

Yavapai County Workforce Development Board Executive Committee **Revised** Notice of Meeting and Agenda

Pursuant to
ARS 38.431.01

Thursday, July 11, 2019 • 9:00 AM • West County One Stop •
221 N. Marina Street • Prescott, AZ 86301

Presiding Officer – Phil Tovrea, Vice Chairman

- 9:00 AM I. **Call to Order/Welcome/Introductions**
Phil Tovrea, Vice Chairman
(Information/Discussion)
- 9:03 AM II. **Approval of the May 9, 2019 Minutes**
Phil Tovrea, Vice Chairman
(Information/Discussion/Action)
- 9:10 AM III. **Chair’s Report**
➤ **2019-2020 Public Voice Representative Appointment**
Teri Drew, Executive Director on behalf of Anita Payne, Chairman
(Information/Discussion/Action)
- 9:20 AM IV. **Director’s Report**
➤ **Program Update**
➤ **IFA Discussion**
➤ **Entrepreneurial Bootcamp Update**
➤ **Expenditure Report Title I**
➤ **Review and Approve WDB 2019-2020 Policies**
➤ **Review and Approve WDB Annual Award Retreat Nominees**
➤ **Review and Approve Membership Application**
➤ **Review and Approve Youth Council Membership Application**
➤ **PY 2018-19 Budget Transfer Review/Approval**
➤ **Review and Approve WDB Budget**
Teri Drew, Executive Director
(Information/Discussion/Action)
- 9:50 AM V. **Member Comments**
(Information/Discussion)
- 9:55 AM VI. **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)
- 10:00 AM VII. **Adjournment**
(Action)

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.

Yavapai County Workforce Development Board Executive Committee May 9, 2019 Meeting Minutes

Attendees:	Present/Absent	Number of Absences in 2019
Anita Payne, Chairman	Present	0
Philip Tovrea, Vice-Chairman	Present	1
Steve Silvernale	Present	0
Mark Timm	Absent	2
Gary Hassen	Present	0
Mel Ingwaldson	Present	0

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

I. Call to Order/Welcome/Introductions

Chairman Anita Payne called the meeting to order at 9:00 AM. She called for introductions around the table. She welcomed everyone and noted that public comment cards were available.

II. Approval of the March 14, 2019 Minutes

Chairman Payne called for questions or comments on the March 14, 2019 meeting minutes that were distributed to the Committee ahead of the meeting – there were none. Chairman Payne called for a motion to approve the minutes as drafted, **so moved by Steve Silvernale and seconded by Gary Hassen. The motion carried unanimously.**

III. Chair's Report

Chairman Payne gave a brief report on her recent trip to the National Association of Workforce Boards (NAWB) in Washington, DC with Executive Director Teri Drew. She complimented the Executive Committee for being on top of WIOA rules and regulations. She also complimented Ms. Drew for her leadership of the Workforce Innovation and Opportunities Act programs and for her direction of the Board, noting that several other areas around the country complained about negative performance in their areas, and Yavapai County Arizona has positive performance year after year. Ms. Drew made a few remarks as well, noting new speakers this year. She noted that she gained several new contacts this year, including a Department of Labor representative who was particularly helpful with information needed regarding the upcoming local entrepreneurial boot camp being a qualified WIOA project for funding. Chairman Payne commented that NAWB is very valuable for Board members and leaders. She noted that all members should go, but that it is very expensive. She concluded her report and turned the meeting over to Ms. Drew for the Director's Report.

IV. Director's Report

➤ **Program Update**

Director Drew began her report with a recap on the State's revisions on state policies, noting her meeting with Director Michael Traylor and his impact on policy changes. She reported that, as a result of her meeting, Director Traylor initiated some changes, to include technical assistance. She

complimented Director Traylor for listening to concerns and implementing some changes. Ms. Drew noted that OEO consultant Karen Kurtz, who was hired to develop the policies, sent 18 pages of comments to the local area's policy change comments. Ms. Drew noted a futile process of repeated comments with no progress. Ms. Drew noted that, as a result of policy changes, there are no certified Workforce Boards in the State, and no certified One Stops. There is only one Workforce Development Plan that has been approved in the state. Discussions followed regarding the process in place. Ms. Drew remarked that her effort is to bring the local areas to the table with policy discussions at the state level. She noted that Yavapai County will prepare their response to Ms. Kurtz's comments.

One of the policies being revised is local governance. Ms. Drew noted that the policy has gone back and forth from the primary entity of responsibility for local areas being the Boards of Supervisors or the local Boards – currently that responsibility lies with the Boards of Supervisors. Ms. Drew noted that the previous policy noted that liability for the use of WIOA funds would belong to the local Board; Ms. Drew noted that it should be the Board of Supervisors, since they are the fiscal agent and legal entity. The policy has been revised again to reflect the Board of Supervisors as the responsible entity. Ms. Drew explained that in Yavapai County, the Board of Supervisors directs the funding through the Northern Arizona Council of Governments (NACOG) as the One Stop Operator, with NACOG and the Board of Supervisors the responsible entities. Adequate insurance is maintained to protect the Workforce Development Board from liability. Ms. Drew noted that language in the policy is not clear, and needs to be clarified and should involve local area input.

Ms. Drew reported a new section in policies regarding sanctions, noting that the Local Board cannot sanction anyone. The Board would monitor the fiscal agent for Yavapai County; Ms. Drew would recommend this policy should say that the Board has the authority and responsibility to make sure funds are monitored and audited, and then define at the local level how that process is done. Comments followed regarding various ways that this monitoring requirement could be satisfied.

Ms. Drew reported that the One Stop Certification policy is also being rewritten, noting that two years after the last recertification application we have just received a response. The Cottonwood One Stop received a 96% completion rating, due to a bathroom issue. Prescott received a 98% because there is no HUD workforce on site, although HUD is not a required partner. The affiliate site in Prescott Valley also received the same 98% rating for the same reason.

One Stop Operator Requests for Proposals (RFPs) are at issue again. Ms. Drew recapped the process that this Board followed last year to RFP for a One Stop Operator. She expects that Yavapai County will be required to RFP yet again, noting that all of the other local areas have all been asked to RFP again. Comments followed regarding the expense of the process to RFP. She also remarked that there is low interest in being One Stop Operators all across the state.

The Employer Measures Policy is a new policy that has been implemented for Titles I and III. These measures include retention data, where clients retain their employment long-term. Ms. Drew reported that the state is working on a program that will collect this information statewide. She noted that Yavapai County's retention rate is 98%.

Ms. Drew reported that the State also wants to determine how much the WIOA system is penetrating the number of employers in the State of Arizona. Ms. Drew noted reasons that the outcome is expected to be low, including that the majority of industries in the state are not seeking the predominant job placements that WIOA is targeting – we do not target retail or minimum wage jobs.

The state (DES Title III) is also looking at the number of days it takes to fill positions posted on AJC. Title I doesn't have an open bank of jobs available, as does DES – Title I develops jobs around individual needs.

Ms. Drew reported that approval has finally been received from the state for Yavapai County to provide an Entrepreneurial Boot Camp – this service will be offered to the employees of a large employer that is leaving Prescott Valley. A Worker Adjustment and Retraining Notice (WARN) went out late last week regarding this employer, which now allows WIOA action on behalf of the dislocated workers there. Ms. Drew is working with Embry Riddle Aeronautic University to add training programs to the Eligible Training Provider List (ETPL) that would be geared toward these highly skilled employees to develop skills in other in-demand areas. Ms. Drew reported that the boot camp will cost around \$7,500, using the Idea Gardener program and the Small Business Development Center (SBDC) at Yavapai College. There are 15-20 people interested in the boot camp, and Angel Investors and other funding sources are in place to assist.

➔ **Budget Review/Approvals**

Ms. Drew began to report on the process of developing workforce budgets, beginning with Congress appropriations to the states. These appropriations are derived based on formulas for unemployment, under-employment and the high concentration of economically disadvantaged individuals. Ms. Drew reported that Arizona fared well this year, receiving an average 15.7% increase – over \$80 million for the state. She passed around the State's five recommendations that were recently released. Ms. Drew briefly reviewed the recommendations. She noted discussions with all of the Local Areas this week via teleconference with the Arizona Workforce Association (AWA), which she chairs. She reported that a consensus was reached to accept the recommendations from DES as the best solution for all areas.

Yavapai County's unemployment level is low enough this year to qualify for the Hold Harmless option, which will guarantee that the County will receive no less than 90% of our previous year's allocation. The total increase opportunity for this year in Yavapai County is \$31,584 for the Adult Program; Youth Program may see a total increase of \$30,237. She noted that she asked the state for an option 7 on Dislocated Worker, due to a disparity in funding and disagreement among the larger workforce areas and the more rural areas. Dislocated Worker funds will increase in the amount of \$11,723, and the Rapid Response allocation increases by \$1,407.

Ms. Drew then noted that the next level of approval would be from the WDB to consider approval of the State's recommendations. She noted that the Workforce Arizona Council (WAC) has not approved these recommendations yet, and she will ask that they follow the recommendations of the state. Ms. Drew passed around the recommended local budget packets for the 2020-2021. Ms. Drew noted that there are four budgets to review and approve; Adult, Youth, Dislocated Workers and Rapid Response.

Ms. Drew detailed out some of the expenses built into the budget, noting we always base budgets on historical spending patterns. She noted that a 2% Cost of Living Adjustment (COLA) for NACOG staff is being included in anticipation of approval by NACOG Regional Council. Ms. Drew noted that funds are spent based on demand and are shifted according to need, but kept within the budget they are allocated to. She outlined the budgets proposed for Adult, Youth, Dislocated Worker and Rapid Response, with a total budget of \$1,607,061. Chairman Payne recommended separate motions to approve for each budget, and called for motions and seconds with a vote following the review of each budget.

Adult Budget - \$471,798 total budget– **Steve Silvernale made a motion to approve the Adult 2019-2020 budget, seconded by Gary Hassen. The motion carried unanimously.**

Youth Budget- \$453,164 total budget– **Steve Silvernale made a motion to approve the Youth 2019-2020 budget, seconded by Gary Hassen. The motion carried unanimously.**

Dislocated Worker (DW) – Ms. Drew noted that these funds can be transferred to the Adult program according to need; currently the demonstrated need is for Adult programs. Questions followed regarding the expenditure of administrative funds. Ms. Drew noted that there is a cost allocation plan, based on percentage of time spent by the program on administration and training. Annual budget contracts are expended over a 2-year period, and our policy is to spend on a first-in, first-out basis. Ms. Drew noted that if all funds are spent, we would have the opportunity for excess carry-over from other areas available to us. The total DW budget proposed is \$609,017 – **Gary Hassen made the motion to approve the Dislocated Worker budget for 2019-2020, seconded by Phil Tovrea. The motion carried unanimously.**

Rapid Response is a percentage of the DW allocation. Ms. Drew reported that the state releases only 10% of the total DW funds allocated to the state; the State of Arizona receives \$33 million for Rapid Response. The Yavapai County allocation this year is \$73,082. Ms. Drew described the process to receive additional funding from the state for layoff events which is reserved at the Governor's office, which is the Governor's discretion to reserve. All allocations for Rapid Response go for response to layoff events, such as major layoffs or layoff aversion, or other services like the boot camp. **Steve Silvernale made a motion to approve the Rapid Response 2019-2020 budget, seconded by Phil Tovrea. The motion carried unanimously.**

Ms. Drew concluded her report. Some discussion followed on budgets and funding. Other discussion followed regarding the "Red-Green" state performance reports that the Board used to receive, and Ms. Drew noted that the State doesn't produce those reports any more. She said she will note to the state that the board is requesting state performance reports again.

V. Member Comments

Chairman Payne called for member comments. Vice Chairman Phil Tovrea commented that Supervisor Randy Garrison being on the WAC will be beneficial for Northern Arizona. Ms. Drew noted some other new area representatives that have been approved for membership on the WAC will afford more voices outside of the metropolitan area. Other comments followed from Steve Silvernale regarding the past meetings of the WAC that he was involved in. Ms. Drew noted that the WAC is made up of volunteers much like this board and she appreciates all.

VI. Public Comments

Chairman Payne called for public comment, there was none.

VII. Adjournment

Chairman Payne called for a motion to adjourn – **so moved by Phil Tovrea and seconded by Gary Hassen. The meeting adjourned at 10:02 AM.**

WIOA GRANT BALANCING REPORT

PY17/FY18

Month Ended May 2019

116	Admin-Adult	Admin-Youth	Month Ended May 2019			Youth	DW <small>Includes AD to DW</small>	RR	TOTAL
			Admin-Adult	Admin-DW	Adult				
BUDGET	46,128.00	44,550.00	48,265.00	415,153.00	400,940.00	434,386.00	57,919.00	1,447,341.00	
REVENUES RECEIVED	46,127.98	17,249.88	24,755.00	415,303.18	401,092.94	429,516.51	42,119.45	1,376,164.94	
EXPENSES PAID	46,128.00	22,961.64	26,417.48	415,490.18	401,093.14	434,564.66	57,164.44	1,403,819.54	
REV/EXP DIFFERENCE	(0.02)	(5,711.76)	(1,662.48)	(187.00)	(0.20)	(5,048.15)	(15,044.99)	(27,654.60)	
BUDGET BALANCE	0.00	21,588.36	21,847.52	(337.18)	(153.14)	(178.66)	754.56	43,521.46	
INT INCOME									
% SPENT	100%	52%	55%	100%	100%	100%	99%	97.0%	
Obligations	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
Projected	100%	52%	55%	100%	100%	100%	99%		
Available Funds	0.00	21,588.36	21,847.52	(337.18)	(153.14)	(178.66)	754.56		
Prepared By: S. Gonzalez									

2019

Yavapai County Workforce Development Board Policy and Procedure Manual

INTRODUCTION

Policies and Procedures

DRAFT

1. PURPOSE

The purpose of the Yavapai County Workforce Development Board Policy and Procedure Manual is to provide policy guidance and interpretation of Federal, State and Local Laws for the Workforce Innovation and Opportunity Act of 2014 (WIOA). Procedural guidance is also provided to assure consistency.

2. WIOA OVERVIEW

In 2014, Congress passed the Workforce Innovation and Opportunity Act (WIOA), replacing the Workforce Investment Act (WIA) as the largest single source of federal funding for workforce development activities. WIOA was to create a universal access system of one-stop career centers, which would provide access to training and employment services for a range of workers, including low-income, unemployed and underemployed adults, veterans, low-income youth and youth facing barriers to employment and dislocated workers. WIOA is grant-funded through the US Department of Labor Employment and Training Administration.

The Workforce Arizona Council (WAC) hereinafter referred to as the Council, is responsible for implementing the Governor's strategic vision for a robust and effective workforce system and policy requirements regarding WIOA in the State of Arizona. The Department of Economic Security (DES) also provides policy and procedure guidance for WIOA Title I-B services.

Yavapai County Workforce Development Board hereby adopts and complies with policies as set forth by the Council as stated below and adheres to Title I of WIOA of 2014 (P.L. 113-128).

WAC Policies #1 Local Governance, #2 ARIZONA@WORK Job Center Vision for One Stop Delivery System Policy, #3 ARIZONA@WORK Job Center Structure of One Stop Delivery System Policy #4 ARIZONA@WORK Job Center One Stop Center Operator and Service Provider Selection Policy, #5 ARIZONA@WORK Job Center MOU and Infrastructure Costs Policy, #6 Certification of ARIZONA@WORK Job Center Policy, #7 ARIZONA@WORK WIOA Statewide Monitoring Policy and #8 Conflict of Interest Policy.

WAC Policy #1, Local Governance, articulates the state's vision and purpose for the Local Workforce Development Boards (LWDB) and provides requirements on the appointment and certification of LWDB's, outlines roles, responsibilities and authority of the chief elected officials and the LWDB's in regards to the local ARIZONA@WORK system and describes local area designation.

WAC Policy #2, ARIZONA@WORK Job Center Vision for One Stop Delivery System, provides local workforce development boards and other workforce system partners with instruction and guidance regarding the administration of ARIZONA@WORK Job Center Service Delivery system.

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WAC Policy #3, ARIZONA@WORK Job Center Structure of One Stop Delivery System, provides local workforce development boards and other workforce system partners with instruction and guidance regarding the administration of ARIZONA@WORK Job Center Service Delivery system.

WAC Policy #4, ARIZONA@WORK One Stop Operator and Service Provider Selection Policy, provides local workforce development boards (LWDB) and other workforce system partners with instruction and guidance regarding the roles and responsibilities of the One-Stop Operator, adult, dislocated worker, and youth career services providers and the selection processes required under WIOA.

WAC Policy #5, ARIZONA@WORK Job Center MOU and Infrastructure Costs, provides local workforce development boards and other workforce system partners with instruction and guidance regarding the administration of ARIZONA@WORK Job Center Service Delivery system.

WAC Policy #6, Certification of the ARIZONA@WORK Job Centers, establish state-wide objective criteria and procedures for use by the LWDB to certify the ARIZONA@WORK Job Centers. The criteria include adherence to WIOA requirements related to effectiveness, physical and programmatic accessibility, and continuous improvement, as well as measuring the LWDBs' progress in achieving the statewide vision for the ARIZONA@WORK Job Center delivery system established by the Workforce Arizona Council in Policy 02-2016 ARIZONA@WORK Job Center Vision for One Stop Delivery System. LWDBs must certify in order to be eligible to use infrastructure funds in the State funding mechanism (678.800). This policy applies to ARIZONA@WORK Job Center comprehensive, affiliate, and specialized sites.

WAC Policy #6, ARIZONA@WORK WIOA Statewide Monitoring Policy, to establish roles of the Council, the Arizona Department of Education and the Arizona Department of Economic Security (DES), in ensuring compliance with WIOA law and regulations, Council policies (WIOA Administrative Policies), WIOA implementation as outlined in the Arizona State Workforce Development Plan (State Plan). Monitoring information is used to inform the Council about the ARIZONA@WORK systems' current status and support the Council in fulfilling its statutorily defined strategic objectives (679.130).

