

# Yavapai County Workforce Development Board Notice of Meeting and Agenda

Pursuant to  
ARS 38.431.01

Thursday, April 18, 2019 • 10:00 AM • 150 South 6<sup>th</sup> Street • Cottonwood, AZ

Presiding Officer - Anita Payne, Chairman

- 10:00 AM I. Call to Order/Welcome/Introductions**  
Anita Payne, Chairman  
(Information/Discussion)
- 10:05 AM II. Reading of the WDB Mission Statement**  
Anita Payne, Chairman  
(Information/Discussion)
- 10:06 AM III. Approval of the January 9, 2018 Minutes**  
Anita Payne, Chairman  
(Information/Discussion/Action)
- 10:10 AM IV. Chair's Report**  
➤ **Youth Council Membership**  
➤ **NAWB Update**  
➤ **2019-2020 Nominations/Elections Committee Appointments**  
Anita Payne, Chairman  
(Information/Discussion/Action)
- 10:20 AM V. Director's Report**  
➤ **Program Update**  
➤ **Title I Budget Update**  
➤ **State Policy Updates**  
➤ **Membership Considerations**  
Teri Drew, Executive Director  
(Information/Discussion/Action)
- 10:45 AM VI. Independent Contractors in Construction Discussion**  
Rick Duff, G.D. Barri & Associates  
(Information/Discussion)
- 11:00 AM VII. Youth Council Update**  
Mel Ingwaldson, Chairman  
(Information/Discussion)
- 11:15 AM VIII. One Stop Report**  
Leah Cickavage, Operations Manager  
(Information/Discussion)

**11:25 AM IX. ETPL Update**  
Leah Cickavage, Operations Manager  
(Information/Discussion/Action)

**11:35 AM X. Member Comments**  
(Information/Discussion)

**11:45 AM XI. Public Comments**  
*Individuals may address the Board for up to 5 minutes, per the Chair's discretion, on any relevant issue within the Board's jurisdiction. Pursuant to ARS §38-431.01(H), Board members shall not discuss or take action on matters raised during the call to the public. The Board may direct staff to study the matter or direct that the matter be rescheduled for consideration at a later date.*  
(Information/Discussion)

**11:50 AM XII. Adjournment**  
(Action)

*The next WDB meeting is scheduled for Wednesday, August 14, 2019 at 10:00 AM to 1:00 PM*

*At The Club at Prescott Lakes, 311 E. Smoke Tree Ln., Prescott, AZ 86301.*

*Note – This is our Annual Awards Ceremony. Lunch is included for Board Members.*

*Pursuant to the Americans with Disabilities Act, Yavapai County Workforce Development Board endeavors to ensure the accessibility of its meeting to all persons with disabilities. If you need an accommodation for a meeting, please contact the Northern Arizona Council of Governments office at (928)778-1422 at least 48 hours prior to the meeting (not including weekends and/or holidays) so that an accommodation can be arranged.*

*This Agenda is subject to revision no less than 24 hours prior to the meeting.*

# Yavapai County Workforce Development Board January 9, 2019 Meeting Minutes

Attendees:	Present/Absent	Number of Absences in 2019
Anita Payne, Chairman	Present	0
Phil Tovrea, Vice-Chairman	Absent	1
Steve Silvernale	Present	0
Gary Hassen	Present	0
Mark Timm	Absent	1
Mel Ingwaldson	Present	0
Pam Blackburn	Present	0
Alycia Botkin	Absent	1
Elaine Bremner	Present	0
Wendy Bridges	Absent	1
Rick Duff	Present	0
Tony Gauthier	Present	0
Kurt Greves	Absent	1
Dee Jenkins	Present	0
Nancy Jensen	Present	0
Ginger Johnson	Present	0
Craig Lefever	Present	0
Christopher Tafoya	Present	0

\*Excused

**Guests:** Kristy Prather, DES Supervisor, Yavapai County  
Leah Cickavage, NACOG Operations Manager

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

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

Chairman Payne called the meeting to order at 10:04 AM. She welcomed everyone to the meeting and asked for introductions around the room. Congratulations were expressed for Dee Jenkins, newly elected Vice-Mayor of Camp Verde.

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

Chairman Payne shared the Mission Statement of the WDB, "To build economic success through workforce development partnerships."

**III. Approval of the November 14, 2018 Minutes**

Chairman Payne called for discussion on the minutes. Nancy Jensen noted the misspelling of her last name, Chairman Payne noted that it would be corrected. Chairman Payne called for a motion to approve

the minutes with the noted correction, **so moved by Craig Lefever and seconded by Chris Tafoya. The motion carried unanimously.**

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

##### **➤ Executive Director Negotiations Update**

Chairman Payne reported on the negotiations for title change for Teri Drew and a salary increase with NACOG Executive Director Chris Fetzer. She reported that the negotiations are finalized and approved, and acknowledged Mr. Fetzer's assistance in the process. Chairman Payne shared that, during a trip last March to Washington DC with Ms. Drew for a National Association of Workforce Boards Forum, she had noticed that most of Ms. Drew's colleagues from around the country had the title of Executive Director for their positions, and that Ms. Drew did not. Chairman Payne then proposed the change to the Executive Committee, and the process began and has now concluded. She noted how much Ms. Drew has done on behalf of the WDB and her engagement with the community, and remarked that this change and salary increase is well deserved. A round of applause followed. Ms. Drew expressed her appreciation to Chairman Payne, the Executive Committee, and Mr. Fetzer as well, noting that this is a paradigm shift for the NACOG agency, and she was appreciative. Some brief, positive discussion followed regarding Ms. Drew's dedication and impact in Yavapai County and across the state.

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

Executive Director Teri Drew began her report with updates, noting her desire to put some things behind and move forward.

##### **➤ Program Update**

Being a member of the United States Workforce Association (USWA), Ms. Drew reported some changes with the national SNAP Employment and Training program as it was being developed in the FARM Bill. She noted that the funding for this bill went from \$90 million to \$1 billion. It appears that there are competing dollars with workforce, regarding employment components that are like and similar to what the Title I does through WIOA. The effort of USWA through negotiations in Washington DC is to blend this program with WIOA for employment and training. She highlighted some of the areas of this bill being considered. Ms. Drew noted that this would be a great opportunity, with increased funding opportunities for citizens. Ms. Drew reported that she will be meeting on behalf of the Arizona Workforce Association, as well as on behalf of Yavapai County, with Director Michael Traylor of DES next week. She plans to discuss policies, staffing, implementation, and being proactive rather than reactive. Ms. Drew expressed appreciation to Deputy Director Mike Wisheart for assistance in arranging a meeting opportunity with Director Traylor. Ms. Drew also noted that she looks forward to reporting the outcomes of that meeting with the WDB.

Ms. Drew noted that she is attempting to have a similar meeting with two of the other Local Area Directors and the Workforce Arizona Council (WAC) Executive Committee; a Listening Forum to work through barriers and obstacles, celebrate opportunities and move the State forward in terms of workforce development. Ms. Drew noted that the Workforce Innovation and Opportunities Act (WIOA) sunsets in 2020, and to date there is no conversation at the state level to recreate or reinstate the program. Ms. Drew reported that other states have plans for workforce development continuation in 2020, and it will be part of the discussion with the Director and Chairman of WAC to be proactive and get something on the table to move this process and program forward. Ms. Drew paused for discussion. Some discussion followed regarding the inclusion of healthcare, which is a large source of funding. A focus on substance abuse is also widely discussed. Ms. Drew asked Chris Tafoya for an update on relationships with Spectrum, anticipating partnership with them. Mr.

