

# Yavapai County Workforce Development Board August 12, 2021 Meeting Minutes

Attendees:	Present/Absent	Number of Absences in 2021
Anita Payne, Chairman	Present	1
Phil Tovrea, Vice Chairman	Present	0
Greves, Kurt	Present	0
Gary Hassen	Present	0
Mark Timm	Absent	3
Rick Duff	Absent	1
Garth Bascom	Present	0
Alycia Botkin	Present	0
Elaine Bremner	Present	0
Tony Gauthier	Present	0
Joan Gustafson	Present	0
John Heiney	Present	0
Mel Ingwaldson	Present	0
Nancy Jensen	Present	0
Ginger Johnson	Present	0
Craig Lefever	Present	0
Trista MacVittie	Absent	2
Patrick Ramirez	Present	0
Brenda Rhodes	Present	0
Soto, John	Present	0

**Staff:** Teri Drew, Executive Director  
Julia Sawyer, Executive Assistant

**Guests:** Leah Cickavage, NACOG Operations Manager; Trevor Stokes, Partnership for Workforce Innovation; District 5 Yavapai County Supervisor Mary Mallory; Cynthia Gentle, Executive Assistant to Supervisor Mallory

**I. Call to Order/Welcome/Introductions**

Chairman Anita Payne called the meeting to order at 9:04 AM, greeting everyone in attendance. She called on Executive Assistant Julia Sawyer to call the roll; a quorum was present.

**II. Reading of the WDB Mission Statement**

Chairman Payne read the WDB Mission Statement: "To build economic success through workforce development partnerships."

**III. Approval of the April 8, 2021 Minutes**

Chairman Payne called for questions or comments regarding the April 8, 2021 minutes of the WDB, there were none. She called for a **motion to approve the minutes as drafted; so moved by John Heiney, seconded by Mel Ingwaldson. The motion carried unanimously.**

#### **IV. Chair's Report**

Chairman Payne reported that Joan Gustafson has submitted her resignation from the WDB effective August 13, 2021. Chairman Payne expressed her appreciation for Ms. Gustafson's service to the Board.

Chairman Payne noted that Public Comment cards are available for members of the public who wish to comment. She also reviewed the meeting protocol prior to turning the floor over to Executive Director Teri Drew for her Director's Report.

#### **V. Director's Report**

##### **▪ Program Update**

Ms. Drew began by reporting that the One Stops were reviewed by the Arizona Office of Economic Opportunity (OEO) Department of Economic Security (DES) at the Prescott and Prescott Valley sites. The monitoring was for compliance with State policy, Equal Opportunity requirements and an interview of a Board member. Ginger Johnson agreed to be interviewed for the monitoring. Ms. Drew asked Ms. Johnson to report. Ms. Johnson noted that the State sent her a checklist to fill out and return, which she did. She did not hear anything back. Ms. Drew noted she expects a report later this month from the State.

##### **▪ PY2020-2021 Annual Report**

Ms. Drew handed out copies of the PY 2020-21 Annual Report, noting that the Yavapai County team knocked it out of the park again. She summarized the events of the past year related to the pandemic, noting high unemployment and challenges to the workforce system. Ms. Drew explained that each year Title I negotiates with the state for their annual performance standards set by the Department of Labor (DOL). NACOG exceeded 100% of their goals, with an average performance rate of 125% for all programs – Adult, Youth and Dislocated Worker.

Ms. Drew summarized the highlights of the report, most notably the retention rate for the job placements made of 106% of the targeted goal for Adults and 131.6% of the targeted goal for Dislocated Workers. She noted a new addition to the report this year – the Arizona Return Stronger Campaign – an automated referral system designed and managed by OEO. Ms. Drew reported 2,263 referrals received during the Program Year.

DES is the Title III Wagner-Peyser Employment Services and is the primary operator of the Unemployment Insurance (UI) program for the State, as well as Veterans Services. Title III served 13,248 clients, largely due to UI claimants, and they also placed 436 individuals into jobs. Ms. Drew noted the hard work of DES partners over the last two years and the great job they did. Ms. Drew noted that DES experienced a major shift as the largest State agency to convert over 1,000 staff to a remote work and call-center model.