WAC Policy #7, ARIZONA@WORK WIOA Statewide Monitoring Policy, establish roles of the Council, the Arizona Department of Education and the Arizona Department of Economic Security (DES), in ensuring compliance with WIOA law and regulations, Council policies (WIOA Administrative Policies), WIOA implementation as outlined in the Arizona State Workforce Development Plan (State Plan). Monitoring information is used to inform the Council about the ARIZONA@WORK systems' current status and support the Council in fulfilling its statutorily defined strategic objectives (679.130).

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WAC Policy #8, Conflict Of Interest Policy, establish guidelines for conflict of interest, firewalls, and internal controls required under WIOA for LWDB's and entities serving in more than one role in the ARIZONA@WORK system.

This Policy provides direction for compliance with Chapter 3, Article 8 of the Arizona Revised Statutes (A.R.S. Section 38-501 et. seq.) with respect to the provision of services through the Yavapai County Workforce Innovation and Opportunity Act, and the members, officers, staff, or representatives/agents of the Yavapai County Workforce Development Board. Members, officers, staff, or representatives/agents, shall abide by all provisions of the above referenced statutes and policy when acting within the scope of their responsibilities on behalf of the WDB.

Pursuant to A.R.S. Subsection 38-503, members, officers, staff, or representatives/agents, who wish to enter into contracts for the provision of services, must not participate in the selection of vendors and must make the interest in the proposed contract known in the official records of the WDB. Any member, officer, staff, or representative/agent wishing to competitively bid on contracts for the procurement of goods and services, of any monetary amount, must annually sign a copy of the affidavit of the Conflict of Interest Policy. All members, officers, staff, representatives/agents of the WDB will sign an Acknowledgement of Receipt form of the Conflict of Interest Policy. The signed Policy, Acknowledgements or Affidavits will be filed in the official records of the WDB and shall be available for public inspection.

Yavapai County WDB hereby adopts and complies with DES Policies Section 100 - Adult and Dislocated Worker Programs, Section 200 - Youth Program, Section 300 - Supportive Services, Section 500 - Training Services, Section 600 - Eligible Training Provider List, Section 700 - Equal Opportunity and Nondiscrimination, Section 800 - Title I-B Record Retention Policy and Section 900 - Rapid Response.

DES Section 100 provides policy and procedures for the Local Workforce Development Areas (LWDAs) to use when determining eligibility and providing services governed by the Workforce Innovation and Opportunity Act (WIOA) for both Adult and Dislocated Worker clients. References: Workforce Innovation and Opportunity Act (WIOA) of 2013 (P.L. 113-128), WIOA Final Rules 20 CFR 678.430, 20 CFR 680, Training and Employment Guidance Letters (TEGLs) 17-05, 15-10, and 03-15, Section 3 of the Military Selective Service Act, as amended at 50 U.S.C. Appendix 453.

DES Section 200 provides policy and procedures for the Local Workforce Development Areas (LWDAs) to use in providing services to WIOA Title I-B Youth Program participants, including In-School and Out-of-School youth. References: Workforce Innovation and Opportunity Act (WIOA) of 2014 (P.L 113128); Federal Register 20 CFR 681; and Training and Employment Guidance Letters (TEGL) 9-00, 28-11, 5-12, 5-14, 23-14, 8-15, 21-16.

DES Section 300 provides policy and procedures for supportive services such as transportation, child care, dependent care, housing, and needs-related payments are necessary to enable an individual to participate in Workforce Innovation and Opportunity Act (WIOA) Title I-B-authorized career or training services. References: Workforce Innovation and Opportunity Act

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(WIOA) of 2014 (P.L. 113-128), 20 CFR 680.900, 680.940, 680.950, Office of Management and Budget 20 CFR 200.470, A.R.S 41-1967, and Training and Employment Guidance Letter (TEGL) 3-15.

DES Section 500 provides policy for training services available to unemployed and underemployed adults, and to dislocated workers. Training services prepare individuals for the workforce by providing in-demand skills that meet employers' needs based on labor market information, Local Workforce Development Area (LWDA) and Tribal Entity sector strategies, career pathways, and business outreach. References: Workforce Innovation and Opportunity Act (WIOA) of 2013 (P.L. 113128) Federal Register 20 CFR 680, and Training and Employment Guidance Letters (TEGLs) 17-05, 15-10, 10-16, 19-16, and 21-16.

DES Section 600 provides policy for Local Workforce Development Areas (LWDAs), in partnership with the state, to use in identifying qualified eligible training providers and programs for Arizona's statewide Eligible Training Provider List (ETPL), as mandated by the Workforce Innovation and Opportunity Act (WIOA) of 2014. References: Workforce Innovation and Opportunity Act (WIOA) of 2014; Federal Register 20 CFR 680 Services provided under WIOA Title I-B include career services, individual services, training services and youth services. The purpose of WIOA services is to promote an increase in the employment, job retention, earnings and occupational skills for participants.

DES Section 700 provides all recipients, as defined at 29 CFR 38, under the Workforce Innovation and Opportunity Act (WIOA) Title I are responsible for ensuring Equal Opportunity (EO) and nondiscrimination in programs and activities funded in whole or in part under WIOA Title I. Local Workforce Development Boards must ensure that all sub-recipients in the Local Workforce Development Area (LWDA) are in compliance with 29 CFR 38 and Section 188 of WIOA. This responsibility includes compliance with all nondiscrimination requirements in the administration and operation of programs, activities, and employment as provided by WIOA Section 188 and 29 CFR Part 38. These regulations apply to all programs and activities that are operated by ARIZONA@WORK partners as part of the ARIZONA@WORK system.

DES Section 800 outlines responsibility for ensuring Local Workforce Development Areas (LWDAs) comply with record retention requirements set forth in this policy and are in accordance with the Workforce Innovation and Opportunity Act (WIOA) and other applicable federal and state laws and regulations. References: Workforce Innovation and Opportunity Act (P.L. 113-128) Section 185, WIOA Final Regulations 29 CFR 38.43, 29 CFR 97.42, DES Uniform Terms and Conditions and Special Terms and Conditions (see LWDA contracts with DES), Arizona Revised Statutes (A.R.S.) 35-214, 41-151.15, Uniform Guidance 2 CFR 200.329, 200.333-337

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DES Section 900 defines Rapid Response as the cooperative effort of staff in Arizona's employment and training programs and partner programs to offer assistance and services to workers affected by layoffs, plant closures, or natural or other disaster resulting in a mass job dislocation. The intent of Rapid Response activities is to aid workers during a difficult time in their lives and help them transition to new employment as quickly as possible. Rapid response promotes economic development and vitality while delivering critically important solutions to workers and businesses in transition. References: Workforce Innovation and Opportunity Act (WIOA) of 2014 (P.L. 113-128), 20 CFR 682, Training and Employment Notice (TEN) 03-10, 31-11, 09-12.

Questions regarding WDB Policies and Procedures Manual should be directed to:

Teri Drew
Executive Director
Yavapai County Workforce Development Board
221 N Marina Street, Suite 201
Prescott, AZ 86302
(928) 778-1422

IN WITNESS THEREOF, the parties hereto have affixed their signatures to this agreement on the dates written below.

YAVAPAI COUNTY WORKFORCE DEVELOPMENT BOARD

Chairman

Date

YAVAPAI COUNTY BOARD OF SUPERVISORS

Chairman

Date

ATTEST

Clerk of the Board

Date

County Attorney

Date

ARIZONA@WORK Job Center Vision for One Stop Delivery System Policy

STATE WORKFORCE POLICY #2 **ARIZONA@WORK Job Center Vision for One Stop Delivery System**

ISSUING AGENCY: Workforce Arizona Council

SCOPE: Workforce Arizona Council, Arizona Department of Economic Security, Arizona Department of Education, Arizona Commerce Authority/Office of Economic Opportunity, Local Workforce Development Boards, Local Workforce Administrative Entities, One-Stop Operators, and Workforce System Stakeholders

REFERENCES: Title I of the Workforce Innovation and Opportunity Act (WIOA) of 2014, (Pub. L. 113-128); WIOA Final Regulations, 20 CFR Part 678 Description of the One-Stop System Under Title I of the WIOA; 2 CFR 200, Uniform Guidance for Federal Financial Assistance, as applicable.

EFFECTIVE DATE: February 16, 2017

OBJECTIVE: This policy provides local workforce development boards and other workforce system partners with instruction and guidance regarding the administration of ARIZONA@WORK Job Center Service Delivery system. Note: The term one-stop delivery system is used interchangeably with ARIZONA@WORK Job Center service delivery system.

TABLE OF CONTENTS:

- I. Definitions
- II. Vision for One-Stop Delivery System

I. DEFINITIONS: The **One-Stop Delivery System** brings together workforce development, educational, and other human resource services in a seamless customer-focused service delivery network that enhances access to the programs' services and improves long-term employment outcomes for individuals receiving assistance. One-stop partners administer separately funded programs as a set of integrated streamlined services to job seeker and employer customers. (20 CFR 678.300)

In Arizona, American Job Centers, also referred to as the one-stop delivery system, are known as **ARIZONA@WORK Job Centers**.

In Arizona, the **State Workforce Development Board** is called the **Workforce Arizona Council (WAC)**.

In Arizona, the **State Administrative Entity** is the Arizona Department of Economic Security for WIOA Title I, III, and IV funds and the Arizona Department of Education for WIOA Title II funds.

II. Vision for ARIZONA@WORK Job Centers Service Delivery System: The Workforce Arizona Council (WAC) envisions a job-driven public workforce development system in Arizona that focuses equally on the employment needs of job seekers and employers' needs for skilled labor

ARIZONA@WORK Job Center Vision for One Stop Delivery System Policy

with industry-recognized credentials to meet their current and future demand for labor. To fulfill its vision, the WAC will focus on developing the following characteristics throughout the system, including measuring the degree to which the local and regional workforce areas successfully offer activities that result in the growth of these characteristics.

- **Extensive Knowledge of Local Economy:** Local Workforce Development Boards and ARIZONA@WORK Job Centers have extensive knowledge about the local and regional economy they serve and use labor market, economic, and employer data to inform decision-making about how to maximize the impact of the public workforce system on the local and regional economy.
- **Business Engagement:** Local Workforce Development Board's and ARIZONA@WORK Job Centers efforts to engage business partners are robust and comprehensive. Business Services representatives in the local areas are trained and certified by the Arizona Commerce Authority/Office of Economic Opportunity, and possess the knowledge, expertise and capacity to design and deploy custom workforce solutions for employers in their areas.
- **Sector Partnerships:** Local Workforce Development Boards and ARIZONA@WORK Job Centers convene and/or participate in one or more sector partnerships that are rooted in economic and labor market data analysis and driven by industry.
- **Work-Based Learning Opportunities:** Local Workforce Development Boards and ARIZONA@WORK Job Centers collaborate with employers to increase the availability of work-based learning opportunities such as on-the-job training, work experiences, pre-apprenticeships, and Registered Apprenticeship as training paths to employment.
- **Job Seekers Trained for In-Demand Jobs:** Local Workforce Development Boards and ARIZONA@WORK Job Centers focus education and training efforts on equipping job seekers and workers with skills and credentials directly connected to job placements along career pathways in high-growth/high-wage industries to the greatest extent possible.
- **Industry-recognized Credentials:** Local Workforce Development Boards and ARIZONA@WORK Job Centers increase the number of participants who attain personal, portable, industry-recognized credentials.
- **Career Pathways:** Local Workforce Development Boards and ARIZONA@WORK Job Centers perpetually work to create new career pathways and promote existing employer-validated career pathways.
- **Access to Services:** Local Workforce Development Boards and ARIZONA@WORK Job Centers ensure access to skill development and employment services for all job seekers including access to supportive services and relevant guidance for those with barriers to employment.
- **Actively Engage Veterans and Other Priority and Special Populations:** Local Workforce Development Boards and ARIZONA@WORK Job Centers, working collaboratively with other community or statewide efforts when available, implement effective strategies to engage Veterans and other priority and special populations (as defined in WIOA) in workforce

ARIZONA@WORK Job Center Vision for One Stop Delivery System Policy

development services. The Arizona Roadmap to Veteran Employment, as referenced in the State Plan, is one example of a statewide strategy to engage a priority population.

- **Highly Integrated Service Delivery System:** Local Workforce Development Boards and ARIZONA@WORK Job Centers ensure that service delivery and resources are fully integrated, coordinated between all job center partners, and centered on meeting the needs of job seekers, workers, and business customers. An integrated model of service delivery and resources includes policies that enable partners to share and use captured information across multiple programs; cross-program staffing and customer flow management that optimizes efficiency and enhances customer experiences; and a management information system that effectively shares customer information across programs. Management information can occur through a single management information system that supports multiple programs or include data linkages within existing management information systems to share customer information effectively. Local areas participate in statewide efforts to develop systems that share customer information effectively.
- **Continuous Evaluation and Improvement of Services:** Local Workforce Development Boards and ARIZONA@WORK Job Centers continuously evaluate and improve services and processes to increase job seeker, worker, and business customer access and satisfaction, and achieve performance measures.
- **Use Evidence-based, Best and Promising Practices for Service Delivery:** Local Workforce Development Boards and ARIZONA@WORK Job Centers provide comprehensive business and skill development services using best and promising practices and/or evidence-based practices when available.

CONTACT ENTITY: Inquiries regarding this policy should be directed to the Workforce Arizona Council Manager at Ashley.Wilhelm@oeo.az.gov or 602-771-0482.

ARIZONA@WORK Job Center Structure of One Stop Service Delivery System Policy

STATE WORKFORCE POLICY #3 **ARIZONA@WORK Job Center Structure of One Stop Delivery System**

ISSUING AGENCY: Workforce Arizona Council

SCOPE: State Workforce Development Board, Arizona Department of Economic Security, Arizona Department of Education, Arizona Commerce Authority/Office of Economic Opportunity, Local Workforce Development Boards, Local Workforce Administrative Entities, One-Stop Operators, and Workforce System Stakeholders

REFERENCES: Title I of the Workforce Innovation and Opportunity Act (WIOA) of 2014, (Pub. L. 113-128); WIOA Final Regulations, 20 CFR Part 678 Description of the One-Stop System Under Title I of the WIOA; 2 CFR 200, Uniform Guidance for Federal Financial Assistance, as applicable.

EFFECTIVE DATE: **February 16, 2017**

OBJECTIVE: This policy provides local workforce development boards and other workforce system partners with instruction and guidance regarding the administration of ARIZONA@WORK Job Center Service Delivery system. Note: The term one-stop delivery system is used interchangeably with ARIZONA@WORK Job Center service delivery system.

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- I. Definitions
- II. One-Stop Delivery System Structure
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- IV. Required One-Stop Delivery System Partners
- V. Optional One-Stop Delivery System Partners
- VI. Required One-Stop Partner Responsibilities
- VII. Outreach and Branding
- VIII. State Administrative Entity Responsibilities

I. DEFINITIONS: The **One-Stop Delivery System** brings together workforce development, educational, and other human resource services in a seamless customer-focused service delivery network that enhances access to the programs' services and improves long-term employment outcomes for individuals receiving assistance. One-stop partners administer separately funded programs as a set of integrated streamlined services to job seeker and employer customers. (20 CFR 678.300)

In Arizona, American Job Centers, also referred to as the one-stop delivery system, are known as **ARIZONA@WORK Job Centers**.

In Arizona, **the State Workforce Development Board** is called the **Workforce Arizona Council (WAC)**.

ARIZONA@WORK Job Center Structure of One Stop Service Delivery System Policy

In Arizona, the **State Administrative Entity** is the Arizona Department of Economic Security for WIOA Title I, III, and IV funds and the Arizona Department of Education for WIOA Title II funds.

- II. One-Stop Delivery System Structure:** The ARIZONA@WORK Job Center service delivery system must include at least one comprehensive physical center in each designated local area (20 CFR 678.300). The service delivery system in a local area may supplement and enhance the comprehensive center with one or more of the following:
- a). An affiliated site or a network of affiliated sites, where one or more partners make programs, services, and activities available;
 - b). A network of eligible required and optional one-stop partners, through which each partner provides one or more of the programs, services, and activities that are linked, physically or technologically, to an affiliated site or access point that ensures customers are provided information on the availability of career services, as well as other program services and activities, regardless of where they initially enter the workforce system in the local area;
 - c). Specialized centers that address specific needs, including those of dislocated workers, youth, or key industry sectors, or clusters.

One-Stop Delivery System Components:

Comprehensive One-Stop Centers: A comprehensive one-stop center is a physical location where jobseeker and employer customers can access the programs, services, and activities of all required one-stop partners and meets the following criteria: (20 CFR 678.305)

- a). A comprehensive one-stop center must have at least one Title I staff person physically present.
- b). The comprehensive one-stop center must provide and promote:
 - 1. Career services, described in § 678.430;
 - 2. Access to training services described in § 680.200;
 - 3. Access to any employment and training activities carried out under sec. 134(d) of WIOA;
 - 4. Access to programs and activities carried out by one-stop partners listed in §§ 678.400 through 678.410, including Wagner-Peyser employment services; and
 - 5. Workforce and labor market information.
- c). Customers must have access to these programs, services, and activities during regular business days at a comprehensive one-stop center. The Local Board may establish other service hours at other times to accommodate the schedules of individuals who work on regular business days. The State Board will evaluate the hours of access to service as part of the evaluation of effectiveness in the one-stop certification process described in § 678.800(b).
- d). "Access" to programs and services means having either: Program staff physically present at the location; having partner program staff physically present at the one-stop appropriately

ARIZONA@WORK Job Center Structure of One Stop Service Delivery System Policy

trained to provide information to customers about the programs, services, and activities available through partner programs; or providing direct linkage through technology to program staff who can provide meaningful information or services.

1. A "direct linkage" means providing direct connection at the one-stop, within a reasonable time, by phone or through a real-time Web-based communication to a program staff member who can provide program information or services to the customer. Reasonable means within two business days or less.
 2. A "direct linkage" does not include providing a phone number or computer Web site that can be used at an individual's home; providing information, pamphlets, or materials; or making arrangements for the customer to receive services at a later time or on a different day.
- e). All comprehensive one-stop centers must be physically and programmatically accessible to individuals with disabilities, as described in § 678.800.

