



YAVAPAI COUNTY

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WORKFORCE DEVELOPMENT PLAN

2020-2023

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

In Alliance with the State of Arizona
Unified Workforce Development Plan

YAVAPAI COUNTY

WORKFORCE DEVELOPMENT PLAN

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Executive Summary

Yavapai County Local Workforce Development Area (LWDA) is pleased to present its 2020-2024 Workforce Development Plan, as required by the Workforce Innovation and Opportunity Act (WIOA), Section 108. Our local plan is aligned with the Arizona Workforce Strategic Plan for system compliance.

The WIOA of 2014, Public Law 113-128, repealed the Workforce Investment Act of 1998. WIOA provides the opportunity to more closely align the services of workforce investment priorities, through partnerships in education, economic development and private sector community and the Workforce Development Board.

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

The priority of the Yavapai County WIOA Plan is to demonstrate a broad description of the LWDA's Service Delivery System for job seekers and local area businesses. In early 2020 the world was impacted by the COVID-19 pandemic, and Yavapai County was no exception. At the time of this writing, new unemployment claims in Yavapai County are at an unprecedented rate following the Governor's Stay at Home Order, issued March 30, 2020. In mid-May the Governor allowed a phased re-opening of the state's economy.

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

We are a resilient County, and we will continue to provide workforce development services to our labor pool and employers to build economic success again in Yavapai County, Arizona. Our WDB forecasts major shifts in the world of work, and our planning will be dependent on in-demand strategies.

Teri Drew, Executive Director, Yavapai County Workforce Development Board

I. Infrastructure

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

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

West County:

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

East County:

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

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

2. The Yavapai County Board of Supervisors is designated as the LWDA Chief Elected Officials.
3. WIOA functions for the LWDA are provided as follows:
 - i. Local fiscal agent – Yavapai County
 - ii. WDB Executive Director – Teri Drew
 - iii. Providers selected by the WDB for the:
 - a) Adult Program – Northern Arizona Council of Governments Economic/Workforce Development Division (NACOG-EWD);
 - b) Dislocated Worker Program – NACOG-EWD;
 - c) Youth Program – NACOG-EWD under the direction of the Youth Council

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

1. Tutoring, study skills training, instruction and dropout prevention – provided through NACOG Title I and Title II as applicable
2. Alternative secondary school services or dropout recovery services – provided through NACOG Title I
3. Paid and unpaid work experience – provided through NACOG Title I
4. Occupational Skills Training – provided through NACOG Title I
5. Education offered concurrently with workforce preparation and training for a specific occupation – provided through NACOG Title I and Title II as applicable
6. Leadership development opportunities – provided through NACOG Title I
7. Supportive Services – provided through NACOG Title I
8. Adult mentoring – provided through NACOG Title I
9. Follow-up services – provided through NACOG Title I
10. Comprehensive guidance and counseling – provided through NACOG Title I
11. Financial literacy education – provided through NACOG Title I
12. Entrepreneurial skills training – provided through NACOG Title I
13. Services that provide labor market information – provided through NACOG Title I
14. Post-secondary preparation and transition activities – provided through NACOG Title I;

- d) One Stop Operator – NACOG-EWD was selected through a competitive procurement process to be the One Stop Operator
- iv. Procured contracts or written agreements for sub-grants or contractors – the WDB hires a consultant to prepare RFPs for contracted services
- v. Monitoring, audit, and other oversight of the following WIOA functions (See 20 CFR 679.420(c)(2) – (3) and 20 CFR 683.410(a)):
 - a) Fiscal – annual monitoring is done by the State of Arizona, Yavapai County and an independent auditor
 - b) Equal Opportunity – the State EO Compliance Officer monitors Yavapai County annually
 - c) Title I-B Programmatic – the Department of Economic Security, Yavapai County and an independent auditor provides annual monitoring of the Title I-B Programs, including eligible training providers, for compliance
- vi. Overall operations – The Yavapai County Workforce Development Board (WDB) oversees the administration of WIOA services, fiscal operations and board membership, making recommendations to the Board of Supervisors as applicable
- vii. The ARIZONA@WORK partner programs that are included in the ARIZONA@WORK Yavapai County system include NACOG Title I Adult, Youth, Dislocated Worker/Rapid Response, Yavapai College for Title II