Tafoya responded that DES anticipates partnering with them in legislation. Ms. Drew suggested beginning with Yavapai County to start the process as an example for the state.

➤ **Board Recertification Update**

Ms. Drew reported that Board Recertification is still pending, and reported that no boards in the state were approved. It was noted that there were amendments that needed to occur at every local area. Ms. Drew reported that the issues with Yavapai County's application for Board Recertification were that all of the responses to the application were submitted on behalf of Yavapai County, however, it should have been on behalf of the WDB. The changes have been made to reflect the Workforce Board in place of references to Yavapai County, and it has been submitted for reconsideration in February.

Ms. Drew also noted that the process for One Stop Operator selection for Yavapai County is complete and has been sent to the state following the Board of Supervisor's approval in December. All required elements were completed; NACOG was the only respondent to the Request for Proposals and was unanimously approved by the Executive Committee and Board of Supervisors. The Yavapai County's selection will go to the DES Procurement Department for review.

➤ **One Stop Recertification Update**

Ms. Drew reported that the process for Yavapai County One Stop Recertification is now complete and has been sent to state. Once again, there were no approvals for any One Stops in the state, only provisional approvals. Once all additional information has been obtained, the One Stop Recertification should be addressed by the WAC again in February. Ms. Drew noted that there have been no certified one stops in the State of Arizona since WIOA was started in 2014. She noted that there has been a great deal of transition at DES and with the WAC over the past few years. She noted that the Executive Committee discussed the idea for private sector members to come to the WAC and speak to challenge with policies. Ms. Drew stated that this is the reason for the Listening Forum and her meeting with Director Traylor, and will be a future meeting with private sector representatives from around the state.

Ms. Drew noted the required revisions and updates to the Yavapai County Workforce Development Plan have been submitted as well. Ms. Drew noted that she requested that a Title I representative be on the State Plan review team, but her request was denied. It was noted that DES will have a Title I representative from the state on the team, not a local representative. Ms. Drew noted that this is an unfortunate decision to leave the local areas off the evaluation team.

➤ **IFA Title II Addendum A Review/Approval**

Ms. Drew began the review of the Title II Addendum to the Infrastructure Funding Agreement (IFA) and the Memorandum of Understanding (MOU). It is a requirement from the U.S. Department of Labor to all states that all WIOA partners must pay a fair share of the operating costs. Ms. Drew noted that DES and NACOG One Stop locations in Yavapai County are considered an equitable in-kind contribution to operations. Ms. Drew noted that an agreement with Title II has been in the process for over a year, and several logistics have been worked through. She commented that Title II has never been a part of the workforce system and she expressed thanks to Craig Lefever and Dr. Nicholas DelSordi for putting this agreement together. She noted that Title II has separate legislation, and this agreement must demonstrate benefit to the students. She highlighted the main points of the document, which demonstrates a contribution of \$14,913 total. There will be mutual benefit for Adult Basic Education (ABE – Title II) and Titles I, III and IV. Ms. Drew reported that this addendum also accomplishes WDB funding, and a notable presence of Title II at the One Stops. Most importantly, services will be expanded for students and core partners. She turned the floor over to

Craig Lefever for comments. Mr. Lefever noted that he is happy that this is happening, and this will be the first such agreement in the state. These drafts are being used as models for others. He remarked that he is ready to start working on next year's agreement. Ms. Drew commented that she will be meeting with 11 other Directors soon to show them that it can be done, as they are having the same challenge, and she also noted that, after today, we will also be the first in the State to have this kind of agreement in place. A comment was made to add Camp Verde as a One Stop area in the future, as there is no Camp Verde location other than an adult reading program at the library. Some discussion followed regarding the lack of funding for ABE programs in that area. Ms. Drew noted that there is a One Stop location currently in the Verde Valley, located in Cottonwood, and that all staff are mobile. Ms. Jenkins offered to look into space in Camp Verde. Chairman Payne asked for further comments and questions, and called for a motion to approve the Title II Addendum to the MOU/IFA; **so moved by Elaine Bremner, seconded by Pam Blackburn. The motion carried unanimously.**

#### **VI. Youth Council Update**

Chairman Payne turned the meeting over to Mel Ingwaldson for the Youth Council Report. Mr. Ingwaldson began by thanking the Board for allowing the Youth Council to maintain opportunities to serve in Yavapai County, and he commended the staff at NACOG and members of the Youth Council. Mr. Ingwaldson noted that the first meeting of the new year will be held on the 23<sup>rd</sup> of January. The WDB approved a new member at the November meeting, Rich Ormond, who does work through AmeriCorp. Mr. Ingwaldson reported that the Youth Council is always looking for new places to get involved with youth. Although there are challenges, the main focus continues to be out-of-school youth. He reported a total of 126 youth enrolled in the program, 80 of those being from the target population of out-of-school youth. He reported that the Summer Youth Program partnered with Yavapai County last year, and was very successful.

Mr. Ingwaldson reported that they are looking for new members on the Council, especially seeking youth to join the Committee. With that, he concluded his report. A question was asked regarding age requirements for the committee. Mr. Ingwaldson answered that members are required to be 16 years of age. Some discussion followed. Ms. Drew reported on a new program that started this week; United Way raised funds to support and develop a construction boot camp through Yavapai County Contractors Association (YCCA), which focuses on out-of-school youth to train in the construction trades. Yavapai College is also involved, and NACOG will assist with soft skills training, such as resume and application writing, orientation, etc. Ms. Drew reported that 29 youth came the first day and came back the next day, and NACOG will be enrolling some of the participants in the program. Ms. Drew noted that 16 contractors showed up to the first meeting – these were the owners of their businesses – and they came to encourage the young people with their desire to hire new talent following this program. She also commended Yavapai College for making available their construction programs, all of which were approved by this Board on the Eligible Training Providers List at the last meeting. She noted that several On the Job Training contracts have already been approved because of it, many including youth. Discussion followed regarding future boot camps, perhaps in the Verde Valley. Ms. Drew plans to bring it up during a presentation tomorrow at a meeting of the Cottonwood City Council. Mr. Ingwaldson suggesting inviting the construction groups to speak at a Youth Council regarding the possibility of developing a boot camp one in the Verde. More positive discussion followed.

#### **VII. One Stop Report**

Chairman Payne called on Leah Cickavage to present the 2<sup>nd</sup> quarter One Stop report which covers October 1, 2018 – December 31, 2018. Ms. Cickavage began by sharing the reported statistics for the two Comprehensive One Stop locations in Prescott and Cottonwood. Ms. Cickavage reported 52 training contracts for Title I in Prescott and 11 in Cottonwood – about 200 less services versus the first quarter.

Overall satisfaction with the One Stops and Business Assistance Center (BAC) continues at 98% extremely satisfied, 2% very satisfied. Ms. Drew commented that it has become necessary to change the rules for outside businesses using the BAC from 24-7 availability to during regular business hours only. The carpet and furniture were being abused and the doors were being left open, allowing heat or air conditioning to be wasted. One user complained about the more-restrictive guidelines, but Ms. Drew noted that it cost about \$6,000 to re-paint and to purchase new carpet. Some discussion followed.

It was suggested that the One Stop report be graphed to reflect annual trends. All agreed it would make it easier to comprehend the scope of services being reported. Other discussion followed regarding the actual report data and what it demonstrates. Ms. Cickavage noted that the BAC tracks individuals using it, and the rest of the One Stop data refers to services utilized. Ms. Drew noted that data can be pulled for anything the board wishes to see. Much discussion followed.