Affiliate Site(s): An affiliated site, or affiliate one-stop center, is a site that makes available to jobseeker and employer customers one or more of the one-stop partners' programs, services, and activities. Affiliated sites are access points in addition to the comprehensive one-stop center(s) in each local area used to supplement and enhance customer access to services. (20 CFR 678.310)

- a). An affiliated site does not need to provide access to every required one-stop partner program.
- b). The local area will determine the frequency of program staff's physical presence in the affiliated site.
- c). Separate stand-alone Wagner-Peyser employment services offices are not permitted under WIOA (20 CFR 678.315 and 652.202).
 1. If Wagner-Peyser employment services are provided at an affiliated site, there must be at least one other partner in the affiliated site with staff physically present more than 50 percent of the time the center is open.
 2. Additionally, the other partner must not be the partner administering local veterans' employment representatives, disabled veterans' outreach program specialists, or unemployment compensation programs. If Wagner-Peyser employment services and any of these three programs are provided at an affiliated site, an additional partner must have staff present in the center more than 50 percent of the time the center is open.
 3. States, in conjunction with the Local Workforce Development Boards, must examine lease agreements and property holdings throughout the one-stop delivery system in order to use property in an efficient and effective way. Where necessary and appropriate, States and Local Workforce Development Boards must take expeditious steps to align lease expiration dates with efforts to consolidate one-stop operations into service points where Wagner-Peyser employment services are co-located as soon as reasonably possible. These steps must be included in the State Plan. (20 CFR 678.310c)

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- d). All affiliated sites must be physically and programmatically accessible to individuals with disabilities, as described in § 678.800.

Network of One-Stop Partners or Specialized Centers: Any network of one-stop partners or specialized centers must connect to the comprehensive one-stop center in the area, as well as, any appropriate affiliate centers (i.e. such as having processes in place to make referrals to the comprehensive and affiliate sites). (20 CFR 678.320)

- a). Wagner-Peyser employment services cannot stand alone in a specialized center.
- b). Consistent with the requirements for an affiliated site, a specialized center must include other programs besides Wagner-Peyser employment services, local veterans' employment representatives, disabled veterans' outreach program specialists, and unemployment compensation (20 CFR 678.315).

III. One-Stop Delivery System Electronic Access: In addition to providing access to services through the mandatory comprehensive physical one-stop center and any affiliated sites or specialized centers, required one-stop partner programs must provide access to programs, services, and activities through electronic means, where applicable and practicable. (20 CFR 678.300e)

- a). The provision of programs and services by electronic methods such as Web sites, telephones, or other means must improve the efficiency, coordination, and quality of one-stop partner services.
- b). Electronic delivery must not replace access to such services at a comprehensive one-stop center or be a substitute to making services available at an affiliated site if the partner is participating in an affiliated site.
- c). Electronic delivery systems must be in compliance with the nondiscrimination and equal opportunity provisions of WIOA in section 188 and the implementing regulations at 29 CFR part 37.

IV. Required ARIZONA@WORK Delivery System Partners: An entity identified as a one-stop delivery system partner is the grant recipient, administrative entity, or organization responsible for administering the funds of the specified program in the local area. The term "entity" does not include the service providers that contract with, or are sub-recipients of, the local administrative entity. For programs that do not include local administrative entities, the responsible State agency should be the partner. If a program or activity listed as a required partner is not carried out in a local area, the requirements relating to a required one-stop partner are not applicable to such program or activity in that local one-stop system (20 CFR 678.415).

The entities responsible for administering the following programs and activities in the local area are required one-stop delivery system partners (20 CFR 678.400):

- a). *Programs authorized under Title I of WIOA, including Adults, Dislocated Workers, Youth, Job Corps, YouthBuild, Native American programs, and migrant and seasonal farm worker*

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- programs.* The one-stop partner entity for the Native American program and Migrant and Seasonal Farmworker programs is the grantee of those respective programs. The one-stop partner entity for Job Corps is the Job Corps center. (20 CFR 678.400)
- b). *Employment services authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.).*
 - c). *Adult education and literacy activities authorized under Title II of WIOA.* For Title II of WIOA, the sole entity or agency in the State or outlying area responsible for administering or supervising policy for adult education and literacy activities in the State or outlying area is the one-stop partner entity. The State eligible entity may delegate its one-stop partner responsibilities to one or more eligible providers or consortium of eligible providers. (20 CFR 678.415b)
 - d). *The Vocational Rehabilitation program authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.).* For the Vocational Rehabilitation program, the one-stop partner entity is the designated State agencies or designated State units specified under sec. 101(a)(2) of the Rehabilitation Act that is primarily concerned with vocational rehabilitation, or vocational and other rehabilitation, of individuals with disabilities.
 - e). *The Senior Community Service Employment Program authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.).*
 - f). *Career and technical education programs at the post-secondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.).* For the Carl D. Perkins Career and Technical Education Act of 2006, the State eligible agency is the one-stop partner entity. The State eligible agency may delegate its one-stop partner responsibilities to one or more State agencies, eligible recipients at the postsecondary level, or consortia of eligible recipients at the post-secondary level.
 - g). *Trade Adjustment Assistance activities authorized under chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.);*
 - h). *Jobs for Veterans State Grants programs authorized under chapter 41 of Title 38, U.S.C.;*
 - i). *Employment and training activities carried out under the Community Services Block Grant (42 U.S.C. 9901 et seq.);*
 - j). *Employment and training activities carried out by the Department of Housing and Urban Development;*
 - k). *Programs authorized under State unemployment compensation laws (in accordance with applicable Federal law);*
 - l). *Programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532); and*
 - m). *Temporary Assistance for Needy Families (TANF) authorized under part A of Title IV of the Social Security Act (42 U.S.C. 601 et seq.), unless exempted by the Governor.*
 - 1). The Governor notified the Secretaries of the U.S. Departments of Labor and Health and Human Services in writing that TANF will not be a required partner in Arizona, or within some specific local areas in the State. Local TANF programs may still opt to be a one-stop partner, or to work in collaboration with the one-stop center.

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- V. Optional One-Stop Partners:** The Local Board and chief elected official(s) may approve other entities that carry out a workforce development program, including Federal, State, or local programs and programs in the private sector, as additional partners in the one-stop system including (20 CFR 678.410):
- a). Employment and training programs administered by the Social Security Administration, including the Ticket to Work and Self-Sufficiency Program established under sec. 1148 of the Social Security Act (42 U.S.C. 1320b-19);
 - b). Employment and training programs carried out by the Small Business Administration;
 - c). Supplemental Nutrition Assistance Program (SNAP) employment and training programs, authorized under sections 6(d)(4) and 6(o) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(d)(4));
 - d). Client Assistance Program authorized under section 112 of the Rehabilitation Act of 1973 (29 U.S.C. 732);
 - e). Programs authorized under the National and Community Service Act of 1990 (42 U.S.C. 12501 *et seq.*); and
 - f). Other appropriate Federal, State or local programs, including employment, education, and training programs provided by public libraries or in the private sector.
- VI. Required One-Stop Partner Responsibilities:** Each required one-stop delivery system partner must (20 CFR 678.420):
- a). Provide access to its programs or activities through the one-stop delivery system, in addition to any other appropriate locations; (WIOA sec. 121(b)(1)(A)(i).)
 - b). Use a portion of funds made available to the partner's program, to the extent consistent with the Federal law authorizing the partner's program and with Federal cost principles in 2 CFR parts 200 and 2900 (requiring, among other things, that costs are allowable, reasonable, necessary, and allocable), to:
 - 1. Provide applicable career services; and
 - 2. Work collaboratively with the State and Local Workforce Development Boards to establish and maintain the one-stop delivery system. This includes jointly funding the one-stop infrastructure through partner contributions that are based upon:
 - (i) A reasonable cost allocation methodology by which infrastructure costs are charged to each partner in proportion to the relative benefits;
 - (ii) Federal cost principles; and
 - (iii) Any local administrative cost requirements in the Federal law authorizing the partner's program. (This is further described in § 678.700). (WIOA sec. 121(b)(1)(A)(ii).)
 - c). Enter into an MOU with the Local Board relating to the operation of the one-stop system that meets the MOU requirements in this policy;

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- d). Participate in the operation of the one-stop system in a manner consistent with the terms of the MOU, requirements of authorizing laws, the Federal cost principles, and all other applicable legal requirements; (WIOA sec. 121(b)(1)(A)(iv)); and
- e). Provide representation on the State and Local Workforce Development Boards as required and participate in Board committees as needed. (WIOA secs. 101(b)(iii) and 107(b)(2)(C) and (D))

VII. Outreach and Branding: The workforce system outreach and branding is a shared state and local board responsibility. Local areas must use ARIZONA@WORK, the WAC approved branding, on all one-stop center signage, outreach materials, electronic medium, and affiliate site signage in accordance with the ARIZONA@WORK Brand Style Guide.

VIII. State Administrative Entity Responsibilities: The Arizona Department of Economic Security (DES) is the state administrative entity for WIOA Title I, III, and IV funds. The Arizona Department of Education (DOE) is the state administrative entity for WIOA Title II funds. The state administrative entities, under the direction of the governor and in collaboration with the Workforce Arizona Council (WAC), are responsible for implementing and monitoring compliance with the policies established by the WAC. DES and DOE will work collaboratively to fulfill the administrative responsibilities including, but not limited to, the following:

- a). carry out policy requirements established by the WAC;
- b). develop statewide guidance and procedures related to implementing WAC policy in coordination with the WAC Manager;
- c). ensure each local board develops and maintains a single umbrella or individual partner MOU(s) that includes a working resource sharing agreement(s) and cost allocation plan(s);
- d). negotiate statewide performance measures with the U.S. Department of Labor and U.S. Department of Education, as well as negotiating with Local Workforce Development Boards for local area performance measures;
- e). assist the WAC in the review and recommended approval of required local area plans;
- f). assist the WAC in the preparation of the Arizona workforce system plan for submission to the U.S. Department of Labor, and the U.S. Department of Education;
- g). assist the WAC in the preparation of an annual report on the workforce system;
- h). prepare and initiate grant agreements and contracts with the Local Workforce Development Boards and others as required;
- i). monitor and evaluate the local workforce systems to ensure compliance with state and federal policies and directives, and submit comprehensive performance evaluations on each local area to WAC;
- j). provide programmatic monitoring updates to the Workforce Arizona Council;
- k). provide or contract for technical assistance and training to ensure performance measures and outcomes are met, a seamless delivery system is operational, and opportunities for continuous improvement are identified;
- l). in consultation with the WAC, require corrective action or impose sanctions on a local board or other WIOA sub-recipient for significant inability or failure to perform as required by WIOA regulations and/or WAC policies;
- m). evaluate the effectiveness of the statewide workforce system and partner services located in One-Stop Centers in partnership with the WAC, based on the performance requirements established by the WAC; and

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- n). report evaluation information to the WAC; and
- o). compile and submit data and reports on partner program outcomes and performance as required by WAC, the Governor's Office, the U.S. Department of Labor, and the U.S. Department of Education.

CONTACT ENTITY: Inquiries regarding this policy should be directed to the Arizona Department of Economic Security at AZWIOAComments@azdes.gov or the Arizona State Director of Adult Education at Sheryl.Hart@azed.gov.

ARIZONA@WORK One Stop Operator and Service Provider Selection Policy

STATE WORKFORCE POLICY #4	ARIZONA@WORK One Stop Operator and Service Provider Selection Policy
ISSUING AGENCY:	Workforce Arizona Council
SCOPE:	Workforce Arizona Council, Arizona Department of Economic Security, Arizona Department of Education, Arizona Commerce Authority/Office of Economic Opportunity, Local Workforce Development Boards, Local Workforce Administrative Entities and Fiscal Agents, One-Stop Operators, and Workforce System Stakeholders
REFERENCES:	Title I of the Workforce Innovation and Opportunity Act (WIOA) of 2014, (Pub. L. 113-128); WIOA Final Regulations, 20 CFR Part 678 Description of the One-Stop System Under Title I of the WIOA; 20 CFR Part 679, 680, and 681; 2 CFR 200, Uniform Guidance for Federal Financial Assistance, as applicable.
EFFECTIVE DATE:	June 5, 2019
OBJECTIVE:	This policy provides local workforce development boards (LWDB) and other workforce system partners with instruction and guidance regarding the roles and responsibilities of the One-Stop Operator, adult, dislocated worker, and youth career services providers and the selection processes required under WIOA. Note: The term one-stop delivery system is used interchangeably with ARIZONA@WORK Job Center service delivery system.
TABLE OF CONTENTS:	<ol style="list-style-type: none">I. DefinitionsII. Roles Within the One-Stop Delivery SystemIII. Roles and Responsibilities of the Local Fiscal AgentIV. Roles and Responsibilities of LWDB StaffV. Who May Be A One-Stop OperatorVI. One-Stop Operator Roles and ResponsibilitiesVII. Roles and Responsibilities of Adult, Dislocated Worker, and Youth Service ProvidersVIII. Selection Processes for One-Stop Operator, and Adult, Dislocated Worker, and Youth Service ProvidersIX. Legally Binding Contracts Required with LWDBX. Competitive Procurement Process

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XI. Sole Source Procurement

XII. Process Required for LWDBs to Serve as One-Stop Operator and/or Adult, Dislocated Worker, and Youth Services Provider

I. DEFINITIONS:

The **One-Stop Delivery System** brings together workforce development, educational, and other human resource services in a seamless customer-focused service delivery network that enhances access to the programs' services and improves long-term employment outcomes for individuals receiving assistance. One-stop partners administer separately funded programs as a set of integrated streamlined services to job seeker and employer customers. (20 CFR 678.300)

In Arizona, American Job Centers, also referred to as the one-stop delivery system, are known as **ARIZONA@WORK Job Centers**.

In Arizona, **the State Workforce Development Board** is called the **Workforce Arizona Council (WAC)**.

In Arizona, the **State Administrative Entity** is the Arizona Department of Economic Security for WIOA Title I, III, and IV funds and the Arizona Department of Education for WIOA Title II funds.

The term **service provider** includes providers of Title I adult, dislocated worker, and youth career services as defined by WIOA.

II. Roles Within the One-stop Delivery System

WIOA provides for five roles in the One-stop Delivery System: Fiscal Agent, Local Workforce Development Board (LWDB) staff, one-stop operator, direct services provider (adult, dislocated worker, and youth career services), and training services provider. The one-stop operator and direct services provider roles may be combined based on the direction of the LWDB; however, adherence to firewalls apply. (20 CFR 679.420, 20 CFR 679.400, 20 CFR 678.600, 20 CFR 680.160, 20 CFR 681.400, 20 CFR 680.300)

III. Roles and Responsibilities of the Local Fiscal Agent

A. To assist in administration of the grant funds, the CEO may designate an entity to serve as a local fiscal agent. Designation of a fiscal agent does not relieve the CEO of liability for the misuse of grant funds. (20 CFR 679.420)

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- B. If the CEO designates a fiscal agent, the CEO must ensure this agent has clearly defined roles and responsibilities. In general, the fiscal agent is responsible for the following functions: (20 CFR 679.420)
1. Receive funds.
 2. Ensure sustained fiscal integrity and accountability for expenditures of funds in accordance with Office of Management and Budget circulars, WIOA and the corresponding Federal Regulations and State policies.
 3. Respond to audit financial findings.
 4. Maintain proper accounting records and adequate documentation.
 5. Prepare financial reports.
 6. Provide technical assistance to sub-recipients regarding fiscal issues.
- C. At the direction of the LWDB, the fiscal agent may have the following additional functions (20 CFR 679.420):
1. Procure contracts or obtain written agreements.
 2. Conduct financial monitoring of service providers.
 3. Ensure independent audit of all employment and training programs.

IV. Roles and Responsibilities of LWDB Staff

- A. The LWDB staff roles and responsibilities include, but are not limited to:
1. Convene system stakeholders to assist in the development of the local plan;
 2. Prepare and submit local plans (as required under sec. 107 of WIOA);
 3. Negotiate local performance accountability measures;
 4. Assist the LWDB in developing and submitting a budget for activities of the LWDB in the local area.
 5. Monitoring and evaluating the management and operations of all programs funded by the LWDB;
 6. Conduct the competitive selection process for one-stop operators and direct services providers, unless the LWDB participates in the competitive procurement process described in Section XII B;
 7. Monitoring operators/service providers at comprehensive or affiliate sites for performance, quality of service, cost effectiveness, and reporting on performance to the Board; (Note: Items 1-7 are taken from 20 CFR 678.620 b1)

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8. Any other functions specifically assigned to the LWDB.

V. Who May Be One-Stop Operators:

- A. One-Stop Operators may be a single entity (public, private, or nonprofit) or a consortium of entities. If the consortium of entities is one of the one-stop partners, it must include a minimum of three of the required one-stop partners. In a consortium, all contractual responsibility must rest solely with one legal entity serving as the fiscal agent. A consortium must also be selected through a competitive procurement process.
 1. The One-Stop operator may operate one or more one-stop centers. There may be more than one one-stop operator in a local area.
 2. One-Stop operators may include the following entities:
 - a. An institution of higher education;
 - b. An Employment Service State agency established under the Wagner-Peyser Act;
 - c. A community-based organization, nonprofit organization, or workforce intermediary;
 - d. A private for-profit entity;
 - e. A government agency;
 - f. A LWDB, with approval of the CEO and the Governor; or
 - g. Another interested organization or entity, which is capable of carrying out the duties of the one-stop operator. Examples may include a local chamber of commerce or other business organization, or a labor organization.
 3. Elementary schools and secondary schools are not eligible as one-stop operators, except that a nontraditional public secondary school such as a night school, adult school, or an area career and technical education school may be selected.
- B. To eliminate any potential conflicts of interest or the appearance of conflicts of interest, and conduct fair and open competitive processes, the LWDB must develop a written plan of how it will operate with firewalls that are compliant with WIOA and Uniform Guidance at 2 CFR Part 200, subpart D. See State Workforce Policy #8 Conflict of Interest for guidance.

