (NACOG) Economic/Workforce Development (EWD) Division to operate the Yavapai County Comprehensive One Stop Job Centers, located in Prescott and Cottonwood. The Job Centers house the Yavapai County WIOA Title I Adult, Youth and Dislocated Worker services, as well as access to Adult Education Services (Title II), Wagner-Peyser (Title III), Vocational Rehabilitation Services (Title IV).

The priority of the Yavapai County WIOA Plan is to demonstrate a broad description of the LWDA's Service Delivery System for job seekers and local area businesses. **Since the COVID-19 pandemic took the world by storm, our local workforce development system has reimagined how WIOA services are provided to our community businesses and job seekers, incorporating innovative ways to make information, services and partnerships work in a hybrid environment that involves both in-person and remote opportunities. While the Yavapai County Title I Adult, Youth and Dislocated Worker services remained open and fully functional, Title II Adult Education expanded distance learning methods in addition to in-classroom studies, and Titles III (Wagner-Peyser Re-Employment) and IV (Vocational Rehabilitation) moved from brick-and-mortar settings to remote and web-based services.**

Yavapai County leadership, economic and workforce development professionals and private sector businesses began forming a plan at the onset of the economic closure that incorporated **innovative** County, State and Federal resources to assist individuals, and particularly small businesses, toward sustainability. In an unprecedented demonstration of local support, we locked arms against the invisible enemy that invaded our **economy**.

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. We 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. The [2022 Yavapai County Workforce Development Board Strategic Plan](#) was completed in March 2022.

We are a resilient County, we are strong and we are moving forward with unified strategies for economic recovery and resilience in support of the Mission of the Yavapai County Workforce Development Board:

"To Build Economic Success through Workforce Development Partnerships"

Teri Drew, Executive Director, Yavapai County Workforce Development Board

I. Infrastructure

A. Description of the ARIZONA@WORK system in the LWDA

1. The Yavapai County Local Workforce Development Area (LWDA), ARIZONA@WORK system is comprised of the following **primary** cities and towns in Yavapai County:

West County:

- Prescott
- Prescott Valley
- Chino Valley
- Dewey-Humboldt
- Mayer
- Paulden
- Ash Fork

East County:

- Camp Verde
- Cottonwood
- Clarkdale
- Jerome
- Sedona (Yavapai County portion)

Tribes that reside in Yavapai County include the Camp Verde Yavapai-Apache Nation and the Prescott Yavapai Nation.

2. The Yavapai County Board of Supervisors is designated as the LWDA Chief Elected Officials.
3. WIOA functions for the LWDA are provided as follows:

i. WDB Executive Director – Teri Drew

- ii. Local fiscal agent – Yavapai County
- iii. Providers selected by the WDB for the:
 - a) Adult Program – Northern Arizona Council of Governments Economic/Workforce Development Division (NACOG-EWD);
 - b) Dislocated Worker Program – NACOG-EWD;
 - c) Youth Program – NACOG-EWD under the direction of the Youth Council

The Yavapai County Youth Program Services are framed by the WIOA Youth Program Element Section 129(c)(2) and 20CFR § 681.460 and are offered as follows:

1. Tutoring, study skills training, instruction and dropout prevention – identified through NACOG Title I and Title II as applicable
2. Alternative secondary school services or dropout recovery services – identified through NACOG Title I
3. Paid and unpaid work experience – provided through NACOG Title I
4. Occupational Skills Training – provided through NACOG Title I
5. Education offered concurrently with workforce preparation and training for a specific occupation – identified through NACOG Title I and Title II as applicable
6. Leadership development opportunities – provided through NACOG Title I
7. Supportive Services – provided through NACOG Title I
8. Adult mentoring – provided through NACOG Title I
9. Follow-up services – provided through NACOG Title I
10. Comprehensive guidance and counseling – provided through NACOG Title I
11. Financial literacy education – provided with NACOG Title I and community education partners
12. Entrepreneurial skills training – provided through NACOG Title I
13. Services that provide labor market information – provided through NACOG Title I
14. Post-secondary preparation and transition activities – provided through NACOG Title I;
 - d) One Stop Operator – NACOG-EWD was selected through a competitive procurement process to be the One Stop Operator
 - iv. Procured contracts or written agreements for sub-grants or contractors – the WDB hires a consultant to prepare RFPs for contracted services
 - v. Monitoring, audit, and other oversight of the following WIOA functions (See 20 CFR 679.420(c)(2) – (3) and 20 CFR 683.410(a)):
 - a) Fiscal – annual monitoring is done by the State of Arizona, Yavapai County and an independent auditor
 - b) Equal Opportunity – the State EO Compliance Officer monitors Yavapai County annually. Yavapai County has a designated EO Officer
 - c) Title I-B Programmatic – the Department of Economic Security, Yavapai County and an independent auditor provides annual monitoring of the Title I-B Programs, including eligible training providers, for compliance
 - vi. Overall operations – The Yavapai County Workforce Development Board (WDB) oversees the administration of WIOA services, fiscal operations and board membership, making recommendations to the Board of Supervisors as applicable

- vii. The ARIZONA@WORK partner programs that are included in the ARIZONA@WORK Yavapai County system include NACOG Title I Adult, Youth, Dislocated Worker/Rapid Response, Yavapai College for Title II Adult Education, Wagner-Peyser Title III, and Vocational Rehabilitation Title IV services. Additional partners may include:
 - a. Trade Adjustment Assistance (TAA) **as applicable**
 - c. Community Development Block Grant (CDBG)
 - d. Housing and Urban Development (HUD)
 - e. Programs under Unemployment Compensation

B. Description of the regional planning efforts the WDB is engaging in with other LWDA's, including a description of any regional service strategies that include the use of cooperative service delivery agreements and the entities in which the agreements are with.

NACOG is an Economic Development District (EDD) authorized under the U.S. Department of Commerce, Economic Development Administration (EDA). The District is managed by the Economic Development Council (EDC). The NACOG EDC is responsible for economic development planning fund distribution for the four counties of Apache, Coconino, Navajo and Yavapai, and the 24 assessed member communities within the NACOG Economic Development District (EDD). The EDD includes the LWDA's for the four counties – Yavapai, Coconino and Apache/Navajo – three WIOA local areas. The EDC invited all WDB's in the EDD to be members of the council for regional collaborations and mutual planning about 10 years ago.

The Director for the EDD is also the Executive Director for the Yavapai County Workforce Development Board and current Chair of the Arizona Workforce Association. With Teri Drew's leadership the WDB and EDC have entered into partnerships for mutual planning in the economic development area.

The EDC hosts the Comprehensive Economic Development Strategy (CEDS) – a planning document based on the economic analysis of the region and the goals and objectives of the District, built around the strengths, weaknesses, opportunities and threats as identified by its members. The CEDS is broken out into goals, objectives and action plans that are measured annually. The [2020-2025 CEDS](#) identifies five Focus Areas:

1. Workforce & Education
2. Economic & Community Health
3. Infrastructure
4. Maximize Available Assets & Support Existing Businesses
5. Natural Resource Assets as an Economic Driver

In addition to the CEDS, during the end of 2020 and through the first half of 2021, the EDD embarked on a process to develop a regional Economic Recovery & Resilience Plan. EDD Regional Director Teri Drew applied EDA funding from the Coronavirus Aid, Recovery and Economic Security (CARES) Act funding to partner with Arizona Town Hall to conduct seven Economic Recovery & Resilience Summits via virtual platform to convene federal, state, regional and local elected officials, economic and workforce development professionals, emergency response teams and specialized agencies to bring discussion and solutions to economic injury response to the four-county District. Arizona Town Hall prepared a report from the data gathered and a strategy to align with and supplement the existing CEDS action plan. The [NACOG Regional Recovery & Resilience Plan](#) is a valuable best practice and resource to the Yavapai County Local Workforce Development Area.

What rose to the top of the recovery and resilience discussions was the regional need for a reliable broadband network to enhance communications capabilities during emergency situations and to provide access to telehealth, distance learning and remote work opportunities that became prevalent during the pandemic. As a result of the study, NACOG contracted with Magellan Advisors, a leading turnkey broadband development firm for counties, municipalities and utilities. Throughout 2021 and into 2022, Magellan Advisors and NACOG have partnered to develop a regional broadband strategic plan to promote the expansion of robust broadband options for Apache, Coconino, Navajo, and Yavapai Counties. Each of the local workforce development areas within the NACOG Economic Development District participated in the planning process by convening in workshops and by circulating a comprehensive survey to businesses and residents for the purpose of data gathering regarding the quality and speeds of existing internet services available (or not available). A speed test was imbedded in the survey that provided valuable information and data, demonstrating that most of Northern Arizona is either underserved or unserved with adequate broadband service. Following nearly a year of research, a final [Broadband Strategic Plan](#) was finalized and approved in February 2022.

NACOG sought to apply for the American Rescue Plan Act (ARPA) Build Back Better Regional Challenge (BBBRC) grant opportunity to expand the healthcare industry and related sectors with workforce training opportunities and broadband expansion for the four-county region. NACOG received 35 letters of support from federal, state and local elected officials, all of the healthcare industries in the region, universities, colleges, and all of the workforce development areas in the District. While NACOG did not receive the award, the groundwork was laid to assist local communities in pursuing funding opportunities for building broadband infrastructure and contribute to a stronger and more reliable regional network to the unserved and underserved in our communities.

Yavapai County is a Single Area Workforce Region as designated by Governor Doug Ducey in January 2016. Workforce partnerships become all-important between local areas to effectively develop common strategies for regional workforce development. Some partnerships included in Yavapai County's planning are identified as:

- Arizona Workforce Association – statewide collaboration with local areas. The Yavapai County WDB Executive Director Teri Drew served as Chair of the Association for two years, Co-Chair for 15 years and will be resuming Chair in 2022.
- Arizona Association of Economic Development – The WDB Executive Director maintains an active membership and is a Past President of the Association.
- Coconino and Yavapai County have an agreement and collaborate Title I services for the City of Sedona.
- Mohave and Yavapai County partner to provide Title I services to the bordering Town of Seligman.
- Yavapai County utilizes services providers statewide with concentration in Maricopa County for Occupational/Vocational training opportunities.
- The WDB Executive Director is an active member of the United States Workforce Association.
- The WDB Executive Director is a member of the National Association of Workforce Boards.

Educational institutions that partner with the LWDAs include Northern Arizona University, with satellite locations throughout Arizona; Embry-Riddle Aeronautic University (Prescott); Prescott College (Prescott); Yavapai College (Yavapai County); CTEC (Prescott, Prescott Valley, Chino Valley and Sedona). The vocational training needs of the residents within the EDD are provided by a number of institutions to meet existing training needs and the needs of targeted future growth industries within the EDD. Program delivery is implemented in partnership with secondary schools and community college programs, as well as K-12 public school collaborations. The Yavapai County LWDA is managed through private-sector led Local Workforce Development Boards (LWDB). Each LWDB has a service plan that identifies specific training options and subsidies.

II. Strategic Planning Elements

Part a – Updated Economic, Workforce, and Workforce Development Activities Analyses

The multiple award winning 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. The 2022 Yavapai County Workforce Development Board Strategic Plan was completed in March 2022.

Demonstrations of the innovation of the WDB are most recently manifest in the awards they have received. In December 2021, the Governor's Workforce Arizona Council gave the Yavapai County WDB a Local Board Impact Award for making significant impacts and contributions to local businesses and job seekers in Yavapai County. The WDB will also be honored at the National Association of Workforce Boards in Washington DC in April 2022 for the W.O. Lawton Award presentation to a local business client, Mr. Grant Quezada and the John Hancock Barbershop/Founding Fathers Collective, who is receiving the award for his work with providing training and job opportunities to the Veteran community in the City of Prescott. Additionally, the WDB has been nominated to receive the 2022 EDDE Award for Workforce Practitioner of the Year at the Spring Conference of the Arizona Association of Economic Development.

The WDB is grateful for the many opportunities to serve the Yavapai County community in so many impactful and innovative ways.

A. Economic Analysis

1. *Economic Conditions, including existing and emerging in-demand industry sectors and occupations¹*

¹ Yavapai County is grateful for the Arizona Commerce Authority's Economic Condition's Report for Yavapai County, issued November 15, 2021 by Doug Walls, Labor Market Information Director and Sam Briggs, Economist.

Overview

Yavapai County's economy consist of a wide range of industries offering opportunities for individuals seeking employment of all types.

According to the 2020 U.S. Census, Several positive economic and workforce trends were recorded in Yavapai County including:

- Population continues to increase, growing 1.7 percent annually from 2015 to 2020.
- Population is projected to grow by 1.0 percent annually from 2020 to 2024.
- Median income in Yavapai County increased from \$48,148 in 2018 to \$53,816 in 2019.
- Residents of Yavapai County attaining a Graduate or Professional Degree increased from 10% in 2018 to 13% in 2019.
- Nine of ten major private sector industries saw employment growth from 2014 to 2019, gaining 8,430 jobs over this time period.
- Every private industry is projected to continue to grow through 2022.

Other less-favorable economic and workforce trends were recorded in Yavapai County, including:

- The labor force participation rate in Yavapai County is substantially lower compared to Arizona and the United States.
- Yavapai County is projected to have negative natural change (more deaths than births) in the next four years.

Population

Population Growth by County, 2015-2020

Area	Population Estimate (2015)	Population Estimate (2020)	Numeric Change (2015-2020)	Annualized Percent Change (2015-2020)
Arizona	6,832,810	7,421,401	588,591	1.7%
Apache County	71,026	71,875	849	0.2%
Cochise County	126,594	127,450	856	0.1%
Coconino County	139,100	142,481	3,381	0.5%
Gila County	53,020	54,303	1,283	0.5%
Graham County	37,888	39,211	1,323	0.7%
Greenlee County	9,587	9,341	-246	-0.5%
La Paz County	20,476	21,480	1,004	1.0%
Maricopa County	4,174,423	4,579,081	404,658	1.9%
Mohave County	204,890	217,206	12,316	1.2%
Navajo County	107,695	112,112	4,417	0.8%
Pima County	1,009,490	1,061,175	51,685	1.0%
Pinal County	405,922	480,828	74,906	3.4%
Santa Cruz County	46,493	46,808	315	0.1%
Yavapai County	221,019	240,226	19,207	1.7%
Yuma County	205,187	217,824	12,637	1.2%
United States	320,738,994	329,484,123	8,745,129	0.5%

Source: U.S. Census Bureau, Population Estimates Program, 2015-2020 Estimates
Office of Economic Opportunity

Changes in population can have a large impact on a local economy. An area experiencing population growth, particularly growth in working-age populations, may experience an increase in economic activity and workforce diversity.²

- Arizona's population grew by 1.7 percent annually between 2015 and 2020.
- Yavapai County represented 3.3 percent of Arizona's total population growth from 2015 to 2020
- Out of fifteen counties, Yavapai County experienced the third highest percentage population growth from 2015 to 2020, increasing by 1.7 percent annually.

² Headey, D., & Hodge, A. (2009). The Effect of Population Growth on Economic Growth: A Meta-Regression Analysis of the Macroeconomic Literature. *Population and Development Review*, 35(2), 221-248. Retrieved from www.istor.org/stable/25487661

Yavapai County Population Projections, 2020

Year	Population Estimate (2018)	Projected Numeric Change	Projected Percentage Change	Projected Natural Change ¹	Projected Total Net Migration ²
2020	234,438	2414	1.0%	-1,439	3,755
2021	236,772	2334	1.0%	-1,456	3,686
2022	239,074	2302	1.0%	-1,471	3,663
2023	241,351	2277	1.0%	-1,490	3,650
2024	243,614	2263	0.9%	-1,507	3,646

¹ Natural Change = Births - Deaths

² Net Migration = (Domestic In-Migration - Domestic Out-Migration) + (Foreign In-Migration - Out-Migration)

Source: Office of Economic Opportunity, 2018 to 2055 Population Projections Medium Series

Population projections provide useful insights into an area's future demand for resources and services.³ An area experiencing population declines may choose to focus efforts on filling current job positions, while an area experiencing population growth may choose to focus on job creation. Further analysis into the composition of growing or declining populations can be a useful next step.

- Arizona is projected to add 507,268 people to its overall population from 2020-2024, increasing annually by 1.4 percent.
- Yavapai County's population is projected to increase by 11,591 people, growing 1.0 percent from 2020 to 2023.
- All of Yavapai County's change is projected to come from migration into the County, rather than natural change.
- Yavapai County is one of the few counties in Arizona with a projected negative natural change.

³ Kaneda, T. & Bremer, J. (2014). "Understanding Population Projection: Behind the Numbers. Population Reference Bureau." Retrieved from <https://www.prb.org/united-nations-population-projections/>

Population Characteristics, 2019

Indicator	Yavapai County	Arizona	United States
Population over 16	202,628	5,820,607	263,534,161
Civilian Labor Force Participation Rate 16 and Over	48%	60%	64%
Median Household Income	\$53,816	\$62,055	\$65,712
Poverty Rate	12%	14%	12%
Median Age	54.7	38.3	38.5
Individuals with a Disability	18%	13%	13%
Uninsured	11%	11%	9%

Source: U.S. Census Bureau, American Community Survey, 2019 1-Year Estimates
Office of Economic Opportunity

It is important to understand the employment barriers faced by those served when developing workforce strategies. Population characteristics can help illuminate vulnerable segments of an area's population. An area with population characteristics that are significantly different from state or national averages may need to consider how best to meet the needs of their unique population.

- Median household income has historically been lower in Yavapai County than in Arizona or the United States. Despite a median household income lower than the state, the rate of families in poverty in Yavapai County was lower than the statewide rate.
- Median age was significantly higher in Yavapai County than in Arizona or the United States.
- Individuals with disabilities represented a larger share of total population in Yavapai County than in Arizona or the United States.
- The labor force participation rate was substantially lower in Yavapai County than in Arizona. The low labor force participation rate is likely due to the county's aging population, who are no longer working or looking for work.
- The percentage of uninsured individuals in Yavapai County matched Arizona's overall statistics, and were higher than the United States rate.

Highest Education Level Achieved, 2019, 25 Years and Over

Indicator	Yavapai County	Arizona	United States
Less than High School	2%	5%	5%
High School Graduate (includes equivalency)	26%	24%	27%
Some College, no degree	29%	25%	20%
Associate's Degree	8%	9%	9%
Bachelor's Degree	16%	19%	20%
Graduate or Professional Degree	13%	11%	13%

Source: U.S. Census Bureau, American Community Survey, 2019 1-Year Estimates

Office of Economic Opportunity

Understanding the current educational attainment of your local area's available workforce is a crucial step in identifying job seeker and business needs. Education is an important element in determining job success and often can lead to higher-paying jobs and lower rates of unemployment.⁴

- The percentage of Yavapai County residents with a bachelor's degree is lower than the statewide rate. Furthermore, the percentage of residents with a bachelor's degree decreased from 16.3 percent in 2018 to 15.6 percent in 2019.
- Out of all Arizona counties, Yavapai County had the highest rate of residents with a high school diploma or higher (92 percent), higher than the statewide rate (88 percent).
- Yavapai County is focusing on skills-based training and employment due to labor shortages suffered post-COVID-19.

⁴ "Unemployment Rates and Earnings by Educational Attainment." U.S. Bureau of Labor Statistics, September 4, 2019. <https://www.bls.gov/emp/chart-unemployment-earnings-education.htm>.

Projected Industry Employment 2020-2022

Area	Projected Employment (2020)	Projected Employment (2022)	Projected Numeric Growth (2020-2022)	Annualized Percentage Growth (2020-2022)
Arizona	2,853,646	3,178,686	325,040	5.5%
Maricopa Workforce Area*	1,110,847	1,257,779	146,932	6.4%
City of Phoenix	922,090	1,023,480	101,390	5.4%
Coconino County	59,174	65,996	6,822	5.6%
Mohave and La Paz	57,939	62,658	4,719	4.0%
Northeastern Arizona	68,763	71,660	2,897	2.1%
Pima County	374,342	414,375	40,033	5.2%
Pinal County	65,394	70,725	5,331	4.0%
Santa Cruz County	13,931	15,412	1,481	5.2%
Southeastern County	52,546	55,897	3,351	3.1%
Yavapai County	65,139	71,909	6,770	5.1%
Yuma County	63,409	68,794	5,385	4.2%

NOTE: Maricopa Workforce Area includes Maricopa County excluding the City of Phoenix.

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

- All Arizona local workforce areas are projected to record positive employment growth from 2020 through 2022.
- Yavapai County is projected to grow at a rate of 5.1 percent annually, only slightly below the statewide growth rate.

i. In-demand industries and occupations

Selecting in-demand industries and occupations assist the Workforce Development Board in several ways:

- Budgeting
- The allocation of training resources for WIOA program participants
- WDB membership
- Business service engagement efforts
- The targeted career pathways for WIOA program participants
- The educational program approval for the Eligible Training Providers List (ETPL)

The industries in the table below demonstrate the overall ranking in Yavapai County, the employment level, historical employment annual percentage change from 2017 through 2020, the projected employment annual percentage change from 2020-2022, the average weekly wage (2020) and the historic weekly wage percentage change from 2017-2020:

Yavapai Industry Rankings

Industry	Overall	Employment Level (2020)		Historical Employment Annual Percent Change (2017-2020)		Projected Employment Numeric Change (2020-2022)		Projected Employment Annual Percent Change (2020-2022)		Average Weekly Wage (2020)		Historical Average Weekly Wage Percent Change (2017-2020)	
		Rank	Estimate	Rank	Estimate	Rank	Estimate	Rank	Estimate	Rank	Estimate	Rank	Estimate
Health care and social assistance	1	10,044	1	-1.2%	11	1,063	1	4.6%	4	\$1,075	6	7.3%	6
Construction	2	5,473	2	7.5%	3	283	3	2.5%	9	\$1,070	8	6.0%	9
Manufacturing	3	3,653	3	-0.8%	10	199	5	2.6%	8	\$1,127	5	8.4%	2
Transportation and warehousing	4	1,312	8	9.2%	2	290	2	11.9%	1	\$853	13	4.9%	10
Professional and technical services	5	2,054	5	6.5%	6	247	4	6.0%	2	\$1,203	4	1.6%	12
Administrative and waste services	6	2,351	4	7.4%	4	138	6	2.7%	7	\$805	14	7.6%	5
Finance and insurance	7	1,011	10	2.6%	8	56	8	2.4%	10	\$1,483	1	11.9%	1
Real estate and rental and leasing	8	1,143	9	6.5%	5	39	9	1.8%	12	\$1,073	7	7.9%	4
Management of companies and enterprises	9	256	12	45.0%	1	24	11	5.0%	3	\$1,287	2	-15.1%	14
Wholesale trade	10	1,613	7	-7.3%	13	66	7	2.0%	11	\$1,258	3	6.1%	8
Information Technology ¹	11	39	14	6.0%	7	3	12	3.4%	6	\$856	12	8.0%	3
Information	12	406	11	-11.5%	14	38	10	3.6%	5	\$923	10	6.6%	7
Educational services	13	1,964	6	-4.8%	12	0	14	0.0%	14	\$898	11	4.6%	11
Utilities	14	192	13	0.5%	9	3	12	0.6%	13	\$1,040	9	0.9%	13

¹ The Information Technology industry combines the following NAICS industry codes: 51121 Software publishers, 51741 Satellite telecommunications, 51791 Other telecommunications, 51821 Data processing, hosting, and related services; and 51913 Internet publishing and broadcasting and web search portals

Source: Office of Economic Opportunity

The Yavapai County in-demand occupations demonstrated in the table below are a representation of occupations that are key to the in-demand industries listed above. Alignment between job seeker and business services objectives can help streamline processes and leverage existing resources. The Yavapai County WDB seeks to ensure that in-demand occupations align with in-demand industries as a means to improve alignment strategies by considering occupations that appear within in-demand industries for in-demand occupation status.

The occupations listed on the next three pages are defined by the Standard Occupational Classification (SOC) system to allow the WDB to track employment outcome metrics and compare outcomes with the state and other local areas. The North American Industry Classification (NAICS) is also used to assist in defining in-demand industries and occupations to measure and communicate workforce results effectively.

These tables are retrieved from the Arizona Office of Economic Opportunity Labor Market In-Demand Jobs interactive tool resource.

Yavapai Workforce Area - In-Demand Occupations

SOC Code	Occupation Title	Average Annual Wages (2020)	Employment (2020)	Annualized Proj Emp Pct Chg (2020-2022)	Annual Projected Openings (2020-2022)	Education Level ¹	Rating by Education Level
13-1111	Management Analysts	\$88,097	162	4.8%	23	Bachelor's degree	5
13-2011	Accountants and Auditors	\$71,763	428	4.7%	56	Bachelor's degree	5
15-1232	Computer User Support Specialists	\$52,778	187	3.7%	21	Some college, no degree	5
29-1126	Respiratory Therapists	\$59,390	100	4.4%	8	Associate's degree	5
29-1141	Registered Nurses	\$82,034	1,473	3.3%	124	Bachelor's degree	5
29-1171	Nurse Practitioners	\$120,804	94	6.2%	11	Master's degree	5
29-1228	Physicians, All Other; and Ophthalmologists, Except Pediatric	\$246,740	160	4.9%	12	Doctoral or professional degree	5
29-1292	Dental Hygienists	\$88,829	108	5.4%	12	Associate's degree	5
35-3011	Bartenders	\$38,029	367	12.3%	112	No formal educational credential	5
35-3023	Fast Food and Counter Workers	\$29,818	1,629	12.9%	562	No formal educational credential	5
47-2031	Carpenters	\$45,696	619	3.3%	77	High school diploma or equivalent	5
47-2061	Construction Laborers	\$36,594	791	4.1%	109	No formal educational credential	5
47-2111	Electricians	\$55,553	273	3.8%	38	High school diploma or equivalent	5
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	\$40,765	101	9.0%	19	High school diploma or equivalent	5
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	\$60,305	198	3.7%	26	High school diploma or equivalent	5
49-9071	Maintenance and Repair Workers, General	\$36,969	698	4.1%	92	High school diploma or equivalent	5
53-3032	Heavy and Tractor-Trailer Truck Drivers	\$38,300	667	7.7%	126	Postsecondary nondegree award	5
53-3033	Light Truck or Delivery Services Drivers	\$37,107	580	9.4%	121	High school diploma or equivalent	5
13-1161	Market Research Analysts and Marketing Specialists	\$53,442	152	5.1%	22	Bachelor's degree	4
17-2051	Civil Engineers	\$78,085	109	4.5%	13	Bachelor's degree	4
21-1022	Healthcare Social Workers	\$54,652	91	4.8%	12	Master's degree	4
23-1011	Lawyers	\$83,329	185	5.5%	18	Doctoral or professional degree	4
29-1131	Veterinarians	\$81,396	95	6.6%	10	Doctoral or professional degree	4
29-2010	Clinical Laboratory Technologists and Technicians	\$55,245	272	3.6%	26	Bachelor's degree	4
29-2052	Pharmacy Technicians	\$37,685	233	5.4%	31	High school diploma or equivalent	4
31-1120	Home Health and Personal Care Aides	\$29,290	1,973	5.8%	353	High school diploma or equivalent	4
37-2012	Maids and Housekeeping Cleaners	\$29,945	767	9.3%	179	No formal educational credential	4
37-3011	Landscaping and Groundskeeping Workers	\$32,011	686	4.8%	118	No formal educational credential	4
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	\$59,539	262	3.7%	39	High school diploma or equivalent	4
41-4012	Sales Representatives, Wholesale and Scientific Products	\$51,037	398	3.7%	52	High school diploma or equivalent	4
43-3031	Bookkeeping, Accounting, and Auditing Clerks	\$38,841	713	3.4%	102	Some college, no degree	4
43-9061	Office Clerks, General	\$38,521	1,557	3.0%	224	High school diploma or equivalent	4
47-2152	Plumbers, Pipefitters, and Steamfitters	\$51,545	200	3.0%	26	High school diploma or equivalent	4
49-3023	Automotive Service Technicians and Mechanics	\$50,162	559	3.9%	72	Postsecondary nondegree award	4
51-9012	Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	\$41,031	60	11.1%	14	High school diploma or equivalent	4
53-3058	Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	\$29,213	370	5.8%	62	No formal educational credential	4
13-1020	Buyers and Purchasing Agents	\$58,970	111	2.7%	14	Bachelor's degree	3
13-1051	Cost Estimators	\$57,230	149	2.3%	16	Bachelor's degree	3
13-1151	Training and Development Specialists	\$55,578	177	4.2%	25	Bachelor's degree	3
17-3023	Electrical and Electronics Engineering Technicians	\$59,168	73	4.0%	9	Associate's degree	3
21-1093	Social and Human Service Assistants	\$34,131	172	4.8%	27	High school diploma or equivalent	3
27-1024	Graphic Designers	\$51,835	58	7.5%	10	Bachelor's degree	3
29-1123	Physical Therapists	\$100,654	118	5.0%	10	Doctoral or professional degree	3
29-2040	Emergency Medical Technicians and Paramedics	\$38,506	226	4.3%	24	Postsecondary nondegree award	3
29-2061	Licensed Practical and Licensed Vocational Nurses	\$56,079	213	3.9%	23	Postsecondary nondegree award	3
31-2021	Physical Therapist Assistants	\$66,091	63	5.4%	10	Associate's degree	3
35-2012	Cooks, Institution and Cafeteria	\$33,826	171	6.5%	36	No formal educational credential	3
35-2021	Food Preparation Workers	\$28,740	555	6.2%	130	No formal educational credential	3