Ms. Cickavage shared the reporting of Title III services, noting that there has been no Title III staff at the Prescott office for a few months now, hence there were no Title III numbers to report for the Prescott One Stop. She reported Prescott Valley and Cottonwood location Title III services; Prescott Valley reflected a total of 1,406 customers served and 3,073 services. Cottonwood reported 732 customers served and 1,521 total services.

Ms. Cickavage concluded, noting that not all partners reported due to absences from the holidays. A question followed about unemployment information (UI). Chris Tafoya explained UI assistance is reported, which can include general inquiries as well as actual UI cases filed. Some discussion followed. Mr. Tafoya remarked that Title III is able to provide, by zip code, the number of people who have filed UI assistance applications. He noted updates to the DES reporting system which allow announcements in PDF format to be sent out to their service areas by zip code. Ms. Drew noted a change in the economy with several layoffs in Yavapai County in the last quarter, particularly in West County, where several employers are laying off some or all of their staff. More discussion followed regarding unemployment. It was reported that that Yavapai County remains at 4.3% unemployment. A conversation followed regarding the rising minimum wage rate and cost of living causing difficulties statewide. Also discussed was the cost of housing in Yavapai County in relationship to the minimum wage, homelessness in Yavapai County, and transportation issues.

Ms. Cickavage summed up the One Stop report by highlighting the trending jobs in Yavapai County. She concluded her report.

#### **VIII. ETPL Update**

Chairman Payne passed on the Eligible Training Providers List report as there were no new training providers or courses to approve.

#### **IX. Member Comments**

Chairman Payne called for member comments. Steve Silvernale reported on some recent costly personal events that he and his family incurred related to a natural gas disruption. Ms. Drew remarked that a Senate candidate asked her interest if he wins the election, she replied infrastructure improvements.

Rick Duff commented on the error on the agenda regarding the floor location of the meeting.

#### **X. Public Comments**

Chairman Payne called for public comments, there were none.

#### **XI. Adjournment**

Chairman Payne called for a motion to adjourn – so moved by Elaine Bremner, seconded by Ginger Johnson. The meeting adjourned at 11:26 AM.

*Minutes of the Workforce Development Board – January 9, 2019*  
*Approved: April 18, 2019*



YAVAPAI COUNTY WORKFORCE DEVELOPMENT BOARD YOUTH COUNCIL  
**MEMBERSHIP APPLICATION**

Please utilize the back of this page if additional space is needed in providing information for the questions listed below.  
(Please PRINT)

NAME: Steven [REDACTED]

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 2

PHONE: (Work) 928-499-8278                      (Home) \_\_\_\_\_

(Fax) \_\_\_\_\_                      (E-Mail) steven [REDACTED]@prescott-az.gov

BUSINESS: Prescott Police Department

TYPE OF BUSINESS: Law Enforcement / Community Service

JOB TITLE: School Liaison Officer

JOB RESPONSIBILITIES:

Investigate threats of violence directed towards schools, perform site security assessments for the schools and provide feedback, provide training for the schools and the department

Please provide a brief description of your **INTEREST AND QUALIFICATIONS** to be a WDB member (experience, desire, profession, etc.)  
I've been in law enforcement for over 20 years and in that time I have worked with community based teams who worked with the community to solve problems. I was also a board member of a labor organization and dealt with worker rights. I currently work as the School Liaison Officer for the Prescott Police Department.

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

Currently the county is at a population of about 220,000 people and that the current unemployment rate is at about 4.3%, which is a little higher than the Prescott rate. Health care is probably the number one growing industry in the area with a need for certified workers; nurses, CNA's, etc... Over all in the county there is a need for skilled workers that have specialized training. Tourism is a large industry in the area, but it fluctuates with the economy and like during the recession helped to spike the unemployment rate.

AVAILABILITY: How many hours per month can you contribute? Will Vary, 2+ atleast

**PLEASE ATTACH A CURRENT RESUME**

# STEVEN [REDACTED]

[REDACTED] • Prescott, AZ 86302 • [REDACTED] • [REDACTED]

Experienced veteran law enforcement officer and emergency responder helping distressed citizens for during high stress and rapidly evolving incidents. Develop new position with little to no guidance from management. Capable of working large scenes prioritizing the importance of work to be done and coordinating others in order to insure the work gets done and a positive outcome is achieved. Written and been involved with the formation of new policies and performance standards. Strong understanding of what it means to be part of a management team and how to support management's decisions by effectively and positively communicating them to department personnel.

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## KEY STRENGTHS

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Excellent Customer Service Skills • Excellent Communication Skills • Project Management • Problem Solving  
Strong Knowledge of Excel and Word • Police Trainer • Managed Crime Scenes & Cases • Medical Emergencies •  
Managed Employee Medical Records • Leadership Skills

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## EDUCATION & TRAINING

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**MASTER OF BUSINESS ADMINISTRATION**  
&  
**MASTER IN THE SCIENCE OF LEADERSHIP**  
Grand Canyon University, Phoenix, AZ, 2015

**BACHELOR OF SCIENCE**  
Public Safety and Emergency Management, Grand Canyon University, Phoenix, AZ, 2013

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## PROFESSIONAL EXPERIENCE

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### **CITY OF PRESCOTT, PRESCOTT, AZ, 2017 - Present**

#### **POLICE OFFICER**

- Project Management
  - Created a new position within the agency.
  - Developed all the associated tasks associated with it.
  - Developed the procedures involved with the new position.
  - Continually updating and improving project to streamline process to increase customer satisfaction.
  - Work with local schools to provide safer learning environments.
- Case Management
  - Start and receive cases, and then take them to conclusion.
  - Work with management to develop new processes for case management.
  - Manage intelligence files.
- Problem solving
  - Work daily with citizens to bring solutions to issues that they are having.
  - Worked with management and other trainers to improve and create uniformity, which resulted in more realistic training.
  - Part of a training team developing specific training to be taught county wide.
  - Work with citizens and schools to solve complex issues.
- Communication and customer service
  - Well versed in communicating with people from all different backgrounds and cultures.
  - Excellent interpersonal skills.
  - Exceptional de-escalation skills.
  - Worked in a specialized Community Oriented Policing unit that attended community meetings and made partnerships with the community, schools, churches and business to prevent and report criminal activity.
- Report writing and computer skills

- Regularly write in-depth and detailed reports regarding incidents.
- Used Excel to track and compile statistical data, also to create needed data.
- Use Word, Power Point, and GIS systems to develop presentations.
- Designed new forms both for computer and handwritten use.
- Train officers in high liability areas.
  - Created numerous training plans, outlines and presentations and implemented them.
  - Train new officers at the academy level.

**CITY OF PEORIA, PEORIA, AZ, 1997- 2017**

**POLICE OFFICER**

- Problem solving
  - Worked with management and other trainers to improve and create uniformity, which resulted in more realistic training.
  - Member of an employee problem-solving group designed to solve issues within the precinct such as revitalizing the bicycle program.
  - Work daily with citizens to bring solutions to issues that they are having.
- Communication and customer service
  - Well versed in communicating with people from all different backgrounds and cultures.
  - Excellent interpersonal skills.
  - Exceptional de-escalation skills.
  - Worked in a specialized Community Oriented Policing unit that attended community meetings and made partnerships with the community and business to prevent and report criminal activity.
  - Worked with other officers on various projects to bring those projects to completion.
- Management skills
  - As a Field Training Officer supervised new officers after they came out of the academy and trained them to be solo officers.
  - Wrote daily and weekly evaluations on how the officer in training was progressing or not progressing.
  - Created end of phase reports that would be used to determine if an officer in training could continue or was terminated.
  - Set-up and managed training sessions for the department.
- Train officers in high liability areas.
  - Created numerous training plans, outlines and presentations and implemented them.
  - Aided in determining if specific use of force incidents were within state law and policy.
  - As a Field Training Officer trained numerous officers who went on to become trainers, detectives, sergeants and lieutenants.
- Manage projects and cases.
  - Managed several different projects concurrently.
  - Managed cases from the initial response through managing the scene, directing those involved, to case agent in superior court.
- Report writing and computer skills
  - Regularly write in-depth and detailed reports regarding incidents.
  - Used Excel to track and compile statistical data, also to create needed data.
  - Created and rewrote policies for department use.
  - Designed new forms both for computer and handwritten use.