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VI. One-Stop Operators Roles and Responsibilities:

- A. The LWDB must determine the roles and responsibilities of the One-Stop operator(s) prior to conducting the procurement process. The competition for a one-stop operator must clearly articulate the role of the one-stop operator (20 CFR 678.620 a).
- B. At a minimum, the one-stop operator must coordinate the service delivery of required one-stop partners and service providers (20 CFR 678.620 a).
- C. LWDBs may establish additional roles of one-stop operator, including, but not limited to (20 CFR 678.620 a):
 - 1. Coordinating service providers across the one-stop delivery system;
 - 2. Being the primary provider of services within the center;
 - 3. Providing some of the services within the center;
 - 4. Coordinating service delivery in a multi-center area, which may include affiliated sites.
- D. A one-stop operator may not perform the following functions (20 CFR 678.620 b1):
 - 1. Serve as staff to the LWDB (20 CFR 679.400 (d));
 - 2. Convene system stakeholders to assist in the development of the local plan;
 - 3. Prepare and submit local plans (as required under sec. 107 of WIOA);
 - 4. Be responsible for oversight of itself;
 - 5. Manage or significantly participate in the competitive selection process for one-stop operators;
 - 6. Select or terminate one-stop operators, adult, dislocated worker, and youth services providers;
 - 7. Negotiate local performance accountability measures; and
 - 8. Develop and submit a budget for activities of the LWDB in the local area.
 - 9. Any other functions specifically assigned to the LWDB.
- E. The State and Local Workforce Development Boards must ensure that, in carrying out WIOA programs and activities, one-stop operators:
 - 1. Disclose any potential conflicts of interest arising from the relationships of the operators with particular training service providers or other service providers;
 - 2. Do not establish practices that create disincentives to providing services to individuals with barriers to employment who may require longer term career and training services; and

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3. Comply with Federal regulations and procurement policies relating to the calculation and use of profits, including those at 20 CFR 683.295, the Uniform Guidance at 2 CFR chapter II, and other applicable regulations and policies.
- F. The LWDB is responsible for the oversight of the one-stop operator.

VII. Roles and Responsibilities of Adult, Dislocated Worker and Youth Services Providers

Adult and Dislocated Worker Career Services

- A. The applicable career services to be delivered by required one-stop partners are those services listed in § 678.430 that are authorized to be provided under each partner's program (20 CFR 678.425). Career services must be provided through the one-stop delivery system.
- B. Working with the State, the LWDB satisfies the consumer choice requirement for career services by (20 CFR 679.380 b):
1. Determining the career services that are best performed by the one-stop operator consistent with 20 CFR §§ 678.620 and 678.625 and career services that require contracting with a career service provider;
 2. Identifying a wide-array of potential career service providers and awarding contracts where appropriate including to providers to ensure:
 - a. Sufficient access to services for individuals with disabilities, including opportunities that lead to integrated, competitive employment for individuals with disabilities;
 - b. Sufficient access for adult education and literacy activities.
- C. The LWDB is responsible for the oversight of adult and dislocated worker career services programs.

Youth Services

- A. WIOA section 129(c)(2) includes 14 youth services program elements:
1. Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized post-secondary credential;
 2. Alternative secondary school services, or dropout recovery services, as appropriate;
 3. Paid and unpaid work experiences that have academic and occupational education

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as a component of the work experience, which may include:

- a. summer employment opportunities and other employment opportunities available throughout the school year;
 - b. pre-apprenticeship programs;
 - c. internships and job shadowing; and
 - d. on-the-job training opportunities;
4. Occupational skill training, which includes priority consideration for training programs that lead to recognized post-secondary credentials that align with in-demand industry sectors or occupations in the local area involved, if the Local Board determines that the programs meet the quality criteria described in WIOA sec. 123;
 5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
 6. Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors;
 7. Supportive services;
 8. Adult mentoring for a duration of at least 12 months that may occur both during and after program participation;
 9. Follow-up services for not less than 12 months after the completion of participation;
 10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling, and referrals to counseling, as needed by individual youth;
 11. Financial literacy education;
 12. Entrepreneurial skills training;
 13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and
 14. Activities that help youth prepare for and transition to post-secondary education and training.
- B. The LWDB is responsible for the oversight of youth programs.

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VIII. Selection Processes for One-Stop Operator, and Adult, Dislocated Worker, and Youth Service Providers

The LWDB must determine the method of selection for the one-stop operator, and adult, dislocated worker, and youth services providers, in compliance with WIOA requirements.

- A. **One-Stop Operator:** The LWDB must select the one-stop operator through a fair and open competitive process at least once every 4 years (WIOA sec. 121(d)(2)(A), 20 CFR 678.605). The State may require, or a LWDB may choose to implement, a competitive selection process more than once every four years. (20 CFR 678.605a)
- B. **Adult/Dislocated Worker Career Services:** Career services may be provided directly by the one-stop operator or through contracts with direct service providers that are approved by the LWDB. (20 CFR 680.160).
 - 1. Career services provided directly by the one-stop operator must be competitively procured through the one-stop operator procurement process. If providing career services is not included in the one-stop operator procurement, the LWDB cannot award a contract to be a career services provider to the one-stop operator unless the contract is awarded through a competitive procurement process and proper firewalls are established and documented.
 - 2. The LWDB must determine the process for selecting and awarding contracts to adult and dislocated worker service providers not provided by the one-stop operator. The process for awarding these contracts must be in compliance with Arizona Conflict of Interest regulations (ARS 38-501 through 38-511). If LWDB decides to competitively procure these services, the process must be conducted in accordance with the Uniform Guidance at 2 CFR parts 200 and 2900, applicable State and local procurement laws, and procedures articulated in this policy.
 - 3. If the LWDB does not select and award contracts to career service providers through a competitive procurement process, the LWDB must document in writing the process and selection criteria used to award these contracts.
- C. **Youth Services:** The LWDB may determine that the grant recipient or designated fiscal agent may "provide directly some or all of the youth workforce investment activities." The LWDB must determine whether to directly provide the WIOA youth program elements that they can most efficiently and cost-effectively provide, such as labor market and employment information and services that are part of program design including assessment, supportive services and follow-up services (TEGL 21-16).
 - 1. If a LWDB chooses to award contracts to youth service providers to carry out some or all of the youth workforce investment activities, the LWDB must award such contracts on a competitive basis, in accordance with the Uniform Guidance at 2 CFR parts 200 and 2900, applicable State and local procurement laws, and the procedures articulated in this policy (WIOA sec. 123).

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2. The LWDB must identify youth service providers based on criteria established in the State Plan (including such quality criteria established by the Governor for a training program that leads to a recognized postsecondary credential) and take into consideration the ability of the provider to meet performance accountability measures based on the primary indicators of performance for youth programs.

IX. Legally Binding Contracts Required with LWDB

- A. The LWDB must execute a legally binding agreement, with each one-stop operator, adult, dislocated worker, and youth services providers. Note: Per TEGL 15-16, the use of an MOU to memorialize the agreement between a LWDB and a one-stop operator is different from the MOUs that are required between the LWDB and its one-stop partners. An MOU between a LWDB and a one-stop operator must be in the form of a legal binding agreement.
- B. The (legally binding) written agreement is required for all providers regardless of whether the provider was selected through a competitive procurement or some other method determined by the LWDB.
- C. Essential Contract Elements: All contracts, agreements, or MOUs between the LWDB and the one-stop operator or other providers must include the essential elements of a legally executed and binding written agreement, and contain at a minimum the following:
 1. Statement of Work (SOW). The SOW specifies the period of performance or the start and end date of the contract. It also specifies the services to be performed including measurable performance goals to be delivered under the contract, agreement, or MOU.
 2. Authorized Officials and Purpose. Authorized officials are persons authorized to enter into and sign legally binding agreements and must be on record as the signatory official. Signatures of the offeror/bidder and offeree (LWDB) must be contained as part of the written contract.
 3. Additional contractual terms and conditions. Contracts, agreements, and MOUs must include such standard terms and conditions that are either required by the State, Local Area, or the Federal agency as national, State, or local policy requirements. The contract, agreement, or MOU must identify that one-stop operators or providers are subrecipients of Federal funds and must follow the Uniform Guidance at 2 CFR part 200, including the contractual provisions in 2 CFR 200.326 and 2 CFR part 2900.

X. Competitive Procurement Process

- A. LWDBs must use a competitive process based on the principles of competitive procurement in the Uniform Administrative Guidance set out at 2 CFR 200.318 through 200.326, State and local procurement law, and the Arizona Conflict of Interest law (ARS 38-501 thru ARS 38-511).

The competitive procurement must include the following:

1. Requests for proposals must be publicly advertised in a paper of general circulation, through qualified vendor/interested parties lists, and must be available electronically through the LWDB website and the State's ARIZONA@WORK website. The request for proposals must include a reasonable period of time for potential vendors to respond. Any response to publicized requests for proposals must be considered to the maximum extent practical (2 CFR 200.320 d1);
 2. The request for proposals must identify all evaluation factors and their relative importance (2 CFR 200.320 d1);
 3. The request for proposals must not include restrictive or unreasonable terms that would limit competition (2 CFR 200.319 c1). For example, specifying that there are no funds attached to the requested procurement would be an unreasonable term. (*Joint WIOA Final Rule, page 55901; Federal Register, Vol 81, no. 161, August 19, 2016*)
 4. Proposals must be solicited from an adequate number of qualified sources (2 CFR 200.320 d2);
 5. The LWDB must have a written method for conducting technical evaluations of the proposals received and for selecting recipients (2 CFR 200.320 d3);
 6. Contracts must be awarded to the responsible firm whose proposal is most advantageous to the program, with price and other factors considered (2 CFR 200.320 d4);
- B. The LWDB must document their procurement procedures in writing to reflect the standards outlined in the Uniform Guidance (2 CFR 200.318 thru 200.326). The procedures must ensure that all solicitations:
1. Incorporate a clear and accurate description of the technical requirements for the services to be procured. Such description must not, in competitive procurements, contain features which unduly restrict competition. The description may include a statement of the qualitative nature of the material, product or service to be procured and, when necessary, must set forth those minimum essential characteristics and standards to which it must conform if it is to satisfy its intended use. (2 CFR 200.319 c1)

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2. Identify all requirements which the offerors must fulfill and all other factors to be used in evaluating bids or proposals. (2 CFR 200.319 c2)
 3. The LWDB must ensure that all prequalified lists of persons, firms, or products which are used in acquiring goods and services are current and include enough qualified sources to ensure maximum open and free competition. The LWDB must not preclude potential bidders from qualifying during the solicitation period. (2 CFR 200.319 d)
- C. The LWDB also must maintain written standards of conduct regarding individual and organizational conflict of interest (“firewalls”) (2 CFR 200.318).
- D. Supporting documentation must be retained to sufficiently record the procurement process and be made available for monitoring. The LWDB must maintain records sufficient to detail the history of procurement. These records will include, but are not necessarily limited to the following: rationale for the method of procurement, selection of contract type, contractor selection or rejection, and the basis for the contract price. (2 CFR 200.318 i)
- E. The LWDB must ensure that the procurement process is conducted in a manner that ensures full and open competition. To ensure objective contractor performance and eliminate unfair competitive advantage, any organization that develops or drafts specifications, requirements, statements of work, or invitations for bids or requests for proposals, or manages or conducts the competition for a one-stop operator or service provider must be excluded from competing for such procurements (2 CFR 200.319 a).
- F. The LWDB must maintain oversight to ensure that contractors perform in accordance with the terms, conditions, and specifications of their contracts. (2 CFR 200.318 b)

XI. Sole Source Procurement Process

A sole source procurement is a contract entered into without a competitive process, based on a justification that only one known source exists or that only one single supplier can fulfill the requirements. Procurement by sole source will be permitted only if (2 CFR 200.320 (f)):

- A. Documented research and analysis of market conditions and other factors lead to a determination that:
1. There is only one entity that could serve as a one-stop operator as defined by the LWDB; or
 2. Unusual and compelling urgency will not permit a delay resulting from competitive solicitation; or

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3. Results of the competition conducted by sealed bids or competitive proposals were determined to be inadequate.
- B. To gain approval for a sole source procurement, the LWDB must complete the following process:
1. Submit to the Workforce Arizona Council written justification for requesting approval of a sole source procurement which includes information such as:
 - a. A description of the unique features that prohibit competition;
 - b. Documented research conducted to verify the vendor as the only known source;
 - c. A description of the marketplace to include distributors, dealers, resellers, etc.;
 - d. Written documentation describing the entire process used in making such a selection.
 2. Publicly advertise in a paper of general circulation, through the LWDB website, and through the State's ARIZONA@WORK website, a public notice of the intent to sole source the one-stop operator procurement or other service provider procurements to allow potential vendors to indicate interest in bidding on the sole source procurement. The notice of intent to procure through sole source must include a contact source for potential vendors to indicate their interest in bidding and must include a reasonable period of time for potential vendors to respond. Submit a copy of the published notice with the request for a sole source procurement.
 3. Submit the written agreement between the LWDB and the CEO to clarify how the organization will carry out its responsibilities while demonstrating compliance with the WIOA and corresponding regulations, relevant Office of Management and Budget circulars, and the State's conflict of interest policy (20 CFR 679.430). Sole source procurement must include appropriate conflict of interest policies and procedures, which conform to the specifications in 20 CFR 679.430 and State policy for demonstrating internal controls and preventing conflict of interest.
 4. Within 30 days of receiving a complete request for approval of the results of a sole source procurement, the Workforce Arizona Council or its Executive Committee will review the request and recommend approval to the Governor, disapprove, or request more information. If approved, a sole source procurement contract would be for a term of one year after which a determination is made as to whether a sole source contract is warranted or if competition is available to conduct a competitive selection process.
 5. Nothing in this policy prevents the Governor from exercising his/her authority according to WIOA requirements.

XII. Approval of LWDBs for Role of One-Stop Operator and/or Service Provider

- A. Under WIOA, a LWDB may only serve as the one-stop operator and/or adult, dislocated worker, or youth career services provider with the approval of the CEO in the local area and the Governor. Specifically, without approval from the Governor, LWDBs cannot serve as service providers or one-stop operators. The LWDB is prohibited from serving as a training provider without obtaining a waiver from the Governor. (20 CFR 679.410)

The LWDB is considered to be serving as the one-stop operator or adult, dislocated worker, or youth service provider, if any staff serving the LWDB also have any supervisory responsibility for staff providing services within the organization. There must be complete separation between governance functions and operating functions within an organization including different reporting structures.

- B. Process Required for LWDB To Serve as One-Stop Operator/Service Provider

A LWDB must complete the following process if it wishes to serve in the role of one-stop operator, which must be competitively procured, or a service provider.

1. The LWDB must win the procurement through the competitive procurement or sole source procurement procedures required in this policy (only when competitive procurement is required);
2. Create a written agreement between the LWDB and the CEO that identifies how the LWDB will ensure fair and clear performance monitoring and clear separation of LWDB staff and operations staff. The LWDB must establish sufficient conflict of interest policies and procedures ("firewalls") and these must be approved by the Governor (20 CFR 678.610 d).
 - a. Conflict of interest policies and procedures must include procedures to ensure fair and clear performance monitoring and clear separation of LWDB staff and operations staff must be documented and implemented.
 - b. Monitoring responsibilities include, but are not limited to:
 - i. Gathering performance data and providing regular updates to the LWDB and the Workforce Arizona Council;
 - ii. Evaluating and reporting compliance to the provisions of WIOA and state policies; and
 - iii. Ensuring the local staff receive, understand and use LMI data to guide service delivery and decision-making.

- C. Provide evidence that the CEO in the local area agrees to the selection of the LWDB as the one-stop operator/service provider.

- D. The LWDB must submit the following to the Workforce Arizona Council for review:

1. For competitive procurement:

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- a. Copy of the request for proposals.
 - b. Copy of the published public notice.
 - c. Copy of written agreement between LWDB and CEO ensuring clear separation of staff and performance monitoring.
 - d. Letter documenting that the CEO agrees to the choice of the LWDB as the one-stop operator or service provider. .
2. For sole source procurement:
- a. Written research and market analysis that led to determination of sole source.
 - b. Copy of published notice of intent to sole source and any responses.
 - c. Copy of written agreement between LWDB and CEO ensuring clear separation of staff and performance monitoring.
 - d. Letter documenting that the CEO agrees to the choice of the LWDB as the one-stop operator or service provider.
3. For the LWDB as a service provider not procured competitively:
- a. Copy of the written documentation of the process and selection criteria the LWDB used to award the service contract.
 - b. Copy of written agreement between LWDB and CEO ensuring clear separation of staff and performance monitoring.
 - c. Letter documenting that the CEO agrees to the choice of the LWDB as the service provider.
- E. Within 30 days of a complete request, if the Workforce Arizona Council or its Executive Committee determines that a procurement process has been carried out in good faith, and the firewalls and monitoring plan are sufficient, the request for the LWDB to serve as the one-stop operator or adult, dislocated worker, or youth career service provider will be forwarded to the Governor with the Workforce Arizona Council's recommendation for approval. If the Workforce Arizona Council determines that there are deficiencies in the processes used, or that the firewalls and monitoring plan are not sufficient, the request will be returned to the LWDB for revision. A detailed explanation of the recommendation will be provided in writing to the proposing LWDB. The LWDB may make improvements and resubmit the request to the Workforce Arizona Council.
- F. Where a LWDB acts as a one-stop operator, the Workforce Arizona Council must ensure certification of one-stop centers in accordance with 20 § 678.800. (20 CFR 679.410 a 3)

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CONTACT ENTITY: Inquiries regarding this policy should be directed to the Workforce Arizona Council Manager at Ashley.Wilhelm@oeo.az.gov or 602-771-0482.