SOC Code	Occupation Title	Average Annual Wages (2020)	Employment (2020)	Annualized Proj Emp Pct Chg (2020-2022)	Annual Projected Openings (2020-2022)	Education Level ¹	Rating by Education Level
43-3021	Billing and Posting Clerks	\$39,603	201	4.4%	29	High school diploma or equivalent	3
43-6013	Medical Secretaries	\$35,287	407	4.7%	64	High school diploma or equivalent	3
47-2073	Operating Engineers and Other Construction Equipment Operators	\$46,772	344	2.6%	45	High school diploma or equivalent	3
47-2141	Painters, Construction and Maintenance	\$36,356	278	4.1%	38	No formal educational credential	3
47-2181	Roofers	\$41,028	142	4.1%	20	No formal educational credential	3
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	\$46,465	283	3.3%	35	Postsecondary nondegree award	3
49-9041	Industrial Machinery Mechanics	\$51,817	67	3.7%	8	High school diploma or equivalent	3
51-7011	Cabinetmakers and Bench Carpenters	\$41,611	124	4.0%	16	High school diploma or equivalent	3
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	\$32,831	815	3.5%	131	No formal educational credential	3
13-1071	Human Resources Specialists	\$59,934	171	2.3%	19	Bachelor's degree	2
13-1198	Project Management Specialists and Business Operations Specialists, All Other	\$59,297	222	0.9%	20	Bachelor's degree	2
13-2082	Tax Preparers	\$43,399	79	5.5%	12	High school diploma or equivalent	2
21-1012	Educational, Guidance, School, and Vocational Counselors	\$49,903	402	0.7%	38	Master's degree	2
27-3031	Public Relations Specialists	\$53,327	61	4.0%	8	Bachelor's degree	2
29-1051	Pharmacists	\$128,653	164	4.2%	14	Doctoral or professional degree	2
29-1122	Occupational Therapists	\$95,065	63	4.7%	7	Master's degree	2
29-2034	Radiologic Technologists	\$66,612	106	2.3%	6	Associate's degree	2
31-1131	Nursing Assistants	\$34,172	794	4.3%	119	Postsecondary nondegree award	2
31-9011	Massage Therapists	\$42,212	102	12.9%	25	Postsecondary nondegree award	2
31-9091	Dental Assistants	\$35,431	178	4.7%	26	Postsecondary nondegree award	2
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	\$31,371	727	3.0%	114	No formal educational credential	2
37-2021	Pest Control Workers	\$37,727	103	2.9%	16	High school diploma or equivalent	2
43-5061	Production, Planning, and Expediting Clerks	\$47,878	102	3.4%	14	High school diploma or equivalent	2
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	\$33,971	1,186	1.5%	141	High school diploma or equivalent	2
47-2044	Tile and Marble Setters	\$41,113	98	5.9%	14	No formal educational credential	2
47-2051	Cement Masons and Concrete Finishers	\$45,773	292	2.7%	34	No formal educational credential	2
47-4011	Construction and Building Inspectors	\$50,848	64	1.6%	8	High school diploma or equivalent	2
51-4041	Machinists	\$42,515	119	1.7%	13	High school diploma or equivalent	2
51-4121	Welders, Cutters, Solderers, and Brazers	\$43,272	189	2.1%	23	High school diploma or equivalent	2
53-7051	Industrial Truck and Tractor Operators	\$39,390	106	3.2%	15	No formal educational credential	2
53-7065	Stockers and Order Fillers	\$29,610	834	2.4%	121	High school diploma or equivalent	2
13-1031	Claims Adjusters, Examiners, and Investigators	\$68,895	52	1.0%	3	High school diploma or equivalent	1
17-3011	Architectural and Civil Drafters	\$46,020	91	3.8%	12	Associate's degree	1
29-1021	Dentists, General	\$197,006	104	4.7%	8	Doctoral or professional degree	1
29-2055	Surgical Technologists	\$53,177	54	2.7%	6	Postsecondary nondegree award	1
29-2098	Medical Dosimetrists, Medical Records Specialists, and Health Technologists and Technicians, All Other	\$46,437	161	3.7%	18	Postsecondary nondegree award	1
35-3041	Food Servers, Nonrestaurant	\$31,481	93	6.8%	21	No formal educational credential	1
43-3051	Payroll and Timekeeping Clerks	\$42,025	58	3.4%	8	High school diploma or equivalent	1
43-4111	Interviewers, Except Eligibility and Loan	\$37,331	56	1.8%	9	High school diploma or equivalent	1
43-5071	Shipping, Receiving, and Traffic Clerks	\$36,678	185	2.7%	21	High school diploma or equivalent	1
43-6011	Executive Secretaries and Executive Administrative Assistants	\$54,488	116	1.7%	14	High school diploma or equivalent	1
43-9021	Data Entry Keyers	\$35,027	58	-0.9%	6	High school diploma or equivalent	1
47-2081	Drywall and Ceiling Tile Installers	\$42,472	103	2.9%	11	No formal educational credential	1
47-2121	Glaziers	\$40,914	55	2.7%	8	High school diploma or equivalent	1
47-2161	Plasterers and Stucco Masons	\$39,331	128	1.9%	11	No formal educational credential	1
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	\$38,197	94	0.5%	9	High school diploma or equivalent	1
51-4071	Foundry Mold and Coremakers	\$37,598	103	1.4%	10	High school diploma or equivalent	1

SOC Code	Occupation Title	Average Annual Wages (2020)	Employment (2020)	Annualized Proj Emp Pct Chg (2020-2022)	Annual Projected Openings (2020-2022)	Education Level ¹	Rating by Education Level
51-5112	Printing Press Operators	\$45,504	66	-0.8%	6	High school diploma or equivalent	1
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	\$47,754	234	1.3%	28	High school diploma or equivalent	1
51-9198	Helpers--Production Workers	\$33,646	69	0.7%	10	High school diploma or equivalent	1
53-7064	Packers and Packers, Hand	\$28,997	272	1.1%	39	No formal educational credential	1
53-7081	Refuse and Recyclable Material Collectors	\$35,982	105	2.8%	16	No formal educational credential	1

¹ Education categories represent the minimum education level required for a given occupation. Education categories are assigned by the United States Bureau of Labor Statistics.
Source: Office of Economic Opportunity

ii. Existing and emerging industries and occupations

Yavapai County Projected Industry Employment; 2020-2022

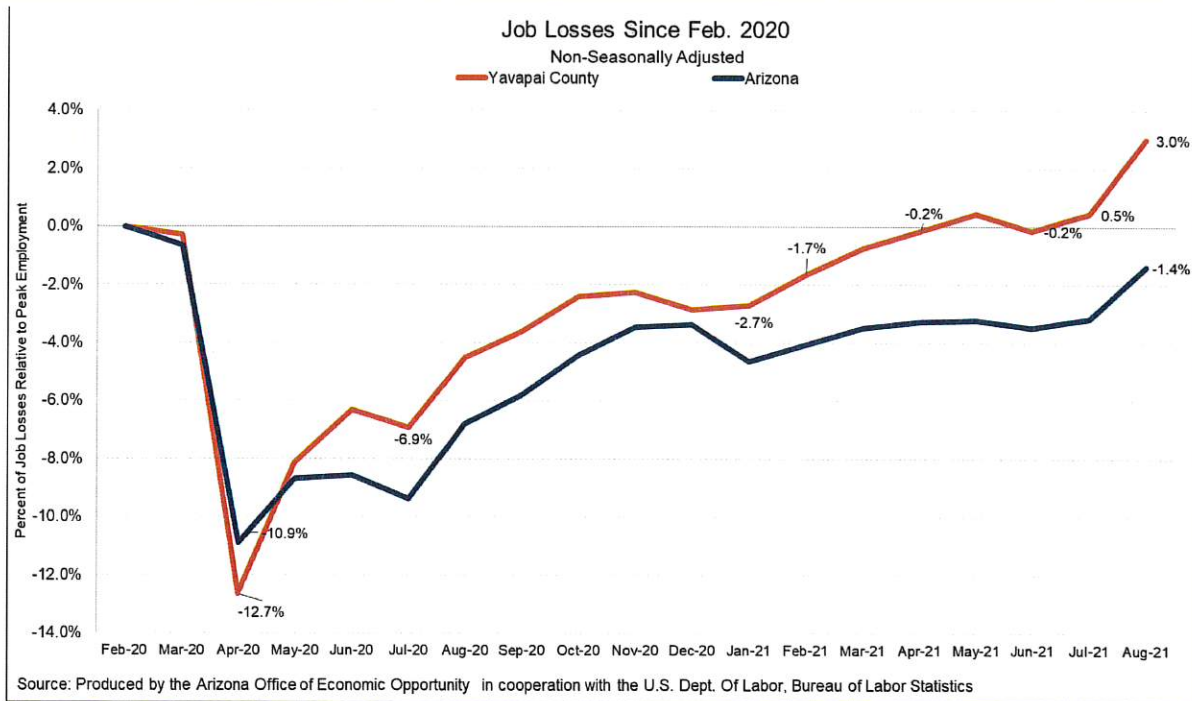
Industry	Projected Employment (2020)	Projected Employment (2022)	Projected Numeric Growth (2020-2022)	Annualized Percentage Growth (2020-2022)
Construction	5,513	5,796	283	2.5%
Education and Health Services	15,921	16,984	1,063	3.3%
Fincial Activities	2,182	2,777	95	2.2%
Government	4,605	4,592	-13	-0.1%
Information	512	550	38	3.6%
Leisure and Hospitality	7,782	9,951	2,169	1310.0%
Manufacturing	3,741	3,940	199	2.6%
Natural Resources and Mining	2,426	2,578	152	3.1%
Other Services	2,639	2,877	238	4.4%
Professional and Business Services	4,754	5,163	409	4.2%
Trade, Transportation and Utilities	2,953	3,725	772	12.3%

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

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

- All ten of the private sector industries are expected to gain jobs through 2022.
- Through 2022, Leisure and Hospitality is projected to have the highest numeric growth of all industries, followed by Trade, Transportation and Utilities.
- Through 2022, Education and Health Services is projected to remain the largest industry within Yavapai County, projected to employ 16,984 people.

COVID-19 Impact on Total Nonfarm Employment – February 2020 to August 2021



- From February 2020 to April 2020, Yavapai County saw a drop in employment of 12.7 percent.
- Since April 2020, employment in Yavapai County has trended upwards*, moving from a negative 12.7% unemployment to a positive 3.0% in August 2021.
- The employment recovery rate in Yavapai County was faster when compared to the statewide rate due to active construction and Tourism & Hospitality growth and demand. In August 2021, employment was 3 percent above pre-pandemic (February 2020) levels, while Arizona employment remained 1.4 percent below pre-pandemic levels.

2. Employment needs of businesses in existing and emerging in-demand industry sectors and occupations

Employment Analysis

Yavapai County employers, like most employers throughout the U.S., are struggling with getting qualified candidates to fill available positions. Speculation regarding where the workforce has gone has circulated far and wide, from post-pandemic resistance to returning to work, a lack of daycare options, or a variety of other reasons. However, speculation is only speculation – there is no data to support a strong planning strategy.

The WDB has adopted the vision of Kaizen, or continuous improvement, in their Board Strategic Planning process, identifying a Strategic Planning Committee (SPC) who met over the course of a year to outline the following critical strategies:

- 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 SPC also identified three Goals to make progress toward accomplishing the Board's 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.
- 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.
- Goal 3: The Board is recognized as the local area's voice on workforce-related issues.

The WDB has invested in a robust outreach strategy to target key opportunities in labor force attraction. Return-to Work Campaigns via local broadcasting, media and social media platforms have been very effective in increasing traffic to the Job Centers, expanding opportunities for training job seekers for in-demand jobs. Targeted outreach efforts include dislocated workers, metro job seekers looking for opportunities in Yavapai County, a "Call to Service" aimed toward Afghanistan Veterans returning home, and retirees/seniors looking to return to the workplace.

The Yavapai County WDB encourages innovative employer incentive strategies as a means of attracting labor and retaining incumbent staff. Higher paying jobs are drawing workers away from many local employers that struggle to compete. It is not unusual in these times for small business to cut back on hours or days of operation due to lack of staffing.

To address staffing issues and gain a better understanding of employer and job seeker needs, the WDB will gather data through two Town Hall opportunities – one to address

employer perspective on the workforce and the other to listen to job seekers regarding reasons for not returning to the workforce. A report will be prepared from the data gathered and presented to the WDB for strategic planning for solutions. The WDB expects to continue to invite and partner with state and regional stakeholders in the effort in 2022.

Another challenge to attraction of labor to Yavapai County is the lack of affordable housing. An influx of population to Yavapai County – like most of Arizona, especially during the pandemic, drove housing and rental prices up, creating a shortage of housing options for job seekers trying to locate to the area. We work with our housing partners and local leaders to identify solutions for this growing challenge.

Short Term Industry Projections

Below is a demonstration of trending short-term employment projections (2021-2023). Self Employed business is at the top of the list with expected annual growth at 8.3 percent. The Leisure and Hospitality industry is projected to see a 16.8 percent total employment change over the three-year period and an annual employment percentage change of 8.1 percent. Information Services follow closely behind with a projected annual change 6 percent and a 12.3 percent increase in employment overall.

This projection was extracted from the Arizona Office of Economic Opportunity Labor Market Employment Projections tool.

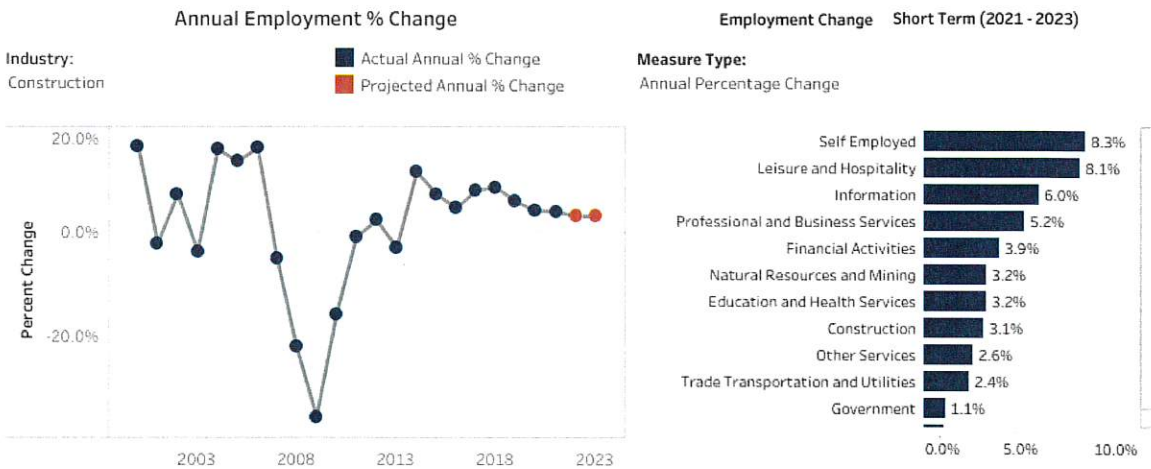
Area:
Yavapai County

Industry Level:
Supersector

Projection Type: Short Term (2021 - 2023)
 Long Term (2020 - 2030)

Short Term (2021 - 2023) Yavapai County Industry Projections

Industry	Base Employment	Projected Employment	Total Employment Numeric Change	Total Employment Percentage Change	Annual Employment Numeric Change	Annual Employment Percentage Change
Construction	5,708	6,070	362	6.3%	181	3.1%
Education and Health Services	16,269	17,336	1,067	6.6%	534	3.2%
Financial Activities	2,340	2,527	187	8.0%	94	3.9%
Government	4,466	4,568	102	2.3%	51	1.1%
Information	600	674	74	12.3%	37	6.0%
Leisure and Hospitality	10,497	12,258	1,761	16.8%	881	8.1%
Manufacturing	3,977	4,065	88	2.2%	44	1.1%
Natural Resources and Mining	2,278	2,428	150	6.6%	75	3.2%



Wage Analysis

As is true in most rural areas, there exists a wage disparity to the current cost of living for many residents. Median household income has historically been lower in Yavapai County than in Arizona or the United States. The table below demonstrates a comparison between Yavapai the average private sector weekly earnings, hours worked per week and average hourly wages during all of 2020, 2021 and January 2022 average weekly earnings for all employees from 2020 through January 2022.

Yavapai County Average Earnings and Hours - Private Sector

Prescott MSA	2020	2021	2022 (Jan.)
Weekly Earnings	\$720.79	\$768.61	\$800.81
Weekly Hours	32.6	31.8	32.2
Hourly Earnings	\$22.11	\$24.17	\$24.87

Comparison to Metro Phoenix

Phoenix-Mesa- Scottsdale MSA	2020	2021	2022 (Jan.)
Weekly Earnings	\$1,038.56	\$1,067.20	\$1,116.42
Weekly Hours	35.8	35.8	35.6
Hourly Earnings	\$29.01	\$29.81	\$31.36

Source: U.S. Department of Labor, Bureau of labor statistics

Arizona Office of Economic Opportunity

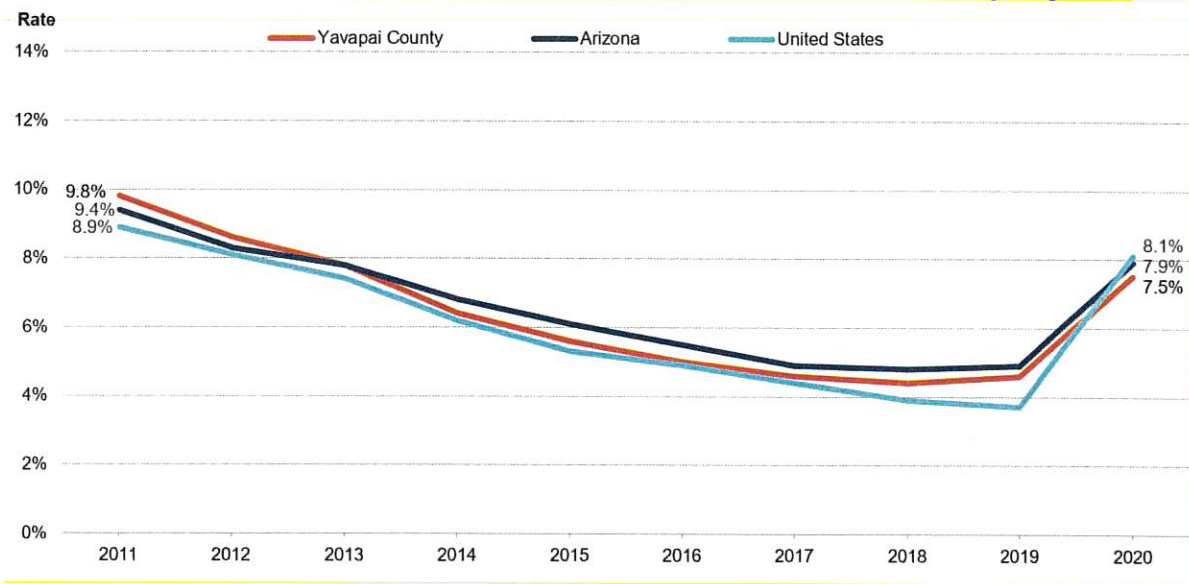
As a recruitment and retention strategy, Yavapai County WDB encourages employers to consider more competitive, sustainable wage offerings for workforce attraction and retention strategies, resulting in increased revenues and marketplace stability. Many employers have done so, while others have not and are facing challenges with employee retention and loss of revenue. On-the-Job Training (OJT) and Work Experience (WEX) opportunities are viable options for employers to relieve financial pressures with WIOA wage assistance to assist training. Our local area has increased our On-the-Job Trainings and Work Experience match to assist employers with the wage disparities.

B. Workforce Analysis

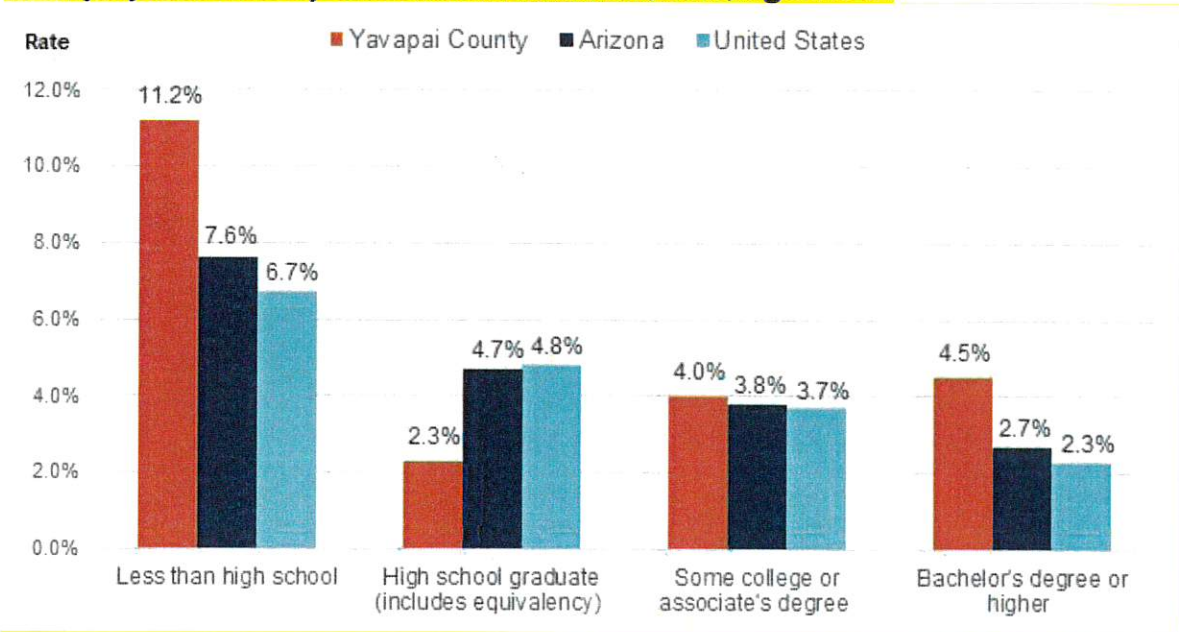
1. The knowledge and skills needed to meet the employment needs of businesses

- Since 2011, Yavapai County's unemployment rate has trended closely with Arizona's unemployment rate and slightly above the nationwide rate.
- In 2020, the unemployment rate in Yavapai County was below both the United States and Arizona.
- From 2011 to 2018, unemployment in Yavapai County was generally trending down. Unemployment increased drastically in 2020, following similar trends as the state and nation, as demonstrated in the following chart.

Unemployment Rate Comparisons, Sept. 2011 – Sept. 2020, Not Seasonally Adjusted



Unemployment Rate by Educational Attainment, 2019, Ages 25-64



Source: U.S. Census American Community Survey, 2019 1-Year Estimates
Office of Economic Opportunity

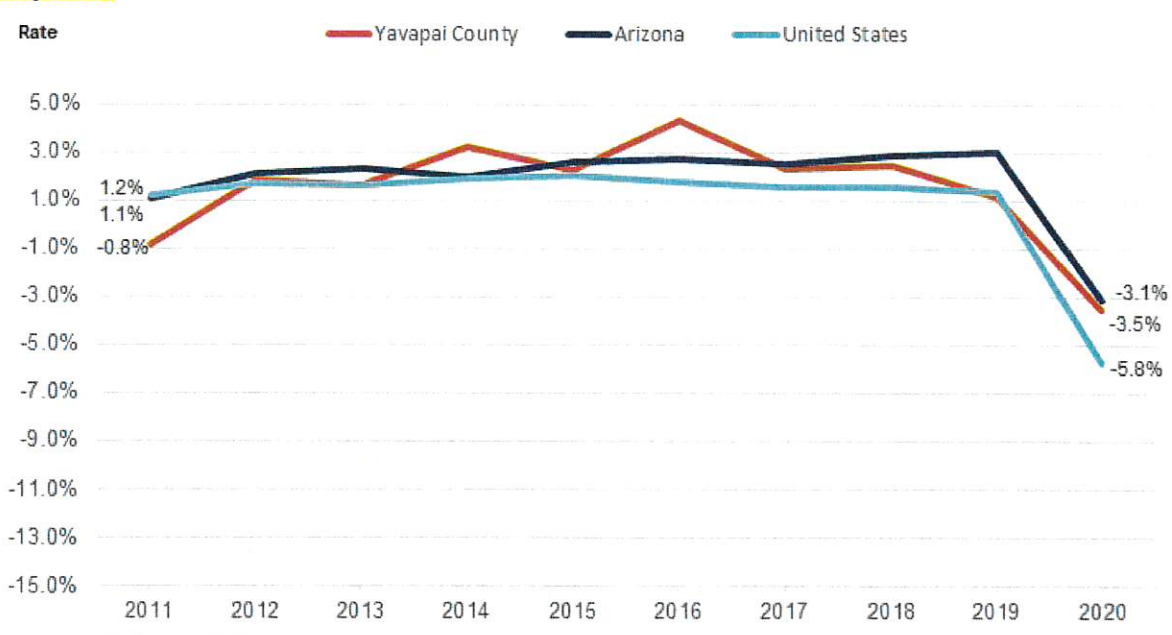
Historically, higher educational attainment levels lead to lower levels of unemployment.⁵ Understanding the relationship between unemployment and

⁵ National Center for Educational Statistics (2019). "Employment and Unemployment Rates by Educational Attainment." Retrieved from https://nces.ed.gov/programs/coe/indicator_cbc.asp

education can help determine which education levels are most in need of targeted workforce efforts.

- When compared to the state and nationwide unemployment rates, Yavapai County's rate was higher across all educational attainment levels except for those with a high school diploma or equivalent.
- The unemployment rate in Yavapai County for individuals without a high school diploma or equivalent (11.2 percent) was significantly higher than Arizona (7.6 percent) or the United States (6.7 percent).
- For someone with a high school diploma or equivalent, the unemployment rate is more than 2 percent lower in Yavapai County than both Arizona and the United States.

Nonfarm Employment Year-Over-Year Percentage Change, 2011 – 2020, Not Seasonally Adjusted



Source: U.S. Bureau of Labor Statistics, Current Employment Statistics
Office of Economic Opportunity

- From 2011 to 2020, Yavapai County's average total nonfarm employment increased by 9,000 jobs or an annualized rate of 1.7 percent. Over the same time period, Arizona total nonfarm employment increased by an annualized rate of 1.9 percent.
- From 2011 to 2019, Yavapai County's nonfarm employment growth was 2.4 percent annually. However, due to the COVID-19 pandemic, 2020 total nonfarm employment declined substantially. In 2020, year-over-year total nonfarm employment in Yavapai County declined 3.5 percent.

Yavapai County Private Sector Industry Employment, 2014-2019

Industry	Employment (2014)	Employment (2019)	Numeric Growth (2014-2019)	Annualized Percentage Growth (2014-2019)
Construction	3,598	5,240	1,642	7.8%
Education and Health Services	11,412	12,538	1,126	1.9%
Financial Activities	1,839	2,014	175	1.8%
Information	539	520	-19	-0.7%
Leisure and Hospitality	8,245	10,366	2,121	4.7%
Manufacturing	3,288	3,711	423	2.4%
Natural Resources and Mining	N/A*	1,539	N/A*	N/A*
Other Services	1,602	2,024	422	4.8%
Professional and Business Services	3,693	4,193	500	2.6%
Trade Transportation and Utilities	12,265	12,766	501	0.8%

NOTE: Includes private employment only.

*Insufficient data available

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

- Eight out of ten private-sector industries recorded positive numeric growth from 2014 to 2019, gaining a total of 8,430 jobs over this time period.
- Employment growth during this time period was led by Construction (7.8 percent), followed by Other Services (4.8 percent).
- In 2019, Trade, Transportation and Utilities made up the largest share of employment and Education and Health Services made up the second largest share.
- From 2014-2019, Leisure and Hospitality had the largest numeric increase in employment, growing by 2,121 people.