Title IV Vocational Rehabilitation, another arm of DES accomplished 897 clients served with 122 job placements, all while working remotely with minimal direct client contact. Ms. Drew offered congratulations to Alycia Botkin and her team.

Yavapai College Title II expanded their service area to every area of the County, and along with the pandemic challenges they still managed to provide 8,558 Basic Education and Literacy instructional hours with a measureable skill gain of 39%. Ms. Drew commended Craig Lefever and his team for their successes.

Ms. Drew reported that together the system served 22,370 clients in Yavapai County, placing more than 1,247 individuals in jobs and a wage return of investment to our communities of more than \$14 million. She also noted that people sometimes ask what we do, and noted that success stories were added to the report this year as a means to reflect the impact of ARIZONA@WORK services to our employers and clients. Ms. Drew gave brief highlights of the remainder of the report, expressing gratitude to the WDB for their direction

and leadership in these successes. She paused for comments. John Heiney complemented the quality layout and graphics of the report. Ms. Drew credited Kurt Greves and Sparklight for the design and quick turnaround time for the printing for today's meeting.

▪ **2021-2022 Conflict of Interest**

Ms. Drew handed out the 2021-22 Conflict of Interest form to everyone, noting the annual requirement of the Board of Supervisors and the State administration. She requested those present in person to complete and return the form to Julia Sawyer by the end of August.

▪ **Memorandum of Understanding/Infrastructure Funding Agreement Ratification**

Ms. Drew presented the final 2020-2023 Memorandum of Understanding and Infrastructure Funding Agreement (MOU/IFA), noting the long process to complete the documents. Ms. Drew explained that the MOU is an agreement to establish and manage the One Stop Centers, noting there are two comprehensive centers, Prescott and Cottonwood, and one affiliate site in Prescott Valley. The IFA is a financial commitment for sharing One Stop and Board costs, and this document has been the most difficult to finalize. Ms. Drew expressed appreciation to DES Administration staff Stacey Faulkner and Assistant Director Tom Colombo for their assistance in completing this task, and noted that this is the first time in the State that partners will share in the WDB budget expenses. Ms. Drew noted that the WDB works on behalf of all system partners, therefore the shared cost is prudent, allocable and allowable. She also noted that this is the final piece to accomplish for Board Recertification, which should be finalized by the Governor's Workforce Arizona Council in September. Ms. Drew requested Chairman Payne to call for approval.

Chairman Payne called for comments and questions, and a **motion and second to approve the PY2020-2023 MOU/IFA; so moved by Craig Lefever, seconded by Gary Hassen. The motion carried unanimously.**

▪ **PY2021-2022 Title I Performance Standards Review/Approval**

Ms. Drew then reported that the PY 2021-22 Performance Standards for Title I have been negotiated between herself and the State. She shared a letter from the State highlighting the performance accomplishments of 2019 and demonstrated a chart of negotiated Performance Standards for PY 2021-22 for review and ratification. Ms. Drew noted that Yavapai County is a high performing area and therefore is held to a higher standard when performance percentages are being negotiated – the State also has performance standards to achieve, and local areas that perform well help to lift the overall performance of the State. Ms. Drew highlighted the program performance standards and requested a vote.

Chairman Payne called for a **motion to approve the PY 2021-22 Title I Performance Standards; so moved by John Heiney, seconded by Mel Ingwaldson. The motion carried unanimously.**

▪ **WIOA PY/FY 2021-22 Budget Reviews/Approval**

Ms. Drew reported that the Executive Committee reviews Title I budgets and makes recommendations to the full Board for ratification. Ms. Drew reviewed the PY/FY 2021-22 Title I budgets for the Adult, Youth and Dislocated Worker programs, which total \$1,720,487, demonstrating a decrease from last year in the amount of \$107,077. She noted that allocations are based largely on UI and poverty rates and, compared to other areas of the State, Yavapai County has proven to be resilient in terms of lowering UI and poverty rates, which is the reason for the reduction in allocations.

Ms. Drew highlighted the changes to the budget plan this year which include a 2% cost of living increase for all Title I staff, and Indirect Cost increase of .02%. All other expenses remain the same. The breakdown by program is as follows:

- Adult (any individual over 18 years of age with barrier(s) to employment) - \$597,403 – a decrease of \$14,199;
- Youth (Individuals 16 – 24 years of age) - \$568,484 – an increase of \$9,684;

- Dislocated Worker (Individuals laid off from employment or otherwise removed from income) - \$554,600 – a decrease of \$102,562.