**KARSTEN MANUFACTURING CORPORATION, PHOENIX, AZ, 1992-1997**

**REPAIR TECHNICIAN**

- Customer Service.
  - Worked with customers who would bring in their golf clubs for repair, upgrade or changes.
  - Ordered and pulled special order items.

**Company Store**

- Customer Service.
  - Aided customers in finding and purchasing items.
  - Generated special orders.
- Warehouse and Showroom
  - Responsible for maintaining stock.
  - Organized and laid out warehouse.
  - Refilled and organized stock on showroom floor.

**EMERGENCY MEDICAL TECHNICIAN**

- Organized training for medical staff.
  - Responsible for the training and maintenance of certification for other emergency response personnel within the company.
  - Provided monthly training.
- Organized companywide events.
  - Put together several blood drives and health and safety fairs.
- Maintained medical records for all employees.
  - Maintained confidential medical records
  - Handled Family Medical Leave paperwork
- Supervised and handled issues of medical staff such as availability, equipment and out sourced certification training.
- Responded to medical emergencies.
  - Included response to industrial accidents and life threatening medical emergencies
- Treated medical issues in the office.
  - Helped run and provide services in a small Health Services Office that provided basic medical services to the employees.

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**AFFILIATIONS**

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Serve as Treasurer of the Peoria Police Officers Association Executive board

Served as Vice-President of the Peoria Police Officers Association Charities Board

Peoria Police Officers Association Representative

Northern Arizona Law Enforcement Association member

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**ADDITIONAL TRAINING**

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Union Leadership Training

2019 Yavapai County Workforce Development Board  
Membership Renewals Summary

**Anita Payne** – Anita Payne is currently serving her fourth term as the Chairman of the WDB. She has been a member of workforce investment boards since 2007. She is Project Manager for Savage Development, Inc. since 2014, and is an optimum policy maker. She oversees projects for field readiness and is responsible for approximately 20 employees.

**Philip Tovrea** – Philip Tovrea is currently serving his first term as Vice-Chairman of the WDB. He began as a member of the Workforce Investment Board in 2010. Phil is the President and Operations Manager of United Verde Materials. He has optimum policy making authority in this capacity of his business.

**Gary Hassen** – Gary Hassen is an Executive Committee Member of the WDB, having served as Vice Chairman during Program Year 2017-2018. Gary has been a WDB member for four years. He is the Business Manager/Registrar for Rodgers School of Beauty, and, as such is on the Board of Directors with optimum policy making authority.

**Elaine Bremner** – Elaine Bremner has been involve with various workforce initiatives in Yavapai County since 1985 and continues as a member of the WDB. She served on the Executive Committee for several years. Elaine is the owner of Life Matrix, LLC, a Healthcare Consulting & Training Company. As the Executive Director/CEO, she is an optimum policy maker.

**Wendy Bridges** – Wendy Bridges represents the Economic Development Sector for the WDB and has been a member for two years. Wendy's affiliation with the Arizona Association of Economic Development as an Executive Board Member, Secretary/Treasurer, presents optimum policy making authority for the Association. She is also the Economic Development Coordinator/Film Commissioner for the City of Prescott.

**Rick Duff** – Rick Duff is a five-year member of the WDB, representing the Labor Sector. He is the Senior Management Advisor for G.D. Barri & Associates, Inc., acting as Advisor to the President, Vice President and CEO, therefore possessing optimum policy making authority.

**Tony Gauthier** – Tony Gauthier has been a member of the WDB for five years, representing the Labor Sector. He is the Financial Secretary/Treasurer and Dispatcher for U.A. Local 469 Labor Union. He has optimal policy making authority for the organization.

**Kurt Greves** – Kurt Greves has been a member of the WDB since 2017, and represents the Private Sector as the Regional Manager for Cable One Advertising. He oversees all operations and sets policy for the corporate operations.

**Nancy Jensen** – Nancy Jensen has been a member of the WDB since 2018, and represents post-secondary education as the Associate Director of the Prescott Valley campus of Northern Arizona University. As such, she possesses optimum policy making authority.



# 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: Trista MacVittie

**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? 13  
 No

**Phone:** Work (928) 639-5058 Home ~~(928) 592-8634~~ Cell ~~(928) 592-8634~~  
Email trista.macvittie@nahealth.com

**Business:** Northern Arizona Healthcare **Job Title:** Director of Communications

**Type of Business:** Healthcare System

**Job Responsibilities:** Marketing, branding, public relations, customer experience, internal communications

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

**Please describe:** I currently sit on the senior leadership team of the organization. I also working very closely with the Human Resources leadership. I am often the spokesperson for our organization to the public and media.

*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.)** The Verde Valley is where I've decided to make my home with my family and ensuring access to essential services that make it possible to raise a family in the area is very important to me. This includes the foundational elements of our communities - healthcare, education, government, etc. Attracting and retaining people to offer there services is important to our organization achieving its mission - Improving health, health people - as well vital to creating healthy communities.

**Briefly describe your knowledge of Yavapai County's labor market (workforce skills needed, industry/business trends, needs of employers, etc.)** The supply of healthcare professionals does not meet the demand for them across the country. We compete with providers all of the Untied States for the same small, and shrinking, pool of talent. This has resulted in creation of "grow your own" programs within our organization as well as partnerships to encourage people to stay in or return to the community to start their careers. As a resident of the area for 13 years and the wife of a business owner and utility provider, I am also keenly aware of the workforce gaps.

**Trista [REDACTED]**

[REDACTED]  
Clarkdale, AZ 86324

[REDACTED]  
Trista [REDACTED]@NAHealth.com

## Professional Experience

### **Northern Arizona Healthcare**

April 2013 – Present

#### **System Director of Communications**

March 2014 – Present

Responsible for execution of corporate marketing, public relations, digital platforms and internal communication using comprehensive and strategic communication plans. Achievements include implementation of a Customer Relationship Management tool targeting messaging and marketing to those at risk of certain diseases; development of a new website and employee intranet, including content strategy; establishment of the digital marketing program, including paid search, display and social media; creation of a comprehensive internal communication framework that reaches more than 80% of colleagues; fostering strong community and provider relationships; building a highly engaged communication team.

#### **Verde Valley Medical Center Director of Marketing and Public Relations**

September 2013 – March 2014

Responsible for marketing and public relations for Verde Valley Medical Center, which is part of Northern Arizona Healthcare. Accomplishments include regular publication and engagement in Wellness Today, a quarterly magazine; execution of an awards marketing campaign that improved community perception; conducted community and customer focus groups gathering input that resulted in the construction of the NAH Camp Verde Campus.

#### **Verde Valley Medical Center Marketing Manager**

April 2013 – September 2013

Served as NAH's marketing representative located in the Verde Valley. Responsible for facilitating local events and public relations. Accomplishments include assisting with the grand opening of the VVMC Chapel; reviving the Hospital Expedition program; arranging for community participation through lectures and service group membership.