2. Regional workforce needs

According to a Short Term Employment Projections Report from the Office of Economic Opportunity (OEO) (published February 24, 2021), Arizona employment is projected to increase from 3,109,190 jobs in Q2 2021 to 3,375,515 jobs in Q2 2023. This represents an increase of 266,325 jobs or 4.2% annualized growth. Job growth from Q2 2021 to Q2 2023 is projected to be faster than the job growth recorded over the previous two years (Q2 2019-Q2 2021), when employment increased by 97 jobs (0.002%), from 3,109,093 jobs to 3,109,190 jobs. The 2020 economic recession triggered by the COVID-19 pandemic was the main cause of the minimal job growth recorded from Q2 2019 to Q2 2021. Arizona employment declined by 338,883 jobs (-10.5%) in a single quarter from Q1 2020 to Q2 2020. However, in a December press release, the November 2021 OEO Employment Report revealed that Arizona has reached full jobs recovery, the third state in the nation to reach full employment recovery. Nationally, the U.S. has recovered 83%

of jobs lost since last year. The November report also demonstrated a drop in unemployment from 5.2% to 4.7%, which ties a ten-year low reached in 2019.

In the four-county (Apache, Coconino, Navajo and Yavapai) Northern Arizona Council of Governments Economic Development District (NACOG EDD), in which three Local Workforce Development Areas are located (Northeastern Arizona, Coconino County and Yavapai County), each of the four NACOG Counties represented are projected to gain jobs over the two-year projected period (2021-2023). Coconino County is projected to have the largest job growth rate (4.3%), followed by Yavapai County (4.0%).⁶

Historic and Projected County Employment

County	Historical							Projected
	2019 Q4	2020 Q1	2020 Q2	2020 Q3	2020 Q 4	2021 Q1	2021 Q2	2023 Q2
Apache County	19,676	19,659	17,956	18,136	18,510	18,136	18,501	19,568
Annual % Chg.	-0.7%	-0.7%	-5.0%	-4.4%	-3.6%	-3.8%	2.9%	2.8%
Coconino County	69,306	67,564	57,670	62,275	62,287	61,238	64,430	70,044
Annual % Chg.	0.3%	0.6%	-8.6%	-5.1%	-5.3%	-3.7%	-3.9%	4.3%
Navajo County	30,312	30,032	27,991	29,041	29,800	29,334	30,024	31,643
Annual % Chg.	-1.6%	1.2%	-4.2%	-1.8%	-0.7%	-0.4%	-0.8%	2.7%
Yavapai County	72,930	72,977	65,496	68,371	70,748	70,628	71,559	77,411
Annual % Chg.	1.9%	2.1%	-4.4%	-1.9%	-0.6%	0.0%	-0.2%	4.0%

Source: Office of Economic Opportunity

Projections Assumptions and Considerations

The Office of Economic Opportunity made the following economic assumptions when creating the projected employment estimates:

- No major economic or political disruptions will occur during the projected period.
- COVID-19 is not likely to cause additional major economic disruptions.
- Government agencies will operate within their budgets.
- The distribution of Arizona's population will not differ significantly from the distribution in the base year.
- The U.S. economic framework will not differ significantly from the framework in the base year.
- Long-term employment patterns will continue in most industries during the projected period.
- Arizona's population growth will continue to be among the fastest (top five) in the nation.
- Demand for healthcare services will increase as population demographics shift.

⁶ https://www.azcommerce.com/media/yawkvuvu/2021-2023_projectionsnarrative.pdf

C. Workforce Development, Education and Training Activities

1. Workforce development, education and training activities

Yavapai County is abundant with workforce program opportunities. Most entities collaborate services with One Stop partners while others are independent. Direct service providers range from WIOA, Titles I and III, to Goodwill, US Vets, Veterans Administration, regional economic development organizations, JTED youth employment as well as other private entities.

To improve access to education and employment opportunities the local area has expanded Job Center services to include licensure and certificate access at the NACOG offices for many occupations that would not otherwise be accessible locally.

Local, Regional, and State Economic Development groups and Chambers of Commerce identify and analyze strengths and weaknesses of the workforce so that the Economic Development District can align with Workforce Development and employment data analysis accordingly. The Yavapai County staff relies on labor market information, state data, CEDS Regional Data, and local surveys and partnerships to identify local workforce needs. Our primary local tool is TalentNeuron where real-time data measures sought-after workforce skills, employer needs, and educational analysis which are indicators for area strengths, weaknesses, and trends. Yavapai County has the capacity and strategic objective to service all populations with a well-balanced educational environment:

- Northern Arizona University has expanded in Prescott Valley with a focus on workforce development. Their presence encourages individuals to seek degree programs and partner with WIOA for internships.
- Embry-Riddle Aeronautical University, a renowned university enriches the County's academic culture significantly for providing a qualified labor force for engineering, flight control, pilots and aeronautical design. Embry Riddle University introduced a new Business Administration course of study in 2017.
- Yavapai College is known for its Career and Technical Education Center, a "world class" technical skills center.
- Private providers such as Rogers Beauty Academy, Arizona School of Integrated Studies, The Meadows of Northern Arizona, and Valley Academy for Career & Technology Education provide local short term training for in demand employment.

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

workforce, including:

i. Individuals with barriers to employment

The Yavapai County LWDA provides services to eligible individuals with barriers to employment to assist in obtaining training and/or employment opportunities that lead to self-sufficiency. As described in WIOA 3 (24), the term "individual with a barrier to employment" means a member of one or more of the following populations:

- Displaced homemakers.
- Low-income individuals.
- Indians, Alaska Natives, and Native Hawaiians, as such terms are defined in section 166.
- Individuals with disabilities, including youth who are individuals with disabilities.
- Older individuals.
- Ex-offenders.
- Homeless individuals (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e-2(6))), or homeless children and youths (as defined in section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a (2))).
- Youth who are in or have aged out of the foster care system.
- Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers.
- Eligible migrant and seasonal farmworkers, as defined in section 167(i).
- Individuals within 2 years of exhausting lifetime eligibility under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.).
- Single parents (including single pregnant women).
- Long-term unemployed individuals.
- Such other groups determined by the Governor to have barriers to employment.

Priority of service is determined, in order, by the following priority groups:

- a) A veteran or an eligible spouse of a veteran who:
 - Is currently receiving public assistance, or has received public assistance in the last 6 months,
 - Is low-income, as defined in Section 101.02(A), or
 - Is basic skills-deficient, as defined in Section 101.02(B).
- b) A non-veteran who:
 - Is currently receiving public assistance, or has received public assistance in the last 6 months,
 - Is low-income, as defined in Section 102.02(A), or
 - Is basic skills-deficient, as defined in Section 102.02(B).

- c) A veteran or an eligible spouse of a veteran who is not included in WIOA priority groups identified in 102.01(A)(1) or (A)(2) above.
- d) A non-veteran who is not included in WIOA priority groups identified in 102.01(A)(1) or (A)(2) above.

The LWDA also identifies barriers of unemployed, underemployed, defined as comparison of an individual family income with the self-sufficiency level when determining individualized/training services as referenced in PB 18-016, not meeting self-sufficiency, transportation, poor work history, child care, housing, lacking support needed to obtain employment (such as work attire or tools), and an offender. Employers who hire ex-offenders are identified for placement of incarcerated individuals re-entering the workforce.

Strengths and weaknesses of the Yavapai County workforce development activities to remove these barriers include the following strategies:

The LWDA provides continuous outreach and events such as the Veteran Stand Down, various job fairs, and presentations to local organizations to provide information for those with the identified barriers listed above. Title I has a close, active relationship with the Veteran's Administration and U.S. Vets for service referrals.

NACOG Program Specialists provide daily case management in person, by phone, or email to assist in client's career pathway goals and employment/training retention. Program Specialists provide virtual orientations, assessments, eligibility and enrollment, to assist individuals with barriers to on-site services. Program Specialists utilize a handbook in daily management to assist clients on how to alleviate barriers.

Title I promotes cost sharing with local area partner programs to make services more accessible to mutual clients. There are many clients who fall into moderate-to high-level drug/alcohol dependence, and we are able to make referrals with our partners to provide necessary services.

Geographic and transportation challenges are a weakness in Yavapai County, as land area and mountainous terrain impede access to services. Public transportation is not readily available in all parts of the County. NACOG partners with the Town of Prescott Valley to provide a Local Transportation Assistance Fund, or taxi vouchers, for residents of Prescott Valley that meet the program requirements. Additionally, Program Staff maintain continuous contact and travel to areas of remote access to allow for information and outreach to be provided. When parties are interested in services, staff can schedule appropriate times to travel to the location to provide orientation, intakes, assessments, and any other additional services needed.

Out of necessity during the COVID-19 pandemic, remote work opportunities increased, creating a cost savings for employers and employees alike. Work-from-home is becoming a widely accepted mode of business, but poses challenges for many in Yavapai County with the lack of adequate broadband in the more remote, rural areas. ARIZONA@WORK Clients have access to the www.azjobconnection.gov website, where they can register, upload resumes, obtain employment referrals, lists of approved Eligible Training Providers, and many other services through this technology outlet. This website is accessible in or out of a One Stop Center. The Prescott One Stop offers free WiFi service from the parking lot for job searches when the Centers are closed, and provides daily updates to job listings in a sheltered outdoor location for easy access.

LWDAs manage the Workforce Innovation and Opportunity Act (WIOA) services through ARIZONA@WORK. There are three LWDAs within the NACOG Economic Development District (EDD), one that serves Coconino County, one for Yavapai, and one that serves both Apache and Navajo Counties. All of the Northern Arizona local workforce areas have included the 2020-2025 Comprehensive Economic Development Strategy (CEDS) in their planning processes.

The Yavapai County Workforce Development Board adopts a Local Workforce Development Plan, which details a number of workforce services offered, including occupational skills training, incumbent worker training and customized training that relates to the introduction of new technologies or new products. These and other services provide the business community with federal assistance for business expansion and retention.

A weakness in Yavapai County that hinders the strategies for the development of a competitive talent pool manifests itself in the arena of affordable housing. There is a real disparity in wages versus the cost of living. Availability of workforce housing (housing that is affordable to workers in proximity to their jobs) is a growing issue nationally and is being addressed throughout Arizona. In Coconino County, for example, a workforce housing study was conducted in late 2017 by the Economic Collaborative of Northern Arizona (ECoNA) to evaluate the real estate market in Flagstaff, and the final report included recommendations to improve housing options for the local workforce. The Yavapai County WDB has access to this report for planning strategies to meet the challenges of workforce housing across the county.

Additional workforce opportunities are being presented through the creation of jobs in designated Opportunity Zones. In the EDD, several projects are already underway in designated Opportunity Zones, leading the projection of more 300 jobs in the town of

Camp Verde through a number of projects, including construction of new mixed-use buildings and light manufacturing facilities.

The EDD supports the CEDS Focus Area 1: Workforce and Education Goals and Objectives to address the education and workforce skills needs of individuals with barriers to employment:

Goal Support the coordination of efforts between industry and educational institutions, ranging from K-12 to joint technical education, to four-year degree programs and beyond, in order to prepare a skilled, high-growth, next-generation workforce.

Objectives

1. Align resources to workforce development needs by connecting vocational and JTED programs, local community colleges and universities with targeted business sectors across the EDD, including in Local Workforce Development Areas.
2. Introduce and incorporate local workforce training programs, including those leading to civil service jobs or to support industries experiencing talent leakage.
3. Provide resources and opportunities for upskilling and reskilling as talent needs evolve, to support sector strategy development and retention of displaced workers.
4. Support employee training opportunities focused on skill development that will improve the region's economic competitiveness and strengthen business retention.
5. Implement mentorship and training programs led by retirees in growing industries facing talent shortages.
6. Market workforce opportunities to out of state talent by highlighting the advantages of relocating to the EDD.
7. Explore alternative workforce housing opportunities (e.g., micro-houses, new build leases, rentals, rezoning vacant areas for development, or alternative dwelling units) and work with developers on attainable housing options.
8. Continue to work with local, regional and state leaders to address the ongoing physician shortage talent pipeline strategies and objectives.
9. Integrate workforce planning development efforts with economic development within the EDD.
10. Facilitate workforce development efforts within the EDD by developing and identifying resources, providing outreach, fostering and promoting collaboration and addressing workforce development barriers.
11. Influence state leaders to bring regional training opportunities to the EDD to improve accessibility to important resources.
12. Expand career and technical education training opportunities in the region, and support efforts at the state level to increase funding for expanded training access.

13. Monitor and report on the EDD's educational attainment and its impact on economic development.
14. Influence curriculum planning and development to meet the EDD's economic development needs.
15. Promote non-traditional delivery methods for education (such as online and distance learning).
16. Encourage opportunities for and access to life-long learning throughout the EDD.
17. Build support for the expansion of degree programs tied to high-growth industries available within the EDD.
18. Address proximity issues in the K-12 system to ensure students have equal access to quality schools, including remote areas on the various reservations within the EDD.⁷

ii. *The employment needs of businesses*

The Yavapai County WDB consistently examines and assesses the needs of businesses, driving programs and services to best meet their needs. Besides the business voice on the Board, the Local Area engages with business sectors in a variety of venues. Prescott hosts a Quad City CEO Roundtable – the Executive Director participates regularly to demonstrate WIOA services and hear employer ideas.

During the pandemic, the Local Area assisted numbers of employers with SBDC grants and Return to Work strategies. The Yavapai County Economic Recovery Association (YCERA) is a Yavapai County group of local leaders that convene monthly to strategize economic recovery county-wide, highlighting services available to the business community and providing agency updates and outreach strategies.

The WDB will continue to make hybrid services (in-person and virtual) available and will expand on their strategy-building resources for resiliency in future economic, healthcare and disaster events to be ready to assist in recovery for Yavapai County.

The Yavapai County LWDA strengths in addressing the employment needs of businesses are evident in that the LWDA works in many capacities to ensure employer engagement and coordination with Economic Development. NACOG is an active member of Cottonwood, Prescott, Prescott Valley, Chino Valley and Sedona Chambers of Commerce and attends events allowing for direct communication with employers. The Regional Director is the current Chairman for the Arizona Workforce Association (AWA), and former President of Arizona Association of Economic Development (AAED). Yavapai County is active on the Workforce Arizona Council, the SBDC and AAED.

⁷ 2020-2025 NACOG CEDS

The NACOG Economic Development District (EDD) is a regional collaboration that spans four counties, covering 40% of Arizona's land area. NACOG has served as the EDD since establishment in 1995 and represents the entire NACOG region. The EDD was designated by the U.S. Department of Commerce, Economic Development Administration (EDA). An EDD is designated to planning district funded to provide technical assistance for grant application assembly, economic studies, and strategic planning.

NACOG is active throughout the community, participating on several committees and regularly present on several agendas for County-wide discussions on community, economic and workforce development initiatives. The Regional Director is active in local leadership programs, Town Halls, state and national advocacy groups.

The WDB membership includes representatives of local business groups as well as private sector optimum policy makers and small business representatives. These members provide the connection to the business community. Other private sector WDB members are affiliated and represent other economic development groups and provide updates through presentations at the quarterly General WDB meetings.

Social media and website presence has increased in Yavapai County. The ARIZONA@WORK Yavapai County website is a beneficial resource for employers and job seekers. The YAVAPAI@WORK is a dedicated online media source for local workforce information and was designed and approved by the WDB to attract attention to workforce resources in the local area.

The Yavapai County WDB continues to align and support itself with the mission to expand economic activity in Yavapai County by attracting commerce and industry to the Region and by assisting in developing the Regions existing industry to the fullest potential. The Executive Director solicits outside grants for enhanced service delivery.

During the height of the recession, the idea for a center devoted to developing small and home-based business entrepreneurs began as just that; an idea. NACOG's Regional Director developed the concept of a Business Assistance Center as a non-traditional option for individuals operating home businesses and dislocated workers trying to start their own businesses. Consultants were hired to flesh out the concept of offering business assistance and access to technology for local entrepreneurs. In 2010 that idea came to fruition when Yavapai County's Business Assistance (BAC) Center opened in Prescott with a ribbon-cutting ceremony on April 30, 2010 with the support of the Governor's Council on Workforce Policy, the Arizona Workforce Investment Act and the Local Workforce Investment Board. The BAC concept has been nationally recognized and has received innovation awards and recognition from the National Association of Development Organizations (NADO) and Arizona Governor Jan Brewer.

Maintaining a skilled labor force has historically been a weakness in Yavapai County with more attractive wages elsewhere drawing the graduates from Embry-Riddle Aeronautic University and Northern Arizona University away from our area, but with an uptick in new higher-level aerospace and manufacturing businesses moving into the area, this is becoming a strength and attracting more opportunities. Healthcare is expanding in Yavapai County – Banner Hospital building a new facility in Prescott and there was a recent merger of Yavapai Regional Medical Center with Dignity Health, attracting more attention in the CNA and nursing programs.

Businesses in Yavapai County are offered a variety of employer services that assist in hiring and training, such as recruitment, job fairs, applicant pre-screening, postings on various search engines, and media outreach, provision of pre-screened applicants for open positions, OJT reimbursement for a percentage of the wages during the pre-agreed training period, internship, paid work experiences and customized training.

The primary purpose of the One Stop Committee in dealing with business services is to coordinate strategic business development and workforce activities in order to target limited resources to areas where they can have the greatest economic impact.

The One Stop Committee presents to the local workforce board on a quarterly basis, performance reports, and strategies to improve, strengthen, and support local businesses. Projects have been initiated with the intent of creating stable, reliable, higher wage jobs that will improve the quality of life for Yavapai County residents.

The WDB on a quarterly basis reviews real time labor market data analysis, per Labor Market Information (LMI) and Talent Neuron to stay abreast of in demand business opportunities for Yavapai County. The Economic Development Council also released the Comprehensive Economic Development Strategy (CEDS) document, which provided a four year outlook on strengths and weaknesses within Yavapai County, which fosters local understanding of the dynamics that drive workforce and economic development situations. Additionally, the NACOG Operations Manager participates with state business huddles to stay up-to-date on business trends and needs in the state.

D. Vision to Support Growth and Economic Self-Sufficiency

The Yavapai County Workforce Development Board mission is to build economic success through workforce development partnerships. The Workforce Development Board provides guidance with respect to activities under the Workforce Development Plan for Yavapai County in partnership with the Yavapai County Board of Supervisors.

WIOA outlines a broader youth vision that supports an integrated service delivery system and gives a framework through which states and local areas can leverage other Federal, State, Local, and philanthropic resources to support in-school and out-of-school youth and those with barriers to employment. WIOA affirms the Department of

Labor's commitment to providing high quality services for youth and young adults beginning with career exploration and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupations, and culminating with a good job along a career pathway or enrollment in post-secondary education. WIOA authorizes the following changes:

- WIOA requires a minimum of 75 percent of State and Local youth funding to be used for out-of-school youth.
- Youth Councils are no longer required; however, the Local Boards are encouraged to designate a standing Youth Committee, including an existing Youth Council, to contribute a critical youth voice and perspective.

The full range of employment and training programs are provided to all job-seeking customers, with attention given to special populations. Different population groups often face additional challenges and barriers and are in need of more intensive services. The staff conducts outreach in the community distributing flyers, brochures and facilitating informational presentations to community organizations and local employers outlining all program services.

The designated local Rehabilitation Services Administration representative serves on the Local Board to ensure that the employment and training services are made available to persons with disabilities. The Local Board is a leader in supporting efforts that provide career opportunities to persons with disabilities. The Local Board staff is provided with the necessary employment-related technical assistance, guidance, and training to effectively serve persons with disabilities.

- Assistive Technology training is provided to staff to ensure that all available and reasonable accommodation guidance is provided to persons with disabilities;
- Persons with Disabilities are provided guidance on resume writing, approaching businesses and interviewing tips;
- Customer service training is provided to all staff to ensure they are utilizing appropriate techniques when working with persons with disabilities; and
- Referrals and sharing of service information with a wide range of stakeholders with local service providers.

A Representative from Vocational Rehabilitation will be at to Job Centers virtually and by appointment due to constraints related to COVID-19. They will provide itinerant services as practical, training for use of assistive technology, and provide services for qualified individuals with a disability.

E. Workforce Development Capacity

The Yavapai County Workforce Development Board has set a vision and promotes strategic goals to establish relationships among the following entities that target individuals with barriers to employment, including youth:

- Public/Private Workforce Agencies
- Public/Private Education including Title II
- Public/Private Economic Development organizations/Regions
- Public/Private Business groups/organizations
- Public/Private Veteran Services
- Vocational Rehabilitation Partners
- Rehabilitation Homes
- Adult/Juvenile Probation Offices
- Head Start Teen Parent Program
- Public Safety
- Stepping Stones Agency
- United Way
- Re-Entry Services

Partnerships will engage a collaborative effort to identify recruitment strategies and common services that meet the needs of job seekers and employers in an integrated, customer centered and effective business driven workforce development system. This vision creates positive linkages between the WIOA system partners and the community at large to allow for a more coordinated process that improves efficiency in customer service, integrated service delivery, and ultimately performance outcomes for WIOA partners. The Yavapai County local workforce development area aligns with the WAC 02-2016 Vision for One Stop Delivery Policy.

Yavapai County workforce strategies include the strengthening of core programs and career pathways that make available quality education, training and workforce services through more On-the-Job training, Work Experiences, utilization of support services and co-enrollment between programs to leverage resources. This integrated and seamless provision of specialized services offered by One Stop programs and partner staff ensures that there is more diversity in the types of services offered to individuals with barriers to employment. The LWDB recognizes the need to expand and develop a robust, portable and stackable system that allows individuals with barriers and disabilities to participate and gain industry recognized credentials.

The WIOA Core Partners are:

- Adult, Dislocated Worker and Youth Services (Title I)

- Adult Education (Title II)
- Wagner-Peyser, Veteran's Services (Title III)
- Vocational Rehabilitation (Title IV)

The WIOA Core Partners coordinate in many ways. The partners are members of the One Stop Committee as well as the WDB to assist with:

- Implementing career pathways to create a flow of career path options, analysis of the needs and expectations of business customers, analysis of the existing skills and knowledge of the talent pipeline and work with education representatives to tap into existing training or create new credentialing or certification options
- The One Stop Committee participates in cross training annually with all WIOA Core Partner programs to learn about services, best practices, and how to best partner in service delivery
- Focus on business development strategies and the building of a talent pipeline in identified in-demand industries to meet business needs and retention
- Provide a referral process as a communication tool between partners to provide client services and/or community resources
- Maintain a quarterly one stop reporting system to provide an analysis of basic, individualized and career training services, labor statistics and customer satisfaction

The WDB charges the One Stop Committee to identify and promote best practice strategies and initiatives that meet the current needs of workers and job seekers. The WDB Executive Director is a member of the Arizona Workforce Association (AWA) and the United States Workforce Association (USWA), with whom we also collaborate on best practice strategies.

The Workforce Innovation and Opportunity Act (WIOA) outline a mandate for shared accountability, particularly among the core programs. Shared accountability should improve services to all participants, but especially benefits low-income, lower-skilled participants because of the emphasis of the Act to serve these groups. These individuals will benefit from the Act's emphasis on integrated services, including concurrent and/or sequential co-enrollments, supportive services, and implementation of program designs that meet participant needs.

Academic and occupational skill development, participation in work experience or internships, and work-based learning provides participants with greater employment opportunities.

The WDB partners with the Eligible Training Providers to facilitate the development of "Career Pathways" by providing a structured approach to enter and exit education and training in a flexible manner that meets individualized needs.

As outlined in Policy Broadcast # 18-014, Trade Adjustment Assistance (TAA) and Title I Dislocated Worker programs are highly encouraged to co-enroll participants. Updated referral forms were distributed among the agencies in regards to TAA clients, and must be entered into the AJC data base system. Referral forms must be completed within 3 business days and both agencies maintain communication on services provided. TAA and Title I should coordinate activities to reach positive outcomes.

Currently, in Yavapai County, there is not a local TAA representative. A TAA representative in North Phoenix will be ready and available for services to meet client need and demand.

Part b – Strategic Vision, Goals, and Strategies

F. Statewide Strategy Assurances

The Yavapai County Workforce Development Board will support statewide workforce strategies identified in the state workforce plan. While action will be taken in the local Workforce Development Area (LWDA) to support the strategies, the WDB and staff will also participate in statewide workgroups for solutions and resources intended to improve workforce services across the state.

G. Statewide Strategy Support

The following table provides the State's strategies for the next four years, including implementation activities for each strategy:

Strategies	Implementation
<p>1. Promote industry sector partnerships/projects</p>	<p>A. Arizona Department of Education and ARIZONA@WORK Hiring Effort-to support a workforce gap for education professionals</p> <p>B. Insurance Industry Pipeline-In order to address the need to fill the talent pool needs within the Insurance industry due to a 25% job growth</p> <p>C. Healthcare Sector Strategy-increased need for healthcare and healthcare support professionals in the last year. Research will be done to better identify the need and provide support resources</p> <p>D. Amazon Web Services Arizona Advanced Technology Network-increase access to cloud computing education across the state. AWS programs and certificates prepare diverse learners for in-demand, entry-level cloud roles in Arizona and around the world</p> <p>E. Manufacturing Training Project-assist the manufacturing industry by increasing the availability of a qualified and eligible workforce who are certified in manufacturing to increase the awareness of these efforts among employers, potential students, future talent pipeline and other potential partners</p>
<p>2. Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system</p>	<p>A. Guide to Arizona's Workforce System-ARIZONA@WORK partners will develop a more detailed guide for internal partners and clients to better understand and communicate all WIOA services</p> <p>B. Outreach campaigns-Return Stronger, Employ Arizona/Back to Work, Regular Public Outreach efforts, and Branding efforts</p>
<p>3. Increase and improve coordination between workforce, education and economic development efforts at the state and local level</p>	<p>A. Cause Map Project-Employer Engagement and Workforce Administration are working on a cause map for job seekers and employers</p> <p>B. Office of Economic Opportunity Integration into the Arizona Commerce Authority-collaboration to remove barriers to workforce participation. Build successful partnerships between industry and academia. Leverages</p>

	<p>statewide workforce resources by integrating workforce experts for business attraction, expansion and creation projects. Enhance partnerships between Arizona universities and private industry that strategically align with development of target industries.</p> <p>C. Arizona Department of Education and ARIZONA@WORK hiring project</p> <p>D. Increase Education Representation of Workforce Arizona Council</p> <p>E. DRIVE 48 Workforce Training Center</p> <p>F. Pre-apprenticeship program alignment- alignment between current apprenticeship programs and pre-apprenticeship programs</p> <p>G. Back to Work Initiatives-Return to Work bonuses, education incentives and child care assistance</p> <p>H. Reskilling and Recovery Network-to identify and scale strategies that give workers the skills necessary to succeed in an economy reshaped by the pandemic.</p>
<p>4. Ensure training provided to job seekers and workers has a focus on transferable skills</p>	<p>A. Ongoing Activities-Arizona Career Readiness Credential to validate fully transferrable skills</p> <p>B. Vocational Rehabilitation Job Readiness Training-train candidates and connect them to hiring employers</p> <p>C. TAPS program-provide information, resources, and tools to service members and their loved ones to help prepare for the move from military to civilian life</p> <p>D. Skillbridge-for service members to gain valuable civilian work experience through specific industry training, apprenticeships, or internships during the last 180 days of service</p> <p>E. Targeted Initiatives-Dislocated Worker Grant to provide work experiences for participants affected by COVID-19, 2020 Transferable Skills Activities to obtain and/or communicate transferable skills into relevant, essential positions, Defining Quality Non-degree Credentials to define quality non-degree credentials and developing strategies to embed the credentials into programs and</p>

	<p>creating a system to expand access to and attainment of quality credentials</p>
<p>5. Create a comprehensive business engagement plan to support consistency and availability of services</p>	<p>A. Business Service Process Mapping-support process mapping to support job creations across the state in a coordinated effort</p> <p>B. Communication elements supporting consistency-business service touchpoints twice per week to assist with ensuring consistency and collaboration on outreach and support efforts</p> <p>C. The Arizona Commerce Authority coordinates plans to support targeted businesses</p>
<p>6. Implement framework for supporting a statewide model for career pathways based on the identified In-Demand industries and occupations, connecting the education and incorporating appropriate flexibility for regional variation</p>	<p>A. Implement standard communication of in-demand industries and occupations-plans require use of NAICS and SOC codes to specify occupations and career pathway opportunities. The Office of Economic Opportunity's labor market information provides in-demand industry and occupation recommendations to the state and local boards. The analysis and recommendations help provide common terminology and methodology for the workforce system to use when discussion labor market trends and needs</p> <p>B. Develop Career Pathway Visuals, known as career lattices, for the top 10 in-demand occupations utilizing the occupation standards already developed in registered apprenticeship programs</p> <p>C. College in High School Alliance and Dual Enrollment Peer Learning Network-for state policy makers working on policy related to college in high school programs like dual enrollment and early college high school that will meet monthly for the next 12 months</p> <p>D. ETPL Policy Updates-will be updated to promote alignment and utilization of non-degree quality credentials and in-demand industry and occupations through the work with the National Skills Coalition, ETPL Coordinator and the State Workforce Board</p>