ARIZONA@WORK Job Center MOU and Infrastructure Costs Policy

05-2016	ARIZONA@WORK Job Center MOU and Infrastructure Costs
ISSUING AGENCY:	State Workforce Development Board
SCOPE:	Workforce Arizona Council, Arizona Department of Economic Security, Arizona Department of Education, Arizona Commerce Authority - Office of Economic Opportunity, Local Workforce Development Boards, Local Workforce Administrative Entities, and Workforce System Stakeholders
REFERENCES:	Title I of the Workforce Innovation and Opportunity Act (WIOA) of 2014, (Pub. L. 113-128); WIOA Final Regulations, 20 CFR Part 678 Description of the One-Stop System Under Title I of the WIOA; 2 CFR 200, Uniform Guidance for Federal Financial Assistance, as applicable.
EFFECTIVE DATE:	August 24, 2017
OBJECTIVE:	This policy provides local workforce development boards and other workforce system partners with instruction and guidance regarding the administration of ARIZONA@WORK Job Center Service Delivery system. Note: The term one-stop delivery system is used interchangeably with ARIZONA@WORK Job Center service delivery system.
TABLE OF CONTENTS:	<ul style="list-style-type: none">I. DefinitionsII. Memorandum of Understanding (MOU) for the One-Stop Delivery SystemIII. MOU Development ProcessIV. One-Stop Infrastructure CostsV. State-Funding Mechanism for Infrastructure Costs

I. DEFINITIONS

The **One-Stop Delivery System** brings together workforce development, educational, and other human resource services in a seamless customer-focused service delivery network that enhances access to the programs' services and improves long-term employment outcomes for individuals receiving assistance. One-stop partners administer separately funded programs as a set of integrated streamlined services to job seeker and employer customers. (20 CFR 678.300)

American Job Centers, also referred to as the one-stop delivery system, are known as **ARIZONA@WORK Job Centers**.

State Workforce Development Board is called the **Workforce Arizona Council (WAC)**. Arizona Commerce Authority - Office of Economic Opportunity serves as staff to the WAC.

State Administrative Entity is the Arizona Department of Economic Security for WIOA Title I, III, and IV funds and the Arizona Department of Education for WIOA Title II funds.

Limiting Percentage: The statutory percentages listed in WIOA sec. 121(h)(2)(d) that are applied to the total Federal funds received by a specific program in order to calculate the cap.

Maximum Potential Cap (MPC): The maximum amount that a program cap can be, only applicable if every Local Area within a State falls under the State funding mechanism.

Determining Factor: The factor used by Governor to reasonably indicate the use of one-stop centers.

Consensus Area Factor Percentage: The percentage of the determining factor that can be attributed to Local Areas which reach consensus.

II. Memorandum of Understanding for the One-Stop Delivery System

A. The memorandum of understanding (MOU) is an agreement relating to the operation of the one-stop delivery system in the local area. The Local Board develops the MOU through local discussion and negotiation, and executes the agreement between the Local Board, the chief elected official, and the one-stop partners. Two or more local areas in a region may develop a single joint MOU, if they are in a region that has submitted a regional plan under sec. 106 of WIOA. (20 CFR 678.500)

1. A single "umbrella" MOU may be developed that addresses the issues relating to the local one-stop delivery system for the Local Board, chief elected official and all partners. Alternatively, the Local Board (with agreement of chief elected official) may enter into separate agreements between each partner or groups of partners. (20 CFR 678.505)
2. Since funds are generally appropriated annually, the Local Board may negotiate financial agreements with each partner annually to update funding of services and operating costs of the system under the MOU.
3. The MOU, whether an umbrella MOU or separate partner agreements, must include (20 CFR 678.500b):
 - a. A detailed description of services to be provided through the one-stop delivery system, including the manner in which the services will be coordinated and delivered through all components of the system;
 - b. A final plan, or an interim plan if needed, on how the costs of the services and the operating costs of the system will be funded, including:
 - i. Funding of infrastructure costs of one-stop centers in accordance with §§ 678.700 through 678.755; and
 - ii. Funding of the shared services and operating costs of the one-stop delivery system described in § 678.760;

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- c. Methods for referring individuals between the one-stop operators and partners for appropriate services and activities;
 - d. Methods to ensure that the needs of workers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the one-stop delivery system;
 - e. The duration of the MOU and procedures for amending it;
 - f. Assurances that each MOU will be reviewed, and if substantial changes have occurred, renewed, not less than once every 3-year period to ensure appropriate funding and delivery of services; and
 - g. Any other provisions agreed to by the parties that are consistent with WIOA title I, the authorizing statutes and regulations of one-stop partner programs, and the WIOA regulations. (WIOA sec. 121(c).) This includes personnel rules and regulations and collective bargaining agreements of the respective partner entities.
4. When fully executed, the MOU must contain the signatures of the Local Board, one-stop partners, the chief elected official(s), and the time period in which the agreement is effective.
 5. The MOU must be updated not less than every 3 years to reflect any changes in the signatory official of the Board, one-stop partners, and chief elected officials, or one-stop infrastructure funding. If a one-stop partner appeal to the State regarding infrastructure costs results in a change to the one stop partner's infrastructure cost contributions, the MOU must be updated to reflect the final one-stop partner infrastructure cost contributions.

III. MOU Development Process

- A. The MOU is a product of local discussions and good-faith negotiations between Local Workforce Development Boards, chief elected officials, and one-stop partners and should reflect the full and effective partnerships of these partners. (20 CFR 678.510)
 1. Local Workforce Development Boards, chief elected officials, and one-stop partners may also request assistance from a State agency responsible for administering the partner program, the Governor, State Board, or other appropriate parties on other aspects of the MOU.
 2. Local Workforce Development Boards and one-stop partners must establish, in the MOU, a final plan for how the Local Board and programs will fund the infrastructure costs of the one-stop centers. If a final plan regarding infrastructure costs is not complete when other sections of the MOU are ready, an interim infrastructure funding agreement, including as much detail as the Local Board has negotiated with one-stop partners, may be included instead (20 CFR 678.715(c)).
 - a. The interim infrastructure agreement must be finalized within 6 months of when the MOU is signed. If the interim infrastructure agreement is not finalized within that timeframe, the Local Board must notify the Governor (20 CFR 678.725).

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- b. Once the final infrastructure cost plan is approved, the Local Board and one-stop partners must amend the MOU to include the final plan for funding infrastructure costs of the one-stop centers, including a description of the funding mechanism established by the Governor relevant to the local area.
 3. The Local Board must report to the State Board, Governor, relevant State agency, and other appropriate parties when MOU negotiations with one-stop partners have reached an impasse.
 - a. The Local Board and partners must document the negotiations and efforts that have taken place in the MOU. The State Board, one-stop partner programs, and the Governor may consult with the appropriate Federal agencies to address impasse situations related to issues other than infrastructure funding after attempting to address the impasse. Impasses related to infrastructure cost funding must be resolved using the State infrastructure cost funding mechanism (20 CFR 678.73).
 - b. The Local Board must report failure to execute an MOU with a required partner to the Governor, State Board, and the State agency responsible for administering the partner's program. Additionally, if the State cannot assist the Local Board in resolving the impasse, the Governor or the State Board must report the failure to the Secretary of Labor and to the head of any other Federal agency with responsibility for oversight of a partner's program.

IV. One-Stop Infrastructure Costs

- A. Infrastructure costs of one-stop centers are non-personnel costs that are necessary for the general operation of the one-stop center, including:
 1. Rental of the facilities;
 2. Utilities and maintenance;
 3. Equipment (including assessment-related products and assistive technology for individuals with disabilities); and
 4. Technology to facilitate access to the one-stop center, including technology used for the center's planning and outreach activities.
 5. In addition, Local Workforce Development Boards may consider common identifier costs as costs of one-stop infrastructure. (20 CFR 678.700)
- B. Each entity that carries out a program or activities in a local one-stop center must use a portion of the funds available for the program and activities to maintain the one-stop delivery system, including payment of the infrastructure costs of one-stop centers. These payments must be in accordance with 20 CFR 678.700; Federal cost principles, which require that all costs must be allowable, reasonable, necessary, and allocable to the program; and all other applicable legal requirements.
- C. The Local Board, chief elected officials, and one-stop partners agree to amounts and methods of calculating amounts each partner will contribute for one-stop infrastructure funding, include the infrastructure funding terms in the MOU, and sign the MOU. The local one-stop funding mechanism must meet all of the following requirements:

1. The infrastructure costs are funded through cash and fairly evaluated in-kind partner contributions and include any funding from philanthropic organizations or other private entities, or through other alternative financing options, to provide a stable and equitable funding stream for ongoing one-stop delivery system operations (20 CFR 678.715);
2. Contributions must be negotiated between one-stop partners, chief elected officials, and the Local Board and the amount to be contributed must be included in the MOU;
3. The one-stop partner program's proportionate share of funding must be calculated in accordance with the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards in 2 CFR part 200 based upon a reasonable cost allocation methodology whereby infrastructure costs are charged to each partner in proportion to relative benefits received, and must be allowable, reasonable, necessary, and allocable;
4. Partner shares must be periodically reviewed and reconciled against actual costs incurred, and adjusted to ensure that actual costs charged to any one-stop partners are proportionate and equitable to the benefit received by the one-stop partners and their respective programs or activities.

V. State-Funding Mechanism for Infrastructure Costs

- A. If the LWDB, chief elected officials, and one-stop partners in a local area do not reach consensus on methods of sufficiently funding local infrastructure costs through the local funding mechanism in accordance with section IV. A-C of this policy and include that consensus agreement in the signed MOU, then the LWDB must notify the Governor, the WAC, and the Superintendent of Education in writing at least 60 days prior to the required date of execution for the MOU (678.725).
- B. Once notified, the WAC staff will apply the State funding mechanism, as described in this policy, for the program year impacted by the local area's failure to reach consensus and make a recommendation to the Governor and the Superintendent of Education, who must administer funding through the State funding mechanism.
 1. The State funding mechanism applies to allocation of infrastructure costs only as defined in section IV.A of this policy. The State funding mechanism is not used to determine partner contributions related to additional costs including career services, shared operating costs, and shared services.
 2. The Superintendent of Education, in consultation with the Governor, will make the determination of the amount each of the applicable partners must contribute to assist in paying the infrastructure costs of one-stop centers with respect to the funds provided for adult education and literacy activities authorized under title II of WIOA, and postsecondary career and technical education activities authorized

under the Carl D. Perkins Career and Technical Education Act of 2006 (678.730 c.2).

3. The appropriate portion of funds to be provided by Native American program grantees to pay for one-stop infrastructure must be determined as part of the development of the MOU described in section III of this policy and specified in that MOU. The State funding mechanism will not determine the contribution amounts for infrastructure funds for Native American program grantees described in part 684 of the WIOA Final rules (678.730 c.).
- C. The LWDB must provide the Governor and the Superintendent of Education with local negotiation materials including (678.735 a):
1. The most recent version of the ARIZONA@WORK Infrastructure Funding Agreement template with attachments A through D related to infrastructure costs;
 2. The cost allocation method being used to determine proportionate use and relative benefit as proposed by the partners;
 3. Any back up documentation or calculations related to attachment A through D in the ARIZONA@WORK Infrastructure Funding Agreement template;
 4. The amount of total partner funds included and the type of funds or non-cash contributions;
 5. A brief written description of the areas of agreement and disagreement related to the allocation of infrastructure funding costs as currently proposed by the partners.
- D. Based on the materials provided, an infrastructure budget will be created for use in the State funding mechanism based on the following:
1. If the infrastructure budget submitted by the LWDB in section V.C of this policy has been agreed to by all of the partners so that only the individual programmatic contributions to infrastructure funding based upon proportionate use of the one-stop centers and relative benefit received are at issue, the State funding mechanism will use this budget to calculate each partner's contribution; or
 2. If the infrastructure budget submitted by the LWDB in section V.C of this policy has not been agreed to by all of the partners, the WAC staff will consult with the LWDB to determine the areas of disagreement and solutions proposed by those in disagreement and the reasons supporting the alternative budget. The State funding mechanism will be calculated based on multiple budgets to determine which budget option is most reasonable, supported by documentation of the costs, and is congruent with the requirements of WIOA.

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3. ARIZONA@WORK Job Center partners may provide cash, non-cash, and third-party in-kind contributions to cover their proportionate share of infrastructure costs. If non-cash or in-kind contributions are used, they cannot include non-infrastructure costs (such as personnel).
- E. Under the State funding formula, all required one-stop partners must contribute to infrastructure costs of the one-stop centers based on proportionate use and relative benefits received. The measure used to determine proportionate use and relative benefits received to each ARIZONA@WORK Job Center partner is based upon the "percentage of each co-located ARIZONA@WORK Job Center partner's occupancy" in each ARIZONA@WORK Job Center location.
1. Required ARIZONA@WORK Job Center partners' shares in infrastructure costs must be necessary, reasonable, and allocable to their program based upon relative benefits received. Only those ARIZONA@WORK Job Center partners who are physically co-located in the ARIZONA@WORK Job Centers (either full-time or part-time) are required to contribute to infrastructure costs at this time.
 2. ARIZONA@WORK Job Center partners who are not physically co-located in the ARIZONA@WORK Job Centers may also be receiving benefit from the ARIZONA@WORK system. However, until there is a statewide data tracking system that can provide accurate and reliable data for allocating the benefit received, partners that are not co-located at an ARIZONA@WORK Job Center are not included in the State funding formula.
- F. The WAC staff will review the proportionate share of infrastructure costs allocated to each co-located partner submitted to the Governor and State Superintendent of Education to determine if the formula has been applied accurately. If the proportionate shares submitted by the LWDB in section V.C of this policy have not been agreed to by all of the partners, the WAC staff will consult with the LWDB to determine the areas of disagreement and solutions proposed by those in disagreement and the reasons supporting the alternative budget. The State funding mechanism will be calculated based on multiple proportionate shares to determine which option is most reasonable, supported by the documented data, and is congruent with the requirements of WIOA.
- G. The Statewide funding mechanism is used to calculate the statewide caps to determine the maximum amounts that required partners could be required to contribute toward infrastructure costs.
1. There are no statewide caps for additional partners, because the State funding mechanism does not apply to them.

2. The caps only restrict those partners in Local Areas which could not reach consensus in the local funding mechanism negotiations.
3. If more than one local area in a State falls under the State funding mechanism, it is the aggregate of the infrastructure cost contributions for each required partner in these local areas that is restricted by the caps.
4. The Statewide cap will be calculated using the following steps:
 - a. Determine the Maximum Potential Cap (MPC) for each program by multiplying the total Federal funding the State receives for the program in the affected program year by the limiting percentage as determined by program statute. The limiting percentages are as follows:
 - i. WIOA title I programs (youth, adult, or dislocated worker) - 3%
 - ii. Wagner-Peyser Act Employment Service - 3%
 - iii. Adult Education and Family Literacy Act (AEFLA) - 1.5%
 - iv. Perkins IV - 1.5% of funds made available to postsecondary level programs and activities, as well as funds used to administer postsecondary level programs and activities, in the prior year.
 - v. Vocational Rehabilitation - build from 0.75% of the previous year's Federal funding in Program Year 2017, to 1.5% in Program Year 2020 (and subsequent years)
 - vi. Community Services Block Grant (CSBG) - 1.5% of funds from the previous year spent by local CSBG-eligible entities to provide employment and training activities, plus any associated administrative costs.
 - vii. YouthBuild; Job Corps; NFJP programs; SCSEP; TAA; Unemployment Compensation; HUD employment and training programs; and programs authorized under sec. 212 of the Second Chance Act of 2007 - 1.5%.
 - b. Select a determining factor to indicate the potential use of ARIZONA@WORK Job Centers across Arizona. The determining factor for Arizona will be the total population of adults 18 and over plus the total youth ages 16 and 17 who have dropped out of school for each local area. The State will use the data for the most recent available year from a reliable, standard data source such as the American Community Survey and school dropout data from the Arizona Department of Education.
 - c. Calculate the total population of adults 18 and over for each local area. Calculate the total population of adults 18 and over for all of the areas that reached consensus on infrastructure cost allocation as a percentage of the total Arizona population of adults 18 and over. This calculation is called the consensus areas' factor percentage.

- d. Multiply the consensus areas' factor percentage by the Maximum Potential Cap calculated in section V.4.a of this policy. This represents the portion of the Maximum Potential Cap attributable to the local areas that reached consensus.
 - e. Subtract the Maximum Potential Cap attributable to the local areas that reached consensus from the Maximum Potential Cap calculated in section V.4.a of this policy. The result is the maximum amount each partner can be required to spend on the infrastructure costs in the local areas that did not reach consensus.
- H. The Governor must ensure the proportionate share of the infrastructure costs that the State funding formula has determined would be required of each local partner in a non-consensus area does not exceed the applicable statewide program cap.
- 1. If the aggregate total contributions exceed the cap, the Governor may:
 - a. Inquire whether those local partner programs whose aggregate total contributions exceed the applicable program cap are willing to contribute beyond the applicable program cap up to their proportionate share. The statewide caps only apply to how much the Governor can require partners to contribute. Partners are allowed to contribute beyond the cap amounts, as long as they adhere to the principle of proportionate share. Or,
 - b. Allow the LWDB, one-stop partners, and CEO(s) to re-enter negotiations to reassess each one-stop partner's proportionate share, make adjustments and identify alternate sources of funding to make up the difference between the capped amount and the proportionate share of infrastructure funding of the one-stop partner; and reduce infrastructure costs to reflect the amount of funds available without exceeding the applicable program cap level.
 - c. If the LWDB, CEO(s), and the required one-stop partners fail to reach agreement on how to address exceeding the cap, the Governor and Superintendent of Education must make adjustments to specific local partners' proportionate share, and thus the services provided, in accordance with the amount available under the cap.
 - I. In accordance with WIOA 121(h)(2)(E), if a one-stop partner wishes to appeal the Governor's determination regarding the partner's portion of funds to be provided for one-stop infrastructure costs, the partner may submit a written appeal to the WAC within 30 days of the Governor's determination. Appeals submitted after this time will not be considered.