Adult Education, Wagner-Peyser Title III, and Vocational Rehabilitation Title IV services. Additional partners may include:

- a. Senior Community Service Employment Program (SCSEP)
- b. Trade Adjustment Assistance (TAA)
- c. Community Development Block Grant (CDBG)
- d. Housing and Urban Development (HUD)
- e. Programs under Unemployment Compensation

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

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

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

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

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

Yavapai County is a Single Area Region as designated by Governor Doug Ducey in January 2016. Workforce partnerships become all-important between local areas to

effectively develop common strategies for regional workforce development. Some partnerships included in Yavapai County's planning are identified as:

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

Collaborations have rendered funding opportunities for coal communities in the EDD to develop and open business incubators and workforce centers as follows:

- Business Assistance Center (BAC) located in Prescott supports entrepreneurs and new businesses in the region. The BACs were supported through grants from USDA and through an award from the Governor's Council on Workforce Policy in 2010 and are considered Best Practice. The City of Sedona has recently opened a BAC using this same model.
- In 2019 in the City of Page, through the Assistance to Coal Communities award from EDA and in partnership with Salt River Project (SRP), the Northern Arizona Re-Employment Center was developed to assist displaced workers from the recently closed coal-fired Navajo Generating Station and the supporting coal mine, Peabody-Kayenta Mine to re-skill and obtain employment in other related sectors.
- Navajo County has begun the process of opening a Community Resource Center that will include an ARIZONA@WORK Job Center and a Moonshot Business Incubator/Entrepreneurship Program.
- Coconino County, NAU and Coconino Community College are currently in the grant application process through EDA to build a Northern Arizona Forest Operations Training Center. The purpose of this project is to develop a skilled forest operations workforce to increase capacity for implementing forest restoration activities, meeting a vital need in Northern Arizona.

- Yavapai County partners with Yavapai College Career and Technical Education Center to provide custom training and job placement for business relocation and retention.
- Yavapai County also partners with USDA for business expansion and infrastructure development. A recent collaborative project was the Chino Valley Old Home Manor Business Park to improve infrastructure accessibility for business attraction, retention and expansion.

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

II. Strategic Planning Elements

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

A. Economic Analysis

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

Yavapai County is one of the four original Arizona counties, formed in September of 1864, one year after the Arizona Territory was established. The County was named after the Yavapai Tribe, whose name means “people of the sun.” The territorial government originated in Yavapai County, with the original location in the City of Prescott, designated as the Territorial Capital in 1864.

During the 2000 U.S. Census, the population was counted at nearly 170,000 residents. Since then, Yavapai County has experienced considerable growth. As of 2018, 231,993 people lived within the Yavapai County boundaries, making Yavapai the most populous county in the 4-County NACOG Economic Development District of Apache, Coconino, Navajo and Yavapai Counties.¹

¹ 2020-2025 Northern Arizona Council of Governments Comprehensive Economic Development Strategy

Population Growth by County, 2013-2018

Area	Population Estimate (2013)	Population Estimate (2018)	Numeric Change (2013-2018)	Annualized Percent Change (2013-2018)
Arizona	6,634,999	7,171,646	536,647	1.6%
Apache County	72,341	71,818	-523	-0.1%
Cochise County	129,608	126,770	-2,838	-0.4%
Coconino County	136,713	142,854	6,141	0.9%
Gila County	53,022	53,889	867	0.3%
Graham County	37,454	38,072	618	0.3%
Greenlee County	8,908	9,483	575	1.3%
La Paz County	20,532	21,098	566	0.5%
Maricopa County	4,019,019	4,410,824	391,805	1.9%
Mohave County	203,158	209,550	6,392	0.6%
Navajo County	107,145	110,445	3,300	0.6%
Pima County	997,437	1,039,073	41,636	0.8%
Pinal County	385,656	447,138	61,482	3.0%
Santa Cruz County	46,991	46,511	-480	-0.2%
Yavapai County	214,426	231,993	17,567	1.6%
Yuma County	202,589	212,128	9,539	0.9%
United States	316,057,727	327,167,434	11,109,707	0.7%