	<p>Committees. The State Workforce Council aims for the policy to assist with aligning in-demand occupations and industry-recognized credentials, including a process for collecting and reviewing disaggregated credential attainment data, encourage credential stack ability, align credentials to college credit-bearing programs, and support public reporting of credential attainment data</p> <p>E. CTE Partnership-improve alignment via pre-apprenticeship programs</p>
<p>7. Improve processes for co-enrollment across partners to share costs and case management to better serve customers</p>	<p>A. Local service providers collaborate to provide referrals. Local area use technology and/or regular meetings and collaboration to promote referrals through their One Stop Operators. These efforts are under continuous improvement, and it is anticipated that the referral capabilities at the local level will continue to grow going forward</p> <p>B. The National Governors Association WIN Grant project included all WIOA programs and evaluated opportunities for improving access to workforce services provided by the one-stop delivery system, including opportunities for improved cost-sharing and referrals. Research resulted in understanding that referrals need to be a required component of a larger modernization project. It is anticipated that one result of this larger project will be the development of improved referral processes</p> <p>C. Efforts to improve co-enrollment specifically for TAA and Title I-educating the workforce areas about the TAA program and the benefits of co-enrollment and ensuring local areas receive the co-enrollment policy developed in accordance to DOL guidance. Co-enrollment metrics are continually monitored to determine any need for technical assistance in areas where co-enrollment rate is low or has dropped</p>

<p>8. Enhance initiatives supporting populations with barriers to employment to ensure customers are receiving needed services efficiently</p>	<p>A. Maryvale Workforce Initiative-Maryvale is a high need area in terms of support services. Projects have occurred over time but a workgroup is re-focusing efforts and helping coordinate efforts by community partners and leaders to best support job seekers and employers in the area</p> <p>B. Job Readiness Training-to train candidates and connect them to hiring employers. Candidates are supported with training included but not limited to soft skills development and resume support</p> <p>C. Second Chance Centers-The Re-entry program has a strong history with assisting the re-entry population upon release into the community with job readiness skills and finding sustainable employment in a virtual or in-person setting.</p> <p>D. Veteran Employment Alignment-the primary objective of the Veterans Program is to develop and support programs that increase opportunities for veterans to obtain employment and job training in Arizona. Eligible veterans are entitled to receive priority services in job referrals and training</p> <p>E. Job Center Assistive Technology needs assessment-Vocational Rehabilitation will partner with the job centers and offer expertise and assistance to identify a contact at the center that can assist both staff and the public with assistive technology/accessibility questions; assess current assistive technology/accessibility needs and provide recommendations for equipment/services; and provide training resources to job center staff regarding how to assist an individual in accessing the assistive technology/services</p>
<p>9. Create a consistent system for continuous improvement</p>	<p>A. Technical Assistance/Training-Local governance technical assistance training Arizona local and state leaders. Training was provided in partnership with the Department of Labor and Maher & Maher. NGA no-cost</p>

technical assistance is being coordinated by the Office of Economic Opportunity. Arizona Management System has increased the leaders trained from 87 in 2018 to over 257 leaders as of April 2021. DERS will continue to recruit, develop, train and engage a high performing workforce as they continue to support leaders within the AMS to set a foundation, manage performance, solve problems, and continue to drive improvements

B. Improve processes for compliance review- Local Plan, LWDB recertification, and job center certification policies, guidance and review processes were updated to reflect current federal and state requirements. Guidance will continue to be revised as needed to ensure federal compliance, while reducing burden on LWDB's as much as possible. Collaboration with LWDB staff is planned to help improve processes and timelines for compliance review activities

C. Communication Opportunities-weekly business service touchpoints support opportunities for partners to share best practices to improve progress throughout the state. Monthly ARIZONA@WORK meetings encourage LWDB staff to communicate issues and discuss problem solving with state leadership on a regular basis. Annual Convening's hosted by the Workforce Arizona Council help ensure Council and Local Board leadership have opportunities to strategize and collaborate on common and unique issues

D. Research/evaluation-Research on workforce performance allows the state to better understand areas for improvement

E. Cause Map Project-working on a cause map for job seekers and employers with anticipated completion

F. Modernization Project-DES has entered into an initiative to modernize the automated

	<p>systems for workforce and unemployment programs. The goal is to have improved customer service and ease access to the benefits and services that these program offer to unemployed individuals, job seekers and employers. DES has enlisted a contracted vendor to manage this process and assist with the information gathering and RFP components. The target is to have the RFP for the first component of the workforce modernization effort, the Unemployment Insurance Benefits system, and available early 2022. DES will be procuring for the other two components, workforce and unemployment tax systems. DES seeks to ensure these systems are connected for improved and secure customer data exchange as well as to communicate with other automated systems that are connected to the workforce system</p>
<p>10. Identify data system solutions to enhance the interoperability and quality of data for use across ARIZONA@WORK programs</p>	<p>A. Arizona Job Connection Upgrade-AJC was updated to improve functionality and reporting of the system. A new feature added Tableau access reporting for state and local partners. Partners are working on developing analytic tools that can be shared between partners</p> <p>B. Integrated Data System (AZ Longitudinal Data System)-efforts are being made by the Office of Economic Opportunity to coordinate a longitudinal data system to provide better information for strategic decision making</p> <p>C. Title IV System Modernization Project-is an initiative to modernize the automated systems for workforce and unemployment programs. Current committees supporting the project include the Project Advisory Committee, Project Steering Committee, Business Teams, Technical Teams, Procurement Team and the Evaluation Team</p>

The WDB will implement the state strategies as prescribed in the State Plan, including programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20CFR 679.506 (b)(1)(ii)).

The WDB will take the following steps to implement the state strategies over the next four years:

- Together with our core partners and partners-at-large, the Yavapai County WDB Executive Director and One Stop Committee continue with work to manage and implement state strategies that align with the Yavapai County Scope of Work, including programs authorized under the Perkins Act. The One Stop Committee is made up of all WIOA core partners.
- Our Director is the current Chairman of the Arizona Workforce Association and brings collective views and strategies to the WDB for strategic direction and implementation.
- Currently our Director is focused on creating a local voice on policy and alignment strategies at the state level.

III. ARIZONA@WORK System Coordination

A. *How the WDB will work with the entities carrying out the core programs (Titles I through IV) to:*

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

The Yavapai County WDB will continuously review service strategies from Job Centers to align customers with applicable site services.

The Yavapai County WDB charges the One Stop Committee to identify ways to expand access to WIOA services offered through the ARIZONA@WORK system. The One Stop Committee meets on a quarterly basis to address challenges to access as well as discuss best practices for innovative ways to serve job seekers and employers. Virtual services are being offered widely across all Titles in addition to in-person and electronic orientation opportunities via Title I; Titles III and IV by appointment; and Title II remote and in-classroom adult education services, allowing access to hybrid WIOA programs.

The Yavapai County One Stop Committee created a Scope of Work in 2021 which identifies their mission, vision, chairs initiative, purpose, goals/priorities, and responsibilities.

One Stop Committee

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.

Purpose: 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.

Membership: Title I, Title II, Title III, Title IV, One Stop Operator

* need representative from Title III

Communications/Frequency: The One Stop Committee meets on a quarterly basis in-person, hybrid model or via zoom with flexibility during the pandemic.

Chair's Initiative: Expand industry recognized credentials for short term skills building in industry recognized career pathways that qualify for the Eligible Training Provider Listing (ETPL).

Goals/Priorities:

- * Presentations from community resources for knowledge on community services available
- * Expand committee membership representation
- * Community presentations to public/employers related to ARIZONA@WORK services and referrals.
- * Cross training among partners.
- * Expand referrals between partners.

Responsibilities/Outputs:

- * Review of MOU/IFA updates
- * Workforce Development Board Plan updates for respective titles
- * Coordinated Service Delivery
- * Excel in customer service
- * Achieving performance standards
- * Coordination with the One Stop Operator

The Yavapai County LWDA provides services to eligible individuals with barriers to employment to assist them in obtaining training and/or employment opportunities that lead to self-sufficiency. As described in WIOA 3 (24), the term "individual with a barrier to employment" means a member of one or more of the following populations:

- Displaced homemakers.
- Low-income individuals.
- Indians, Alaska Natives, and Native Hawaiians, as such terms are defined in section 166.
- Individuals with disabilities, including youth who are individuals with disabilities.
- Older individuals.
- Ex-offenders.
- Homeless individuals (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e-2(6))), or homeless children and youths (as

defined in section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a (2))).

- Youth who are in or have aged out of the foster care system.
- Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers.
- Eligible migrant and seasonal farmworkers, as defined in section 167(i).
- Individuals within 2 years of exhausting lifetime eligibility under part A of Title IV of the Social Security Act (42 U.S.C. 601 et seq.).
- Single parents (including single pregnant women).
- Long-term unemployed individuals.
- Such other groups the Governor determines to have barriers to employment.

Priority of service is determined, in order, by the following priority groups:

- A. A veteran or an eligible spouse of a veteran who:
 - 1) Is currently receiving public assistance, or has received public assistance in the last 6 months,
 - 2) Is low-income, as defined in Section 101.02(A), or
 - 3) Is basic skills deficient, as defined in Section 101.02(B).

- B. A non-veteran who:
 - 1) Is currently receiving public assistance, or has received public assistance in the last 6 months,
 - 2) Is low-income, as defined in Section 102.02(A), or
 - 3) Is basic skills deficient, as defined in Section 102.02(B).

- C. A veteran or an eligible spouse of a veteran who is not included in WIOA priority groups identified in 102.01(A)(1) or (A)(2) above.

- D. A non-veteran who is not included in WIOA priority groups identified in 102.01(A)(1) or (A)(2) above.

The LWDA also identifies barriers of unemployed, underemployed, defined as comparison of an individual family income with the self-sufficiency level when determining individualized/training services as referenced in PB 18-016, not meeting self-sufficiency, transportation, poor work history, child care, housing, lacking support needed to obtain employment (such as work attire), and an offender.

The LWDA provides continuous outreach and events such as the Veteran Stand Down, Youth Fairs, multiple job fairs, and regular presentations to local organizations to provide

information and expanded service access for those with the identified barriers listed above.

Yavapai County Program Specialists provide daily case management in person, by phone, or email to assist in client's career pathway goals and employment/training retention.

The LWDA provides weekly in person and virtual orientations for those interested in services under WIOA. The orientation identifies that any resident in Yavapai County, including those with barriers to employment, are welcome to learn about WIOA services. Members from Titles I, II, III, and IV provide information relevant to their programs, labor market information, community resources, and services available. Additionally, Title I provides on-site orientations to Title II Adult Education students, and Title I and Title III have partnered to schedule Reemployment Service and Eligibility Assessment (RESEA) appointments to assist Dislocated Workers in education and training opportunities.

Additionally, continuous contact and travel to areas of remote access allows for information and outreach to be provided. When parties are interested in services, including individuals with barriers to employment, staff can schedule appropriate times to travel to the location to provide orientation, intakes, assessments, and any other additional services needed. Clients do have access to the www.azjobconnection.gov website, where they can register, upload resumes, obtain employment referrals, lists of approved Eligible Training Providers, and many other services through this technology outlet and the YAVAPAI@WORK website. This website is accessible in or out of a One Stop Center.

2. Facilitate the development of career pathways

The Local Workforce Development Board (WDB) supports change and continuous improvement by being a convener and collaborator, sharing promising and proven practices and evaluating and disseminating information among workforce partners in the development of a unified strategic plan. ARIZONA@WORK-Yavapai County has engaged in activities that provide comprehensive real time labor market information, and information about educational attainment and skill levels of the workforce in Yavapai County to meet the unique needs of the employer and job seeker.

At the initial meeting with job seekers and One Stop staff, an assessment is completed to identify the basic career needs of clients and to identify barriers impeding success. Based on mutual agreement of staff and the client, a career plan is put into place.

Yavapai County workforce strategies include the strengthening of core programs and career pathways that make available quality education, training and workforce services through:

- On-the-Job training
- Internships
- Utilization of support services
- A referral system between programs to leverage resources.
- Customized training

This integrated and seamless provision of specialized services offered by the One Stop program and partner staff ensures that there is more diversity in the types of services offered to individuals with barriers to employment. This is accomplished by meeting with employers within in-demand industries to develop a training plan through On-the-Job training. WIOA offers opportunity to set reimbursement levels for On-the-Job Training up to 90%. Yavapai County will exercise its authority to fluctuate the OJT match anywhere from 50%-75%. Reimbursements levels will be based on the complexity of the position, skill levels the trainee has versus what skills they will train on for proficiency. Yavapai County will identify Work Experience wages based on average wage. OJT wages are identified by the employer of record. Customized training plans are regularly developed with employers to meet the labor demands for business expansion and employee acquisition and retention. Financial support services are offered on an individualized basis for specific client needs as a means of promoting training success and job retention. Case management includes resources to alleviate barriers for job retention. Referrals between Titles for specific client services regularly promote system collaboration and encourage success in career pathway development for all clients, including individuals with disabilities.

The WDB recognizes the need to expand and develop a robust, portable and stackable system that allows individuals with barriers and disabilities to participate and gain industry recognized credentials. The Workforce Innovation and Opportunity Act (WIOA) outlines a mandate for shared accountability, particularly among the core programs. Shared accountability and coordination between Titles should improve services to all participants, but especially benefits low-income, lower-skilled participants because of the emphasis of WIOA to serve these groups and the leveraging of additional program resources. These individuals should benefit from the WIOA's emphasis on integrated services, including concurrent and/or sequential co-enrollments, supportive services, and implementation of program designs that meet participant needs. Academic and occupational skill development, participation in work experience or internships, and work-based learning provides participants with greater employment opportunities. Titles I and III jointly utilize the AJC database to identify service gaps and avoid duplication of services.

The WDB partners with training providers and local colleges to facilitate the development of "Career Pathways" by providing a structured approach to enter and exit education and training in a flexible manner that meets individualized needs. Individuals are able to earn short-term credentials with clear local labor market value and build upon each credential to access higher wage employment opportunities. These stackable credentials offer an accelerated entrance to the job market. Stackable credentials can be earned while pursuing a post-secondary degree. The WDB partners with the Arizona Department of Education in the evaluation of Title II Adult Education Program applicants, recommending Yavapai College for the Title II Adult Education Award for Yavapai County, which was awarded to Yavapai College in January 2020. This partnership expands remote learning opportunities and services. Yavapai College Title II Director actively serves on the WDB and currently chairs the One Stop Committee.

The WDB will solicit representatives of secondary and postsecondary education programs, and lead efforts to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, especially individuals with barriers to employment. This is accomplished through a regular evaluation of the Eligible Training Providers List (ETPL) to ensure that in-demand industry certification and licensure opportunities are available to adult, youth and dislocated worker program clients. Yavapai College Title II Adult Education offers several training, certification and licensure opportunities on the ETPL. The Executive Director meets with Yavapai College several times a year to collaborate with college leadership on in-demand training programs. Program staff make regular visits with all providers throughout the year. The Board is also kept apprised of student feedback and customer satisfaction. The ETPL is reviewed quarterly, with existing courses as well as new offerings evaluated for relevance and eligibility for WIOA funding.

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

Yavapai County workforce strategies include the strengthening of core programs and career pathways that make available quality education, training and workforce services through On-the-Job Training, Work Experiences, utilization of support services and co-enrollment between programs to leverage resources. This integrated and seamless provision of specialized services offered by One Stop programs and partner staff ensures that there is more diversity in the types of services offered to individuals with barriers to employment. Cross-training among all core partners is ongoing and strengthens a proven referral and service access strategy – no wrong door approach. The WDB recognizes the need to expand and develop a robust, portable and

stackable system that allows individuals with barriers and disabilities to participate and gain industry recognized credentials.

The WIOA Core Partners are:

- Adult, Dislocated Worker and Youth Services (Title I)
- Adult Education (Title II)
- Wagner-Peyser, Veteran's Services (Title III)
- Vocational Rehabilitation (Title IV)

These partners collaborate with the One Stop Committee as well as the WDB to provide improved access to recognized postsecondary credentials. Co-enrollments with core partners are encouraged as this provides a full array of services for participants. The collaboration and co-enrollments facilitate the leveraging of funding and services available to participants without duplication of service. Identifying local area needs for training and credentialing in-demand career fields will ensure a trained local workforce to meet labor market needs.

The WDB charges the One Stop Committee to identify and promote best practice strategies and initiatives that meet the current needs of workers and job seekers. The WDB Executive Director is a member and current Chair of the Arizona Workforce Association (AWA) and the United States Workforce Association (USWA), with whom we also collaborate on best practice strategies.

The Workforce Innovation and Opportunity Act (WIOA) outlines a mandate for shared accountability, particularly among the core programs. Shared accountability should improve services to all participants, but especially benefits low-income, lower-skilled participants because of the emphasis of WIOA to serve these groups. These individuals will benefit from the WIOA emphasis on integrated services, including concurrent and/or sequential co-enrollments, supportive services, and implementation of program designs that meet participant needs.

Academic and occupational skill development, participation in work experience or internships, and work-based learning provides participants with greater sustainable employment opportunities.

The WDB partners with the Eligible Training Providers to facilitate the development of "Career Pathways" by providing a structured approach to enter and exit education and training in a flexible manner that meets individualized needs.

As outlined in Policy Broadcast # 18-014, Trade Adjustment Assistance (TAA) and Title I Dislocated Worker programs are highly encouraged to co-enroll participants. Updated

referral forms were distributed among the agencies in regards to TAA clients, and must be entered into the AJC data base system. Referral forms must be completed within 3 business days and both agencies maintain communication on services provided. TAA and Title I should coordinate activities to reach positive outcomes.

Currently, in Yavapai County, there is not a local TAA representative. A TAA representative in North Phoenix will be ready and available for services to meet client need and demand.

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

The Yavapai County WDB provides improved access to recognized postsecondary credentials. Identifying local area needs for training and credentialing in-demand career fields will ensure a trained local workforce to meet labor market needs. The WDB charges the One Stop Committee to identify ways to expand access to WIOA services offered through the ARIZONA@WORK system. The One Stop Committee meets on a quarterly basis to address challenges to access as well as discuss best practices for innovative ways to serve job seekers and employers, particularly during the COVID-19 pandemic and resulting reduction in the availability of service opportunities. Virtual services are being offered widely across all Titles in addition to in-person opportunities via Title I and Titles III and IV by appointment, and Title II remote adult education services, allowing access to WIOA programs remotely.

We attempt to improve post-secondary access by supplementing tuition, books and fees, making post-secondary training accessible to clients with barriers under WIOA.

The WDB solicits representatives of secondary and postsecondary education programs, and leads efforts to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, especially individuals with barriers to employment. This is accomplished through a regular evaluation of the Eligible Training Providers List (ETPL) to ensure that in-demand industry certification and licensure opportunities are available to adult, youth and dislocated worker program clients. The WDB partners with the Community College and Training Providers to facilitate the development of "Career Pathways" by providing a structured approach to enter and exit education and training in a flexible manner that meets individualized needs. Yavapai College is a local community college that offers several training, certification and licensure opportunities on the ETPL. The Executive Director meets with Yavapai College several times a year to collaborate with college leadership on in-demand training programs. Program staff

make regular visits with all providers throughout the year. The Board is also kept apprised of student feedback and customer satisfaction. The ETPL is reviewed quarterly, with existing courses as well as new offerings evaluated for relevance and eligibility for WIOA funding.

The ARIZONA@WORK-Yavapai County staff actively seeks new, potential programs to be enrolled on the ETPL via www.azjobconnection.gov. This allows customers more career pathway choices, and a variety of recognized postsecondary credentials including a credential that is an industry-recognized certificate or certification, portable, and stackable. We also encourage online options and computer access so clients can train while employed, and to cover child care needs.

Many colleges have implemented online learning, especially during COVID-19, to assist participants in reaching those individual learning objectives. Distance education is instruction that is:

- 1) Delivered to the learner regardless of time and/or geographical location, and
- 2) Delivered via various non-traditional means.

Individuals are able to earn short-term credentials with clear local labor market value and build upon each credential to access higher wage employment opportunities. These stackable credentials offer an accelerated entrance to the job market. Stackable credentials can be earned while pursuing a post-secondary degree.

B. WDB strategies and services and how they will be used within the LWDA and region to:

- 1. Facilitate engagement of businesses, including small businesses and business in in-demand industry sectors and occupation in workforce development programs*

The Yavapai County LWDA works in many capacities to ensure employer engagement and coordination with Economic Development. The Northern Arizona Council of Governments (NACOG) is an active member of Cottonwood, Prescott, Prescott Valley, Chino Valley and Sedona Chambers of Commerce and attends events allowing for direct communication with employers. The Local Area Director is the current Chairman for the Arizona Workforce Association (AWA), and former President of Arizona Association of Economic Development (AAED). The NACOG Economic Development District (EDD) is a regional collaboration that spans four counties, covering 40% of Arizona's land area. NACOG has served as the EDD since its establishment in 1995. The EDD was designated by the U.S. Department of Commerce, Economic Development Administration (EDA) as a planning district, funded to provide public works and

technical assistance funding for regional and community planning, grant application assembly, economic studies, and strategic planning. EDD membership includes all LWDA representatives as well as sub-regional economic development groups.

The WDB membership includes representatives of local business groups as well as private sector optimum policy makers and small business representatives. These members provide a vital connection to the business community. Other private sector WDB members are affiliated and represent other economic development groups and provide updates through presentations at the quarterly WDB meetings. Title II Adult Education, Title III Wagner-Peyser and Title IV Vocational Rehabilitation representatives for Yavapai County are active members of the WDB and engage on a quarterly basis with the private sector business representatives to collaborate on strategies to improve the facilitation of workforce development programs, including job opportunities to individuals with disabilities and educating local businesses on the advantages of utilizing WIOA services through the ARIZONA@WORK system. For example, Titles I clients who are basic skills deficient or an English Language Learner are referred to Title II for basic skills and IET.

The Yavapai County WDB continues to align with the mission to expand economic activity in Yavapai County by attracting commerce and industry to the county and by assisting in developing the county's existing industries to their fullest potential.

During the height of the 2008 recession, the idea for a center devoted to developing small and home-based business entrepreneurs began as just that; an idea. NACOG's Regional Director developed the concept of a Business Assistance Center as a non-traditional option to assist Dislocated Workers with entrepreneurship, and began speaking with home-based business owners to flesh out the concept of offering business assistance and access to technology for local entrepreneurs. In 2010 that idea came to fruition when Yavapai County's Business Assistance Center (BAC) opened in Prescott with a ribbon-cutting ceremony on April 30, 2010, with the support of the Governor's Council on Workforce Policy, the Arizona Workforce Investment Act and the Local Workforce Investment Board. The business model and 'best practices' have been duplicated in the Business Success Center in the Copper Corridor. Other communities in the region have interest in developing a similar concept. The BAC concept has been nationally recognized and has received innovation awards from NADO and the Arizona Governor's office. To date, the BAC has assisted 250 agencies and small businesses with meeting space, office machinery and supplies, training opportunities and hiring events, and thousands of direct job placements.

In response to local speculation as to where the workforce has gone, the WDB has partnered with Arizona Town Hall in 2022 for the purpose of facilitating Town Hall events to listen to the voices of local employers and job seekers on the topic of discovering the reason behind the lack of workers to fill the jobs available. A full report will be prepared

from the data gathered as a result of the Town Hall sessions. The comprehensive data is anticipated to be released in mid-2022.

A "Return to Work" outreach campaign began in the fall of 2021 and continues in 2022, with each campaign installment targeting specific workforce candidates;

- Metro/Phoenix job seekers looking to relocate to a cooler climate
- Dislocated Workers
- "Call to Service" campaign targeting returning Afghanistan Veterans
- Youth Career Services
- Seniors and Retirees looking to return to the workforce

The Return to Work campaigns were a partnership between ARIZONA@WORK, Office of Economic Opportunity and the Yavapai County WDB, and attracted numerous job seekers to the Yavapai County Job Centers to learn more about career services.

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

Our WDB consists primarily of qualified, engaged County business leaders and are an integral voice in business cooperation and coordination. Workforce development products and services are widely known and utilized in all aspects of Employer Engagement and Economic Development.

Core partners with ARIZONA@WORK-Yavapai County WIOA Title I-B, including Title II Adult Education, Wagner-Peyser Title III, and Vocational Rehabilitation Title IV representatives, serve on the One Stop Committee, which addresses the business service needs of the community. This has resulted in more effective communications and cohesiveness within the Job Centers, and has expedited the job orders input process in the Arizona Job Connection (AJC) system. This Committee has also promoted a more streamlined coordination of services when conducting basic, individualized and group training. Continuing through the post-COVID-19 pandemic, itinerant and online services are offered by Titles III and IV and hybrid (in-classroom and remote) education services are offered by Title II. Title I-B services to Adult, Youth and Dislocated Workers remain operational in-person at the Job Centers by appointment, walk-in and via itinerant and online opportunities.

Employer Contract reimbursements have been increased and contracts are being extended as needed as a means to assist employers with retention strategies. Incumbent worker training for upskilling and staff repurposing is also being amplified through Title I-B Training Services.

3. *Better coordinate workforce development programs and economic development*

Title I-B actively partners with sub-regional economic development groups, such as the Verde Valley Regional Economic Organization (VVREO) and the Prescott Valley Economic Development Foundation (PVEDF), with membership participation, regular presentations regarding WIOA services, and by providing labor market information and strategies, including WIOA fund commitments for business location strategies. Post-pandemic resilience planning have brought increased coordination with WDB support and participation in the planning processes for the Regional Recovery & Resilience Plan and the Regional Broadband Strategic Plan. The WDB offered a letter of support for a grant application submitted by NACOG for the EDA Build Back Better Regional Challenge grant for a regional healthcare (as well as related industries) workforce training opportunity, which included a regional broadband expansion to unserved and underserved areas in the four-county (Apache, Coconino, Navajo and Yavapai) NACOG District. While NACOG was not awarded the grant, the groundwork was laid for future funding opportunities for the region. NACOG and the WDB support a partnership with the Yavapai County Board of Supervisors and the County Free Library/School District as they apply County American Rescue Plan Act funding to build a final mile fiber network to targeted unserved and underserved rural locations in Yavapai County.

The WDB Executive Director and the Title I-B Operations Manager are active on the Arizona Workforce Association, with the WDB Executive Director currently serving as Chairman. These meetings are a gathering of all Local Area Directors to discuss current statewide workforce trends and challenges, and to share best practices.

Three LWDA's are positioned within the NACOG Economic Development District (EDD), comprised of Apache, Coconino, Navajo and Yavapai Counties, and are partnered with the NACOG Economic Development Council (EDC). This group meets on a bi-monthly basis to discuss economic and workforce development trends throughout the Region. Both the EDC and the WDB share mutual members and combine forces for economic and workforce development success. The WDB Executive Director is also the Regional Director for the NACOG EDD and facilitates the meetings of the EDC, bringing regular updates and presentations on the workforce development activities in Yavapai County as well as regular State and Federal WIOA updates. She is also a part of the Yavapai County Economic Resilience Alliance, a group of local leadership and stakeholders that meets monthly for recovery and resilience updates across the County.

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

The LWDA has strengthened the coordination between the ARIZONA@WORK-Yavapai County system and Unemployment Insurance by synchronizing opportunities available to clients that are enrolled in the Reemployment Service and Eligibility Assessment (RESEA). RESEA services are **intended** to help unemployment insurance claimants return to work faster. Permanently separated claimants are required to participate in the RESEA program. **As RESEA services are available**, informational orientations are provided to participants to learn more about WIOA services and the eligibility process. Orientations are provided in-person and/or virtually.

The Prescott ARIZONA@WORK-Yavapai County One Stop Center also provides direct access to those interested in applying for Unemployment Insurance or have questions regarding their Unemployment claim by maintaining a direct phone line to the Unemployment Insurance office. ARIZONA@WORK-Yavapai County staff is available in person, by phone or virtually to assist the community with their Unemployment Insurance needs. **Cross-training of Title I services between partners is pending due to remote work transition. Title I remains a source for information and referral of all Title services as applicable.**

Businesses in Yavapai County are offered a variety of employer services that assist in hiring and training, such as:

- National, State and Local Recruitment
- Job fairs
- Applicant pre-screening
- Job postings on various search engines
- Media outreach
- Pre-screening of applicants for open positions
- OJT reimbursement for a percentage of the wages during the pre-agreed training period
- Internship
- Paid work experiences
- Customized training
- Case management for employee retention

The primary purpose of the One Stop Committee is to coordinate strategic business development and workforce activities in order to target limited resources to areas where they can have the greatest economic impact.