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The appeal may be made on the grounds that the Governor's determination is inconsistent with proportionate share requirements in 678.735(a), the cost contribution limitations in 678.735(b), or the cost contribution caps in 678.735(c). The appealing entity must explain why it believes the determination is contrary to the provisions of WIOA 121(h)(2)(E). No other cause for appeal will be considered. The WAC must consider and respond in writing to such an appeal within 30 days of its receipt.

CONTACT ENTITY: Inquiries regarding this policy should be directed to the Workforce Arizona Council Manager at Ashley.Wilhelm@oeo.az.gov or 602-771-0482 or the Arizona State Director of Adult Education at Sheryl.Hart@azed.gov.

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STATE WORKFORCE POLICY #6 **Certification of the ARIZONA@WORK Job Centers**

ISSUING AGENCY: Workforce Arizona Council

SCOPE: State Workforce Development Board (Workforce Arizona Council), Arizona Department of Economic Security (DES), Arizona Department of Education, Arizona Commerce Authority/Office of Economic Opportunity, Local Workforce Development Boards (LWDB), Local Workforce Administrative Entities, One-Stop Operators and Workforce Stakeholders

REFERENCES: Title I of the Workforce Innovation and Opportunity Act (WIOA) of 2014, (Pub. L. 113-128); WIOA Final Regulations – 20 CFR 678.800, 34 CFR 361.800, and 34 CFR 463.800, USDOL Employment and Training Guidance Letters 4-15, 16-16, and 19-16, WAC Policy 02-2016 ARIZONA@WORK Job Center Vision for One Stop Delivery System and 03-2016 Structure of One Stop Delivery System Policy.

EFFECTIVE DATE: **August 24, 2017**

OBJECTIVE: To establish state-wide objective criteria and procedures for use by the LWDB to certify the ARIZONA@WORK Job Centers. The criteria include adherence to WIOA requirements related to effectiveness, physical and programmatic accessibility, and continuous improvement, as well as measuring the LWDAs' progress in achieving the statewide vision for the ARIZONA@WORK Job Center delivery system established by the Workforce Arizona Council in Policy 02-2016 ARIZONA@WORK Job Center Vision for One Stop Delivery System. LDWBs must certify in order to be eligible to use infrastructure funds in the State funding mechanism (678.800). This policy applies to ARIZONA@WORK Job Center comprehensive, affiliate, and specialized sites.

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- III. ARIZONA@WORK Job Center Certification Assessment Tool – Part I and II
- IV. Part I Certification Assessment Tool Criteria
- V. Part II Certification Assessment Tool Criteria
- VI. Certification Frequency
- VII. Certification Teams
- VIII. Certification Determinations

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I. Definitions

ARIZONA@WORK Comprehensive Job Center is a physical location where job seeker and employer customers can access the programs, services, and activities of all required ARIZONA@WORK Job Center partners.

ARIZONA@WORK Affiliate One Stop Center is a site that makes available to job seeker and employer customers one or more of the ARIZONA@WORK Job Center partners' programs, services, and activities. An affiliated site does not need to provide access to every required ARIZONA@WORK Job Center partner program. Affiliated sites are access points in addition to the comprehensive ARIZONA@WORK Job Center center(s) in each LWDA used to supplement and enhance customer access to services (20 CFR 678.310). All affiliate sites must be physically and programmatically accessible to individuals with disabilities, as described in § 678.800.

ARIZONA@WORK Network of Partners or Specialized Centers: Any network of ARIZONA@WORK Job Center partners or specialized centers that must be connected to the comprehensive ARIZONA@WORK Job Center in the area, as well as, any appropriate affiliate centers (i.e. such as having processes in place to make referrals to the comprehensive and affiliate sites) (20 CFR 678.320).

ARIZONA@WORK One Stop Delivery System: The one-stop delivery system brings together workforce development, educational, and other human resource services in a seamless customer-focused service delivery network that enhances access to the programs' services and improves long-term employment outcomes for individuals receiving assistance. One-stop partners administer separately funded programs as a set of integrated streamlined services to customers.

II. Authority of Workforce Arizona Council to Establish Certification Criteria

A. Workforce Arizona Council (WAC), the State workforce development board, in consultation with chief elected officials and LWDBs, must establish objective criteria and procedures for LWDBs to use when certifying ARIZONA@WORK Job Center centers. (20 CFR 678.800)

1. The State WDB, in consultation with chief elected officials and LWDBs, must review and update the criteria every two years as part of the review and modification of State Plans. (20 CFR 676.135)
2. The criteria must be consistent with the Governor's and State WDB's guidelines, guidance, and policies on infrastructure funding decisions, described in § 678.705.

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3. When the LWDB is the one-stop operator as described in 20 CFR 679.410, the State WDB must certify the ARIZONA@WORK Job Center.
- B. The criteria must evaluate the ARIZONA@WORK Job Centers and ARIZONA@WORK Job Center delivery system for effectiveness, including customer satisfaction, physical and programmatic accessibility, and continuous improvement. (20 CFR 678.800 a.2)
1. **Effectiveness:** Evaluations of effectiveness must include the following:
 - a. how well the ARIZONA@WORK Job Center integrates available services for participants and businesses;
 - b. meets the workforce development needs of participants and the employment needs of local employers;
 - c. operates in a cost-efficient manner;
 - d. coordinates services among the ARIZONA@WORK Job Center partner programs;
 - e. provides access to partner program services to the maximum extent practicable, including providing services outside of regular business hours where there is a workforce need, as identified by the LWDB.
 - f. The evaluations must take into account feedback from ARIZONA@WORK Job Center customers.
 - g. The evaluations must also include evaluations of how well the ARIZONA@WORK Job Center ensures equal opportunity for individuals with disabilities to participate in or benefit from ARIZONA@WORK Job Center services. (See physical and programmatic accessibility sections.)
 2. **Physical Accessibility:** Physical accessibility is extent to which facilities are designed, constructed, or altered so they are accessible and usable to individuals with disabilities. Evaluations of physical accessibility should take into account both external accessibility and internal accessibility.
 - a. Evaluations of external accessibility could include:
 - i. a review of the availability of transportation to the ARIZONA@WORK Job Center;
 - ii. access into the site location via ramps consistent with the Americans with Disabilities Act's (ADA) standards.
 - b. Evaluations of internal accessibility could include:
 - i. a review of the center's access to bathrooms,
 - ii. adjustable work stations,
 - iii. appropriate signage, including signage to meet multilingual needs common to the specific region of the State, and signage for people with disabilities.

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3. **Programmatic Accessibility:** Programmatic accessibility is the extent to which the full range of services is available to all customers, regardless of disability or cultural background.

Evaluations of physical and programmatic accessibility must include criteria evaluating how well the centers and delivery systems take actions to comply with the disability-related regulations implementing WIOA sec. 188 (related to nondiscrimination), set forth at 29 CFR part 38.7-38.9. Such actions include, but are not limited to (678.800 b.1-6):

- a. Providing for the physical accessibility of the ARIZONA@WORK Job Center to individuals with disabilities;
 - b. Providing reasonable accommodations for individuals with disabilities;
 - c. Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities;
 - d. Administering programs in the most integrated setting appropriate (i.e. people with disability or cultural needs can be served in the same setting as those without, to the greatest extent possible);
 - e. Communicating with persons with disabilities as effectively as with others;
 - f. Providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity; and
4. **Continuous Improvement:** Evaluations of continuous improvement must include (678.800 c):
- a. how well the ARIZONA@WORK Job Center supports the achievement of the negotiated local levels of performance for the indicators of performance for the LWDA described in sec. 116(b)(2) of WIOA and part 677 of this chapter.
 - b. Other continuous improvement factors may include:
 - i. a regular process for identifying and responding to technical assistance needs;
 - ii. a regular system of continuing professional staff development;
 - iii. having systems in place to capture and respond to specific customer feedback.

III. ARIZONA@WORK Job Center Certification Assessment Tool – Part I and II

- A. Local Workforce Development Boards (LWDB) must use the ARIZONA@WORK Job Center Certification Assessment Tool – Part I and II adopted by the Workforce Arizona Council to certify all comprehensive, affiliate, and specialized sites in their LWDA. The assessment tool includes:

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1. Part I – Compliance with WIOA Regulations (see attachment A)
2. Part II – Alignment with Workforce Arizona Council Vision (see attachment B)

B. LWDBs may establish criteria and set higher standards for service coordination than those set by the WAC. LWDBs must also review and update all additional criteria and standards every two years as part of the WIOA Local Plan update process.

IV. Part I Certification Assessment Tool

A. Part I of the ARIZONA@WORK Job Center Certification Assessment Tool includes measures that must be provided as follows:

1. Physical accessibility measures to ensure facilities are designed, constructed, or altered so they are accessible and usable to individuals with disabilities.
2. Programmatic accessibility measures to ensure access to programs, services, and activities during regular business days at a comprehensive ARIZONA@WORK Job Center. This section also incorporates measures to ensure equal opportunity for individuals with disabilities defined in section 188 of WIOA.
3. Basic career services as defined in 20 CFR 678.430;
4. Individualized career services as defined in 20 CFR 678.430;
5. Follow-up services as defined in 20 CFR 678.430;
6. Businesses services required to be made available to local employers as defined in 20 CFR 678.435 a;
7. Access to any employment and training activities carried out under WIOA Section 134(d) and defined in 680.200;
6. Youth services as defined in 20 CFR 681.700 and 20 CFR 681.460;
7. Measures representative of continuous improvement 20 CFR 678.800 c;
8. Measures for affiliate and specialized centers as defined in 20 CFR 678.310 and 678.320.

B. Part I of the ARIZONA@WORK Job Center Certification Assessment Tool includes measures that may be provided as follows:

1. Customized business services (tailored for specific employers) may be provided to employers, employer associations, or other such organizations as defined in 20 CFR 678.435 b-c.

C. For each assessment criterion, the LWDB assessment team records whether the criterion is present or not present at the ARIZONA@WORK Job Center site. In the column labeled Supporting Data Source(s), the assessment team lists the data source(s) that supports whether the criterion is present or not present.

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Examples of data sources include evaluator direct observation, results from the customer satisfaction survey, interviews or focus groups with staff who directly provide services, interviews or focus groups with job seeker or employer customers, and written documentation such as data reports, written policies and procedures etc. Written documentation should supplement, but not replace on-site visits/interviews by the assessment team.

- D. At the completion of the assessment, the assessment team must identify all required measures that were not present at the ARIZONA@WORK Job Center site. To receive certification, a comprehensive, affiliate, or specialized site must comply with each of the required measures. The LWDB must work with each ARIZONA@WORK Job Center to create a follow-up action plan to bring the ARIZONA@WORK Job Center into full compliance with all required measures before the ARIZONA@WORK Job Center can be certified.

V. Part II Certification Assessment Tool

- A. The Workforce Arizona Council (WAC) envisions a job-driven public workforce development system in Arizona that focuses equally on the employment needs of job seekers and employers' needs for skilled labor with industry-recognized credentials to meet their current and future demand for labor. To fulfill its vision, the WAC will focus on developing the following characteristics throughout the system, including measuring the degree to which the local and regional workforce areas successfully offer activities that result in the growth of these characteristics:

1. Extensive Knowledge of Local Economy;
2. Business Engagement;
3. Sector Partnerships;
4. Work-Based Learning Opportunities;
5. Job Seekers Trained for In-Demand Jobs;
6. Industry-recognized Credentials;
7. Career Pathways;
8. Access to Services;
9. Actively Engage Veterans and Other Priority and Special Populations;
10. Highly Integrated Service Delivery System;
11. Continuous Evaluation and Improvement of Services;
12. Use Evidence-based, Best and Promising Practices for Service Delivery.

- B. For each of the descriptive measures in Part II, the LWDB assessment team will check which statement (0-4) best describes the LWDA's progress in implementing the desired characteristic. In the column labeled Supporting Data Source(s), the assessment team lists the data source(s) that supports the level of progress chosen. Examples of data sources include evaluator direct observation, results from the customer satisfaction

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surveys, interviews or focus groups with staff who directly provide services, interviews or focus groups with job seeker or employer customers, and written documentation such as data reports, written policies and procedures etc.

The LWDB must choose at least three descriptive measures that need improvement and create proposed goals and a plan for improvement for each measure. The three descriptive measures can be related to one system characteristic or multiple characteristics. Progress in completing these improvement plans will be incorporated into the next ARIZONA@WORK Job Center certification for the LWDA.

VI. Certification Frequency

- A. The LWDB (or the WAC in the case where the LWDB is also the One-Stop Operator) must evaluate and certify each ARIZONA@WORK Job Center once every three years at a minimum using the assessment tools adopted by the WAC and any additional measures adopted by the LWDB.
- B. The LWDB (or the WAC in the case where the LWDB is also the One-Stop Operator) may require site evaluations and certification more frequently as determined appropriate and warranted by the LWDB or (or the WAC in the case where the LWDB is also the One-Stop Operator).
- C. The LWDB must monitor any follow-up action plans created to bring a ARIZONA@WORK Job Center into full compliance with Part I of the ARIZONA@WORK Job Center Assessment Tool and submit the completed follow-up action plans to the WAC Manager by the dates established in the plan to complete the certification process.
- D. The LWDB must regularly monitor progress in meeting the proposed goals and improvement plans generated from Part II of the ARIZONA@WORK Job Center Assessment Tool. Progress in meeting these goals will become a required certification measure for the next one stop certification cycle.

VII. Certification Teams

- A. The LWDB must establish a certification assessment team that is responsible for conducting an independent and objective evaluation of each comprehensive, affiliate, and specialized ARIZONA@WORK Job Center in the LWDA and make certification recommendation to the LWDB. The LWDB must certify each site.

The LWDB certification assessment team must be comprised of LWDB members and LWDB staff, if needed. The LWDB may use experts from the state level or outside the LWDA to ensure evaluations are objective, if needed. The LWDB may also use local

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experts who represent targeted populations, but have no financial ties with the comprehensive, affiliate, and/or specialized ARIZONA@WORK Job Center in the LWDA.

- B. The LWDB certification assessment team must be free of real or perceived conflicts of interest; therefore, the One Stop Operator, partner programs, any service provider, or fiscal agent staff may not participate on the LWDB certification assessment team. These entities may provide information to the certification assessment team as data resources to support the work of the assessment team, as needed. (section V.B of WAC policy 04-2016 ARIZONA@WORK Job Center One Stop Center Operator Selection Policy)
- C. The WAC is required to certify a LWDA's ARIZONA@WORK Job Center when the LWDB also serves as the One-Stop Operator (20 CFR 678.800 (a)(3)). In these cases, the WAC will establish a certification assessment team consisting of some combination of WAC staff, DES staff, and LWDB member(s). The LWDB should consult the WAC Manager at the Arizona Office of Economic Opportunity when there are questions related to the certification assessment teams.

VIII. Certification Determinations

- A. The certification assessment process can result in one of two certification determinations as follows:
 - 1. Full certification: Full certification means all required measures in Part I of the Arizona One Stop Certification Assessment Tool have been met and are supported by data sources. Part II of the assessment tool has been completed and improvement plans submitted to the WAC.
 - 2. Provisional certification with follow-up action plan: Provisional certification means the ARIZONA@WORK Job Center substantially meets all required measures in Part I of the Arizona One Stop Certification Assessment Tool, but some measures remain unmet. The unmet measures must be addressed in a follow-up action plan with timelines for meeting all required certification standards. The follow-up action plan must be accepted by the LWDB and the WAC. The LWDB must monitor implementation of the follow-up action plan and submit the results to the WAC when the plan is completed. Part II of the assessment tool also must be completed and improvement plans submitted to the WAC.

CONTACT ENTITY: Inquiries regarding this policy should be directed to the Workforce Arizona Council Manager at Ashley.Wilhelm@oeo.az.gov or 602-771-0482.

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ATTACHMENTS:

Attachment A: ARIZONA@WORK Job Center Certification Assessment Tool Part I - Compliance with WIOA Regulations

Attachment B: ARIZONA@WORK Job Center Certification Assessment Tool Part II - Alignment with Workforce Arizona Council Vision

Attachment C: Template for Part II Goals and Improvement Plans (to be distributed)

Workforce Arizona Council

ARIZONA@WORK WIOA Statewide Monitoring Policy

STATE WORKFORCE POLICY #07 ARIZONA@WORK WIOA Statewide Monitoring Policy

ISSUING AGENCY: Workforce Arizona Council

SCOPE: State Workforce Development Board (Workforce Arizona Council), Arizona Department of Economic Security (DES), Arizona Department of Education (ADE), Arizona Commerce Authority/Office of Economic Opportunity (OEO), Local Workforce Development Boards (LWDB), Local Workforce Administrative Entities, and Workforce Stakeholders

REFERENCES: Title I of the Workforce Innovation and Opportunity Act (WIOA) of 2014, (Pub. L. 113-128); WIOA Final Regulations – 20 CFR 679.130, 20 CFR 683.400, 20 CFR 683.410, 20 CFR 683.420, 20 CFR 683.600, 20 CFR 683.650, 20 CFR 683.720, 20 CFR 200

EFFECTIVE DATE: **November 30, 2017**

OBJECTIVE: To establish roles of the Workforce Arizona Council (Council), the Arizona Department of Education and the Arizona Department of Economic Security (DES), in ensuring compliance with WIOA law and regulations, Council policies (WIOA Administrative Policies), WIOA implementation as outlined in the Arizona State Workforce Development Plan (State Plan). Monitoring information is used to inform the Council about the ARIZONA@WORK systems' current status and support the Council in fulfilling its statutorily-defined strategic objectives (679.130).

I. ARIZONA@WORK WIOA Statewide Monitoring System

- A. The Council shall assist the Governor in the development and continuous improvement of the workforce system. In this role, the Council is statutorily responsible for the development and updating of comprehensive State performance and accountability measures to assess core program effectiveness, along with supporting Local WDBs in efforts to increase their performance and effectiveness in serving employers and job seekers (679.130).
- B. To support the State and the Council in fulfilling this role, the Arizona Department of Education (ADE) and the Arizona Department of Economic Security (DES) shall:
 - 1. Conduct monitoring according to the State Plan for their respective programs, which includes all four Titles of WIOA.
 - 2. Report the status of monitoring activities semi-annually, or upon request, to the Council, including but not limited to any technical assistance that has been provided or corrective action plans put in place.