Ms. Drew provided budget detail for each budget and turned to Chairman Payne to request approval. Chairman Payne called for questions and comments. Some discussion followed regarding potential to receive an increase in allocations; also discussion regarding limiting the number of people served due to a limited budget, however there isn't a limitation at this time. Ms. Drew provided some further clarification on how expenses are positioned to best benefit the programs. Chairman Payne called for a **motion and second to approve the Title I Budgets for PY/FY 2021-22; so moved by Elaine Bremner, seconded by Brenda Rhodes. The motion carried unanimously.**

Ms. Drew then presented the PY/FY WDB Budget, noting the total budget of \$123,852. NACOG covers the salaries, fringe and Indirect Costs portion of the budget, and Career Services are in-kind contributions based on each Title program. The remaining costs of the WDB Budget are being funded through partner contributions of WIOA funding as follows:

- Title I - \$8,533 plus Salaries, Fringe and Indirect Costs
- Title II - \$17,061 Cost Reimbursement
- Title III - \$5,008 Cost Reimbursement
- Title IV - \$5,009 Cost Reimbursement

Ms. Drew expressed gratitude for partner agreement for cost sharing and requested approval. With no further discussion, Chairman Payne called for a **motion and second to approve the PY/FY2021-22 WDB Budget; so moved by Elaine Bremner and seconded by Garth Bascom. The motion carried unanimously.**

#### ▪ 2021 Bylaws Update Review/Approval

Ms. Drew reported that in order to make amendments to the Yavapai County WDB Bylaws, the Bylaws must be opened by majority vote at one meeting (which was done at the April 8, 2021 meeting) and ratified at a subsequent meeting. The State requested some points of clarification within the Bylaws which resulted in the following:

- Clarification on how the Board convenes stakeholders to assist in the development of the local plan, including the use of technology, such as virtual meeting platforms and teleconferencing to promote participation of members;
- How the Board of Supervisors ensures staggered membership terms;
- The process for identifying membership status changes and the applicability for continued membership as a result of the change in status; and
- Clarification on Board Committees, Standing Committees and Ad Hoc Committees.

Ms. Drew noted that the State has approved the language that was amended and/or added, and the Executive Committee has also approved the Bylaws. The full Board is requested to ratify the amendments. Chairman Payne called for a **motion and second to approve the amendments to the Bylaws; so moved by Gary Hassen, seconded by Mel Ingwaldson. The motion carried unanimously.** With that, Ms. Drew concluded her report.

## VI. Annual Officer Elections

Chairman Payne turned the meeting over to Ginger Johnson to present the PY 2021-22 Slate of Officers for election. Ms. Johnson reported that the Elections Committee consisted of herself, Elaine Bremner and Rick Duff. The Committee met and recommended the following Slate of Officers for PY2021-22:

- Philip Tovrea – Chairman
- Gary Hassen – Vice Chairman

Having no other nominations presented, Ms. Johnson recommended a vote to approve the Slate of Officers as presented. Chairman Payne called for a **motion and second to approve the PY 2021-22 Slate of Officers; so moved by John Heiney, seconded by Tony Gauthier. The motion carried unanimously.** Chairman Payne expressed her gratitude to Mr. Tovrea and Mr. Hassen for stepping up to the challenge. Ms. Drew also thanked Chairman Payne for serving four terms as Chairman of the WDB. Chairman Payne noted it as an honor and thanked everyone for being a part of this Board, and Ms. Drew for her leadership. Ms. Drew noted that Chairman Payne will remain on the Executive Committee as the Immediate Past Chair, and thanked Mr. Tovrea and Mr. Hassen for assuming these leadership roles.