On a quarterly basis the One Stop Committee presents performance reports to the WDB, as well as strategies to improve, strengthen, and support local businesses.

Collaborated projects have been initiated with the intent of creating stable, reliable, higher wage jobs that will improve the quality of life for Yavapai County residents.

The WDB reviews quarterly real-time labor market data analyses from LMI and TalentNeuron to stay abreast of in demand business opportunities for Yavapai County. Additionally, in early 2020, the NACOG Economic Development Council released the 2020-2025 Comprehensive Economic Development Strategy (CEDS) document, which provided an overview of strengths and weaknesses within Yavapai County to foster local understanding of the dynamics that drive workforce and economic development situations.

Computers at the Comprehensive Job Centers will be available on an as-needed basis by appointment to utilize for job searches for unemployed individuals as well as skills assessments and other activities required by employers for training opportunities for new and incumbent employees as a means to build employee retention. Additionally, the Prescott One Stop offers parking lot WiFi access when the computer centers are not accessible to the public.

5. *Implement the following initiatives to support the strategies described above:*
 - *Incumbent worker training programs*

The Local Workforce Development Area (LWDA), through collaborative efforts with employers, government, workforce, and economic development, will continue to foster partnerships with local entities to develop incumbent worker and career pathways programs. The Local Board will work collaboratively with its partners to develop strategies for employer engagement and methods to coordinate business service strategies. This approach has proven effective in moving populations with barriers to employment into the labor force while also meeting employer workforce needs.

Incumbent worker training will be utilized to avert layoffs and/or improve self-sufficiency for workers by transitioning employees to other positions in the company or with other employers in the labor market. Twenty percent of the Local Board's Adult and Dislocated Worker funds may be used for incumbent worker training. **Post-COVID**, this percentage rate will be increased up to 75% based on state and federal rules. Employers that participate in incumbent worker training are required demonstrate a plan to retain employees who successfully complete training. This creates opportunities for individuals with barriers to employment by opening access for entry level to move to other positions with an improved wage in the company.

Incumbent Worker Training is also designed to help the local area employer's workforce obtain the skills necessary to retain employment and prevent job loss. The training activities are carried out by the local board in conjunction with employers or a group of employers (which may include employers in partnership with other entities for delivering

such training) for the purpose of assisting such workers in obtaining the skills necessary to retain employment or avert layoffs.

Additional opportunities for incumbent worker training are available through Yavapai College Title II Adult Education. The WDB will negotiate with Title II to provide training services to employers requesting incumbent worker training, including coordination with Title I supplemental incumbent worker training funds to pay an hourly rate for participants in Title II Adult Education classes at Yavapai College, or other suitable arrangements, as applicable.

- *Customized training programs*

Customized Training is designed for the specific requirements of an employer or group of employers, which is related to new production or service procedures, upgrading to new jobs that require new skills, workplace literacy or other appropriate purposes as identified by the WDB. Upon successful completion of the training the employer must commit as applicable to employ or continue to employ the individual(s) who participated in the training.

- *On-the-Job training programs*

On-the-Job Training (OJT) is utilized in Yavapai County to offer employment training opportunities for clients who lack basic job requirements to be considered for employment. The OJT employer must commit to hire the participant after successful completion of training. OJTs are intended to develop the skills, knowledge and competencies required for the client's chosen career pathway by offsetting the cost of training **up to 75%**.

- *Registered apprenticeships*

Apprenticeship programs are also available on the Eligible Training Provider List, but not subject to approval from the WDB – they are automatically approved by the Department of Economic Security. Currently, Yavapai County has four apprenticeship programs available:

- Telecommunications
- Engineering
- Pharmacy Technician
- Diesel Mechanics/Commercial Drivers

Apprenticeships combine on the job training experience with classroom training.

- *Work experience programs*

WIOA allows local areas to allocate up to 10 percent of Title I funds to transitional jobs for individuals with barriers to employment. The local area works with the business community to discuss the possible opportunities for subsidized work experiences for individuals who are chronically unemployed, possess limited work experience and have barriers to employment. These activities will help the individual to establish a solid work history and attain new occupational skills that assist them with long-term job placement. **Post-pandemic Work Experience (WEX) contracts are being extended up to six months and negotiated for On-the-Job Training contracts following successful completion of WEX.**

- *Other business services and strategies designed to meet the needs of regional employers*

The Northern Arizona region has been working to build support systems for aspiring entrepreneurs and innovators. The NACOG Economic Development District (EDD) supports the development of business activity centers in the region that provide cohort facilities, mentoring, coaching, micro-loans, and other small business and entrepreneurial services. Further, the EDD also supports taking advantage of the substantial potential for micro-enterprise development, especially in areas with poorer and more diverse populations. Some entrepreneurs looking to launch simply require a small amount of startup capital, some retail or production space, and some business mentoring assistance. Training around more simple business needs, such as outreach, sales, accounting, business plan development and so forth, could be facilitated in smaller workshop style settings.

The Yavapai County Workforce Development Board supports local business growth by working with business expansion and retention teams, and providing incentives such as job training, apprenticeships and wage reimbursement. **Additionally the WDB promotes and encourages national talent search, outreach recruitment for experienced labor and customized Job Fairs for hiring events.** There are two Business Assistance Centers (BAC) in Yavapai County – one at the ARIZONA@WORK Yavapai County Prescott Location and one in the City of Cottonwood. Services and resources are complementary to small businesses and entrepreneurs.

C. Role of the WDB in the Eligible Training Provider (ETP) program approval process

The Local Board is committed to meeting the unique and changing needs of our communities by providing quality workforce development and career services that will equip workers with the necessary skills to help them secure quality jobs. The Local Board

strives to make sure that WIOA resources are demand-driven and designed to meet labor market needs that will help program participants secure jobs that lead to meaningful careers.

The Local Board works closely with employers to determine local hiring needs and designs and recruits training programs that are responsive to those identified needs. In addition, various work-based learning opportunities with employers, including on-the-job training and internships, are offered to participants as training paths to employment.

In partnership with the State, the Local Board identifies qualified eligible training providers and programs for Arizona's Statewide Eligible Training Provider List (ETPL) as mandated by the WIOA. Arizona's ETPL also includes information related to training program costs, performance and credentialing information.

The ETPL is comprised of state-approved eligible training providers and training programs that are subsequently approved by the WDB to provide training services to eligible local WIOA participants. **The WDB follows all State policies regarding the ETPL.**

Initial eligibility is determined based on meeting State and the Local Workforce Delivery Area established criteria. The State of Arizona's Eligible Training Provider (ETPL) List Coordinator reviews the initial application submission of the Training Provider requesting to be added onto the ETPL to ensure that the application has been filled out completely and that it meets the basic criteria. The WDB then reviews all training provider programs to ensure that appropriate research has been conducted to screen the potential training provider and program for initial approval using a uniform evaluation checklist. All training programs listed on the ETPL (except registered apprenticeship programs) are reviewed twice a year for continued eligibility in accordance with WIOA and State policy for the ETPL.

Eligible training providers for Yavapai County are reviewed by WDB staff to ensure they meet the requirement for subsequent eligibility to remain on the ETPL. All approved training providers must provide training that results in a federally and state recognized credential. The WDB staff attends various meetings, conferences and trainings to ensure that training programs on the ETPL meet local labor market demand.

Additionally, approved training maximizes consumer choice and leads to competitive employment for job seekers. Furthermore, the ETPL is made widely available to eligible program participants engaged in employment and training activities through the One Stop delivery system such as the One Stop Career Center and the network of funded service providers and partners.

The ETPL is designed to gather and display useful information with respect to training providers, their services and the quality of their program. The WDB posts public notice of when the WDB will review qualifications for potential new training programs.

Program participants eligible to receive training services go through a guided customer choice process which allows them to select a training provider that is listed on the ETPL. Consistent with Section 122 of WIOA, providers of training services are those entities eligible to receive WIOA Title I-B funds to provide training services to adult, youth and dislocated workers.

In order to provide training services to eligible adults and dislocated workers, a service provider or training institution must be approved to be eligible to be listed on the ETPL and meet one or more of the following criteria:

- A Post-secondary educational institution that is eligible to receive federal funds under Title IV of the Higher Education Act of 1965 and provides a program that leads to an associate degree, baccalaureate degree or certificate; or
- Accredited by the Northwest Accreditation Commission (NWAC) to provide training in the careers or certification program identified as being viable within one of the designated industry sectors; or
- An eligible training provider certified by the Department of Economic Security; or
- Community based organizations and other private organizations approved by the Local Board to provide training to special participant populations that face multiple barriers to employment.

Additionally, training providers must be able to demonstrate:

1. They have provided training the year prior to applying to the ETPL according to WIOA Eligible Training Provider List section 603.03. Registered Apprenticeships do not need to complete a year of training participants to be eligible for the ETPL.
2. A detailed description and/or link to the refund policy on the training providers' website;
3. Information that addresses alignment of the training with in-demand industry sectors and occupations, to the extent possible; and
4. The training provider must be approved by Department of Education when adult education and literacy activities are provided in conjunction with occupational skills training.

Removal of Training Provider from the ETPL (WIOA section 611.02)

A training provider must be removed from the ETPL for the following reasons:

1. All of a training provider's programs have been removed.
2. The training provider has not maintained required licenses and liability insurance or is found to be noncompliant with the training providers' assurances.

3. The training provider is not in compliance with the WIOA regulations, or any agreement executed under the WIOA.
4. The training provider is found knowingly to make false claims to prospective participants about costs or WIOA eligibility.

WIOA Section 608.01 B.2 and 608.02.D requires that the low wage on O*Net Online for the related occupation be used as the minimum entry level wage for that occupation in the program description section of the ETPL. No other data source is approved to be used in this section.

Training providers must provide a program of training services through one or more courses or classes that upon successful completion lead to:

- Secondary School diploma or recognized equivalent
- Associates' Degree
- Bachelor's Degree
- Occupational licensure
- Occupational certificate, including Registered Apprenticeship and Career and Technical Education educational certificates
- Occupational certification
- Other recognized certificates of industry/occupational skills completion sufficient to qualify for entry level or advancement in employment

Arizona's ETPL is the primary list of eligible training providers and training programs to be used by the Local Workforce Development Area (LWDA) when referring eligible WIOA Title I-B participants to training. In rare cases, with approval from the WDB, participants may be referred to programs on another State's ETPL with which Arizona has a reciprocal agreement, if a comparable training program is not available on Arizona's ETPL. Arizona has agreements with Nevada, Utah, Montana and New Mexico. (See State Policy Manual for Eligible Training Provider List section 606)

Once training has been approved, the training must be provided either through an Individual Training Account (ITA) or through a training contract. Training services will be linked to in-demand employment opportunities in the local area or planning region or in a geographic area in which the individual is willing to relocate or to commute to.

D. WDB coordination of local workforce investment activities with regional economic development activities that are carried out in the LWDA

The Northern Arizona Council of Governments (NACOG) is the designated Economic Development District (EDD) for Apache, Coconino, Navajo and Yavapai Counties. NACOG has served as the EDD since it was established in 1995 and represents the entire four-county region. The EDD was designated by the U.S. Department of Commerce,

Economic Development Administration (EDA). An EDD is a designated economic planning district funded to provide technical assistance for grant application assembly, economic studies, and strategic planning. The NACOG Economic Development Council (EDC) includes membership from all WIOA local areas to accomplish mutual planning and direct service activity. In conjunction with the EDD and the WDB, partnerships are also aligned with Verde Valley Regional Economic Organization (VVREO), Economic Collaborative of Northern Arizona (ECoNA), Sustainable Economic Development Initiative (SEDI), and local municipalities to support business location, retention and expansion strategies.

The Local Workforce Development Board works closely with the NACOG Economic Development Council (EDC) and the local Chambers of Commerce in support of existing and potential new employers. Local workforce area staff partner with these agencies to prepare and provide program information to educate employers on the services that are available to them. Additionally, the One Stop Committee addresses specific employer needs in Yavapai County such as:

- Identifying skills gaps between employers and job seekers
- Raising low educational attainment rates
- Skills upgrade training
- Reducing the costs of hiring and training

Businesses in Yavapai County are offered a variety of employer services that assist in reducing the cost of hiring and training. Other benefits include:

- Recruitment, job fairs, applicant pre-screening, postings on various search engines, and media outreach
- Provision of pre-screened applicants for open positions (OJT and Internship)
- Reimbursement for a percentage of the wages during the pre-agreed training period (OJT)
- Employee training stipend paid 100% by WIOA program for on-site training (internship)

Advantages these programs provide for employers include the ability to hire new employees in a cost effective manner and the provision of customized training at the employer's worksite for labor and business retention.

As a resource to economic development practitioners, One Stop staff provides real-time labor market information to identify base employment data for business attraction.

The One Stop Committee is tasked to provide employer outreach and job development activities, including contacting businesses for the purpose of identifying

employment needs, providing information on local business assistance programs, and conducting on-going labor market research that supports the efforts of both the WDB and the local economic development organizations.

The WDB recognizes and supports entrepreneurship as providing viable job opportunities. At the same time, the Local Board has identified small and medium sized business support as a critical element in the suite of business services provided throughout the community. As a result, the Local Board coordinates with entities such as the U.S. Department of Agriculture Rural Development (USDA) and local Small Business Development Center (SBDC) services for rural business opportunities.

Additionally, the NACOG Business Assistance Center (BAC), located at the One Stop is another avenue for entrepreneurs, home based businesses, and small businesses to utilize.

The BAC provides business assistance to include labor development, business technical assistance, planning and financial management, "How To" workshops, job fairs, application solicitation, and interview and training space. We also partner with economic development groups for business location support. The business service representative at the BAC location collaborates with the WDB to coordinate business and employer services. During the impact of COVID-19, service availability via virtual technology was enhanced to promote economic sustainability for both business owners and their employees as well as job seekers.

E. WDB evaluation of ARIZONA@WORK Job Centers hours of operations based on workforce service provision needs

The State annually assesses the physical and programmatic accessibility of all Job Centers in the local area, in accordance with WIOA sec. 188, as applicable, under the provisions of the Americans with Disabilities Act (ADA) of 1990 (42 U.S.C. 12101 et seq.). The WDB reviews the report and addresses any deficiencies, providing documentation of remedies made to the State in a timely manner. Provisions for all public accommodation and accessibility are made available upon request. If the Job Centers do not have an existing method for accommodation, the Equal Opportunity (EO) Officer will research a means to acquire the necessary item, process or technology, within reason, and report the processes to the WDB.

The WDB shall certify ARIZONA@WORK Job Centers in accordance with 20 CFR § 678.800 and as approved by the Workforce Arizona Council. The WDB adopts the State One Stop Certification process by annually utilizing the State-authorized guidance checklist (Assessment Tool) to ensure that all Job Centers and Affiliates are compliant and accessible to ADA standards, per Workforce Arizona Policy #6. Deficiencies are addressed and documentation provided to the State and WDB accordingly in a timely manner.

The WDB periodically reviews the operational hours of the ARIZONA@WORK Job Centers to ensure that community access to WIOA services is being met. It has been determined at this time that 7:00 AM to 5:00 PM extended hours meet the needs for most. As an option for all others, online services are available 24 hours a day, 7 days a week. **Due to the primarily remote operations of Titles III and IV, One Stop Center site consideration is under review for 2022-2023.**

F. Memorandum of Understanding

1. Electronic Link of the Memorandum of Understanding

The Yavapai County Memorandum of Understanding/Infrastructure Funding Agreement is available for public view at the following link: <https://nacog.org/wp-content/uploads/2021/09/MOU-IFA-Full.pdf>

G. Adult and Dislocated Worker Employment and Training Activities

The WDB has worked to strengthen and align the service delivery system in Yavapai County. This aligned system allows all individuals to access services designed to promote economic and financial stability and ensures that job seekers are better trained and qualified to fill current and future employment openings.

The WDB measures the One Stop's performance by evaluating a customer's accessibility to services, by the continuous improvement efforts undertaken by staff, and by customer satisfaction surveys. Improvements continue to be made in the development of career pathway training pipelines that provide a greater diversity of training programs. The local area's efforts at closing the skills gap between job seekers and high skilled jobs that offer living wages will help the preparation of an educated and skilled workforce.

The ARIZONA@WORK-Yavapai County Job Centers provide a central point of service for customers. As mandated in Workforce Innovation Opportunity Act (WIOA), Core and other workforce support partners are either co-located in the Job Centers, accessible through technology, or on a referral basis.

Universal access to a wide range of "career services" is made available to any individual regardless of age or employment status. Resource-challenged job seekers, including veterans transitioning into civilian employment, low income, underemployed (defined as comparison of an individual family income with the self-sufficiency level when determining individualized/training services as referenced in PB 18-016) or skills deficient individuals are provided with priority of services, to include individualized career and training services, if they meet specific criteria as outlined WIOA.

The Yavapai County program for WIOA adult and dislocated worker participants is structured around two main levels of service: career services and training. Career

services are categorized in the Act as "basic" and "individualized". Basic services include labor market information and job postings, while individualized services include services such as skills assessment and case management.

In WIOA, service at one level is not a prerequisite for the next level of service. WIOA Services are premised on universal access to services; however, while participating in career services, individuals are assessed to determine the need for individualized and/or training services. Potential participants must be assessed to identify their eligibility for training. That eligibility is determined by utilizing the following criteria:

- Participant is unlikely or unable to obtain or retain employment that leads to economic self-sufficiency due to an occupational skills gap or lack of training
- Meets the criteria for priority of service
- Previous work history and skill gaps
- Educational background assessment
- Demonstrates the "skills and educational qualifications" to successfully complete a training
- Is selecting training that is an in-demand occupation for the local area to increase chances of employment gains
- Is unsuccessful in obtaining or does not qualify for other grant assistance
- Demonstrates barriers to employment

Once a determination has been made to provide an individual with training, Career Guidance Specialists work with the job seeker to conduct research in selecting a WIOA approved eligible training provider. While training is typically carried out in the form of an Individual Training Account (ITA) model, WIOA allows other trainings such as, on-the-job training, incumbent worker training, and customized training activities. The Local Board sets limits on the amount of an ITA to ensure that funds are spent in a fiscally sound manner.

The Workforce Innovation and Opportunity Act, Section 133 (b) (4), states that up to and including 100 percent of funds allocated to Title I Adult and Dislocated Worker programs may be transferred between these funding streams with the approval of the Governor. This allows the Local Board greater flexibility to provide services to customers with the greatest need at any point in time depending upon labor market conditions.

Training services are available to assist individuals in gaining the skills and knowledge to obtain and retain employment. Training services must be linked to in-demand employment opportunities in the local area, or planning region, or in a geographic area in which the individual is willing to relocate or commute to. Additionally, training programs may result in either a federally-recognized credential or other recognized credential to be approved for the Eligible Training Provider List (ETPL). Examples of Training Services may include:

- **Occupational Skills Training** – Organized program of study that provides specific vocational skills that lead to proficiency in performing tasks and technical functions required by certain occupation fields at entry, intermediate or advanced levels of employment. Occupational skills training include training for nontraditional employment. Providers of occupational skills training must be listed on the Eligible Training Provider List (ETPL) and the specific training program must be listed as WIOA approved. **NACOG provides up to \$6,000 for occupational skills training opportunities, however, exceptions can be made on a case by case basis.** (See section 506 of the WIOA Training Services Policy Manual and 600 of the WIOA Eligible Training Provider List Policy).
- **On-the-Job Training (OJT)** – Training provided under a contract with an employer who is reimbursed **up to 75%** of the hourly wage. The participant being trained will be engaged in a job to help them prepare for long term unsubsidized employment. An OJT is intended to provide the knowledge or skills essential to meet the full and adequate performance of the job.
- **Work Experience** – WIOA allows local areas to allocate up to 10 percent of Title I funds to transitional jobs for individuals with barriers to employment. The local area is working with the business community to discuss the possible opportunities for subsidized work experiences for individuals who are chronically unemployed, possess limited work experience and have barriers to employment. These activities will help the individual to establish a solid work history and attain new occupational skills. **Because of the labor shortages over PY 2021 the WDB has agreed to extend WEX timelines to allow for extended training period, realizing a demand for higher skill attainment.**
- **Customized Training**- Training designed for the specific requirements of an employer or group of employers that relates to the introduction of new technologies or new production. The training is conducted with a commitment by the employer to employ, or if in the case of an incumbent worker, continue to employ, an individual upon successful completion of the training. The employer is required to pay not less than 50 percent of the cost of the training.
- **Incumbent Worker Training** – Training designed to help the local area employer's workforce obtain the skills necessary to retain employment and prevent job loss and/or achieve promotions that improve self-sufficiency. The training activities are carried out by the WDB in conjunction with employers or a group of employers (which may include employers in partnership with other entities for delivering such training) for the purpose of assisting such workers in obtaining skills necessary to retain employment or gain self-sufficiency.

The WDB follows specific guidance from the State of Arizona Workforce Administration to vet and approve training providers and programs that have been determined in-demand for the local area. The WDB continues to monitor in-demand occupational trainings trends to best meet the workforce needs within the area.

After the WIOA participant has obtained un-subsidized employment and is exited from the program, they are eligible to begin receiving follow-up services for a minimum of 12 months following the first day of exit. Follow-up services are provided to promote job retention, wage gains, and monitor career goals.

H. WIOA Title I-B Dislocated Worker Definitions for the following:

1. General Announcement;

Based on Training and Employment Guidance Letter (TEGL) 19-16, issued by the Department of Labor on March 1, 2017, the Yavapai County WDB defines a "general announcement" as any announcement of a pending business closure consistent with WIOA Section 3(15)(B)(ii) or (iii), resulting in employees becoming "unemployed as a result of general economic conditions in a community in which the individual resides or because of natural disasters." Such an announcement could be given to employees through mail, email or in person, or it could be an announcement made publicly and published in media outlets.

The WIOA Title IB Dislocated Worker (DW) program provides services to individuals who have been terminated through no fault of their own, laid off, or have received notice of termination or layoff, from employment generally due to plant closures or downsizing. Self-employed individuals who are unemployed due to general economic conditions and individuals who meet the WIOA definition of a displaced homemaker may also be eligible for services. Additionally, in response to a federal and state declaration of emergency and in accordance with U.S. Department of Labor (DOL) Training and Employment Guidance Letter (TEGL) 19-16, the Dislocated Worker definition of is expanded to include many individuals affected by the COVID-19 emergency. All business closures due to the COVID-19 emergency that are considered permanent or temporary, an individual who was self-employed, including employment as an independent contractor, small business owner, gig worker, farmer, rancher, or fisherman, and is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters.

2. Unlikely to return to previous occupation or industry;

A Dislocated Worker is unlikely to return to a previous industry or occupation when:

- Labor market information for the occupation shows a zero or negative growth rate;
- The local Chamber of Commerce, Economic Development representative, or other credible sources of regional economic information confirm the occupation or industry has shown a significant employment decline in the local labor market area;
- Employment Service confirms that, in the previous sixty days, there was a lack of job orders for that occupation to qualified job seekers, as determined by the LWDA;
- A plant closure or substantial layoff within the labor market area in the same industry or occupation has occurred in the last six months from the date of plant closure or substantial layoff;
- The individuals have been actively seeking but are unable to find employment in their previous industry or occupation for a period of 90 days or more from employment separation; or
- A person is laid off from a job due to lack of certification.
- An individual is separated from income (displaced workers)

The separating service member is separating from the Armed Forces with a discharge that is anything other than dishonorable who qualifies for dislocated worker activities when he or she:

- Has received a notice of separation, a DD-214 from the Department of Defense, or other documentation showing a separation or imminent separation from the Armed Forces to satisfy the termination or layoff part of the dislocated worker eligibility criteria in WIOA sec. 3(15)(A)(i);
- Qualifies for the dislocated worker eligibility criteria on eligibility for or exhaustion of unemployment compensation in WIOA sec. 3(15)(A)(ii)(I) or (II); and
- Meets the dislocated worker eligibility criteria that the individual is unlikely to return to a previous industry or occupation in WIOA Section 3(15)(A)(iii).

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

The WDB's definition of Dislocated Worker Category 3 includes an "individual who was self-employed (including employment as a farmer, rancher, or fisherman) but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters." The WDB also embraces federal and state declarations of emergency and, in accordance with U.S. Department of Labor (DOL) Training and Employment Guidance Letter (TEGL) 19-16, expands the definition to include individuals affected by the COVID-19 as a natural disaster and an economic emergency.

- I. *WDB coordination of workforce investment activities with state-wide rapid response activities, including layoff aversion activities carried out by DES*

Rapid Response continues at the State level. As of this writing no provider or activities for statewide Rapid Response has been identified in PY's 2021-2022.

Rapid Response services are provided to employers, employees, and communities that are facing plant closure, mass layoff, or a substantial layoff due to business closure created by foreign competition or economic slowdown. Any business facing a layoff is contacted by a member of a State Response team to determine the exact employer's needs.

The Arizona State Plan for Rapid Response has not been released as of the writing of this document.

The Yavapai County workforce system will reach out to affected workers for assistance with Dislocated Worker activities as applicable. The Dislocated Worker staff will respond to the employers that have been confirmed to be in need of assistance and provide them with information, referral services, define the employer's role and obligations prior to provision of services, identify services required and the number of individuals to be served by the Dislocated Worker Team. Job development, occupational counseling, and job placement will also be provided to affected employees determined eligible for Dislocated Worker funding as specified by the Workforce Innovation and Opportunity Act (WIOA).

The Local Area will respond to layoffs that fall below the State's threshold. Dislocated Worker Services available in the local workforce area will include:

- Orientation to WIOA services (in English and Spanish, as required)
- On the Job Training
- Incumbent Worker Training
- Assessment/intake interview
- Out-of-Area Job Search Assistance and Relocation Assistance
- Determination of eligibility
- Group/individual assessment
- Group job search/resume preparation and assistance
- Child Care
- Stress management counseling
- Education/Schooling
- Financial counseling/Peer Counseling
- Information on related job openings
- Job Fairs with potential employers on site
- Direct service training opportunities

- Employment related support services

J. Youth workforce investment activities description and assessment

WIOA outlines a broader youth vision that supports an integrated service delivery system and gives a framework through which states and local areas can leverage other Federal, State, Local, and philanthropic resources to support in-school and out-of-school youth. WIOA affirms the Department of Labor's commitment to providing high quality services for youth and young adults beginning with career exploration and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupations, and culminating with a good job along a career pathway or enrollment in post-secondary education. WIOA authorizes the following:

- WIOA requires a minimum of 75 percent of State and Local youth funding to be used for out-of-school youth.
- Youth Councils are no longer required; however, the WDB has designated a standing Youth Council to contribute a critical youth voice and perspective.
- NACOG Title I conducts careful assessment of each youth participant. The assessment evaluates their progress, facilitates goal setting and assists with documenting outcomes. The assessment tools used are the Test of Adult Basic Education (TABE) for reading, math and language, and CareerScope or the O*NET Interest profiler for career planning.

The full range of employment and training programs are provided to all job-seeking customers, with attention given to special populations. A variety of population groups often face additional challenges and barriers and are in need of more intensive services. The staff conducts outreach in the community distributing flyers, brochures and facilitating informational presentations to community organizations and local employers outlining all program services.

1. Workforce activities for disabled youth population and successful models of such activities

The designated local Rehabilitation Services Administration Title IV representative serves on the Local Board to ensure that the applicable employment and training services are made available to youth with disabilities in partnership with Titles I, II and III. The One Stop Operator is a leader in supporting efforts that provide career opportunities to youth with disabilities in coordination with the Youth Council. The One Stop Operator provides the necessary employment-related technical assistance, guidance, and training to effectively serve youth with disabilities for all partners:

- Assistive Technology training is provided to staff to ensure that all available and reasonable accommodation guidance is provided to youth with disabilities;
- Youth with disabilities are provided guidance on resume writing, approaching businesses and interviewing tips; and
- Customer service training is provided to all staff to ensure they are utilizing appropriate techniques when working with youth with disabilities.

There is also a referral system in place for youth with disabilities to ensure maximum service availability between core services and other local service providers, as appropriate. Title IV currently provides itinerant services, remote access training for use of assistive technology, and provides services for qualified youth with a disability in partnership with Title I, Title II and Title III. Title I advises the Youth Council on cross-training opportunities and resources as applicable.

The Yavapai County Youth Council created a Scope of Work in 2021 which identifies their mission, vision, chair's initiative, purpose, goals/priorities, and responsibilities.