**Verde Valley School** – Coached the varsity girls' soccer team.

**Arizona Youth Soccer Organization** – Coached U-12 soccer in the Village of Oak Creek.





# NORTHERN ARIZONA HEALTHCARE

Northern Arizona Healthcare  
(928) 634-2251  
269 S. Candy Lane  
Cottonwood, AZ 86326  
NAHealth.com

Yavapai County Workforce Development Board

March 21, 2019

Thank you for the opportunity for me to write a letter of recommendation for Trista [REDACTED] as a potential Board member of the Yavapai County Workforce Development Board.

Ms. [REDACTED] is the Director of Marketing and Communications for Northern Arizona Healthcare and is a resident of Clarkdale, AZ. She has lived in the community with her family for many years and can provide a valuable perspective around workforce needs from a healthcare and broader business perspective. Ms. [REDACTED] interfaces with senior leadership of Northern Arizona Healthcare on a daily basis and is a member of the Senior Leadership Team of the organization. She has the ability and authority to make decisions that represent Northern Arizona Healthcare.

I highly recommend Trista [REDACTED] for this position on the Board. Please feel free to contact me if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Carole Peet".

Carole Peet  
VVMC Chief Administrative Officer  
NAH Executive Vice President

Mission  
Improving health, healing people.

Vision  
Always better care.  
Every person, every time...together.



## Southeastern Carpenters to Land 21 Swings in the Battle Against Construction Tax Fraud

Did you know that construction industry tax fraud costs taxpayers over \$2.6 billion per year? That's \$80 per second!

It's an epidemic. Many cheating contractors take work away from honest companies and pad their own pockets by evading their local, state/provincial and federal tax obligations. They fail to properly deduct and pay taxes that you see taken out of every one of your paychecks, nor do they pay workers' compensation insurance premiums. It's a big problem!

The billions of dollars in lost city, state and federal tax revenue is money that can help build schools and reduce class sizes, improve infrastructure, increase funding for first responders, and help veterans without adding anything more to the deficit.

Who is getting ripped off? Our communities, including working families, honest businesses, and city/state/federal budgets. You pay taxes... why shouldn't all construction contractors?

***The Southeastern Carpenters are stepping up and doing something about it. We are speaking out and taking action – 21 actions, to be exact.***

We are canvassing locations all across the South to make sure the general public is aware of this problem. In conjunction with the United Brotherhood of Carpenters' Standing Up to Tax Fraud Days of Action April 13-15, the Southeastern Carpenters are hosting the following events ([to view events according to each SECRC Local Union, click here](#)):

**Leading off our 21 action events is Local 256, out of Savannah, Georgia.**



FS-2017-09, July 20, 2017

The Internal Revenue Service reminds small businesses of the importance of understanding and correctly applying the rules for classifying a worker as an employee or an independent contractor. For federal employment tax purposes, a business must examine the relationship between it and the worker. The IRS Small Business and Self-Employed Tax Center on the IRS website offers helpful resources.

Worker classification is important because it determines if an employer must withhold income taxes and pay Social Security, Medicare taxes and unemployment tax on wages paid to an employee. Businesses normally do not have to withhold or pay any taxes on payments to independent contractors. The earnings of a person working as an independent contractor are subject to self-employment tax.

The general rule is that an individual is an independent contractor if the payer has the right to control or direct only the result of the work, not *what* will be done and *how* it will be done. Small businesses should consider all evidence of the degree of control and independence in the employer/worker relationship. Whether a worker is an independent contractor or employee depends on the facts in each situation.

## Help with Deciding

To better determine how to properly classify a worker, consider these three categories – Behavioral Control, Financial Control and Relationship of the Parties.

**Behavioral Control:** A worker is an employee when the business has the right to direct and control the work performed by the worker, even if that right is not exercised. Behavioral control categories are:

- Type of instructions given, such as when and where to work, what tools to use or where to purchase supplies and services. Receiving the types of instructions in these examples may indicate a worker is an employee.
- Degree of instruction, more detailed instructions may indicate that the worker is an employee. Less detailed instructions reflects less control, indicating that the worker is more likely an independent contractor.
- Evaluation systems to measure the details of how the work is done points to an employee. Evaluation systems measuring just the end result point to either an independent contractor or an employee.
- Training a worker on how to do the job -- or periodic or on-going training about procedures and methods -- is strong evidence that the worker is an employee. Independent contractors ordinarily use their own methods.

**Financial Control:** Does the business have a right to direct or control the financial and business aspects of the worker's job? Consider:

- Significant investment in the equipment the worker uses in working for someone else.

- Unreimbursed expenses, independent contractors are more likely to incur unreimbursed expenses than employees.
- Opportunity for profit or loss is often an indicator of an independent contractor.
- Services available to the market. Independent contractors are generally free to seek out business opportunities.
- Method of payment. An employee is generally guaranteed a regular wage amount for an hourly, weekly, or other period of time even when supplemented by a commission. However, independent contractors are most often paid for the job by a flat fee.

**Relationship:** The type of relationship depends upon how the worker and business perceive their interaction with one another. This includes:

- Written contracts which describe the relationship the parties intend to create. Although a contract stating the worker is an employee or an independent contractor is not sufficient to determine the worker's status.
- Benefits. Businesses providing employee-type benefits, such as insurance, a pension plan, vacation pay or sick pay have employees. Businesses generally do not grant these benefits to independent contractors.
- The permanency of the relationship is important. An expectation that the relationship will continue indefinitely, rather than for a specific project or period, is generally seen as evidence that the intent was to create an employer-employee relationship.
- Services provided which are a key activity of the business. The extent to which services performed by the worker are seen as a key aspect of the regular business of the company.

## **Consequences of Misclassifying an Employee**

Classifying an employee as an independent contractor with no reasonable basis for doing so makes employers liable for employment taxes. Certain employers that can provide a reasonable basis for not treating a worker as an employee may have the opportunity to avoid paying employment taxes. See Publication 1976, Section 530, Employment Tax Relief Requirements for more information.

In addition, the Voluntary Classification Settlement Program (VCSP) offers certain eligible businesses the option to reclassify their workers as employees with partial relief from federal employment taxes.

The IRS can help employers determine the status of their workers by using Form SS-8, Determination of Worker Status for Purposes of Federal Employment Taxes and Income Tax Withholding. IRS Publication 15-A, Employer's Supplemental Tax Guide, is also an excellent resource.

Workers who believe an employer improperly classified them as independent contractors can use Form 8919 to figure and report the employee's share of uncollected Social Security and Medicare taxes due on their compensation.



The 20 factors used to evaluate right to control and the validity of independent contractor classifications include:

- Level of instruction.

If the company directs when, where, and how work is done, this control indicates a possible employment relationship.

- Amount of training.

Requesting workers to undergo company-provided training suggests an employment relationship since the company is directing the methods by which work is accomplished.

- Degree of business integration.

Workers whose services are integrated into business operations or significantly affect business success are likely to be considered employees.

- Extent of personal services.

Companies that insist on a particular person performing the work assert a degree of control that suggests an employment relationship. In contrast, independent contractors typically are free to assign work to anyone.

- Control of assistants.

If a company hires, supervises, and pays a worker's assistants, this control indicates a possible employment relationship. If the worker retains control over hiring, supervising, and paying helpers, this arrangement suggests an independent contractor relationship.

- Continuity of relationship.

A continuous relationship between a company and a worker indicates a possible employment relationship. However, an independent contractor arrangement can involve an ongoing relationship for multiple, sequential projects.

- Flexibility of schedule.

People whose hours or days of work are dictated by a company are apt to qualify as its employees.

- Demands for full-time work.

Full-time work gives a company control over most of a person's time, which supports a finding of an employment relationship.