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- C. ADE, as the sole authority for Title II in Arizona, shall conduct monitoring of Title II services according to the requirements of the grant contract between ADE and funded Title II Adult Education providers. To promote alignment within the workforce system and further the goals of the State Plan, ADE will share monitoring information and results with the Council.

- D. Pursuant to WIOA, DES, as the grant recipient for Titles I, III and IV, must monitor LWDBs annually for compliance with applicable laws and regulations in accordance with the Statewide Monitoring System (683.400 c.2), which pursuant to 682.410 b.2 shall:
 - 1. Assess compliance with required federal fiscal guidelines contained in 2 CFR part 200,
 - 2. Ensure policies designed to assist LWDB in achieving program performance meet WIOA objectives,
 - 3. Enable determination of subrecipients and contractors demonstration of substantial compliance with WIOA, and Wagner-Peyser Act Requirements.
 - 4. Provide data that indicates if a local plan will be disapproved for failure to make acceptable progress in addressing deficiencies, and
 - 5. Ensure compliance with the nondiscrimination, disability, and equal opportunity requirements of sec. 188 of WIOA, including the Assistive Technology Act of 1998 (29 U.S.C. 3003).

- E. DES will prepare and submit to the Council an annual WIOA Monitoring Plan its and supporting materials, which aligns with the WIOA State Plan and represents ARIZONA@WORK WIOA Statewide Monitoring for Titles I, III and IV.

- F. ADE and DES shall provide information to the Council regarding the status of monitoring semi-annually or as requested. The Council may use the information in fulfilling their statutorily-defined roles, including setting the strategic direction, developing policy, and making resource and continuous improvement recommendations.

- G. DES will inform the Council when monitoring activities determine that there is a lack of compliance in programmatic or fiscal monitoring to include monitoring for compliance with Council policy.
 - 1. The Council may recommend additional technical assistance and/or elements to the corrective action plan which is implemented by DES.

CONTACT ENTITY: Inquiries regarding this policy should be directed to the Workforce Arizona Council Manager at Ashley.Wilhelm@oeo.az.gov or 602-771-0482.

-END-

**Workforce Arizona Council
Conflict of Interest Policy**

Approved
02/28/19

**STATE WORKFORCE CONFLICT OF INTEREST POLICY
POLICY #8**

ISSUING AGENCY: State Workforce Development Board

SCOPE: State Workforce Development Board (Workforce Arizona Council), Arizona Department of Economic Security (DES), Arizona Department of Education, Arizona Commerce Authority/Office of Economic Opportunity, Local Workforce Development Boards (LWDB), Local Workforce Administrative Entities (i.e. grant recipients), One-Stop Operators and Workforce Stakeholders

REFERENCES: Title I of the Workforce Innovation and Opportunity Act (WIOA) of 2014, (Pub. L. 113-128); WIOA Final Regulations – 20 CFR 679.320, 20 CFR 679.410 and 679.430, 20 CFR 678.600 – 678.635, 20 CFR 683.200, 20 CFR 683.220, USDOL Employment and Training Guidance Letters 15-16, 21-16, State Policy #01 Local Governance.

EFFECTIVE DATE: February 28, 2019

OBJECTIVE: To establish guidelines for conflict of interest, firewalls, and internal controls required under WIOA for LWDB's and entities serving in more than one role in the ARIZONA@WORK system.

TABLE OF CONTENTS:

- I. Conflict of Interest Defined – Real, Apparent, Organizational
- II. Written Agreement Required
- III. Requirements for Internal Controls
- IV. Requirements for Conflict of Interest Policies
- V. Requirements for Firewalls

I. Conflict of Interest Defined – Real, Apparent, and Organizational

- A. Conflict of interest refers to circumstances where an individual or an organization the individual represents has competing interests that may affect the individual's ability to act objectively and without bias. There may be circumstances or actions that have the potential to undermine the impartiality of an individual because of a possible clash between the individual's own interests and their organizational role, or between competing organizational roles, when an individual serves in more than one organizational role.

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- B. Interests attributed to the individual with the potential conflict include:
1. Interests of the individual's spouse or children;
 2. Interests of the individual's business partner or outside business interests;
 3. Interests of any organization that the individual serves on behalf of or is an employee of;
 4. Any action or transaction both financial and non-financial that could result in benefit to the individual's financial and non-financial well-being.
- C. Conflicts of interest can be real, apparent, or organizational defined as:
1. **Real/Actual conflict of interest:** A real conflict of interest exists when an individual in his or her official capacity participates in a decision-making process that has a direct effect on the financial interest of his or her personal or business interest or a member of his or her family.
 2. **Apparent conflict of interest:** The appearance of a conflict of interest arises where an employee is assigned to participate in an official duty matter where an organization with which the employee has a covered relationship is or represents a party to that matter, or where the matter is likely to affect the interests of a household member, and there are circumstances that would cause a reasonable person with knowledge of the relevant facts to question the employee's impartiality in the official matter.
 3. **Organizational conflict of interest:** An organizational conflict of interest can arise when actions are taken or may appear to be taken by any entity involved in more than one role, such that the performance of that entity in one role affects its interest in its other role(s). Organizational conflicts must be mitigated with complete separation of duties, supervision, and restrictions on information access.

II. Written Agreement Required

- A. The possibility of a conflict of interest is inherent in any organization or entity designated or seeking to be designated to perform more than one of the following functions in the local ARIZONA@WORK system: local fiscal agent, staff to the LWDB, member of the LWDB, one-stop operator (OSO), and direct providers of career services for adults and dislocated worker or youth services.
- B. Any organization or entity that has been selected or otherwise designated to perform more than one of these functions must execute a written agreement with the LWDB and Chief Elected Official (CEO) to specify how the organization will carry out its responsibilities and demonstrate compliance with WIOA and corresponding regulations, Uniform Guidance (2 CFR 200), and the State's conflict of interest policy (20 CFR 679.430).

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02/28/19

The written agreement must include the requirements for internal controls, conflict of interest, and firewalls delineated in this policy.

III. Requirements for Internal Controls

- A. Recipients of WIOA Title I Adult, Dislocated Worker, and Youth Programs, Title II Adult Education, Title III Wagner-Peyser Act, and Title IV Vocational Rehabilitation funds must have an internal control structure and written policies in place that provide safeguards to protect personally identifiable information, records, contracts, grant funds, equipment, sensitive information, tangible items, and other information that is readily or easily exchanged in the open market, or that the U.S. Department of Labor (DOL), the State or the grant recipient considers to be sensitive, consistent with applicable Federal, State and local privacy and confidentiality laws (20 CFR 683.220). DOL has issued specific guidance for the handling and protection of personally identifiable information.

Internal controls are processes established and maintained within an organization to ensure that a Federal award is managed in compliance with Federal statutes, regulations, and the terms and conditions of the Federal award including that the organization evaluates and monitors compliance with applicable laws and regulations, and takes prompt action when noncompliance is identified (Uniform Guidance 2 CFR 200.61 and 200.62, and 20 CFR 683.220).

- B. Internal controls must be in compliance with guidance in “Standards for Internal Control in the Federal Government” issued by the Comptroller General of the United States and the “Internal Control Integrated Framework”, issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) (Uniform Guidance 2 CFR 200.303 and 20 CFR 683.220).
- C. Effective internal controls includes:
1. Process for identifying, evaluating, and deciding how to mitigate risk;
 2. Control activities, documented in written policies and procedures, to ensure management directives are implemented. This includes activities that must have adequate separation of duties such as approvals, authorizations, recording and processing payments, conducting reconciliations, custody of assets, and review of performance;
 3. Information systems sufficient to capture data and other documentation, provide reliable reporting, and demonstrate compliance with Federal and State requirements;
 4. Process for sharing information with staff and Board members; and
 5. Process for monitoring the internal controls to ensure their effectiveness.

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02/28/19

III. Requirements for Conflict of Interest Policies

- A. The LWDB and the non-Federal entity¹ (i.e. grant recipient represented by the CEO) for the Local Workforce Development Area (LWDA) must maintain written standards of conduct covering conflicts of interest and governing the actions of its employees engaged in the selection, award and administration of contracts. No employee, officer, or agent may participate in the selection, award, or administration of a contract supported by a Federal award if he or she has a conflict of interest as defined in this policy (2 CFR 200.318 Uniform Guidance).
- B. The LWDB must comply with the conflict of interest provisions included in the State's local governance policy (Arizona WIOA #1, section X, (H) (k 1-7)) and address these provisions in their bylaws.

IV. Requirements for Firewalls

- A. Agencies serving multiple roles must create and maintain appropriate firewalls between roles to ensure the transparency and integrity of the local ARIZONA@WORK system's governance, management, and operation. It is the responsibility of the LWDB to demonstrate that the established firewalls meet the requirements of this policy. Such firewalls pertain to the elected leadership of the State or local area as well as to the Boards. Key areas that require firewalls include procurement and financial system functions and responsibilities, and governance roles/functions including the LWDB and committees, staff to the LWDB, grant administrative entities, fiscal agents, and OSOs.
- B. An appropriate firewall must include the following:
 - 1. A complete separation of duties between the staff functions and duties where the firewall is needed must be created and enforced. For example, there must be a clearly defined firewall between the staff who provide or oversee direct services to program participants and the staff assigned to serve the LWDB etc.

Examples of compliance may include, but are not limited to: 1) the LWDB and its staff exist in an organization separate and distinct from the organization that acts as the One Stop Center Operator and/or service provider; or 2) staff to the LWDB operates in one department of the organization and the One Stop Center Operator and/or service provider operates in another separate and distinct department within the same organization. Departments must demonstrate different reporting structures.

¹ *Non-Federal entity* means a state, local government, Indian tribe, institution of higher education (IHE), or nonprofit organization that carries out a Federal award as a recipient or subrecipient (2 CFR 200.36).

Workforce Arizona Council
Conflict of Interest Policy

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2. The separation of duties must ensure that staff assigned to a specific role (i.e. direct service provider, OSO, fiscal agent, etc.) perform only the functions assigned to that role and do not perform functions specifically prohibited for that role.

Examples of conflicts:

- a. The OSO is not permitted to develop the local plan or negotiate local performance measures per WIOA regulations.
 - b. The department responsible for providing adult, dislocated worker, or youth services cannot manage the LWDB member nomination process or conduct other management responsibilities delegated under WIOA to the Chief Elected Official.
3. Responsibilities for the multiple roles must be clearly communicated and documented in a written agreement or policy;
 4. Complete independence over supervision or control of staff;
 5. Physical and electronic access to information is restricted;
 6. Complete confidentiality over information regarding documentation involved in these duties especially when conducting competitive procurement processes; and
 7. Recusal from voting on any related matters applicable to these other duties, when the potential conflict involves the LWDB.
- C. WIOA assigns responsibility and decision-making authority to the LWDB for numerous duties that create an actual or perceived conflict of interest when the LWDB is part of an entity that serves multiple roles. Therefore, firewalls are needed especially when the same entity serves as a direct service provider for adults, dislocated workers, or youth, and/or the OSO, and provides staff to the LWDB. Specifically, the LWDB must:
1. Set policy for the LWDA (in partnership with the CEO), which may include how and where services are provided, as well as monitors performance of the service provider(s);
 2. Develop a budget for the activities of the LWDB, which includes how much to allocate for services;
 3. Negotiate and reach agreement on local performance indicators with the CEO and the Governor;
 4. Determine the roles and responsibilities of the OSO. The OSO's role must include system coordination, and may or may not include provision of career services. Career services provided directly by the OSO must be procured through a fair and open competitive process;

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5. Determine the process for selecting and awarding contracts to service providers for career services not provided by the OSO including whether these services must be competitively procured;
 6. Assess needed changes in services and budget allocation to comply with youth program changes mandated by WIOA;
 7. Identify/select youth service providers best positioned to provide youth program elements resulting in strong outcomes. The LWDB may determine that the grant recipient for the LWDA or designated fiscal agent may provide directly some or all of the youth workforce investment activities. This is a LWDB decision, not a grant recipient decision. If a LWDB chooses to award grants or contracts to youth service providers to carry out some or all of the youth workforce investment activities, the LWDB must award such grants or contracts on a competitive basis (20 CFR 681.400 b);
 8. Provide program oversight, in partnership with the CEO, of youth workforce investment activities authorized under WIOA section 129(c), adult and dislocated worker employment and training activities under WIOA sections 134 (c) and (d); and the entire local ARIZONA@WORK system;
 9. Ensure the appropriate use and management of the funds provided under WIOA IB for the youth, adult, and dislocated worker activities and local ARIZONA@WORK system; and
 10. Ensure the appropriate use, management, and investment of funds to maximize performance outcomes under WIOA section 116.
- D. When procuring services through a competitive process, no entity or individual that has any role in the issuance of a solicitation may compete or submit a proposal under that procurement action including development of requirements, drafting the Request for Proposal (RFP) or Invitation for Bid (IFB), evaluation of proposals/bids, and identification of best entity. If necessary, the entity may have to enlist an outside entity to conduct the procurement process to mitigate risk and conflict of interest.
- E. The same person or department cannot both provide services and oversee/monitor the provision of those services (Joint WIOA Final Rule, page 55898; Federal Register, Vol 81, no. 161, August 19, 2016). There must be appropriate firewalls between staff providing services and staff responsible for oversight and monitoring of services to ensure that the same person or department is not overseeing, monitoring, and evaluating its own performance in providing services. This provision applies when the same entity is a direct service provider and provides staff to the LWDB, or when the one stop operator serves also as a direct service provider (20 CFR 678.625).

CONTACT ENTITY: Inquiries regarding this policy must be directed to the Workforce Arizona Council Manager at Ashley.Wilhelm@oeo.az.gov or 602-771-0482.

2019 Annual Award Nominees

NAME	LOCATION	CATEGORY	NOMINATED BY
<p>American Family Insurance - Nancy Haertlein Agency</p> <p>American Family Insurance - Nancy Haertlein Agency is being nominated for enrolling a Title I client into the State Apprenticeship program and mentoring her for career success despite multiple barriers. We have worked with Nancy Haertlein</p> <p>Summary: Agency successfully over the years. Since August 2018, we have placed three clients with American Family with great success. Nancy Haertlein Agency is to be commended for their dedication and leadership to assist our clients along their career paths and offering them a positive career experience.</p>	West County	Employer Recognition	Sonya Liadis
<p>Aspen Communications</p> <p>Aspen Communications is being nominated for offering Title I clients job opportunities in prosperous careers through their apprenticeship program, including Certified Communications Technician and Bookkeeping - giving our clients unlimited potential for long-term success. Aspen Communications is a</p> <p>Summary: Service-Disabled Veteran-Owned Small Business Concern (SDVO SBC), and is a full-service business communications solutions provider. Their main location is right here in Prescott, and they also have a location in Flagstaff. NACOG currently has a 100% retention rate with Aspen Communications - three clients hired, three retained.</p>	West County	Employer Recognition	Sonya Liadis
<p>Yavapai County Assessor's Office</p> <p>The Yavapai County Assessor's Office participated in the 2019 Summer Youth Employment Program, hosting a 16-year old individual. Chief Deputy Beau Boisvert and Sharolett Smith appointed the individual under Sherry Parker's supervision. Sherry</p> <p>Summary: and her staff assistant, Abbie Cordova, mentored this individual to eventually carry out his written directives with minimal re-direction. The staff at YCAO applied empathy and compassion in training and guidance for a young man's first real job in a real workplace, leading to a successful Summer Youth Employment.</p>	West County	Employer Recognition	Alex Gabaldon
<p>Kay</p> <p>Kay came to NACOG for assistance after moving to the Verde Valley from Florida. She managed several of life's challenges - in particular, Kay is a single mom who was working at a retail store and could not make ends meet. When Kay and her daughter arrived in the Verde Valley, they lived with friends and family, moving around when needed. She decided to get a CDL license and wanted to drive an oil tanker. Knowing this was a non-traditional job for women, she knew she needed to work harder to succeed. With extreme determination and drive, Kay graduated with a 92% final exam and was hired by Carter Oil. Kay is now driving an oil tanker truck, transporting oil after achieving a HAZMAT CDL endorsement!</p>	East County	Adult	Michele Giganti
<p>Haylie</p> <p>Haylie participated in an internship with the City of Prescott, assisting in the Economic Development and Tourism departments. She received a lot of praise for the work she did and was a valued employee during her time there. Just prior to the end of her</p> <p>Summary: internship, Haylie interviewed for and was offered a position with the City of Mesa as a Management Associate 1, which was a very competitive hiring process. Haylie excelled in her position and used her training at the City of Prescott to obtain sustainable employment with the City of Mesa!</p>	West County	Adult	Art Askew
<p>Jessica</p> <p>Jessica has always been interested in the insurance industry. Title-I staff reached out to American Family to seek placement for</p> <p>Summary: Jessica. Jessica interviewed and was hired by American Family; she overcame significant barriers to gain her license and works as a licensed Insurance Producer.</p>	West County	Adult	Sonya Liadis

Jazmine West County Adult Sonya Lladis

Jazmine had been working for a local manufacturer since graduating high school, but she knew this was not something she wanted to do for the rest of her life. Jazmine really enjoyed working with numbers. She enrolled in a full class-load at Yavapai College to obtain an Associates Degree in Accounting, and maintained a full-time job while going to school. SC Audit and Accounting hired her as an Intern through a WEX in 2018. Since then, Jazmine has successfully obtained an Accounting Certificate, and will complete her degree in May 2020. She is now a Junior Tax Accountant at SC Audit with great earning potential.

Summary:

Christine (Tina) West County DW Art Askew

Tina was laid off by a local metal fabrication business in October 2018. As a dislocated worker, she came to NACOG for assistance in finding a new job. Because of her past bookkeeping experience, Tina interviewed with The Coalition for Compassion and Justice and was offered a position with them as their Bookkeeper. While interviewing with CCJ, Tina told them about our programs, and the CCJ wanted to do an OJT contract for the position. Tina completed a 12-week OJT with CCJ and did an excellent job. She continues to do outstanding work for CCJ as their Bookkeeper, and because of Tina's outgoing personality and willingness to share information, we have gained an employer and have potential to assist more clients!