Youth Council

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

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

Communications/Frequency: The Youth Council meets on a quarterly basis. Meetings conducted are via Zoom, hybrid or in-person with flexibility due to the COVID-19 pandemic

Membership: Labor organizations, Title I, NAU, Prescott College, Yavapai College, past participant

- * Continue to build membership with Juvenile Justice, Homeless/Housing Youth organizations, Businesses with Apprenticeship opportunities, Veterans, Tribal, Parents of youth

Chair's Initiative:

- * Continuous Improvement on Youth Performance Standards
- * Youth future development with skills based trainings

Goals/Priorities:

- * Youth Council to provide outreach and presentations to youth organizations
 - * Increase ISY/OSY enrollment
- * Engage youth organizations to present to the Youth Council and discuss how to best partner/refer youth
- * Improve deficiencies with youth eligibility/enrollments and Measurable Skills Gains
- * High School/Online Schools Senior presentations
 - * Presentations to HSE students
- * Create video tutorials for industry career paths
 - * ADOT engagement for youth opportunities
- * Presentation to the CEO's on Council goals/youth services information

Responsibilities/Outputs:

- * Provide WDB Plan updates for youth service delivery
- * Oversight for youth service delivery
 - * Excel in customer service
 - * Achieving/Exceeding youth performance standards
 - * Youth Service Provider RFP
- * Assist WDB staff engagement with outreach

2. Youth program framework

Out-of-school youth ages 16-24 and In-school youth ages 14-21 are identified with the following eligibility criteria:

Out-of-School Youth Eligibility Criteria (must be no less than 16 years old and no more than 24 years old with one of the following additional barriers to employment criteria):

- A high school dropout or a participant not attending school
- A youth who is within the age of compulsory school attendance but has not attended school for at least the most recent school year calendar quarter
- **A youth enrolled in non-credit bearing courses**
- A low-income individual with a high school diploma who is basic skills deficient or an English language learner
- A youth offender, homeless, pregnant or parenting
- A youth who has a disability
- A low income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment as defined by the WDB. Enrollment with this barrier is only an option if:
 - 1) They are recipients of secondary school diplomas or its recognized equivalent and are at least one of the following, in alignment with WIOA Title I-B Youth Program Policy, Section 205.01:
 - Basic Skills Deficient; or
 - An English language learner
 - 2) In need of additional assistance to enter an educational program or to secure employment.

In-School Youth Eligibility Criteria (must be low income, no less than 14 years old and no more than 21 years old with one of the following additional barriers to employment criteria):

- Attending school at the time of enrollment (as defined by state law)
- A low-income* individual who is basic skills deficient, and English language learner or is an offender
- A homeless individual
- A pregnant or parenting individual
- A youth who has a disability
- A youth who requires additional assistance to complete an educational program or to secure and hold employment. Enrollment with this barrier is only an option for 5% over-income youth.

*Special rule: "low-income" also includes a youth living in a high poverty area and/or receiving free or reduced lunch.

Although Youth Councils are no longer mandated, the Yavapai County WDB has elected to continue the Youth Council because of the many youth mandates, program functions and service delivery included in WIOA. Our Youth Council is made up of educational professionals, law enforcement professionals, state employment representatives and a labor union representative. Youth Council responsibilities include:

- Coordinating youth activities in Yavapai County
- Identifying a "Youth Voice/Parent Voice" as outlined in WIOA
- Developing portions of the local plan related to youth activities
- Recommending eligible youth service providers in accordance with WIOA focusing on older/out of school youth, subject to the approval of the Executive Committee
- Conducting oversight with respect to eligible providers of youth activities
- Establishing linkages with educational agencies and other youth service providers
- Identifying members for the council and provide outreach to the community regarding youth services in Yavapai County
- Seeking out new funding streams
- Developing Career Pathway opportunities for in demand sectors of Yavapai County
- Developing partnerships including apprenticeships for youth
- Performing all other duties, as assigned by the Executive Committee

The following Youth Program elements are provided at the Yavapai County LWDA:

1. Tutoring, study skills training and instruction leading to the completion of secondary schooling including drop-out prevention strategies;
2. Alternative secondary school services;
3. Paid and unpaid work experiences including:
 - i. Summer employment opportunities and other employment opportunities available throughout the school year;
 - ii. Pre-apprenticeship programs;
 - iii. Internships and job shadowing; and
 - iv. On-the-job training opportunities
4. Occupational skills training;
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
6. Leadership development opportunities;
7. Supportive services;

8. Adult mentoring for a duration of at least twelve months that may occur during and after program participation;
9. Follow up services for not less than 12 months after the participant completes the program;
10. Comprehensive guidance and counseling, including drug and alcohol counseling and referral to counseling as appropriate to meet the needs of the participant;
11. Financial Literacy Education;
12. Entrepreneurial Skills Training;
13. Services that provide labor market and employment information about in demand industries sector or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and
14. Activities that help youth prepare for and transition to post-secondary education and training.

The Yavapai County WDB is dedicated to providing guidance and oversight to NACOG staff to ensure youth needs are being met. The Youth Council meets on a bi-monthly basis and reports to the LWDB.

K. How training services are provided

1. Individual Training Accounts (ITA), limitations and duration

Resources are made available to customers that provide guidance and assistance to accessing training services. Customers are empowered to select training they find most appropriate through Individual Training Accounts (ITA). These processes allow customers to review in-demand occupations in the local area and make selections based on "informed customer choice". The amount and duration of each participant's ITA must be justified through documentation of the participant's needs as identified in the Individual Employment Plan (IEP) and maintained in the participants case file, such as the occupational choice or goal and level of training needed to succeed in that goal. The monetary limitation for ITA's is up to \$6,000 as a general rule, however, exceptions can be made on a case-by-case basis. Upon selection of approved and eligible training, the customer is referred to the training provider for training services depending on training schedules and funding availability.

Eligible Training Provider List (ETPL) – The ETPL is composed of eligible training programs. Training providers must meet eligibility standards identified by the local board to be placed on the list. They must provide training that leads to a recognized post-secondary credential, secondary school diploma or its equivalent, or demonstrate a

measurable skill gain toward such a credential or employment in an in-demand occupation. The WDB approves and oversees the ETPL for Yavapai County. Providers listed on the ETPL must identify program costs, success completion rates, and performance data to ensure that all customers are aware of program details. The ETPL is utilized by customers, career counselors, case managers, and other partner programs to identify approved and vetted training providers in Arizona and the local area. Upon Board recommendation, the final ETPL approval will be determined by the state. Apprenticeship programs are also available on the ETPL, but not subject to approval, they are automatically approved by the Department of Economic Security.

2. Training contracts and process

Yavapai County does not utilize training contracts, but works on a cost reimbursement basis. **Employer contracts have been updated this year to reflect current times, post-COVID.** In addition to ETPL, training options in Yavapai County include:

- On-the-job-training
- Occupational training
- Customized training
- Incumbent worker training
- Transitional employment

Individualized Career Services must be made available to eligible youth, adult, and dislocated workers in each local area. The WDB determines additional services beyond basic career services required to obtain or retain employment. However, not all individuals will receive all services. Youth, Adults and Dislocated Workers must be enrolled in order to receive individualized career services, and local areas must collect documentation for priority of service for adults enrolled in the WIOA programs — this priority is for all individuals in the WIOA Adult program and is determined by membership in the following groups:

- a) A veteran or an eligible spouse of a veteran
- b) A non-veteran who is currently receiving public assistance or has received such assistance in the past 6 months, qualifies as low income, or is basic skills deficient.
- c) A veteran or an eligible spouse of a veteran who is not included in WIOA priority groups identified
- d) A non-veteran who is not included in WIOA priority groups identified.

3. Informed consumer choice in the selection of training programs

The Workforce Innovation and Opportunity Act emphasizes informed customer choice, system performance and continuous improvement. The Local Board understands that it has a critical role to play in ensuring job seekers are provided information on the full

array of career services and access to training options that help them advance along a career pathway.

The local workforce system will provide reliable and valid program information during orientation sessions so that customers can make informed decisions about training and employment. This includes connecting customers to other service providers in the system and community and providing quality job matching services for the job seeker.

Following enrollment in the program and Arizona Job Connection (AJC), consultations between participants and their assigned Title I Program Staff will be documented in the participant's file and will include, at a minimum, an evaluation of the following:

- Participant's assessment results to determine if he/she has sufficient skills to successfully complete a selected training program;
- Program prerequisites;
- Availability of training funds
- Cost of the training program;
- Comparison of other training programs; and
- Availability of jobs in the local job market and the minimum entry wage for related occupations. Jobs must be in in-demand occupations or industries in the local area.

L. Coordination of Title I workforce investment activities with transportation and other supportive services

Yavapai County has limited public transportation. The West County currently has a small transit system with minimal commute options for clients. As needed, Yavapai County Job Centers will provide services electronically to ensure WIOA access. In the East County, there is a local transit service allowing for routine transportation services between Camp Verde and Cottonwood.

NACOG's Economic/Workforce Development (EWD) program participants may also receive up to four (4) \$25.00 gas vouchers for transportation assistance for job placement, training or as a means of traveling to work until receiving their first paycheck. NACOG-EWD encourages and if possible assists clients to make car pool arrangements as necessary for their work commute, and whenever possible, work to maintain job placements and training close to their home.

NACOG currently administers a Transportation Voucher program independently funded by the Town of Prescott Valley. Taxi vouchers are provided to eligible residents of Prescott Valley and may be used for medical appointments, job search, education, work, grocery shopping and other basic travel requirements. Eligibility for this service is determined by the following criteria:

- Applicant must be a resident of Prescott Valley;

- Be unable to drive or have no access to transportation or a vehicle; and
- Be in one of the following groups:
 - a) 55 years or older;
 - b) Disabled and receiving disability payments, or
 - c) Living in a household with income less than 150% of the federal poverty guidelines.

NACOG is also the transportation planning organization for our 4-county District and collaborates planning and infrastructure investments with WIOA. The Yavapai County Mobility Management Planner maintains an office at the West County One Stop for service and planning collaborations.

Wi-Fi is available in the West County One Stop parking lot to individuals who wish to access the internet from their personal vehicle to perform job searches, enroll in AJC and apply for other employment/unemployment services.

The Yavapai County LWDA provides services to eligible individuals with barriers to employment to assist in obtaining training and/or employment opportunities that lead to self-sufficiency. As described in WIOA 3 (24), the term "individual with a barrier to employment" means a member of one or more of the following populations:

- Displaced homemakers
- Low-income individuals
- Indians, Alaska Natives, and Native Hawaiians, as such terms are defined in section 166
- Individuals with disabilities, including youth who are individuals with disabilities
- Older individuals
- Ex-offenders
- Homeless individuals (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e-2(6)))
- Homeless children and youths (as defined in section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a (2)))
- Youth who are in or have aged out of the foster care system
- Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers
- Eligible migrant and seasonal farmworkers, as defined in section 167(i) Individuals within 2 years of exhausting lifetime eligibility under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.)
- Single parents (including single pregnant women)
- Long-term unemployed individuals
- Such other groups as the Governor determines to have barriers to employment

Priority of service is determined, in order, by the following priority groups:

1. A veteran or an eligible spouse of a veteran who:
 - ✓ Is currently receiving public assistance, or has received public assistance in the last 6 months,
 - ✓ Is low-income, as defined in Section 101.02(A), or
 - ✓ Is basic skills deficient, as defined in Section 101.02(B)
2. A non-veteran who:
 - ✓ Is currently receiving public assistance, or has received public assistance in the last 6 months,
 - ✓ Is low-income, as defined in Section 102.02(A), or
 - ✓ Is basic skills deficient, as defined in Section 102.02(B)
3. A veteran or an eligible spouse of a veteran who is not included in WIOA priority groups identified in 102.01(A)(1) or (A)(2) above
4. A non-veteran who is not included in WIOA priority groups identified in 102.01(A)(1) or (A)(2) above

The LWDA also identifies barriers of unemployed, underemployed, defined as comparison of an individual family income with the self-sufficiency level when determining individualized/training services as referenced in PB 18-016, not meeting self-sufficiency, transportation, poor work history, child care, housing, lacking support needed to obtain employment (such as work attire), and an offender.

The LWDA provides continuous outreach and events such as the Veteran Stand Down, various job fairs, and presentations to local organizations to provide information for those with the identified barriers listed above.

NACOG Program Specialists provide daily case management in person, by phone, or email to assist in client's career pathway goals and employment/training retention.

Additionally, core partners maintain continuous contact and travel to areas of remote access allows for information and outreach to be provided. When parties are interested in services, staff can schedule appropriate times to travel to the location to provide orientation, intakes, assessments, and any other additional services needed. Yavapai County One Stop computers are available at several remote areas county-wide, where clients have access to the www.azjobconnection.gov website, where they can register with the system, upload resumes, obtain employment referrals, lists of approved Eligible Training Providers, and many other services through this technology outlet. This website is accessible in or out of a One Stop Center.

Flexibility with virtual services via electronic means dominated service delivery during the COVID-19 pandemic, providing a template for future emergency declaration planning.

Supportive services may only be provided to WIOA eligible Adult, Dislocated Worker, and Youth clients who:

- Demonstrate the need for such services to obtain or maintain employment or training, **and**
- Participate in WIOA Title I program activities, **and**
- Are unable to obtain supportive services through other programs **or**
- Supportive services through other programs are insufficient or inadequate.

Supportive services will be provided through WIOA funding if it is necessary to enable a WIOA eligible client to participate in career, individualized or training services. All WIOA participants are provided equal opportunity to access supportive services based on individual need and program funding availability. Supportive services may include assistance with:

- Transportation (e.g. gas vouchers, car payments, auto insurance and/or auto repairs)
- Work and Training related-expenses (e.g. tools, uniforms, job interview clothing, **technology equipment**)
- Educational supplies, books
- Payments for vocationally necessary exams, certificates, licenses (including GED)
- Childcare
- Housing
- Relocation assistance
- Needs-related payments necessary to enable a WIOA client to participate in a WIOA training activity.

All support services must be clearly documented in the case files (case notes, IEP/ISS) and substantiate the need for support services. Notes must show how the support will remove barriers to participation.

M. WIOA "Basic Skills Deficient" determinations

Yavapai County adheres to the definition of basic skills deficient, as defined in Section 101.02(B). NACOG Title I conducts careful assessment of each participant. The assessment evaluates their progress, facilitates goal setting and assists with documenting outcomes. The assessment tools used are the Test of Adult Basic Education (TABE) for reading, math and language, and CareerScope or the O*NET Interest profiler for career planning.

The WDB defines an adult is "basic skills deficient" when he or she is unable to:

- Compute or solve problems; or
- Read, write, or speak English at a level necessary to function on the job, in his or her family, or in society.

N. Title I-B Adult Program Priority of Service to low-income individuals, recipients of public assistance, and individuals who are basic skills deficient

The priority of service provision in WIOA applies to all Adult program formula funds for individualized career and training activities. Yavapai County follows state policies to define barriers to employment. Individuals who have been identified as having barriers to employment receive priority of service.

Priority of service is determined, in order, by the following priority groups:

1. A veteran or an eligible spouse of a veteran who:
 - ✓ Is currently receiving public assistance, or has received public assistance in the last 6 months,
 - ✓ Is low-income, as defined in Section 101.02(A), or
 - ✓ Is basic skills deficient, as defined in Section 101.02(B)
2. A veteran or an eligible spouse of a veteran who is not included in WIOA priority groups identified in 102.01 (A)(1) or (A)(2) above

A non-veteran who is not included in WIOA priority groups identified in 102.01 (A)(1) or (A)(2) above

1. A non-veteran who:
 - ✓ Is currently receiving public assistance, or has received public assistance in the last 6 months,
 - ✓ Is low-income, as defined in Section 102.02(A), or
 - ✓ Is basic skills deficient, as defined in Section 102.02(B)
2. A homeless individual, as defined in 42 U.S.C. 14043e-2(6) of the Violence Against Women Act of 1994, or 42 U.S.C. 11434a (2) of the McKinney-Vento Homeless Assistance Act
3. An individual with a disability whose own income meets the income requirement in Section 104.02(A) (2), but is a member of a family whose income does not meet this requirement
4. An adult is basic skills deficient when he or she is unable to: Compute or solve problems; or read, write, or speak English at a level necessary to function on the job, in his or her family, or in society

Yavapai County also identifies the following barrier to determine priority of service:

- Annual wages do not match or support the cost of living

Yavapai County residents historically earn at least 10% less than the state median wage. Public transit is not widely available throughout the County, and low income housing opportunities are sparse. All of these criteria are considered when determining priority of service.

O. Veterans Priority of Service

The ARIZONA@WORK Yavapai County system includes services to veterans and spouses of veterans, particularly for those returning to civilian occupations following their discharge from duty in the United States Armed Forces. Priority of service is the right of veterans and eligible spouses of veterans over non-covered individuals for employment, training and placement services, notwithstanding other provisions of the law.

Yavapai County Title I provides ample notice to Veterans inquiring for services of their right to Priority of Service via posters and publications in the Job Centers, and makes forms available for self-identification. Program staff routinely ask if individuals inquiring on the phone are veterans or in person during weekly orientations.

If an individual identifies as a veteran or an eligible spouse of a veteran during first point of contact and/or at orientation, they are provided with first priority ranking in all services, including appointments for program enrollment, training opportunities and placement services.

The Disabled Veterans Outreach Program (DVOP) services are also made available itinerantly by specialized DES personnel.

The LWDA provides continuous outreach and events such as the Veteran Stand Down, various job fairs, and presentations to local organizations to provide information for veterans seeking job and training services.

P. WDB's definition of "Underemployed"

1. Underemployment qualifications

In addition to using the Lower Living Standard Income Level (LLSIL) as a base guideline for determining underemployment qualifications, the LWDA considers the barriers of underemployed as referenced in PB 18-016, as an individual income not meeting self-sufficiency, inadequate transportation, poor work history, child care restraints,

unaffordable or inadequate housing, lacking the support needed to obtain employment (such as work attire), and an ex-offender re-entering society.

2. *Self-sufficiency income level and review process*

The 2021 Yavapai County Lower Living Standard Income Level is as follows: Self-sufficiency as determined by the Yavapai County WDB is 250% of the Lower Living Standard Income Level (LLSIL). In Yavapai County the 250% LLSIL is used to determine self-sufficiency for Adults and Dislocated Workers. The LLSIL and poverty guidelines are used to establish low-income status for WIOA Title I programs.

Unemployed individuals who are unable to obtain employment through career services and who have been determined to be in need of more individualized services to obtain employment will be considered for WIOA Title I enrollment following initial assessment. Eligible employed individuals that are in need of additional services to obtain self-sufficiency as defined above would be considered for enrollment in individual and training services in the adult program. The LLSIL is based on the household size as the income criterion in order to transition employed individuals from career training services. Each situation is evaluated on a case-by-case basis to determine appropriate means to meet client needs within the available local area. Career, Individualized and Training Services are provided to assist clients with acquiring additional skills with the ultimate goal of attaining self-sufficiency. The local self-sufficiency policy was established by the WDB and the WDB reserves the right to make adjustments to reflect changes as reflected by Labor Market Information (LMI). The local self-sufficiency policy is accomplished through case file review and the WIOA eligibility process.

The WDB reviews LLSIL every two (2) years unless economic and budget impacts that would affect the self-sufficiency rate are apparent, such as the COVID-19 pandemic. Under those circumstances, NACOG will make a request to the WDB for immediate review. WDB approval is to be as inclusive as possible in determining eligibility based on the state's approval. (Updated Chart Below)

ARIZONA DEPARTMENT OF ECONOMIC SECURITY

Yavapai

70% LLSIL, 100% LLSIL and Self-Sufficiency
INCOME MATRIX FOR 2021

FAMILY SIZE	HHS Poverty Guidelines	70% LLSIL* METRO AREA	100% LLSIL Used to determine self-sufficiency METRO AREA	SELF-SUFFICIENCY for Adults* 250% LLSIL METRO AREA	SELF-SUFFICIENCY for Dislocated Workers* or the 80% 250% LLSIL METRO AREA
1	\$12,880	\$11,806	\$16,866	\$42,165	\$42,165
2	\$17,420	\$19,348	\$27,640	\$69,100	\$69,100
3	\$21,960	\$26,565	\$37,949	\$94,873	\$94,873
4	\$26,500	\$32,793	\$46,847	\$117,118	\$117,118
5	\$31,040	\$38,696	\$55,281	\$138,203	\$138,203
6	\$35,580	\$45,260	\$64,658	\$161,645	\$161,645
7	\$40,120	\$51,824	\$74,035	\$185,088	\$185,088
Poverty Level Additional Per Person > 8	\$4,540				
LLSIL Additional Per Person > 6		\$6,564	\$9,377	\$23,443	\$23,443

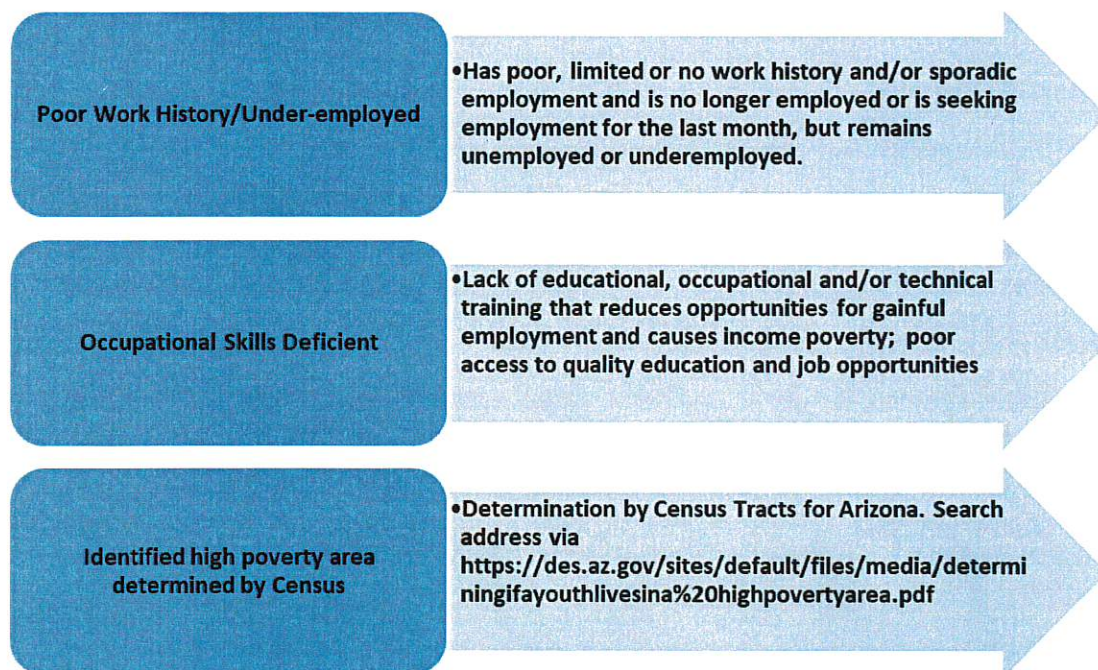
Q. WDB's definition and eligibility documentation for "requires additional assistance to enter or complete an education program, or to secure and hold employment" for:

1. Out-of-school youth

Definition for "A low income individual who requires additional assistance to enter or complete an education program or to secure employment and hold employment" for Out-of-School Youth.

In addition to barriers identified in the definition of Out-of-School Youth, such as school dropout, **enrolled in non-credit bearing courses**, a low income individual who is basic skill deficient or an English language learner, offender, homeless, runaway, in foster care, aged out of foster care and left foster care for kinship guardianship or adoption, youth removed from his/her home and is in out-of-home placement, pregnant/parenting, youth with a disability, ARIZONA@WORK Yavapai County has defined the 10th barrier, "Requires additional assistance to enter or complete an education program or to secure employment and hold employment", as follows:

A low-income youth who needs additional assistance to enter or complete an educational program or to secure or hold employment may be eligible for services if he/she meets one of the following criteria:



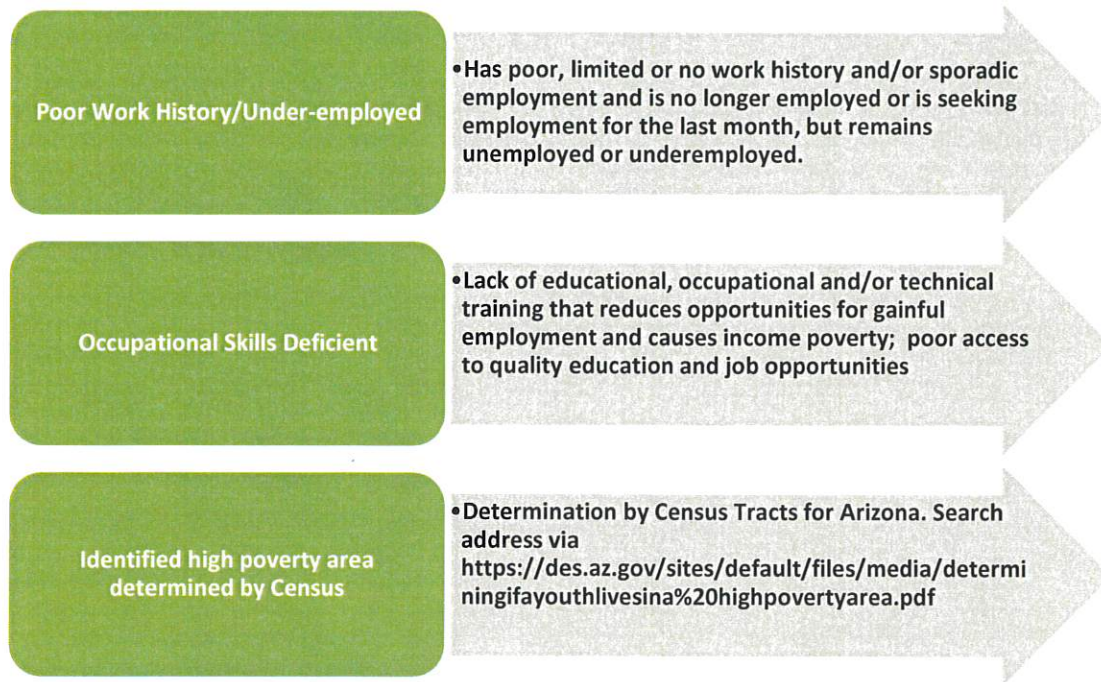
2. In-school youth

Definition for "Requires additional assistance to complete an education program or to secure employment and hold employment" for In-School Youth.

In addition to barriers identified in the definition of In-School Youth, such as basic skill deficient, English language learner, offender, homeless, runaway, in foster care, aged out of foster care and left foster care for kinship guardianship or adoption, youth removed from his/her home and is in out-of-home placement, pregnant/parenting, youth with a disability, ARIZONA@WORK Yavapai County has defined the 10th barrier,

"Requires additional assistance to complete an education program or to secure employment and hold employment", as follows:

A low-income youth who needs additional assistance to complete an education program or to secure employment may be eligible for services if the youth meets one of the following criteria:



Need Addition Assistance Criterion Limitation

ARIZONA@WORK Yavapai County WIOA Title I-B staff must not enroll more than 5 percent of In-School Youth using solely the definition of "Requires additional assistance to complete an education program or to secure employment and hold employment" in a program year. See WIOA Title I-B Youth Policy Section 205.05.

https://des.az.gov/sites/default/files/media/youthpolicy11_16_17.pdf

Low Income Exception

All In-School and Out-of-School Youth enrolled using these definitions of "Requires additional assistance" must be low income, unless included in the 5 % "Non-Low-Income" exception. See WIOA Title I-B Youth Services Policy section 205.07. Note: All In-School Youth are required to be low income, regardless of the type barrier are required to be low income.