- Need for on-site services.

Requiring someone to work on company premises—particularly if the work can be performed elsewhere—indicates a possible employment relationship.

- Sequence of work.

If a company requires work to be performed in specific order or sequence, this control suggests an employment relationship.

- Requirements for reports.

If a worker regularly must provide written or oral reports on the status of a project, this arrangement indicates a possible employment relationship.

- Method of payment.

Hourly, weekly, or monthly pay schedules are characteristic of employment relationships, unless the payments simply are a convenient way of distributing a lump-sum fee. Payment on commission or project completion is more characteristic of independent contractor relationships.

- Payment of business or travel expenses.

Independent contractors typically bear the cost of travel or business expenses, and most contractors set their fees high enough to cover these costs. Direct reimbursement of travel and other business costs by a company suggests an employment relationship.

- Provision of tools and materials.

Workers who perform most of their work using company-provided equipment, tools, and materials are more likely to be considered employees. Work largely done using independently obtained supplies or tools supports an independent contractor finding.

- **Investment in facilities.**

Independent contractors typically invest in and maintain their own work facilities. In contrast, most employees rely on their employer to provide work facilities.

- **Realization of profit or loss.**

Workers who receive predetermined earnings and have little chance to realize significant profit or loss through their work generally are employees.

- **Work for multiple companies.**

People who simultaneously provide services for several unrelated companies are likely to qualify as independent contractors.

- **Availability to public.**

If a worker regularly makes services available to the general public, this supports an independent contractor determination.

- **Control over discharge.**

A company's unilateral right to discharge a worker suggests an employment relationship. In contrast, a company's ability to terminate independent contractor relationships generally depends on contract terms.

- **Right of termination.**

Most employees unilaterally can terminate their work for a company without liability. Independent contractors cannot terminate services without liability, except as allowed under their contracts.

Employers and workers should file Form SS-8 (Determination of Employee Work Status for Purposes of Federal Employment Taxes and Income Tax Withholding) to get a determination from the IRS as to whether or not a worker is an independent contractor.

The IRS has released a 123-page manual designed to provide guidance to employers. The manual simplifies and explains the 20-point test. For a copy of the manual, you can contact the IRS center nearest you.

IRS 20-FACTOR TEST		✓CHECK YES OR NO
1. Instructions	Is the worker required to comply with employer's instructions about when, where, and how to work?	<input type="checkbox"/> YES <input type="checkbox"/> NO
2. Training	Is training required? Does the worker receive training from or at the direction of the employer, includes attending meetings and working with experienced employees?	<input type="checkbox"/> YES <input type="checkbox"/> NO
3. Integration	Are the worker's services integrated with activities of the company? Does the success of the employer's business significantly depend upon the performance of services that the worker provides?	<input type="checkbox"/> YES <input type="checkbox"/> NO
4. Services Rendered Personally	Is the worker required to perform the work personally?	<input type="checkbox"/> YES <input type="checkbox"/> NO
5. Authority to hire, supervise and pay assistants	Does the worker have the ability to hire, supervise and pay assistants for the employer?	<input type="checkbox"/> YES <input type="checkbox"/> NO
6. Continuing Relationship	Does the worker have a continuing relationship with the employer?	<input type="checkbox"/> YES <input type="checkbox"/> NO
7. Set Hours of Work	Is the worker required to follow set hours of work?	<input type="checkbox"/> YES <input type="checkbox"/> NO
8. Full-time Work Required	Does the worker work full-time for the employer?	<input type="checkbox"/> YES <input type="checkbox"/> NO
9. Place of Work	Does the worker perform work on the employer's premises and use the company's office equipment?	<input type="checkbox"/> YES <input type="checkbox"/> NO
10. Sequence of Work	Does the worker perform work in a sequence set by the employer? Does the worker follow a set schedule?	<input type="checkbox"/> YES <input type="checkbox"/> NO
11. Reporting Obligations	Does the worker submit regular written or oral reports to the employer?	<input type="checkbox"/> YES <input type="checkbox"/> NO
12. Method of Payment	How does the worker receive payments? Are there payments of regular amounts at set intervals?	<input type="checkbox"/> YES <input type="checkbox"/> NO
13. Payment of Business and Travel Expenses	Does the worker receive payment for business and travel expenses?	<input type="checkbox"/> YES <input type="checkbox"/> NO
14. Furnishing of tools and materials	Does the worker rely on the employer for tools and materials?	<input type="checkbox"/> YES <input type="checkbox"/> NO
15. Investment	Has the worker made an investment in the facilities or equipment used to perform services?	<input type="checkbox"/> YES <input type="checkbox"/> NO
16. Risk of Loss	Is the payment made to the worker on a fixed basis regardless of profitability or loss?	<input type="checkbox"/> YES <input type="checkbox"/> NO
17. Working for more than one company at a time	Does the worker only work for one employer at a time?	<input type="checkbox"/> YES <input type="checkbox"/> NO
18. Availability of services to the general public	Are the services offered to the employer unavailable to the general public?	<input type="checkbox"/> YES <input type="checkbox"/> NO
19. Right to discharge	Can the worker be fired by the employer?	<input type="checkbox"/> YES <input type="checkbox"/> NO
20. Right to quit	Can the worker quit work at any time without liability?	<input type="checkbox"/> YES <input type="checkbox"/> NO





# State of Arizona Accounting Manual

Topic 55 Payroll and Personnel

Issued 07/01/15

Section 06 Employee vs. Independent Contractor

Page 1 of 3

## INTRODUCTION

An independent contractor is defined as an individual who contracts to work for others without having the legal status of an employee. By engaging independent contractors, employers can avoid many of the high costs associated with hiring employees, such as paying Federal and State payroll taxes, providing workers' compensation insurance and other benefits. An individual does not qualify as an independent contractor, however, simply by being called one or by the mere existence of an independent contractor's agreement.

To determine whether an individual is an employee or an independent contractor under common law, the relationship between the worker and the business must be examined. All facts that provide evidence concerning the extent of control and the degree of independence must be considered. These facts fall into three categories: behavioral control, financial control, and the nature of relationship between the parties. The 20-factor test used by the Internal Revenue Service (IRS), which has historically been used to measure control and independence, is a good example of this.

In accordance with Internal Revenue Code §6672, an employer or responsible individual who willfully fails to withhold employee Social Security, Medicare or Federal Income taxes may be held personally liable for both the employer's and employee's portions of the tax, as well as penalties and interest. The IRS concludes that one has acted willfully, and is a responsible individual, if he should have known the worker involved was improperly classified as an independent contractor.

An adverse determination that an agency has categorized an employee as an independent contractor can result in unfavorable financial consequences for the State.

The application of this policy extends to current and former employees hired to do work as in "independent contractor."

## POLICIES

1. State agencies must use caution when treating an individual as an independent contractor rather than as an employee. The State, specifically the hiring agency, will be liable for all back employment taxes if it is determined that an individual was misclassified as an independent contractor. In addition, any individual who willfully prevents the IRS from collecting unpaid payroll taxes may be held personally liable for unpaid portions of both the employer's and the employee's taxes as well as for any penalties and interest imposed by the IRS.