Summary:

Maryann West County DW Sonya Lladis

Maryann is a pleasure to work with. She was the caregiver for her brother for two years until he passed away. She had nothing holding her down in Eugene, Oregon, so she decided to relocate to Prescott and start a new life here. She became passionate about caregiving. With our help, she enrolled in the Caregiver Certification program, obtained her Caregiver Certification and almost immediately was working, all within a few short months.

Summary:

Christy West County Veteran/Trainee Sonya Lladis

Christy served the United States Navy from 1999 to 2001. She came to NACOG requesting assistance with her National Council Licensure Examination (NCLEX) and Fingerprint Clearance. She was not working, but was focusing on completing the Nursing program and taking care of her two daughters. She was excited to let me know that she passed the NCLEX on June 17th, and she was accepted in the New Grad Program at YRMC on July 23rd.

Summary:

Caleb West County Youth Art Askew

Caleb is an In-School Youth working the Summer Youth Program at The Prescott Center for the Arts. Recently his boss sent an email stating, "Caleb is doing an amazing job and is very kind and responsible. He has helped re-do our website, completes office tasks, creates marketing materials and updated data management systems." This is Caleb's first job ever and he is doing great. He is responsible, shows good work habits and has a refreshing eagerness to learn and succeed. His timesheets are always in on time without having to remind him. He has strong support from his mother. Caleb was one of our 2019 Summer Youth of the Year!

Summary:



Yavapai County Workforce Development Board Membership Application

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

Name: Brenda Rhodes

Sector Representation: (Please check one):

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

Resident of Yavapai County? Yes If "Yes", how many years? < 1
 No

Phone: Work (928)443 - 6668 Home (____)____ - ____ Cell (208)914 - 4580
Email brenda.rhodes@aps.com

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

Type of Business: Electric Utility

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

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

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

Please provide a brief description of your interest and qualifications to be a WDB member (experience, desire, profession, etc.) APS is a key community partner in Yavapai County . I have a desire to continue APS's representation on the WDB. As a military Veteran and spouse, I have lived around the globe to understand the importance of a skilled workforce to support the local economy.

Briefly describe your knowledge of Yavapai County's labor market (workforce skills needed, industry/business trends, needs of employers, etc.) Yavapai County is in need of skilled workers beyond what is required for entry-level positions. The unemployment rate is currently the lowest it has been since the 2007 recession, making hiring a challenge for business owners coupled with the growth. Experienced and trained professionals are needed.

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

Please Attach a Current Resume and Letter of Recommendation

Brenda [REDACTED]

84 [REDACTED] Mayer, AZ 86333
Cell: [REDACTED]: [REDACTED]@aps.com

Executive Summary

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

Core Qualifications

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

Professional Experience

Supervisor Service Planning

December 2018 to Current

Arizona Public Service – Prescott Service Planning – Prescott, AZ

- Supervises a team of 15 service planning personnel, servicing the state from Sunset Point to Baghdad & Paulden to Yarnell.
- Responsible for execution oversight, safe operation, design and project management of new OH/UG electrical distribution facilities.
- Develops annual operations & maintenance budget; provides monthly department variance reporting.
- Maintains trusting relationships with local leaders including the business community, Non-Governmental Organizations (NGOs), non-profits, diverse communities and others.
- Establishes department goals and objectives, evaluates employee performance and establishes employee development plans.

Supervisor Construction Maintenance

December 2017 to November 2018

Arizona Public Service – Buckeye Construction Maintenance – Buckeye, AZ

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

Work Week Coordinator

May 2014 to Current

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

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

Planner

November 2011 to May 2014

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

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

Project Coordinator

September 2010 to November 2011

Arizona Public Service - Fossil Generation - Phoenix, AZ

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

Departmental Specialist

February 2007 to May 2010

Idaho Power Company - Transmission & Distribution - Boise, ID

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

Education

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

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



P.O. Box 53999
Phoenix, AZ 85072

May 10, 2019

Teri Drew
Regional Director NACOG
221 N Marina St. Ste 201
PO Box 2451
Prescott, AZ 86301

Re: Letter of Recommendation for Brenda ~~Rhodes~~

Dear Ms. Drew:

I am writing on behalf of Brenda ~~Rhodes~~ in support for her application for Board Membership for NACOG.

Brenda has been an employee at APS for over 15 years, and has contributed during those years to support many initiatives within the utility industry. Brenda recently moved to the Prescott area full time and has previously lived in a number of states and cities that has given her a unique perspective on the workforce in Yavapai County. She is getting involved in the community through many volunteer efforts supported by APS, and has a genuine desire to continue to connect to our community and further develop the strong partnership that APS has with the community.

Brenda attends monthly and quarterly community meetings with local Mayors, staff and our business owners in order to state up-to-date on current events and trends and growth within our community.

I believe that Brenda's addition to the NACOG board would not only be an asset to your Board Membership but to the community as a whole.

Sincerely,

A handwritten signature in black ink that reads "Mackenzie Rodgers". The signature is fluid and cursive, with the first name being more prominent.

Mackenzie Rodgers
APS Northwest Division Manager

ARIZONA DEPARTMENT OF ECONOMIC SECURITY

REQUEST FOR TRANSFER OF TITLE 1-B GRANT FUNDS

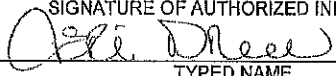
1. CONTRACTOR (Name and address) Yavapai County Board of Supervisors	2. CONTRACT ID NUMBER D119-002209
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4. THE PARTIES AGREE TO THE FOLLOWING TRANSFER(S):

WIOA section 133 (b)(4) provides the authority for workforce investment areas, TRANSFER AUTHORITY.—A local board may transfer, if such a transfer is approved by the Governor, up to and including 100 percent of the funds allocated to the local area under paragraph (2)(A) or (3), and up to and including 100 percent of the funds allocated to the local area under paragraph (2)(B), for a fiscal year between—(A) adult employment and training activities; and (B) dislocated worker employment and training activities.

The purpose of this request is to increase and decrease the funds usable respectively between Adult and Dislocated Worker programs as detailed below. This does not change the amount of the allocation only the use of funds for respective programs:

Adult PY 2018	Original Allocation of <u>\$62,804</u>	To New Allocation of <u>\$122,804</u>
Adult FY 2019	Original Allocation of <u>\$633,389</u>	To New Allocation of <u>\$773,389</u>
DW PY 2018	Original Allocation of <u>\$93,737</u>	To New Allocation of <u>\$33,737</u>
DW FY 2019	Original Allocation of <u>\$143,828</u>	To New Allocation of <u>\$3,828</u>

ARIZONA DEPARTMENT OF ECONOMIC SECURITY	NAME OF CONTRACTOR Yavapai County/ Northern Arizona Council of Governments
SIGNATURE OF AUTHORIZED INDIVIDUAL	SIGNATURE OF AUTHORIZED INDIVIDUAL 
TYPED NAME Maha Madhanakumar	TYPED NAME Teri Drew
TITLE WIOA Financial Manager	TITLE Regional Director
DATE	DATE

REQUEST FORM
TRANSFER OF ADULT AND DISLOCATED WORKER FORMULA FUNDING

Date: 06/03/2019

Local Workforce Board: Yavapai County

Funding Source of Transfer		Amount of Transfer Requested	% of Transfer Requested
<input type="checkbox"/> Adult	<input checked="" type="checkbox"/> Dislocated Worker	\$200,000	68%

- 1) Describe the situation that necessitates transferring funds. Include labor market and other economic conditions that contributed to the need for this transfer request.

Yavapai County expenditures are based on the local demand. We have a significantly greater volume of Adults coming through our door than Dislocated Workers, therefore, the demand for Adult funding is considerably greater than the demand for Dislocated Worker. Our current UI rate is 4.8%-5% which represents full employment. New client service demand is weighed heavier on the hard to serve and those seeking skills gain for self- sufficiency. Our youth population is also being Served under Adult programing because youth are not meeting new barrier requirements causing Adult demand in excess of funding opportunities.

- 2) Explain how the transfer of funds will impact the participant levels in both the Adult and Dislocated Worker Programs. Provide an estimate of the number of Adult and Dislocated Workers expected to be served if the transfer is granted.

The transfer of funds will allow us to continue to meet local demands for adult populations and increase total enrollment and expenditures by at least 60%. We have projected expenditures for current Dislocated Worker activity and we are confident we have sufficient funds to meet our need for Dislocated Workers in these last two months of the program year.

- 3) Explain the effect of the transfer on current providers of training and other services. Include the impact on jointly funded employment and training programs in the local One-Stop system.

There will be no negative effect on current providers of training. The local area is being impacted with higher numbers of eligible Adults that Dislocated Workers. There will be no effect on jointly funded programs at the One-Stop.

- 4) Describe the expected improvement (%) in WIOA performance outcomes for both funding streams, if funding is better aligned with participants' needs in your LWIOA.

There will be no percentage change in performance outcome related to this transfer. The Adult Program will expand greater number of participants, and we expect to meet or exceed our current performance percentage. Dislocated Workers are eligible for Adult services should we have an influx of Dislocated Workers.

ASSURANCES

- (1) The transfer of funds requested herein will not adversely affect individuals needing services provided by the program subject to reduced funding.
- (2) The transfer of funds will not reduce the required rate of expenditure by the end of the program year, for the funding source to which funds are transferred.

TERI DEW

Name (Please Print)
LWIA Director

Teri Dew

Signature
LWIA Director

6-4-19

Date

Anita Payne

Name (Please Print)
LWIB Chairperson

Anita Payne

Signature
LWIB Chairperson

6/4/19

Date

SUBMITTAL INSTRUCTIONS

The completed form must be submitted electronically *and* in hard copy to the Department of Economic Security/WIOA Section for review.

Electronic Copy to: MMadhanakumar@azdes.gov

Hard Copy to: Maha Kumar
WIOA Financial Manager
DERS Finance and Budget
Department of Economic Security
1789 West Jefferson, MD 5112
Phoenix, Arizona 85007

**AZ @ WORK -- Title 1
Program Budget Summary
PY18 FY19**

DRAFT

DATE: 6/3/2019 Inc/(Decr)

PROVIDER
NACOG-EWD
221 NORTH MARINA STREET
SUITE 201
PRESCOTT, ARIZONA 86301

TITLE: Adult
CONTRACT #
PROGRAM CONTRACT TERM:
July 1, 2018 - June 30, 2020
AMENDMENT #
TITLE AMOUNT: \$ 440,214.00
Transfer from DW Program \$ 500,000.00
Adult Balance \$ 940,214.00

1.0 ADMINISTRATION	10%	Inc/(Decr)
1.1 Salaries	\$ 14,516.00	
1.2 Fringe at 35%	\$ 5,080.00	
1.3 Capital Purchases	\$ -	
1.4 Other Admin	\$ 22,975.00	
1.5 Indirect Costs 7.4%	\$ 1,450.00	
TOTAL ADMINISTRATION	\$ 44,021.00	

2.0 TRAINING	88%	
2.1 Salaries	\$ 205,454.00	\$ 80,000.00
2.2 Fringe at 35%	\$ 71,909.00	\$ 28,000.00
2.3 Indirect Costs 7.4%	\$ 15,409.00	\$ 3,081.00
2.4 Capital Purchases	\$ -	
2.5 Other Training	\$ 86,357.00	\$ 60,000.00
2.6 On-the-Job Training	\$ 226,528.00	\$ 125,000.00
2.7 OCC/VOC Training	\$ 83,009.00	\$ 55,000.00
2.8 Customized Training	\$ 88,487.00	\$ 81,372.00
2.9 Work Experience	\$ 100,615.00	\$ 60,000.00
2.10 Summer Youth		
2.11 WEX IDC	\$ 10,925.00	\$ 7,547.00
TOTAL TRAINING	\$ 888,693.00	\$ 500,000.00

3.0 PARTICIPANT	2%	Inc/(Decr)
3.1 Salaries	\$ -	
3.2 Fringe at 35%	\$ -	
3.3 Capital Purchases	\$ -	
3.4 Other Participant Supp	\$ -	
3.5 Financial Assistance	\$ -	
3.5.1 Needs-Based Pmt	\$ -	
3.5.2 Support Services	\$ 7,500.00	
3.6 Employ Generating Ser	\$ -	
3.7 Work Experience	\$ -	
3.8 Exemplary Youth	\$ -	
3.9 Indirect Costs 8.2%	\$ -	
TOTAL PARTICIPANT SUPP	\$ 7,500.00	
TOTAL ALLOCATION	\$ 940,214.00	

Notes:

WDB Approval YES / NO
Date: _____

**AZ @ WORK -- Title I
Program Budget Summary
PY18 FY19**

DRAFT

DATE: 6/3/2019

Inc/(Decr)

PROVIDER <i>NACOG-EWD</i> <i>221 NORTH MARINA STREET</i> <i>SUITE 201</i> <i>PRESCOTT, ARIZONA 86301</i>	TITLE: <u>Dislocated Worker</u> CONTRACT # _____ PROGRAM CONTRACT TERM: <u>July 1, 2018- June 30, 2020</u> AMENDMENT # _____ TITLE AMOUNT: \$ <u>597,294.00</u> Transfer to Adult Program \$ <u>(500,000.00)</u> Dislocated Worker Balance \$ <u>97,294.00</u>
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1.0 ADMINISTRATION	10%		Inc/(Decr)
1.1 Salaries	\$ 18,839.00		
1.2 Fringe at 35%	\$ 6,594.00		
1.3 Capital Purchases			
1.4 Other Admin	\$ 32,414.00		
1.5 Indirect Costs 7.4%	\$ 1,882.00		
TOTAL ADMINISTRATION	\$ 59,729.00		

2.0 TRAINING	89%		Inc/(Decr)
2.1 Salaries	\$ 9,550.00	\$	(103,644.00)
2.2 Fringe at 35%	\$ 1,342.00	\$	(61,644.00)
2.3 Indirect Costs 7.4%	\$ 342.00	\$	(35,644.00)
2.4 Capital Purchases	\$ -		
2.5 Other Training	\$ 6,668.00	\$	(103,644.00)
2.6 On-the-Job Training	\$ 3,509.00	\$	(123,324.00)
2.7 OCC/VOC Training	\$ 5,516.00	\$	(10,000.00)
2.8 Customized Training	\$ 2,275.00	\$	(17,100.00)
2.9 Work Experience	\$ 394.00	\$	(45,000.00)
2.10 Summer Youth			
2.11 WEX IDC	\$ 2,969.00		
	\$ -		
	\$ -		
TOTAL TRAINING	\$ 32,565.00	\$	(500,000.00)

3.0 PARTICIPANT	1%		Inc/(Decr)
3.1 Salaries	\$ -		
3.2 Fringe at 35%	\$ -		
3.3 Capital Purchases	\$ -		
3.4 Other Participant Supp	\$ -		
3.5 Financial Assistance	\$ -		
3.5.1 Needs-Based Pmt	\$ -		
3.5.2 Support Services	\$ 5,000.00		
3.6 Employ Generating Ser	\$ -		
3.7 Work Experience	\$ -		
3.8 Exemplary Youth	\$ -		
3.9 Indirect Costs 8.2%	\$ -		
TOTAL PARTICIPANT SUPPC	\$ 5,000.00		
TOTAL ALLOCATION	\$ 97,294.00		

Notes: _____

WDB Approval YES / NO
Date: _____

**Yavapai County
Workforce Development Board Budget**

DRAFT

DATE: 7/8/2019

PROVIDER NACOG-EWD 221 NORTH MARINA STREET SUITE 201 PRESCOTT, ARIZONA 86301	TITLE: <u>WDB Budget</u> PROGRAM CONTRACT TERM: <u>July 1, 2019 - June 30, 2020</u> TOTAL AMOUNT: \$ 199,633.00
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1.0 ADMINISTRATION

1.1 Salaries	\$ 31,103.00
1.2 Fringe at 35%	\$ 10,886.00
1.3 Indirect Costs 7.5%	\$ 3,149.00
1.4 Professional & Outside	\$ 8,000.00
1.5 Travel	\$ 3,500.00
1.6 Other	\$ 3,375.00
1.7 Career Services Adult, Youth, DW, RR	\$ 139,620.00
TOTAL ADMINISTRATION	\$ 199,633.00

Funded through WIOA Allocated funds

Note: There is no current resource for this budget outside of WIOA Admin/Program funds and \$15,000 of Title II on a cost reimbursement basis for Title II outreach and orientations. WIOA funds are restricted to rules as stated in current IGA and according to the NPRM and final rules of the ACT. Board members who are WIOA Partners are responsible for making sure this budget is met according to these rules.

- 1.1 & 1.2 Salaries & Fringe increased by 2%- Staffing, Boards, and Committees
- 1.3 Indirect Costs- IDC 7.5%
- 1.4 Professional & Outside Services- RFP, OSO & Youth @ \$4,000 each.
- 1.5 Board approved travel.
- 1.6 Other Includes space rent, marketing & advertisement, and materials & supplies.
- 1.7 Career Services (Considered Core Services) -

WAC Policy #1 Local Governace Policy "The LWDB Budget is for all of the activities of the LWDB including the Title I budget amounts to be allocated for youth (Section 133) and adult and dislocated worker (Section 128) career services. The LWDB determines how much of the budget to allocate to required partners for these services and how to procure these services."

§ 678.735 (a) Local WDBs must provide to the Governor appropriate and relevant materials and documents used in the negotiations under the local funding mechanism, including but not limited to: The local WIOA plan, the cost allocation method or methods proposed by the partners to be used in determining proportionate share, the proposed amounts or budget to fund infrastructure, the amount of total partner funds included, the type of funds or non-cash contributions, proposed one-stop center budgets, and any agreed upon or proposed MOUs.

WBD Approval **YES / NO**

Date: _____