## VII. WDB Strategic Plan Report

Chairman Payne turned the meeting over to Trevor Stokes for an update on the WDB Strategic Plan. Mr. Stokes greeted everyone and complimented the WDB regarding the annual report and their successes over the past year. He noted that he has worked directly with eight of the twelve Arizona Local Workforce Development Areas (LWDA) and has realized the uniqueness of each area. He attributed that to individual members that drive each Board and gave examples of what makes each LWDA unique. One workforce area demonstrates innovation, another collaboration. Mr. Stokes noted the word that describes Yavapai County for him is “effective,” that the work this WDB does impacts the community in ways they don’t always see. Mr. Stokes stated that he has worked with various workforce boards across 28 states and eight in Arizona, and effectiveness is not as common as one would think – the Yavapai County WDB Annual Report is something to be proud of.

Mr. Stokes noted that the purpose of the WDB Strategic Plan is to outline how to maximize the impact the Board is having and how to make sure the strategic direction the Board is going aligns with the realities of the people we serve. Mr. Stokes began to recap where the Board is in the strategic planning process to identify the Vision, Mission and Values of the Board.

Mr. Stokes noted the local workforce board roles are summarized in the following four categories, as defined by the U.S. Department of Labor Workforce GPS:

- Strategist – Understand trends, set the collective vision
- Convener – Bring partners together, align services
- Manager – Design and manage customer-centered service deliver
- Optimizer – Use data to drive decisions, continuous improvement

Mr. Stokes noted that the Strategic Planning Committee (SPC) did an exercise with him that he was asked to replicate for this group as a whole. He asked everyone who was not a part of the SPC to provide a brief sentence describing why they are on this Board. Mr. Stokes went around the room and on Zoom to allow everyone the opportunity to do so. Most noted that it is an honor to make a difference in the community and they want to give back to the community that drives the work of the Board. Of note was the opportunity to assist individuals to achieve a living wage and to improve their skills to advance their careers. Also noted was the increase in business attraction and retention and the need to connect employers with workers. A comment was made regarding the diversity and uniqueness of LWDAs around the state and the “no wrong door” approach to receive services statewide.

Mr. Stokes noted one of the goals of the SPC in strategic planning is continuous improvement, and a major resource being utilized in the Plan development is the Arizona Management System (AMS). AMS adopted a 4-stage planning process:

1. Set targets, expectations and standards;

2. Measure results against targets;
3. Identify gaps between targets and results; and
4. Take action to close gaps.

Mr. Stokes noted that the AMS developed their system based on several industry management theories to identify a concept called the “Kaizen” – a Japanese term meaning “change for the better” or “continuous improvement.” He described it as moving up continuous levels of improvement and taking opportunity to incorporate the improvement into daily operations.

Mr. Stokes reported that the SPC established the following Vision statement that sums up what we want to see as a Board:

*WDB Vision: “We are the leader of innovative partnerships and services that support sustainable business solutions.”*

Mr. Stokes noted that the SPC felt that the current Mission statement should be retained as it is relevant to the goals of the Vision:

*WDB Mission: “To build economic success through workforce development partnership.”*

Through these two statements it is revealed that the Board is better able to build the workforce by building “connective tissue” within the talent development ecosystem than to build out and create jobs and opportunities by themselves.

Mr. Stokes noted the two values that were identified most by the SPC as being respect and innovation. The SPC identified 10 Values Statements, with the number one statement as follows:

*Values Statement: “We are here for the benefit of our community and the individuals we serve.”*

Mr. Stokes then reported that the SPC agreed upon a new model for committee work as including committee charters as a means to identify the path each committee is pursuing, their duties and limitations; and an annual Chair’s Initiative within each committee – a fresh, current effort that each committee engages in over the course of the year that aligns with the vision and mission of the Board. Each initiative must establish smart goals and be approved by the Board.

Mr. Stokes concluded by noting that the draft Plan is being reviewed and edited and will be ready by the next full meeting of the Board as a final document. He opened the floor for questions and comments. Positive comments followed. Chairman Payne called for a **motion to approve the new Vision, Mission and Values statements as presented; so moved by Mel Ingwaldson and seconded by Craig Lefever. The motion carried unanimously.** Chairman Payne thanked Mr. Stokes for leading the Board in this process, noting that she has also applied it to her personal business as well.