# State of Arizona Accounting Manual

Topic 55 Payroll and Personnel  
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2. Prior to engaging an individual, agencies should determine the nature of the working relationship that will be established. According to the IRS, there are twenty (20) characteristics that distinguish an independent contractor from an employee. In general, an individual is an independent contractor if the individual:
  - 2.1. Can earn a profit or suffer a loss as a result of the service being performed.
  - 2.2. Can choose where to perform the service.
  - 2.3. Offers services to the general public.
  - 2.4. Cannot be fired by the agency. (However, an agreement with an independent contractor can be terminated in accordance with the governing contract.)
  - 2.5. Provides at his own expense the tools and materials necessary for completing the job or performing the service.
  - 2.6. Is paid a flat rate and/or submits invoices for payment.
  - 2.7. Has more than one client or customer.
  - 2.8. Works on one project and then severs the relationship.
  - 2.9. Has an investment in the equipment and facilities appropriate for his business.
  - 2.10. Pays his own business and travel expenses.
  - 2.11. Is legally obligated to complete the work he agreed to do.
  - 2.12. Decides how to perform the service.
  - 2.13. Determines in which order to perform tasks comprising the service.
  - 2.14. Is not provided training.
  - 2.15. Is able to hire another person to complete or perform services.
  - 2.16. Is able to hire, supervise and pay assistants.
  - 2.17. Is able to set his own hours for the performance of the work.
  - 2.18. Is free to work when and for whom he chooses.
  - 2.19. Is not required to submit regular oral or written reports and is responsible only for the end results.
  - 2.20. Performs services that are not an integral part of the agency's operations.

# State of Arizona Accounting Manual

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3. If a significant number of the above characteristics are not met, the individual in question is likely to be considered an employee for Federal and State income tax purposes, Social Security, Medicare, unemployment insurance, workers' compensation, etc.
4. There is no predetermined number of characteristics necessary to decide whether an individual is an employee or an independent contractor. Each characteristic should be evaluated to determine an individual's proper classification. Employer control over a worker, or the mere ability to control a worker, is likely to indicate employee status.
5. If, after considering the preceding characteristics:
  - 5.1. The individual is deemed to be an independent contractor, the agency must complete and sign an independent contractor's agreement with the individual. Incorporate the pertinent information from the twenty (20) factor test into the agreement to support the decision and maintain the documentation for review purposes.
  - 5.2. If the nature of the working arrangement remains unclear, the agency should consult with ADOA GAO, HRD or SPO for guidance.
6. Any individual who provides service to the State who is an employee of another entity that is, itself, an independent contractor or a personnel leasing company are not State employees.
7. All arrangements with independent contractors are subject to applicable State procurement requirements.
8. If a current employee of a State agency (the employee's primary agency) is hired by another State agency (the employee's secondary agency) to perform duties substantially the same as his position at the primary agency, the individual is generally not considered an independent contractor for the secondary agency but an employee of both agencies and must be compensated through HRIS. This will ensure that all Federal and State payroll taxes, unemployment insurance, applicable overtime, workers' compensation fees, etc., are properly paid.

## WIOA One Stop Partners Update

Quarter 3 of PY 18-19

January 1, 2019-March 31, 2109

By: Leah Cickavage

Operations Manager, NACOG-EWD

### ***NACOG Title I Update for Prescott and Cottonwood Office:***

<b><i>Prescott office</i></b>		<b>'18-'19</b>	<b>'17-'18</b>	<b>Increase/Decrease</b>
Orientation	312		181	+131
Career Services (Resource Room)	236		153	+83
Eligibility Determination	240		179	+61
Case Management	886		721	+165
Training Contracts	33		59	-26
Assessments	117		72	+45
Referrals (made/received)	51		38	+13
<b>Totals</b>	<b>1,875</b>		<b>1,409</b>	<b>+466</b>
<b><i>Cottonwood office</i></b>				
Orientation	79		48	+31
Career Services (Resource Room)	128		117	+11
Eligibility Determination	40		42	-2
Case Management	399		397	+2
Training Contracts	8		14	-6
Assessments	28		30	-2
Referrals (made/received)	51		66	-15
<b>Totals</b>	<b>733</b>		<b>714</b>	<b>+19</b>

### ***Satisfaction Surveys/BAC:***

<b>Surveys</b>	<b>'18-'19</b>	<b>'17-'18</b>	<b>Increase/Decrease</b>
Extremely Satisfied	97%	97%	same
Very Satisfied	3%	3%	same
<b>BAC</b>	<b>'18-'19</b>	<b>'17-'18</b>	<b>Increase/Decrease</b>
Clients	325	179	+ 121
Agencies	6	21	-15
Job Placements	51	32	+19

### ***DES Reemployment Assistance Administration Title III Update:***

<b>Prescott Office</b>	<b>'18-'19</b>	<b>'17-'18</b>	<b>Increase/Decrease</b>
Customer Served	0	42	-42
Workshops	0	12	-12
Obtain & Placements	0	3	-3
Employer Contacts	0	60	-60
UI Assistance	0	8	-8
Veterans Served	0	1	-1

Job Orders Written	0	10	-10
<b>Totals</b>	<b>0</b>	<b>146</b>	<b>-146</b>

<b>Cottonwood Office</b>	<b>'18-'19</b>	<b>'17-'18</b>	<b>Increase/Decrease</b>
Customers Served	558	1,503	-945
Workshops	10	7	+3
Obtains & Placements	43	48	-5
Employer Contacts	58	46	+12
UI Assistance	480	615	-135
Veterans Served	11	215	-204
Job Orders Written	73	29	+44
<b>Totals</b>	<b>1,233</b>	<b>2,463</b>	<b>-1,230</b>
<b>Prescott Valley</b>	<b>'18-'19</b>	<b>'17-'18</b>	<b>Increase/Decrease</b>
Customers Served	753	1,193	-440
Workshops	15	11	+4
Obtains & Placements	57	80	-23
Employer Contacts	61	187	-126
UI Assistance	635	722	-87
Veterans Served	9	154	-145
Job Orders Written	150	76	+74
<b>Totals</b>	<b>1,680</b>	<b>2,423</b>	<b>-743</b>

***DES Vocational Rehabilitation Title IV Update Report***

<b>Services</b>	<b>'18-19</b>	<b>'17-'18</b>	<b>Increase/Decrease</b>
Total Number of Open Cases	750	No data	N/A
Job Ready Clients	28	No data	N/A
Eligibility Determinations	100	No data	N/A
Employment Plans Written	74	No data	N/A
Job Placements	34	No data	N/A
Successful Rehabs	24	No data	N/A
Average wage at closure	26 hours at \$19.26 an hour	No data	N/A

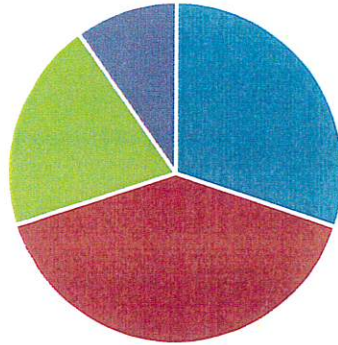
***Yavapai College Title II Update Report***

<b>Services</b>	<b>'18-'19 (7/1-12/1/18) *report information will not be available for 1/1-3/31/19 until April 2019</b>	<b>'17-'18 (1/1-3/31/18)</b>	<b>Increase/decrease *different timeframe variances</b>
Number of participants with 12 or more hours of attendance	239	339	N/A
Number of Instructional Hours	11,996	18,772	N/A
Percentage of Progress Tested Participants with	58%	66%	N/A