R. *The competitive procurement process used to award sub-grants and contracts for activities carried out under Title I-B*

The WDB retains contractual services to develop and evaluate any requests for proposals (RFP) for Yavapai County services from outside parties to ensure appropriate firewalls are in place. The WDB Executive Committee serves as the RFP Committee for all procured services so as to avoid potential perception of conflicts of interest. The selection of providers of Title I-B services includes:

1. Providers of youth workforce investment activities through competitive grants or contracts based on the recommendations of the youth standing committee (if such a committee is established); however, if the WDB determines there is an insufficient number of eligible training providers in a local area, the WDB may award contracts on a sole-source basis as per the provisions at WIOA Sec. 123(b).
 - a. The Yavapai County WDB Youth Council is appointed by the Executive Committee of the WDB and is comprised of members connected to local youth activities. Members may include WIOA partners, labor organizations, education, public safety, housing, public/private sector providers, and juvenile justice. Youth Council responsibilities include assessing needed changes in services and budget allocation to comply with youth program changes mandated by WIOA, youth activities and customer satisfaction ratings in Yavapai County Youth Council also develops the youth portion of the local plan, recommends and conducts oversight of youth service providers, establishes linkages with other youth service providers, and other duties as assigned by the Executive Committee. Youth Council falls under authority of the WDB Executive Committee. The Youth Council has a standing agenda items at WDB meetings. The Youth Council Chair reports outcomes and makes recommendations to the full WDB.
 - b. The Yavapai County Youth Council created a Scope of Work in 2021, consisting of their mission, vision, chair's initiative, purpose, goals/priorities, and responsibilities. A flowchart of the Scope of Work can be found on page 81
2. Providers of training services consistent with the criteria and information requirements established by the Governor and WIOA Sec. 122.
3. Through a competitive process the WDB will recommend to the Board of Supervisors (BOS) a selection of One Stop Operator to coordinate the service delivery of required one-stop partners and service providers in accordance with § 678.600 through 678.635. The Executive Director is not present and does not participate with procurement or selection of service providers.

- S. *Coordination of relevant secondary and post-secondary education programs and activities, including Adult Education and Literacy programs, to coordinate strategies, enhance services, promote participation in Integrated Education and Training (IET) programs, and avoid duplication of services.*

Yavapai County Workforce Development Board (WDB) works in concert with its secondary and postsecondary "program partners" to coordinate education and workforce investment activities carried out in the local area, and make certain these education programs and activities are designed to align strategies, enhance hybrid training delivery services, and avoid duplication of services.

A secondary diploma and/or a post-secondary credential is increasingly necessary for success in today's job market. The Yavapai County LWDA utilizes TalentNeuron for real time labor market information. This data assists staff and policymakers in determining rates of graduation and credential attainment among Yavapai County residents and national job seekers. As globalization and technological advancements continue, workers with less formal education and skills development have fewer middle-income opportunities available to them. Workers at the lower end of the education spectrum have experienced very little wage growth since the 1990's. This growth has been reserved for the more highly skilled worker.

Yavapai County needs a workforce trained in the jobs of today, and workforce and education programs tailored to the jobs of tomorrow. With a number of post-secondary education institutions across the region, there are extensive resources and opportunities for success in building the next-generation talent pool that meets the needs of target industry sectors.

Successful implementation of a secondary and postsecondary strategic vision requires both engaged partners and connectedness throughout the service area.

Key strategic partners include:

Northern Arizona University (NAU) – Prescott Valley

NAU offers more than 150 undergraduate and graduate degree programs, including several that are nationally and regionally renowned, such as forestry, engineering and environmental sustainability.

Embry-Riddle Aeronautical University (ERAU) – Prescott, AZ

ERAU is a private institution located in Prescott. The Prescott campus offers a selection of major and minors focused on aviation, aerospace, engineering, business administration, applied meteorology, cyber security and intelligence, and safety, to a name a few. Prescott also offers the only master of science in safety science degree in the U.S., which delivers a nearly 100% job placement rate after graduation.

Prescott College

Additional four year programs are offered at Prescott College, a private liberal arts school specializing in outdoor and environmental education, and adult degree programs.

Yavapai College

Yavapai College offers degree and certificate programs enabling the place-bound student to complete a variety of associate degree and/or certificates without leaving the area. Such programs include a 2+2 program with NAU and a four-year degree through Old Dominion University, as well as a feature combination of online and classroom education. These programs are available at satellite campuses in Prescott, Prescott Valley, and Verde Valley. Yavapai College also hosts a Small Business Development Center (SBDC).

The WDB promotes participation in 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. Instruction is based on occupationally relevant materials for the purpose of educational and career advancement. Participation is intended for eligible individuals at all skill levels, including adults with low academic skills. WIOA Final Rules Subpart D, §§463.35 through 463.38.

There are three program categories in this application for which an applicant may apply for funding to establish and operate programs to provide the above allowable activities, including activities that are offered concurrently. The three Funding Categories are:

- ABE/ASE under WIOA Section 231
- ELAA/IELCE under WIOA Sections 231 and 243
- Corrections Education/Institutionalized Individuals under WIOA Section 225 (see WIOA Final Rules Subpart F, §§463.60 through 463.63)

1. Yavapai County Title II education provider

The Title II designation and contract for Yavapai County was awarded to Yavapai College in 2017. Yavapai College has provided Adult Education services since 1985 and continues to maintain services as the WIOA Title II provider from the beginning of WIOA in 2014.

The application process for Title II FY2021-2024 is still being evaluated at the writing of this Plan. Yavapai College submitted the sole application for Yavapai County Title II Adult Education Service Provider, and the WDB recommended Yavapai College's application to the Arizona Department of Education for consideration for the program award.

2. Coordination of WIOA Title I workforce investment activities and Title II adult education and literacy activities

The Arizona Department of Education (ADE) released a Request for Proposals (RFP) for Title II Adult Education providers in early 2020. The WDB was provided with one application to review for alignment with the WDB Local Plan, and the applicant was Yavapai College.

The WDB Executive Director reviewed the application on behalf of the Board and responded to a review template provided by ADE. The process of review included the assurance that the applicant's proposal aligned with the Local Plan, consistent with WIOA Sections 107 (d)(11)(A) and (B)(i), and WIOA Section 232. (20 CFR 679.560(b)(12)). The answers to the questions on the review template included recommendations for further promotion of the Title II applicant's alignment with the mission, vision, goals, strategies and activities with the Local Workforce Area, and were submitted to ADE to aid in their appointment of the Title II grant.

According to the Yavapai College Title II outline, Adult Education services will cover all of Yavapai County. Specifically, they offer services in:

- Prescott (Yavapai College campus)
- Prescott Valley (Yavapai College Campus)
- Clarkdale/Verde (Yavapai College campus)
- Chino Valley (Yavapai College campus)
- Sedona (Yavapai College campus)
- Yavapai College remote satellite campuses:
 - Ash Fork
 - Bagdad
 - Black Canyon City
 - Camp Verde
 - Yarnell
 - Yavapai Apache Nation – separate from Yavapai County

Virtual Learning will cover the entire county, and possibly beyond.

The WDB One Stop Committee is currently chaired by the Title II Adult Education Program Director, who reports on a quarterly basis to the WDB on Title II Program Activities within the following categories:

1. Adult Education (AE)
2. Adult Secondary Education (ASE)
3. English Language Acquisition for Adults (ELAA)
4. Integrated English Literacy (IEL)
5. Civics Education (CE)
6. Virtual Learning
7. Workplace Preparation
8. Integrated Education and Training (IET)
9. Employment Placement/Retention

The WDB coordinates WIOA Title I workforce investment activities with Adult Education and Literacy activities under WIOA Title II by ensuring that the educational opportunities provided are made available for review during weekly Program Orientations, provided at the Job Centers and made available through the college on a regular basis, by increased Title II presence at the Job Centers and by participation in resource sharing, such as TABE testing, both at the Job Centers and at the college.

The Yavapai College Adult Education program has a distinguished history of serving adult education students in Yavapai County since 1985. In addition to serving the AE/ASE/ELAA population, YC AE was one of the first programs to implement a Distance Learning pilot program in 2005. This has become particularly important with social distancing restrictions implemented with the COVID-19 pandemic. The WDB encourages Virtual Learning services, and the Title II Adult Education organization is ready to go, incorporating elements of Yavapai College's award-winning Canvas-based blended learning model.

In cooperation with the WIOA partners in Yavapai County, Yavapai College Title II is reaching out to youth (ages 16-24) and the long-term unemployed, as well as the homeless and re-entry populations. While all partners offer services for special populations, the primary approach to serving individuals with low literacy levels is a referral to the Title II program. In addition to providing direct services as an adult education provider, the Yavapai College Adult Education program also offers clients of the WIOA partners core placement and referral services.

T. Plans and strategies to maximize coordination, improve service delivery and avoid duplication of Title III Wagner-Peyser Act services

While Title III has implemented call centers as a means of providing wide range services, the Yavapai County Local Area continues to have at least one Job Center open to the public. Our primary coordination is with these on-site representatives.

Title III – Wagner-Peyser programs include services such as:

- Job search assistance
- Help getting a job referral
- 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
- 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.

Title III Services is a network of public employment offices providing placement services to job seekers and labor force recruitment services to employers. Title III serves all job seekers and employers in Yavapai County. Through utilization of the www.azjobconnection.gov data base system, the employment service matching system matches job seekers and available jobs and refers job seekers to positions best suiting their skill set.

Title III staff provides the following services at the Job Centers:

- Current labor market information
- Jobs currently in demand
- Assessment of skill levels, abilities, aptitudes
- Career guidance
- Career assessment for job seekers making career changes
- Unemployment Insurance assistance
- Reemployment Services and Eligibility Assessments (RESEA)
- Referrals to job openings and community resources

- Job search workshops
- Job fairs
- Customized recruitment services for local companies
- Assistance with resume building
- Priority of services for Veterans

WIOA serves as the workforce lens that connects employment and training services to the needs of local employers and business. It broadens access to an array of services and provides additional funding or in-kind resource sharing mechanisms. An examination of the current service delivery area's methods of delivering services identifies the following practices that need to be better aligned to effectively coordinate the integrated delivery of Title III in the Job Center setting and avoid duplication of services:

- Agreement of common administrative and management structures for partner programs housed together
- Creation of formal and functional organizational structure for Title III staff oversight
- Utilize shared resources to support service delivery
- Use common procedures to facilitate registration processes
- Develop a shared data system to effectively collect data
- Provide continued cross-training to all staff on all partner program services
- Provide common job search/readiness activities designed to streamline services
- Provision of dual case management of customers
- Issuing and tracking referrals to partner agencies in the community

The Local Area has developed a consensus strategy for implementing a new process for customer registration, orientation, and enrollment. This was accomplished through a series of strategic moves designed to increase service accessibility to a larger number of job seekers. All of the local partners realized that they had to create a "mutually beneficial implementation climate" to successfully implement this new strategy designed to support the changes in service delivery models. The WDB designated a One Stop Committee to ensure that partner staff worked well together in this endeavor. This Committee continues to be comprised of staff from various partner agencies to review changes, address staffing issues, avoid duplication of services and monitor the service delivery system. Members of the team are comprised of staff from the following organizations:

- ARIZONA@WORK-Yavapai County
- Northern Arizona Council of Governments – EWD (Title I)
- Adult Education (Title II), Current Chairman of the One Stop Committee
- Department of Economic Security (VR and Veterans – Titles III & IV)

The Arizona Job Connection (AJC) is the only shared database at this time for Titles I and III. The AJC shares client information that identifies direct services and case notes as well as employer information, including job orders and placement activity, which greatly reduces duplication of services. The database also provides detailed reports of customer visits to the center and to partner agencies. The initial registration portion of the data base is accessible to the public and allows the customer to schedule themselves for orientations and workshops. Collectively, all partners provide data reporting on a quarterly basis to the WDB for a shared reporting system.

U. WDB coordination of relevant programs and activities to support strategies, enhance services, promote cross-partner referrals with Title IV services, and avoid duplication of services

The Vocational Rehabilitation (VR) program will offer opportunities for local workforce development staff to participate in training specific to VR program information, disability awareness, disability etiquette and culture, as well as other disability specific trainings which might be offered through the VR program. Increased knowledge of disability awareness, etiquette, and available resources and services will assist career Center staff in becoming comfortable with assisting individuals with disabilities when they access center services. Other technical assistance information can be provided to the Job Center staff including information on Social Security Work Benefits, Americans with Disabilities Act, and Section 503 compliance. VR staff will participate in One Stop system training in order to facilitate cooperation and coordination between system partners.

VR is committed to assisting the Job Centers to ensure programmatic and physical access is available to afford equal, effective and meaningful access to Center services for individuals with disabilities. VR staff will work cooperatively with the Job Center staff to determine the assistive technology needs of the Job Center in order to allow individuals with disabilities to access services in the Job Center and participate alongside other job seekers. Job Center staff will be trained by VR on the use of the assistive technology.

In order to facilitate access to system services, VR staff will be available **virtually on an as-needed basis**. VR staff will work cooperatively with Job Center staff in order to facilitate reciprocal referrals and joint service planning. Client data, such as demographic information and evaluation and testing results, can be shared between partners with client **written** approval to assist in reciprocal referrals and joint service planning. VR and Job Center services can be used as comparable benefits for mutually eligible clients. **For customers needing Title IV services, the Job Centers will host Wi-Fi equipment and provide on-site space for virtual meeting protocols. Referrals for outside providers will be made to at risk individuals as applicable.**

The ARIZONA@WORK-Yavapai County referral process is outlined within the Yavapai County Memorandum of Understanding. Referrals can be accessed by an NCR referral form or by an electronic referral form. Referrals are used among all ARIZONA@WORK partners for services requested by a partner agency and serve as a communication tool between partners to identify outcomes pertaining to clients.

The VR program will work and support One Stop business center staff efforts to locate and support businesses that work with individuals with disabilities. VR staff can provide technical assistance to employers regarding the employment of individuals with disabilities. VR and Job Center staff can work cooperatively to market Job Center services as well as help reduce the stigmas and myths associated with employing individuals with disabilities. Employers are often eager to learn about possible accommodations, tax incentives, and legal requirements surrounding the employment of individuals with disabilities.

IV. ARIZONA@WORK Job Center Delivery Description

A. ARIZONA@WORK Job Centers and Affiliate Site

The WDB continues to evaluate the accessibility and necessity of operating three Job Centers now that most partner staff, with the exception of Title I, are working remotely.

The **current** ARIZONA@WORK Yavapai County Job Center locations are:

Prescott:

NACOG – EWD
221 N. Marina Street Suite 201
PO Box 2451
Prescott AZ 86302
Phone (928)778-1422
Fax (928)778-1756
Email (information): NACOG_Prescott@nacog.org

Cottonwood:

Department of Economic Security
1500 E. Cherry St. Suite #F
Cottonwood AZ 86327
Phone (Title I-B services – NACOG) (928)649-6868

The Yavapai County Job Center Affiliate location is:

Prescott Valley

Department of Economic Security
3262 Bob Drive Suite 342 B-1
Prescott Valley AZ 86314
Phone (928)759-1636

Programs and access systems and services are provided through two primary areas. First is the Orientation, which is held every Monday at Comprehensive sites. The Orientation is designed to give clients and potential customers a comprehensive overview of WIOA service options including job search, job placement, job training and case management. Core services are coordinated through the LWDB and provide direct service options to ensure customer choice. Policies between partner programs are aligned as much as possible, each partner program must adhere to their specific policies, but our effort is for these policies to be as seamless as possible, and not evident nor impeding to our customers. The One Stop Committee is set up to identify service gaps and overlaps to avoid duplication of services. Title I and III also access AJC where direct services are identified and managed to avoid duplication of services. Operations delivered at the Job Centers share administrative systems and procedures to assure coordination of workforce programs and activities.

The WDB has completely aligned all functions of service delivery, administration and policies through the Memorandum of Understanding (MOU) and the Infrastructure Funding Agreement (IFA) which identifies how funding with respective Titles is utilized in One Stop Operations, since the Workforce Arizona Council adopted its policy 05-2016 ARIZONA@WORK Job Center MOU/IFA Costs.

The LWDA has executed the IFA through negotiations with core partners and identifies required components such as the Yavapai County vision and goals, system design, system access, sharing system services and customers; and sharing One-Stop System Services and Operating Costs. The WDB will define a cost allocation methodology 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. The IFA is a mandatory component of the MOU and not a separate agreement. The IFA may be incorporated within the MOU or attached as an addendum.

- B. *WDB monitoring of eligible service providers continuous improvement and ability to meet the employment needs of local employers, workers and job seekers (DES has been working on an ETPL updated policy but it has not been released at this time, most recent created in 2016)*

In accordance with WIOA Sec. 107(d)(10)(E), the WDB works with the State to ensure there are sufficient numbers and types of providers of career services and training services serving the local area and providing the services in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive integrated employment for individuals with disabilities.

The Yavapai County WDB currently partners with nine providers of training services, each of which offer many courses for certification and licensure for local in-demand industries to increase the local talent pool, as well as stimulating business retention and attraction within and to Yavapai County. Courses are reviewed quarterly for relevance and compliance with WIOA requirements for funding.

- C. *System compliance with Americans with Disabilities Act (ADA) of 1990*

The Job Centers meet the accessibility needs, both programmatic and architectural, of customers with disabilities. In order to meet the premise of the ADA and Rehabilitation Act, individuals with disabilities will be fully included in the entire range of services offered at the career center. Job Center staff is available to provide reasonable accommodations as needed. Increased levels of knowledge and comfort in addressing disability related matters will allow individuals with disabilities to receive services within the context of the career center rather than be separated from individuals without disabilities. Job Center staff is available to provide consultation to assist individuals with disabilities access career, individualized, and training services. In Yavapai County we have a local Equal Opportunity (EO) Site Safety Officer that monitors Job Center access compliance bi-annually.

Yavapai County WDB and core partners in the One Stop delivery system are committed to providing access to all services, facilities and information to Americans with disabilities. As recipients of federal funds, the Local Board is required to comply with various regulations relating to non-discrimination and equal opportunity. The WDB is in compliance with the Americans with Disabilities Act (ADA) of 1990 (42 U.S.C 12101 et seq.), Section 188 of the Workforce Innovation and Opportunity Act (WIOA). Section 188, prohibits the exclusion of an individual from participation in, denial of the benefit of, discrimination in, or denial of employment or in connection with, any program and activities funded or otherwise financially assisted under Title I of WIOA because of race, color religion, sex, national origin, age, disability, political affiliation or belief, and

against beneficiaries on the basis of either citizenship/status or participation in a program or activity that receives financial assistance under the Title I of WIOA. To ensure that these criteria are met, an annual comprehensive state monitoring of EO Compliance is performed at each Yavapai County ARIZONA@WORK Job Center utilizing a checklist that encompasses all required areas, including parking lot access to the Job Centers. Findings are addressed as required and submitted for state review and approval.

To reinforce the commitment to compliance with ADA, all contractors and service providers are required to provide written assurance in their agreements, grants and contracts that they are committed to and will comply with related laws and regulations as mentioned previously in this section.

The WDB works collaboratively with the mandated partner programs to ensure that persons with disabilities are provided educational and training opportunities.

- 1. Determining the need for specific Assistive Technology Equipment (ATE) and its operation and maintenance*

Yavapai County WIOA system partners are mindful of and dedicated to ensuring physical and programmatic accessibility for individuals with disabilities. The One Stop Operator ensures that all facilities, technology and services are compliant with the Americans with Disabilities Act (ADA) and Equal Opportunity (EO) guidelines. In addition, program staff make every reasonable effort to meet the needs of any individual identifying an accommodation request for participation accessibility. Staff are annually trained on EO requirements.

- 2. Process to request accommodation and ATE*

The WDB will assess, on an annual basis, the physical and programmatic accessibility of all JobCenters in the local area, in accordance with WIOA sec. 188, as applicable, provisions of the Americans with Disabilities Act (ADA) of 1990 (42 U.S.C. 12101 *et seq.*). The Yavapai County Job Centers are monitored annually by the State Equal Opportunity (EO) Officer and the Yavapai County EO Officer for compliance with ADA rules and regulations. The WDB reviews the report and deficiencies, if any, are addressed and documentation provided to the State in a timely manner.

Provisions for all public accommodation and accessibility are made available upon request. If the Job Centers do not have an existing method for accommodation, the County EO Officer will research a means to acquire the necessary item, process or technology, within reason, and report processes to the WDB.

3. *Equal opportunity participation access in workshops and services at the Job Centers*

Yavapai County Job Centers have posted notifications and a communication system accessible to everyone entering the facilities seeking services. The "Equal Opportunity is the Law" posters in English and Spanish are posted in the resource rooms at One Stop locations. "Equal Opportunity is the Law" forms are provided to Adult, Dislocated Worker, and Youth-program enrollees, who must acknowledge receipt of the document. The forms are then placed in participant files. Individuals with limited English proficiency are made aware of their rights utilizing bilingual staff, and other customers are made aware of the availability of nondiscrimination policies and provided Equal Opportunity information in service orientation sessions.

D. WIOA System Partner roles and resource contributions

The ARIZONA@WORK-Yavapai County Job Centers provide a central point of service at the comprehensive and affiliate Job Centers. The Center is the physical location where all of the relevant programs, services, and activities provided by the required partners are accessible. DES and NACOG manage technological resources such as websites, business networking software, on-line and testing services, leases, and utilities and associated costs at hosts for East and West Comprehensive Sites. **All Core Partners contribute negotiated fair shares in the WDB budget.**

Below is a summary of **Job Center** Partner roles and responsibilities as defined at the local level:

NACOG is the Program Operator for WIOA Title IB services for Adult, Dislocated Worker and Youth. Basic, Career and Training Services are offered to increase employment, retention, earnings, and attainment of recognized post-secondary credentials of youth ages 16-24 and adults 18 years and older, and as a result, improving the quality of the workforce, reducing dependency on public assistance and increasing economic self-sufficiency. The Business Assistance Center (BAC) offers a variety of workshops, job fairs, and seminars for clients and employers. The BAC also offers free office utilization for small /home based businesses, as well as entrepreneurs, and can accommodate most needs. The BAC additionally provides WiFi access, projectors, television monitors, computers, copiers, and more to meet the needs of the business community.

- NACOG **anticipates appointment** as the One Stop Operator through a competitive procurement process in **April 2022**.
- NACOG is responsible for all Title I Direct Services for Adult, Youth, Dislocated Worker and Rapid Response. NACOG provides direct services to include core placement services and referral services utilizing OJT, WEX, Support Services and Occupational Vocational Training as applicable.

Wagner-Peyser Employment Services/Veteran Services

Wagner-Peyser Employment and Veteran services offer delivery of Basic Career Services such as enrollment into the www.arizonajobconnection.gov website, job search, referrals, resume/application assistance, career and skill assessments, employment postings, community resources, workshops, and information on how to apply for Unemployment Insurance.

Veteran Services develop and support programs that increase opportunities for veterans to obtain employment and job training in Arizona. Eligible veterans are entitled to receive priority services in job referrals and training by DES staff, as well as other employment-related services. Clients are referred to suitable job openings, including employment services customized to their job finding needs, such as job search workshops, job development, and screening for referrals to jobs, training or other support services.

Rehabilitation Services Administration

Rehabilitation Services Administration (RSA) has been engaging in community outreach to further educate people regarding the services available for people with disabilities. RSA conducts weekly orientations at the Job Centers and also conducts presentations within the community in an effort to reach as many people as possible. RSA is also actively involved in local community job hiring events.

Various meetings have taken place to discuss the infrastructure and cost sharing requirement for partners under WIOA. The series of meetings provided an opportunity to highlight key points about the current state of practices regarding service delivery in the One Stop and to identify areas for further review. The following areas have been identified as areas for additional resource sharing:

- Co-location of RSA staff in the Job Centers
- Orientations and informational workshops for One Stop staff

Adult Education

WIOA legislation partners Title II Adult Education services with Title I workforce services for functional collaboration. Thus WIOA and Arizona Department of Education (ADE) Adult Education are working to better align basic education services with job placement for improved performance in Yavapai County. WIOA establishes new requirements and codifies guidance and regulations that already exist.

These changes create an opportunity to leverage systemic changes across the currently disconnected education and training systems. Various meetings have taken place to discuss direct One Stop services along with infrastructure and cost sharing requirement for partners under WIOA. The series of meetings provided an opportunity to

highlight key points about the current state of practices regarding service delivery in the Job Centers and to identify areas for further planning and implementation.

The following are some of the critical components involving infrastructure that that were agreed upon with ADE:

- Currently Title II Adult Education is administering and absorbing costs associated with TABE testing of mutual One Stop customers
- Providing Title II Adult Education information for Job Centers.

These primary agencies agree to continue working on strengthening the current integrated management systems by sharing decision making responsibilities, identifying clearer role definitions and sharing resources.

In addition, all partners agreed that the procured One Stop Operator (NACOG) would also continue to manage the following:

1. Manage partner responsibilities as defined in Memorandum of Understanding (MOU)
2. Manage services provided to Adult, Dislocated Worker and Youth individuals in need of workforce services (Basic Career, Individualized, Follow-up and Training Services)
3. Manage and provide services to the business community (outreach and recruitment)
4. Ensure the delivery of basic career services, orientations, labor market information, and resource space and recruitment rooms to the community
5. Implementation of Board policies
6. Reporting to Board on One Stop operations, performance outcomes, continuous improvement and alignment efforts and staff development and training.

E. WDB monitoring of WIOA service provider compliance with priority of service that provides adult career and training services to recipients of public assistance, other low-income individuals and individuals who are basic skills deficient

Yavapai County WIOA Service Provider provides reports to the WDB on a quarterly basis outlining the services of Title I to all populations, including the provision of adult career and training services to recipients of public assistance, other low-income individuals and individuals who are basic skills deficient. The State also performs annual monitoring of Title I program files to ensure priority of service is being met and prepares a report of the monitoring to the Executive Director of the WDB.

Yavapai County WDB will develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, workers and job seekers, by:

1. Facilitating connections among the intake and case management information systems of the one-stop partner programs to support a comprehensive workforce development system in the local area. This is accomplished through the use of Arizona Job Connection and cross-training and referrals among service providers within the One Stop system. All partners are also requested to make regular presentations to the WDB for Board development as well as quarterly performance reporting by all One Stop partners.
 2. Facilitating access to services provided through the one-stop delivery system involved, including access in remote areas. The WDB has sponsored computer learning labs in remote areas throughout Yavapai County as an effort to make online distance learning and job search opportunities available for remote areas for all Title I services. Program staff is also assigned to all areas of the County and make regular contact with remote areas, including presentations through Community forums. ARIZONA@WORK information is also disseminated to all areas of Yavapai County.
 3. Identifying strategies for better meeting the needs of individuals with barriers to employment, such as recipients of public assistance, other low-income individuals and individuals that are basic skills deficient, including strategies that augment traditional service delivery, and increase access to services and programs of the one-stop delivery system, such as improving digital literacy skills; and
 4. Leveraging resources and capacity within the local workforce development system, including resources and capacity for services for individuals with barriers to employment.
- F. *WDB implementation of the waiver granted by the U.S. Department of Labor to the State of Arizona to use ITAs for youth who are in school, which will expire June 30, 2022.*

The Local Area adheres to the State waiver granted by the U.S. Department of Labor on November 14, 2019, which enables in-school youth ages 18-21 to use an Individual Training Account (ITA) to purchase training services from training providers listed on the Eligible Training Provider List (ETPL), allowing Yavapai County to continue serving in-school youth preparing to graduate high school and supporting their goals of entry into post-secondary education.

V. Performance and Continuous Improvement

- A. *How the ARIZONA@WORK Job Centers are implementing an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by One Stop Partners*

ARIZONA@WORK Yavapai County's vision for aligning efforts among workforce development partners to achieve accessible, seamless, integrated and comprehensive service will build on past initiatives. The WDB has built collaborative ventures with Education, Economic Development, Community Based Organizations, Local Governments, and the Business Community.

We are improving and updating our process for orientation, intake and case management to a hybrid method to expand options for the community and increase client participation.

The One Stop Committee meets on a bi-monthly basis to solve pressing or time-sensitive issues and will provide One Stop partners with opportunities to examine current service delivery practices and to assess whether they are moving along the WIOA integration continuum. This robust planning process to re-design the local system includes the following:

- Development of an integrated, technology based "case management" system or process
- Facilitating planning meetings to discuss One Stop infrastructure costs and partner roles
- Developing staff training curriculum and building a system-wide training team
- Conducting community outreach efforts driven by partner and customer needs
- Promoting ARIZONA@WORK outreach plan and website construction under the direction of the Workforce Arizona Council
- Facilitating annual trainings for all Job Center staff
- Reducing duplication of services between partners
- Partners that are co-located or technologically linked to the One Stop

One Stop partners believe that an integrated, technology-enabled intake and case management system is essential to the success of programs carried out under the Act by the One Stop partners. The system must have processes in place to verify data accuracy, monitor data collection, correct errors, improve data collection and entry on an ongoing basis, and focus on continuous improvement of data quality. Currently, the

Arizona Job Connection serves as data system for Title III DES, RAA and Title I-B programs, with exception of Title II Adult Education and Title IV Vocational Rehabilitation. The www.azjobconnection.gov website functions as a reporting platform to ensure conformity to standard classification, valid and reliable data, internal consistency, and user-friendly access and security of the primary data.

All required WIOA partners serve on the WDB and the One Stop Committee. Partners will provide up-to-date reports to the WDB on performance and data on a quarterly basis. The One Stop Committee will continue to develop best practices to maintain consistent data within all required partners.