#### **VIII. Youth Council Report**

Chairman Payne called on Mel Ingwaldson to bring a report on behalf of the Youth Council. Mr. Ingwaldson reported that the Youth Council was scheduled to meet in July. Due to conflicts in schedules, he met via Zoom with staff to put on the record an update of summer youth programs. He thanked the Board for the opportunity to serve and thanked the staff for excellent work, and reported a successful Summer Youth Employment Program county-wide for more than 16 private employers as well as County facilities, hiring 23 youth over the 8-week period. Mr. Ingwaldson identified several positions that were filled, including fire services, clerical, library services and more.

Mr. Ingwaldson reported outreach to Catholic Services, Big Brothers Big Sisters, Veteran’s Services and more, and invited suggestions for future outreach. He noted that the Youth Council will discuss their goals and

strategies at their November meeting as a way to address some deficiencies that were uncovered in a recent state monitoring. With that he concluded his report. Chairman Payne thanked Mr. Ingwaldson for his engagement with the Youth. Mr. Ingwaldson then noted 60 in-school youth aged 16-21 years, and 111 out-of-school youth aged 18-24, for a total of 171 youth enrolled in the Title I Youth Program.

**IX. One Stop Committee Report**

Chairman Payne then turned the meeting over to Craig Lefever to provide a One Stop Committee (OSC) report. Mr. Lefever reported that the Committee is composed of members of each of the Core Partners as well as the One Stop Operator. He noted that, while the Board works on strategies, the OSC works on the tactics of how to serve those that come in for services. Mr. Lefever noted that the biggest challenge the OSC met throughout Program Year 2020-21 was how to continue to effectively serve clients in an ever-changing environment during the pandemic. The biggest success noted was the successful resolution of the MOU/IFA. He concluded his report and turned the meeting over to Leah Cickavage to provide the One Stop Update.

**X. One Stop Update**

Ms. Cickavage provided the data that summarized the year in review for the Yavapai County One Stops, demonstrating total clients served as previously reported on the Annual Report. She noted gains in several areas over the same time period last year. Ms. Cickavage reported that the Cottonwood One Stop location is still closed to public access but up to three clients at a time may make appointments to meet with staff. Report data included all titles with positive gains in many areas. She noted that satisfaction surveys demonstrate 98% extremely satisfied, and the Business Assistance Center served 259 businesses with client placement during the last quarter. There were 123 contact tracings conducted during the last quarter as well.

**ETPL Updates**

Ms. Cickavage reported that there are nine new Yavapai College classes added to the Eligible Training Providers List (ETPL) in a variety of fields, noting that all of these courses show an increase in demand. She requested approval from the Board. Chairman Payne called for comments and questions regarding the ETPL. A question was asked if the ETPL is accessible for viewing all training opportunities online. Ms. Cickavage identified the Arizona Job Connection website as the resource, noting a tab for training opportunities. The list is displayed there. A question was also asked about the average wage for Yavapai County workers and how to find it. Ms. Cickavage noted that the Annual Report reflected an average wage of \$20.98 and was derived from databases that are available through the U.S. Census Bureau, Arizona Office of Economic Opportunity and other websites. All positions are factored in. The question was then asked how to find the average wage for specific industries, to which Ms. Cickavage replied the primary tool she uses is available through [www.ONETonline.org](http://www.ONETonline.org) which provides specific county and industry data. Chairman Payne called for a **motion to approve the ETPL as presented; so moved by Elaine Bremner, seconded by Craig Lefever. The motion carried unanimously.**

▪ **Monitoring Report**

Ms. Cickavage then reported that the State performed an audit for Program Year 2019 in April, which is a great opportunity to identify strong points as well as where improvement is needed. She reported the monitor worked remotely on more than 50 files. There were several items that were identified as deficiencies related to Individual Training Accounts for youth and measurable skills gains for OJTs. Ms. Cickavage noted that some of the deficiencies identified are being challenged, including a new requirement to scan medical information on clients into the system database, which could be a HIPPA violation of privacy according to the Equal Opportunity (EO) office. She also reported a new data validation checklist process for new intake/eligibility. There will be quarterly audits going forward as opposed to annual audits. Ms. Cickavage reported that a new eligibility checklist is being implemented with staff to ensure all checkpoints are met and align with state expectations. She noted she will keep the Board informed on the results of the audit discrepancies. Comments followed regarding the release of medical recommendations to the state. Ms. Drew noted that medical information had previously been kept in a separate confidential file, but now the state is

requiring the information to be placed into the client file. The State has to resolve this issue with EO. Other solutions were suggested to maintain client privacy, which has been the practice of the Title I office.