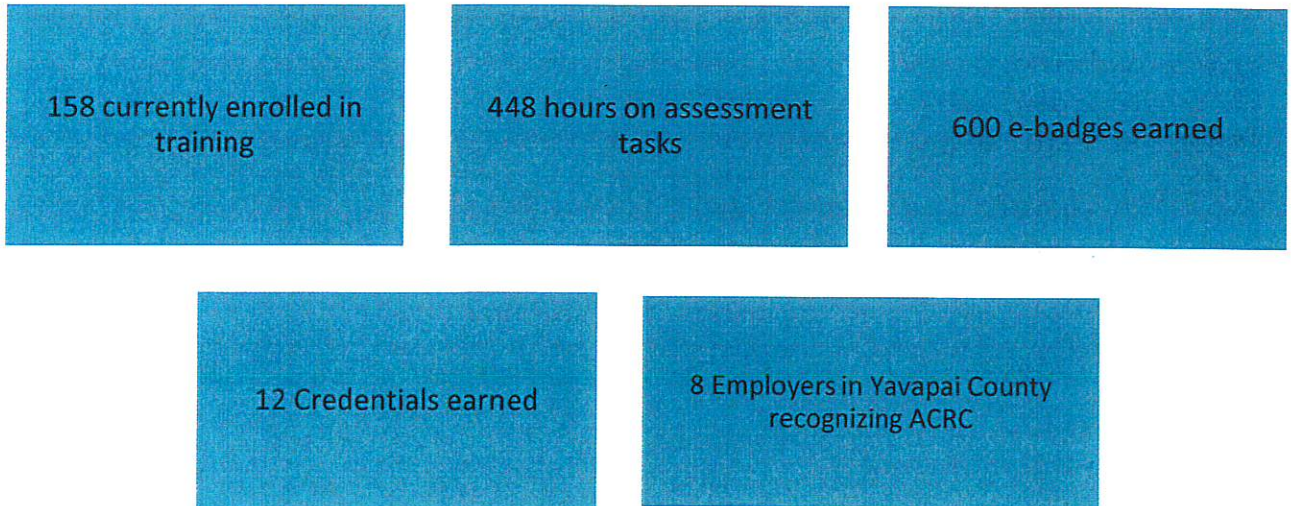
Measurable Skills Gain			
Total Number of Participants in Employment Cohorts	N/A	N/A	N/A

***Top Job Trainings/Job Placements by Industry***



- Manufacturing/Production
- Healthcare
- CDL/Equipment Operators
- Service Industries/Administration/Sales

***ACRC Update for Yavapai County-NACOG and Title II***





Martha M. @WORK

Yavapai County Workforce Development Board

**One Stop Committee Case Study**




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**Why a Case Study?**

- Committee agreed toward conducting a case study to identify areas of focus with all ARIZONA@WORK Partners and to develop goals for 2019
- Formalized process for all partners to identify strengths, weaknesses, and barriers
- As a group, action steps are identified to strategize solutions to barriers
- Focus on 2-3 items each quarter equals committees Scope of Work
- Present to the Workforce Development Board to allow for input and to illustrate to the Board how the goals will be accomplished by One Stop Operator




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**Case Study Key Focus**

- Referrals/Follow Ups across ARIZONA@WORK Partners
- Title II Integration/Potential Students for HSE and ESL
- Title III Prescott One Stop Services/RESEA's
- SNAP E&T
- Veteran Services
- Placements/Co-Enrollments
- State Identified Employer Measures Implementation and Tracking
- One Stop Cost Sharing Agreements




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**Prioritized Items Approved by committee consensus 3/26/2019**

<p><b>Referrals/Follow Ups across ARIZONA@WORK Partners</b></p> <ol style="list-style-type: none"> <li>1. Service forms are to be utilized by all ARIZONA@WORK Partners to refer clients seeking services from another partner agency</li> <li>2. Follow Ups are to be provided on any referral to see if client accessed services, needs other assistance, etc.</li> <li>3. Communication tool</li> </ol>	<p><b>Title II Integration/Potential Students for HSE and ESL</b></p> <ol style="list-style-type: none"> <li>1. Addendum agreement with Title II</li> <li>2. Work together for mutual clients</li> <li>3. TABE 11/12 Training/Integration Attract Students</li> </ol>
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**Referral/Follow Up across ARIZONA@WORK**

<b>Strengths</b>	<ul style="list-style-type: none"> <li>• 87% retention rate</li> <li>• Tracking customer service provided</li> <li>• One Stop Partner Coordination</li> <li>• Documentation of services to customer</li> <li>• Clients dislocated getting employment before UI</li> </ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>• Not being utilized</li> <li>• Client fails to show up</li> <li>• Client fails to retain copy</li> <li>• Follow Up process</li> </ul>
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>• Better coordination of services</li> <li>• Build on strong customer service</li> <li>• No overlap of services</li> <li>• Better documentation=positive monitoring</li> </ul>
<b>Threats</b>	<ul style="list-style-type: none"> <li>• Referral form required in MOU/IFA and Local Plan, all Partners must utilize form and follow up process must be followed</li> <li>• Negative customer service and placement if not utilized</li> </ul>



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**Action Plan for Referrals/Follow Ups**

- Continued discussion about referrals at One Stop Committee
- Buy in to use current Workforce Development Board referral process
- Offer electronic scan of referrals between partners to improve ease of submission
- Document referrals with case notes, copy in client file, etc. and follow up
- Follow up with client/partner agency within 90 days of referral
- Technical Assistance to all partner staff on referral process



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### Title II Integration/Potential Students for HSE and ESL

**Strengths**

**Weaknesses**

**Opportunities**

**Threats**

- 376 individuals enrolled in adult education classes PY 17-18/187 HSE credentials were awarded
- 23,738 instructional hours provided in adult education classes PY 17-18
- 60% of adult education students improved at least two grade levels
- 1,956 16-19 year old individuals are not enrolled in school and do not have a high school credential
- 3,222 adults 18 years of age and older live in linguistically isolated households
- 10.09% of community lack a high school diploma or equivalency
- Title II partnership with Title I for Basic Skill improvements
- Title I orientations for clients and students/Title II information access at One Stop orientation
- Partnership will expand services to mutual clients and strengthen service completion and employment goals
- Updated TABE 11/12 testing and training
- Lack of outreach will result in higher % of individuals without HSE/ESL
- Partnerships would decline

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### Action Plan for Title II Integration/Potential Students HSE and ESL

- TABE 11/12 orders for testing as well as staff training will better prepare for current HSE exam preparedness; Training will allow staff to utilize system effectively
- Orientations held at ARIZONA@WORK One Stop Centers and Yavapai College Adult Basic Education to inform students/clients of services available to achieve employment/education goals
- Use of YAVAPAI@WORK referral system to track client referrals, co-enrollments and follow up services.

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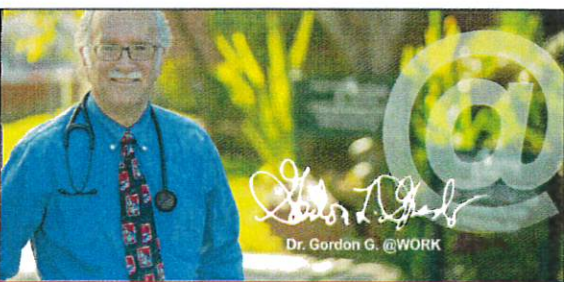
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Dr. Gordon G. @WORK

### Questions/Comments/Recommendations?

On behalf of the One Stop Committee, thank you!

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**Yavapai County Workforce Development Board ETPL Update April 18, 2019**

**Renewal of Eligibility**

School	Course	Duration	Tuition/Other Fees	Credential	Grants/Scholarships	Available	In Demand
Yavapai College	CDL 250 Commercial License Prep	4 weeks	\$600 tuition	Industry recognized certification/CDL License	N/A	Day availability onsite	13% increase
Yavapai College	Lifeguard Training	1 week	\$174 tuition \$10 supply/materials	Industry recognized certification/CPR Certification	N/A	Day availability onsite	9% increase