B. PY2022-2023 Proposed Performance Levels

Title I performance negotiations will include the Executive Director for the WDB working with the State to review past performance and current economic conditions, using state reported Local Area labor market research and any other relevant data, that may influence future area performance while achieving state goals for performance. Final negotiations are reviewed and agreed upon between the WDB and BOS, per Public Law 128 (c)(2). The Local Area utilizes AJC as a data source to document earnings gain, credential rates, employment for the 2nd and 4th quarters, and measurable skills gains.

Negotiations with the local area and State have not yet been identified as of this draft.

YAVAPAI COUNTY PROPOSED PERFORMANCE LEVELS PY2022-2023

	PY21 Actual as of 7/21/2021	LWDA Predicted from the Model	State Targets PY22**	State Targets PY23**	Yavapai Proposed for PY22	Yavapai Proposed for PY23
WIOA Adults						
Employed 2 nd quarter after exit	80.0%					
Employed 4 th quarter after exit	79.7%					
Median Wage	\$6,963					
Credential	78.7%					
Measurable Skills Gain	55.0%					
WIOA Dislocated Worker						
Employed 2 nd quarter after exit	86.0%					
Employed 4 th quarter after exit	73.2%					
Median Wage	\$6,231					
Credential	71.0%					
Measurable Skills Gain	50%					
WIOA Youth (14-24)						
Employed, in education, or in Occupation Skills Training 2 nd quarter after exit	80.0%					
Employed, in education, or in Occupation Skills Training 4 th quarter after exit	78.0%					
Median Wage	\$4,635					
Credential	55.6%					
Measurable Skills Gain	45.0% ☆					

C. Yavapai County Performance Goals

Yavapai County has demonstrated resilience during the pandemic by being available on-site and meeting clients where they are to ensure access to services. We expect to achieve the following goals for Program Years 2022-2023 in the Title I Adult, Youth and Dislocated Worker programs:

TITLE I-B ADULT

	Title I-B – Adult Program			
	Program Year: 2022		Program Year: 2023	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)				
Employment (Fourth Quarter after Exit)				
Median Earnings (Second Quarter after Exit)				
Credential Attainment Rate				
Measurable Skill Gains				

TITLE I-B DISLOCATED WORKER

	Title I-B – Dislocated Worker Program			
	Program Year: 2022		Program Year: 2023	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)				
Employment (Fourth Quarter after Exit)				
Median Earnings (Second Quarter after Exit)				
Credential Attainment Rate				
Measurable Skill Gains				

TITLE I-B YOUTH

	Title I-B – Youth Program			
	Program Year: 2022		Program Year: 2022	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)				
Employment (Fourth Quarter after Exit)				
Median Earnings (Second Quarter after Exit)				
Credential Attainment Rate				
Measurable Skill Gains				

VII. Public Comment

A. WDB Process for a 30-Day Public Comment Period

The Yavapai County Workforce Development Plan Draft 2020-2023 was made available for public comment from **March 31, 2022 through April 30, 2022**. The Public Comment Period was announced in The Daily Courier (print version and e-version) and the Verde Valley Independent (print version and e-version). The plan was published on the NACOG website at www.nacog.org and on the ARIZONA@WORK website at www.arizonaatwork.com. Written comments were received via:

Mail: ARIZONA@WORK Yavapai County, PO Box 2451, Prescott AZ 86302

Fax: (928)778-1756

Email: jsawyer@nacog.org

The WDB will continue to encourage State partners to review the Yavapai County Plan Updates within the Public Comment period to avoid delays in finalizing the Plan.

The WDB will meet on a date to be publicly announced to review all comments received on the Plan, and will submit all comments as an attachment to the Plan.

B. Comments received in disagreement with the Local Plan

Comments received in disagreement with the Local Plan: **TBD**
Itemized as follows:

Appendix 1: Performance Measures

For Program Years (PY) 2020-2023 Plans, Title I programs (Adult, Dislocated Worker, and Youth) will have two full years of data available to make reasonable determinations of expected levels of performance for the following indicators for PY 2022 and PY 2023:

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

Negotiated performance levels are demonstrated below:

	Title I-B – Adult Program			
	Program Year: 2022		Program Year: 2023	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)				
Employment (Fourth Quarter after Exit)				
Median Earnings (Second Quarter after Exit)				
Credential Attainment Rate				
Measurable Skill Gains				

	Title I-B – Dislocated Worker Program			
	Program Year: 2022		Program Year: 2023	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)				
Employment (Fourth Quarter after Exit)				
Median Earnings (Second Quarter after Exit)				
Credential Attainment Rate				
Measurable Skill Gains				

	Title I-B – Youth Program			
	Program Year: 2022		Program Year: 2023	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)				
Employment (Fourth Quarter after Exit)				
Median Earnings (Second Quarter after Exit)				
Credential Attainment Rate				
Measurable Skill Gains				

Appendix 2: In-Demand Industries and Occupations

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
54	Professional and Technical Services
62	Healthcare and Social Assistance
56	Administrative and Waste Services
72	Accommodation and Food Services
21	Mining, quarrying, and oil and gas extraction
81	Other services, except public administration
55	Management of companies and enterprises
31	Manufacturing
44	Retail trade
11	Agriculture, forestry, fishing and hunting
42	Wholesale trades
61	Education Services
48	Transportation and warehousing
52	Finance and insurance
59	Information technology ⁸
22	Utilities
71	Arts, entertainment and recreation

In-Demand Occupations in Yavapai County

SOC Code*	Occupation Title	NAICS Code*	Industry Title
41-2011	Cashiers	44	Retail Trade
35-9099	Combined Food Preparation and Serving Workers, including fast foods	72	Accommodation and Food Services
47-2060	Construction Laborers	23	Construction
35-2014	Cooks, Restaurant	72	Accommodation and Food Services

⁸ The Information Technology industry combines the following NAICS industry codes: 51121 Software publishers; 51741 Satellite telecommunications; 51791 Other telecommunications; 51821 Data processing, hosting, and related services; and 51913 Internet publishing and broadcasting and web search portals. Source: Office of Economic Opportunity

43-4051	Customer Service Representatives	81	Other services, except public administration
43-6011	Executive Secretaries and Executive Administrative Assistants	56	Administrative and Waste Services
45-2092	Farmworkers and Laborers, Crop	11	Agriculture, forestry, fishing and hunting
35-1012	First-line Supervisors of Food Preparation and Serving Workers	72	Accommodation and Food Services
41-1012	First-Line Supervisors of Non-Retail Sales Workers	55	Management of companies and enterprises
43-1011	First-Line Supervisors of Office and Administrative Support Workers	56	Administrative and Waste Services
11-9051	Food Service Managers	72	Accommodation and Food Services
11-1021	General and Operations Managers	55	Management of companies and enterprises
53-3032	Heavy and Tractor-Trailer Truck Drivers	48	Transportation and Warehousing
51-9198	Helpers – Production Workers	31	Manufacturing
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	56	Administrative and Waste Services
53-7199	Laborers and Freight, Stock, and Material Movers, Hand	49	Transportation and Warehousing
53-3033	Light Truck or Delivery Services Drivers	49	Transportation and Warehousing
37-2012	Maids and Housekeeping Cleaners	56	Administrative and Waste Services
49-9071	Maintenance and Repair Workers, General	56	Administrative and Waste Services
31-9092	Medical Assistants	62	Healthcare and Social Assistance
31-1131	Nursing Assistants	62	Healthcare and Social Assistance
43-9061	Office Clerks, General	56	Administrative and Waste Services
31-1122	Personal Care Aides	81	Other services, except public administration

29-2052	Pharmacy Technicians	44	Retail Trade
29-1141	Registered Nurses	62	Healthcare and Social Assistance
41-2031	Retail Salespersons	44	Retail Trade
11-2022	Sales Managers	44	Retail Trade
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	42	Wholesale Trades
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical and Executive	56	Administrative and Waste Services
33-9032	Security Guards	56	Administrative and Waste Services
15-1252	Software Developers, Applications	54	Professional and Technical Services
55-3018	Special Forces	92	Public Administration
53-7065	Stock Clerks – Stockroom, Warehouse or Storage Yard	48	Transportation and Warehousing
35-3031	Waiters and Waitresses	72	Accommodation and Food Services

Source: Arizona Job Connection

Appendix 3: Statewide Vision, Goals and Strategies in the Arizona

Workforce Plan

The State Modified 2020-2023 WIOA Unified Workforce Development Plan focuses on expanding business leadership in the workforce system and increasing system wide unity across workforce partners. Adaptations due to the COVID-19 pandemic changed the needs of ARIZONA@WORK system clients and businesses. Local job centers creatively provided drive-through and remote services in ways not utilized in the past. Communication and coordination between DES and ADE effectively administered ten various employment and education programs to the communities we serve. ARIZONA@WORK identified strengths and weaknesses in workforce development activities by surveying the state and local partners on system-wide performance areas. The following goals, strengths/weaknesses and strategies were determined to be the most important to focus efforts over the plan's duration.

Arizona's Vision: Building a pro-growth economy that provides opportunity for all and creates prosperous communities.

Arizona's Priorities Established by Governor:

- Government working at the speed of business
- Equal access to education
- Opportunity for all
- Pro-growth economy

Arizona's Goals:

Goal 1: Promote a Strong Arizona Economy - Build Arizona's capacity to attract, retain and grow thriving businesses

- Strengths:
 - Utilize partnerships between core partners, ACA/OEO, and the LWDB's
 - Common focus to support In-Demand Industries
- Weaknesses:
 - Lack of effective, extensive engagement strategy
 - Insufficient coordination between workforce and economic development efforts

Goal 2: Support Business Needs – Serve Arizona job creators by understanding, anticipating and helping them meet workforce needs

- Strengths:

- Current sector strategies and related education to individuals to support employer needs
- Weaknesses:
 - Lack of coordinated, consistent business effort support efforts across the state

Goal 3: Prepare Job Seekers; Defend Against Poverty - Prepare and match job seekers to a job creator for a successful career that provides amply

- Strengths:
 - Efforts to support participants as early as possible to obtain core employment and basic skills services
- Weaknesses:
 - Lack of statewide model for career pathways
 - Insufficient service integration across partners making it harder to support individuals with barriers

Goal 4: Protect Taxpayers by Providing Efficient, Accountable Government Service - Accelerate measurable impact and performance for less cost

- Strengths:
 - Standards and expectations of delivery system (unified support of four target areas)
- Weaknesses:
 - Inconsistent and/or limited co-enrollments across ARIZONA@WORK programs, including adult education providers
 - Data system and reporting improvements needed by ARIZONA@WORK programs. Insufficient interoperability of data systems across ARIZONA@WORK programs. Insufficient data reporting to enable data-driven decisions that support continuous improvement (e.g., reporting the employment success rate in education and training provided)

Arizona's Strategies:

1. Promote industry sector partnerships/projects
2. Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system
3. Increase and improve coordination between workforce, education, and economic development efforts at the state and local level
4. Ensure training provided to job seekers and workers has a focus on transferrable skills
5. Create a comprehensive business engagement plan to support consistency and availability of services

6. Implement framework for supporting a statewide model for career pathways based on the identified In-Demand industries and occupations, connecting the education and incorporating appropriate flexibility for regional variation
7. Improve processes for co-enrollment across partners to share costs and case management to better serve customers
8. Enhance initiatives supporting populations with barriers to employment to ensure customers are receiving needed services efficiently including populations identified in section (a)
9. Create a consistent system for continuous improvement
10. Identify data system solutions to enhance the interoperability and quality of data for use across ARIZONA@WORK programs

A link to the State Modified 2020-2023 WIOA Unified Workforce Development Plan may be found on www.azdes.gov.

Appendix 4: Required One Stop Partners

20 CFR 463.400 require the following programs to be one-stop partners:

Department of Labor (DOL)

- A. WIOA Title I programs:
 - a. Adult, Dislocated Worker, and Youth formula programs;
 - b. Job Corps;
 - c. YouthBuild;
 - d. Native American programs;
 - e. National Farmworker Jobs Program (NFJP);
- B. Wagner-Peyser Act Employment Service (ES) program, authorized under the Wagner- Peyser Act (29 U.S.C. 49 et seq.), as amended by WIOA Title III;
- C. Senior Community Service Employment Program (SCSEP), authorized under Title V of the Older Americans Act of 1965;
- D. Trade Adjustment Assistance (TAA) activities, authorized under Chapter 2 of Title II of the Trade Act of 1974;
- E. Unemployment Compensation (UC) programs;
- F. Jobs for Veterans State Grants (JVSG) programs, authorized under Chapter 41 of Title 38, U.S.C.; and
- G. Reentry Employment Opportunities (REO) programs (formerly known as Reintegration of Ex-Offenders Program (RExO)), authorized under Sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA Sec. 169;

Department of Education (ED)

- A. Adult Education and Family Literacy Act (AEFLA) program, authorized under WIOA Title II;
- B. Career and technical education programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV); and
- C. The State Vocational Rehabilitation (VR) Services program, authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by WIOA Title IV;

Department of Housing and Urban Development (HUD)

- A. Employment and training programs;

Department of Health and Human Services (HHS)

- A. Employment and training activities carried out under the Community Services Block Grant (CSBG) programs (42 U.S.C. 9901 et seq.); and
- B. Temporary Assistance for Needy Families (TANF) program, authorized under Part A of Title IV of the Social Security Act (42 U.S.C. 601 et seq.), unless

exempted by the Governor under 20 CFR 678.405(b), 34 CFR 361.405(b), and 34 CFR 463.405(b).

Additional Partners

Pursuant to WIOA Sec. 121(b)(2)(B) and 20 CFR 678.410, 34 CFR 361.410, and 34 CFR 463.410, additional one-stop partners may include, with the approval of the Local WDB and CEO(s), the following:

- A. Social Security Administration (SSA) employment and training program established under Sec. 1148 of the Social Security Act (i.e. Ticket to Work and Self Sufficiency programs);
- B. Small Business Administration employment and training programs;
- C. Supplemental Nutrition and Assistance Program (SNAP) employment and training programs, authorized under secs. 6(d)(4) and 6(o) of the Food and Nutrition Act of 2008;
- D. Client Assistance Program (CAP), authorized under Sec. 112 of the Rehabilitation Act of 1973, as amended by Title IV of WIOA;
- E. National and Community Service Act programs; and
- F. Other appropriate Federal, State, or local programs, including, but not limited to, employment, education, or training programs such as those operated by libraries or in the private sector (WIOA Sec. 121(b)(2)). Such programs may also include programs providing transportation assistance and services for those with substance abuse or mental health issues.

Appendix 5: Additional Resources

Regulation and Policy Links

Federal Regulations

<https://www.law.cornell.edu/cfr/text/20/part-679/subpart-D>

Workforce Arizona Council Local Plan Modification Policy

<https://arizonaatwork.com/sites/default/files/media/SWP%20%231%20WIOA%20Local%20Governance%20Policy%2006%2005%2019.doc.pdf>

Workforce Arizona Council Conflict of Interest Policy

<https://arizonaatwork.com/sites/default/files/media/Conflict%20of%20Interest%20Policy%20Adopted%2022819.pdf>

Research Tools

Office of Economic Opportunity's

- Local Area Economic Profiles
- In-Demand Industries and Occupation Tableau Tools
- In-Demand Industries and Occupation Reports
- Analysis Best Practices

<https://laborstats.az.gov/special-reports>

Other Resources

<https://www.workforcegps.org/>



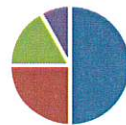
WIOA One Stop Operator Partners Update
Quarter 3 of PY '21-'22
 By: Leah Cickavage, NACOG-EWD Operations Manager

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	228	278	224	903	36	220	82	1,971
PY 21	212	267	209	893	35	152	60	1,828
Increase/Decrease	+16	+11	+15	+10	+1	+68	+22	+143
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	55	144	52	425	14	45	65	800
PY 21	82	136	47	387	8	32	53	745
Increase/Decrease	-27	+8	+5	+38	+6	+13	+12	+55
Surveys/BAC/Contact Tracing								
	<i>Satisfaction Surveys</i>		<i>BAC</i>		<i>Contact Tracings</i>			
PY 22	98%		246 businesses, clients, placements		68			
PY 21	98%		233 businesses, clients, placements		487			
Increase/Decrease	No change		+13		-419			

Title II-Yavapai College-no data provided/available								
	<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	246	3,220	61%	8				
PY 21	n/a	n/a	n/a	n/a				
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	13	0	0	0	3	1	0	17
PY 21	0	0	0	0	0	0	0	0
Increase/Decrease	+13	0	0	0	+3	+1	0	+17
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	1,242	0	83	0	833	88	0	2,246
PY 21	2,590	0	29	0	2,590	202	0	5,411
Increase/Decrease	-1,348	0	+54	0	-1,757	-114	0	-3,165
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	500	0	59	0	173	30	0	762
PY 21	114	0	26	0	114	15	0	269
Increase/Decrease	+386	0	+33	0	+59	+15	0	+493
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 Quarter 2 available)	553	0	24	24	\$16.70			601
PY 21 (data wasn't available)	0	0	0	0	0			0
Increase/Decrease	n/a	n/a	n/a	n/a	n/a			n/a

Top Job Trainings/Placements by Industry



■ Healthcare ■ CDL ■ Education ■ Hospitality

Yavapai County Workforce Development Board ETPL Update April 19, 2022

New Pending Approvals

School	Course	Duration	Tuition/Other Fees	Credential	Grants/Scholarships	Available	In Demand
Sedona School of Massage	Massage Therapy	700 hours	\$8,000.00	Certification/State License	N/A	Daytime hours	21% growth

Subsequent Pending Approvals

School	Course	Duration	Tuition/Other Fees	Credential	Grants/Scholarships	Available	In Demand
Rogers Academy of Beauty	Aesthetics	19 weeks	\$15,120.00 tuition \$100.00 application fee	Certification/State License	N/A	Daytime, weekend hours	15% growth
Rogers Academy of Beauty	Cosmetology	49 weeks	\$19,120.00 tuition \$100.00 application fee	Certification/State License	N/A	Daytime, weekend hours	9% growth
ASIS	Massage Therapy	26 weeks	\$14,045.00 tuition	Certification/State License	FASFA	Daytime, evening hours	21% growth

Yavapai County Workforce Development Board ETPL Update April 19, 2022

			\$50.00 registration fee				
Yavapai College	Gunsmithing, AAS	67 weeks	\$16,163.00 tuition \$3,200.00 books \$3,516.00 supplies	AAS	FASFA	Daytime hours	18% growth
Yavapai College	Electrical and Instrumentation Technology, AAS	64 weeks	\$11,224.00 tuition \$3,000.00 books \$50.00 supplies	AAS	FASFA	Daytime, evening hours	5% growth
Yavapai College	Nursing, AAS	73 weeks	\$16,980.00 tuition \$5,000.00 books \$300.00 supplies	AAS	FASFA	Daytime hours	35% growth

Yavapai County Workforce Development Board ETPL Update April 19, 2022

Yavapai College	Paralegal Studies, AAS	61 weeks	\$9,295.00 tuition \$3,500.00 books	AAS	FASFA	Daytime hours	22% growth
Yavapai College	Paralegal Studies Certificate	30 weeks	\$4,350.00 tuition \$1,500.00 books	Industry Certification	FASFA	Daytime, evening hours	22% growth
Yavapai College	Welding Gas Tungsten Arc Welding Certificate	32 weeks	\$4,484.00 tuition \$1,100.00 books \$600 supplies	Industry Certification	FASFA	Daytime, evening hours	15% growth
Yavapai College	Window Server Administrator	19 weeks	\$3,918.00 tuition \$1,600.00 books	Industry Certification	FASFA	Daytime, evening hours	5% growth
Yavapai College	Accounting, AAS	61 weeks	\$9,295.00 tuition \$3,500.00 books	AAS	FASFA	Daytime, evening hours	15% growth

Yavapai County Workforce Development Board ETPL Update April 19, 2022

Yavapai College	Accounting Assistant Certificate	36 weeks	\$4,120.00 tuition \$700.00 books	Industry Certification	FASFA	Daytime, evening hours	15% growth
The Meadows of Northern Arizona	Advanced Placement	1 week	\$1,317.00 tuition \$100.00 books \$130.00 exam \$392 other/supplies	Industry Certification/State License	N/A	Daytime hours	22% growth
Yavapai College	Business Office Advanced Certificate	25 weeks	\$3,175.00 tuition \$800 books	Industry Certification	FASFA	Daytime, evening hours	2% growth
Yavapai College	Fire Service/Office Manager Certificate	22 weeks	\$5,778.00 tuition \$2,500.00 books	Industry Certification	FASFA	Daytime hours	4% growth
Yavapai College	Agriculture Technology Management, AAS	60 weeks	\$10,510.00 tuition \$3,550.00 books	AAS	FASFA	Daytime, evening hours	16% growth

Yavapai County Workforce Development Board ETPL Update April 19, 2022

Yavapai College	Business Office Basic Certificate	7 weeks	\$1,165.00 tuition \$500.00 books	Industry Certification	N/A	Daytime, evening hours	2% growth
Yavapai College	Medical Assistant Certificate	44 weeks	\$6,704.00 tuition \$1,600.00 books	Certification/State License	FASFA	Daytime hours	44% growth
Yavapai College	Service Dog Certificate	32 weeks	\$3,728.00 tuition \$800.00 books	Industry Certification	FASFA	Daytime hours	18% growth
Yavapai College	Cyber Security Specialist Certificate	32 weeks	\$3,016.00 tuition \$237.95 books	Industry Certification	FASFA	Daytime, evening hours	33% growth
Yavapai College	C.N.A to Caregiver Certification	3 weeks	\$239.00 tuition \$65.00 books	Certification/State License	N/A	Daytime, evening hours	37% growth
Yavapai College	Emergency Medical Technician Certificate	10 weeks	\$1,985.00 tuition \$250.00 books \$65.00 exam fee	Industry Certification	N/A	Daytime hours	4% growth

Yavapai County Workforce Development Board ETPL Update April 19, 2022

			\$450.00 supplies/other				
Yavapai College	IMM Mechanic Assistant Certificate	32 weeks	\$4,720.00 tuition \$1,900.00 books \$500.00 supplies	Industry Certification	FASFA	Daytime hours	14% growth
Yavapai College	IMM Machine Fabrication Technician Certificate	32 weeks	\$3,852.00 tuition \$800.00 books \$500.00 supplies	Industry Certification	FASFA	Daytime hours	13% growth
Yavapai College	IMM Hydro Utility Technician Certificate	32 weeks	\$4,588.00 tuition \$2,500.00 books	Industry Certification	FASFA	Daytime hours	2% growth
Yavapai College	Integrated Systems Engineering Certificate	32 weeks	\$3,884.00 tuition \$600.00 books	Industry Certification	FASFA	Daytime hours	19% growth

Yavapai County Workforce Development Board ETPL Update April 19, 2022

			\$500.00 supplies				
Yavapai College	Diesel Technician, AAS	64 weeks	\$11,370.00 tuition \$3,000.00 books \$250.00 supplies	AAS	FASFA	Daytime hours	12% growth
Yavapai College	Automotive Technician Certificate	18 weeks	\$3,996.00 tuition \$1,600.00 books \$200.00 supplies	Industry Certification	FASFA	Daytime hours	3% growth
Yavapai College	Automotive Technology, AAS	61 weeks	\$10,726.00 tuition \$3,450.00 books \$200.00 supplies	AAS	FASFA	Daytime, evening hours	3% growth
Yavapai College	Animal Care and	32 weeks	\$5,180.00 tuition	Industry Certification	FASFA	Daytime, evening hours	20% growth

Yavapai County Workforce Development Board ETPL Update April 19, 2022

	Management Certificate		\$1,700.00 books				
Yavapai College	Auto Body Paint and Collision Technology Certificate	32 weeks	\$2,434.00 tuition	Industry Certification	FASFA	Daytime, evening hours	8% growth
Yavapai College	Athletic Coaching Certificate	32 weeks	\$3,065.00 tuition \$1,450.00 books	Industry Certification	FASFA	Daytime, evening hours	15% growth
Yavapai College	Welding Gas Metal Arc Certificate	32 weeks	\$4,484.00 tuition \$1,100.00 books \$600.00 supplies	Industry Certification	FASFA	Daytime, evening hours	15% growth
Yavapai College	Electronics-Analog Electronic Certificate	9 weeks	\$1,544.00 tuition \$500.00 books	Industry Certification	N/A	Daytime, evening hours	14% growth
Yavapai College	Basic Tax Certificate	18 weeks	\$4,038.00 tuition	Industry Certification	FASFA	Daytime, evening hours	5% growth

Yavapai County Workforce Development Board ETPL Update April 19, 2022

			\$2,400.00 books				
Yavapai College	3D Modeling and Animation Certificate	6 weeks	\$670.00 tuition \$100.00 books	Industry Certification	N/A	Daytime, evening hours	2% growth
Yavapai College	Electronics-Digital Electronic Certificate	6 weeks	\$732.00 tuition	Industry Certification	N/A	Daytime, evening hours	7% growth
Yavapai College	Culinary Arts Fundamentals Certificate	16 weeks	\$2,372.00 tuition \$100.00 books \$320.00 supplies	Industry Certification	FASFA	Daytime hours	25% growth
Yavapai College	Graphic Design Technician Certificate	26 weeks	\$4,560.00 tuition \$1,500.00 books \$200.00 supplies	Industry Certification	FASFA	Daytime, evening hours	2% growth

Yavapai County Workforce Development Board ETPL Update April 19, 2022

Yavapai College	Administration of Justice, AAS	61 weeks	\$9,295.00 tuition \$3,000.00 books	AAS	FASFA	Daytime, evening hours	4% growth
Yavapai College	Early Childhood Education, AAS	60 weeks	\$9,200.00 tuition \$3,500.00 books	AAS	FASFA	Daytime, evening hours	33% growth
Yavapai College	Cisco Networking Technician Certificate	21 weeks	\$3,562.00 tuition \$1,00.00 books	Industry Certification	FASFA	Daytime, evening hours	4% growth
Yavapai College	Electronics Technician Certificate	21 weeks	\$2,436.00 tuition	Industry Certification	FASFA	Daytime, evening hours	9% growth
Yavapai College	Advanced Bookkeeping Certificate	21 weeks	\$2,795.00 tuition \$800.00 books	Industry Certification	FASFA	Daytime, evening hours	5% growth
VACTE	Heavy Equipment Operations	18 weeks	\$4,150.00 tuition \$200.00 books \$175.00 exam	Certificate/License	N/A	Daytime, evening, weekend hours	5% growth

Yavapai County Workforce Development Board ETPL Update April 19, 2022

			\$75.00 uniform \$100.00 registration fee				
Yavapai College	Gunsmithing Certificate	48 weeks	\$10,068.00 tuition \$1,700.00 books \$1,600.00 supplies	Industry Certification	FASFA	Daytime hours	18% growth
Yavapai College	Fire Science Driver/Operator	18 weeks	\$3,182.00 tuition \$500.00 books	Industry Certification	FASFA	Daytime hours	4% growth
Yavapai College	Canine Care and Handling Certificate	32 weeks	\$3,456.00 tuition \$1,600.00 books	Industry Certification	FASFA	Daytime, evening hours	18% growth
Yavapai College	Management Certificate	24 weeks	\$3,784.00 tuition \$1,600.00 books	Industry Certification	FASFA	Daytime, evening hours	9% growth

Yavapai County Workforce Development Board ETPL Update April 19, 2022

Yavapai College	Early Childhood Education-Advanced	31 weeks	\$4,415.00 tuition \$1,470.00 books	Industry Certification	FASFA	Daytime hours	33% growth
Yavapai College	Computer Systems and Applications AAS	60 weeks	\$7,700.00 tuition \$2,00.00 books	AAS	FASFA	Daytime, evening hours	4% growth
Yavapai College	Nursing Assistant	5 weeks	\$1,020.00 tuition \$110.00 books \$320.00 supplies/other	Certificate/State Licensure	N/A	Daytime hours	22% growth
Yavapai College	CNC Machine Certificate	32 weeks	\$2,588.00 tuition \$500.00 books	Industry Certification	FASFA	Daytime, evening hours	7% growth
Yavapai College	Electrical Instrumentation Technician Certificate	48 weeks	\$6,194.00 tuition \$2,900.00 books	Industry Certification	FASFA	Daytime, evening hours	8% growth
Yavapai College	Electronics-Advanced	24 weeks	\$2,318.00 tuition	Industry Certification	FASFA	Daytime, evening hours	8% growth

Yavapai County Workforce Development Board ETPL Update April 19, 2022

	Electronics Certificate						
Yavapai College	Microsoft Office Specialist	32 weeks	\$2,124.00 tuition \$500.00 books	Industry Certification	FASFA	Daytime hours	10% growth