**XI. Member Comments**

Chairman Payne passed on Member Comments for the sake of time, noting that member networking can take place during lunch.

**XII. Public Comments**

Chairman Payne called for comments from the Public. There were no comments.

**XIII. Adjournment**

Chairman Payne called for a **motion to adjourn; so moved by John Heiney, seconded by Elaine Bremner. The official business meeting of the WDB adjourned at 11:02 AM.**

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**11:00 AM Annual Awards Ceremony**

Following a five minute break, Chairman Payne opened the Annual Awards Ceremony.

**XIV. Chairman's Award Presentation**

Chairman Payne opened the Award's Ceremony with the presentation of the Chairman's Award to Executive Committee member and Vice Chairman Gary Hassen. Chairman Payne shared a brief biography of Vice Chairman Hassen, noting his long-time service to the WDB as an Executive Committee member appointed by the Board of Supervisors in 2015. Mr. Hassen is a two-time Officer of the Board as Vice Chairman from 2018-2019 and beginning his second term for 2021-2022. Mr. Hassen expressed his appreciation for the award. A round of applause followed.

**XV. Director's Award Presentation**

Executive Director Teri Drew presented the Director's Award to Chairman Anita Payne for her years of service since 2009 as a member of the WDB and since 2015 as the Chairman of the WDB. Ms. Drew noted that under Chairman Payne's leadership the Board transitioned from the role of Advisory Board to that of a Board of Directors with the authority to hire staff, and they subsequently hired Ms. Drew as the Executive Director for the WDB. Ms. Drew shared a brief bio of Chairman Payne and presented her with the award. Chairman Payne expressed her gratitude for the recognition. A round of applause followed.

**XVI. Annual Awards Presentations**

Chairman Payne introduced District 5 Supervisor Mary Mallory as the Emcee of the WDB Title I Leadership and Achievement Awards. Supervisor Mallory shared her own experiences as a business manager in Yavapai County when the grocery store she worked for was closed and over 200 employees were dislocated from income, sharing how NACOG assisted her and her fellow employees in finding jobs. Supervisor Mallory commented that the Yavapai County Board of Supervisors has the privilege to participate in advancing workforce development in Yavapai County, and she noted that it was her honor to announce the following awards:

***Title I Leadership Awards*** – for going above and beyond in building the Yavapai County Pipeline: the first award was announced for Elan Electric in West County. Elan Electric, owned by Jim Johnson, has participated in the NACOG Title I program with several OJT contracts over the past few years. They offer training opportunities to younger workers looking to get into the electrician field and they do an outstanding job of training their new hires. They have a retention rate of 100%.

Western Heritage Furniture in East County, owned by Tim McCune, has worked with NACOG for several years now, providing employment to many clients through our On-The-Job Training program. Western Heritage Furniture gives raises and promotions at the end of their OJT's that are significant and provides expert



craftsman level training in the building of premier, hand-made reclaimed wood furniture. Western Heritage Furniture is a thriving business, with product going out globally each day.

Both Leadership Award recipients were unable to attend the ceremony.

**Title I Achievement Awards** – for overcoming barriers and succeeding in the pursuit of a life-long career: Supervisor Mallory presented awards to Brandon Iurato, U.S. Air Force Veteran and Cottonwood Police Department patrol officer; Guy West, U.S. Marine Veteran and Properties Brand Manager for Founding Fathers Collective in Prescott; Dinah Youpel, licensed Cosmetologist and Aesthetician in Sedona; and Lexus Delacruz, Certified Nursing Assistant at West Yavapai Guidance Clinic. All expressed their gratitude to NACOG and the WDB for assisting them in pursuing their new careers and providing support toward their successes. Applause and photos followed the presentation of each award.

Ms. Drew presented a vase of flowers to Supervisor Mallory in appreciation for her leadership and participation in the Awards Ceremony. A round of applause followed.

**XVII. Awards Luncheon**

Board members and award recipients were treated to a catered banquet following the awards.

*Minutes of the Workforce Development Board – August 12, 2021*  
*Approved:*