Source: U.S. Census Bureau, Population Estimates Program, 2013-2018 Estimates
Office of Economic Opportunity

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

- Arizona had one of the fastest growing populations in the United States from 2013-2017, ranking 9th among all U.S. states.
- Yavapai County represented 3 percent of Arizona's total population growth from 2013 to 2018.
- In 2017 and 2018, Yavapai represented 3 percent of Arizona's total population.

Yavapai County Population Projections, 2018

Year	Population Estimate (2018)	Projected Numeric Change	Projected Percentage Change	Projected Natural Change ¹	Projected Total Net Migration ²
2018	228,970	-----	-----	-1,400	5,006
2019	232,024	3,054	1.3%	-1,420	4,381
2020	234,438	2,414	1.0%	-1,439	3,755
2021	236,772	2,334	1.0%	-1,456	3,686
2022	239,074	2,302	1.0%	-1,471	3,663

¹ Natural Change = Births – Deaths

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

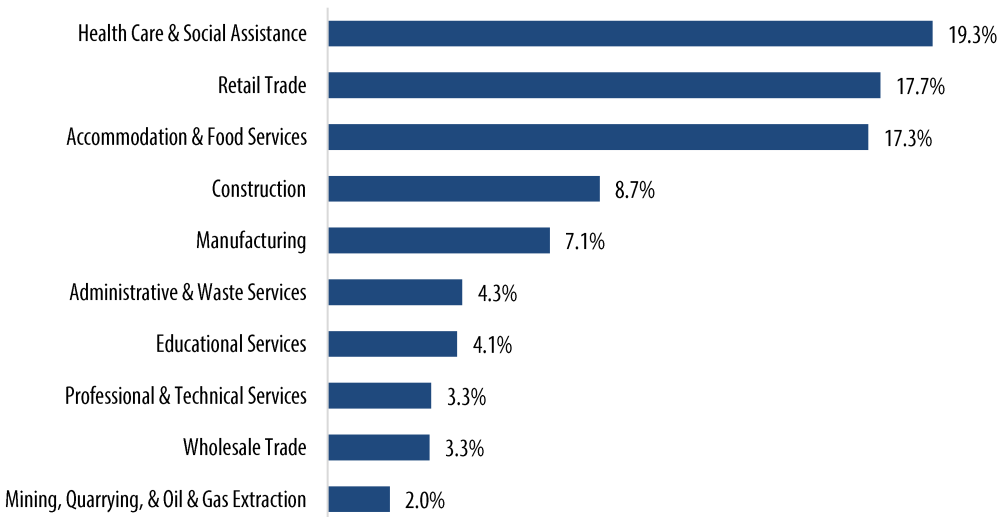
Source: Office of Economic Opportunity, Population Projections Medium Series

Economic Drivers

The distribution of employment by industry is listed in the figure below. The Health Care and Social Assistance sector made up 19.3% of the county's total employment. Retail Trade, and Accommodation and Food Services employ 17.7% and 17.3%, respectively. Together the Construction and Manufacturing sectors account for 15.8% of those employed in Yavapai County. Yavapai had a labor force participation rate of 53.1% and an unemployment rate of 4.5% in 2018.

i. In-Demand Industries and occupations

Yavapai County Top 10 Employment Sectors (2018)



2

² 2020-2025 Northern Arizona Council of Governments (NACOG) Comprehensive Economic Development Strategy (CEDS) – Source: U.S. Bureau of Labor Statistics

The table above demonstrates the top10 in-demand industries and occupations in Yavapai County at the end of 2018. While today the in-demand industries and occupations appear in a different order, they are still relevant today in Yavapai County, as demonstrated in the tables below:

NAICS Code(s)	Industry Title
23	Construction
54	Professional and Technical Services
62	Healthcare and Social Assistance
56	Administrative and Waste Services
72	Accommodation and Food Services
21	Mining, quarrying, and oil and gas extraction
81	Other services, except public administration
55	Management of companies and enterprises
31	Manufacturing
44	Retail trade
11	Agriculture, forestry, fishing and hunting
42	Wholesale trades
61	Education Services
48	Transportation and warehousing
52	Finance and insurance
59	Information technology ³
22	Utilities
71	Arts, entertainment and recreation

In-Demand Occupations in Yavapai County

SOC Code*	Occupation Title	NAICS Code*	Industry Title
41-2011	Cashiers	44	Retail Trade
35-9099	Combined Food Preparation and Serving Workers, including fast foods	72	Accommodation and Food Services
47-2060	Construction Laborers	23	Construction
35-2014	Cooks, Restaurant	72	Accommodation and Food Services

³ The Information Technology industry combines the following NAICS industry codes: 51121 Software publishers; 51741 Satellite telecommunications; 51791 Other telecommunications; 51821 Data processing, hosting, and related services; and 51913 Internet publishing and broadcasting and web search portals. Source: Office of Economic Opportunity

43-4051	Customer Service Representatives	81	Other services, except public administration
43-6011	Executive Secretaries and Executive Administrative Assistants	56	Administrative and Waste Services
45-2092	Farmworkers and Laborers, Crop	11	Agriculture, forestry, fishing and hunting
35-1012	First-line Supervisors of Food Preparation and Serving Workers	72	Accommodation and Food Services
41-1012	First-Line Supervisors of Non-Retail Sales Workers	55	Management of companies and enterprises
43-1011	First-Line Supervisors of Office and Administrative Support Workers	56	Administrative and Waste Services
11-9051	Food Service Managers	72	Accommodation and Food Services
11-1021	General and Operations Managers	55	Management of companies and enterprises
53-3032	Heavy and Tractor-Trailer Truck Drivers	48	Transportation and Warehousing
51-9198	Helpers – Production Workers	31	Manufacturing
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	56	Administrative and Waste Services
53-7199	Laborers and Freight, Stock, and Material Movers, Hand	49	Transportation and Warehousing
53-3033	Light Truck or Delivery Services Drivers	49	Transportation and Warehousing
37-2012	Maids and Housekeeping Cleaners	56	Administrative and Waste Services
49-9071	Maintenance and Repair Workers, General	56	Administrative and Waste Services
31-9092	Medical Assistants	62	Healthcare and Social Assistance
31-1131	Nursing Assistants	62	Healthcare and Social Assistance
43-9061	Office Clerks, General	56	Administrative and Waste Services
31-1122	Personal Care Aides	81	Other services, except public administration

29-2052	Pharmacy Technicians	44	Retail Trade
29-1141	Registered Nurses	62	Healthcare and Social Assistance
41-2031	Retail Salespersons	44	Retail Trade
11-2022	Sales Managers	44	Retail Trade
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	42	Wholesale Trades
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical and Executive	56	Administrative and Waste Services
33-9032	Security Guards	56	Administrative and Waste Services
15-1252	Software Developers, Applications	54	Professional and Technical Services
55-3018	Special Forces	92	Public Administration
53-7065	Stock Clerks – Stockroom, Warehouse or Storage Yard	48	Transportation and Warehousing
35-3031	Waiters and Waitresses	72	Accommodation and Food Services

Yavapai County LWDA has chosen these industries and occupations based on and In agreement with Yavapai County employment data recorded on the AJC database, as well informed statistical information from our local community through the TalentNeuron database, formerly Wanted Analytics. The WDB relies on these sources to make informed decisions when choosing in-demand industries and occupations – including sources such as the Arizona Office of Economic Opportunity, the U.S. Bureau of Labor Statistics and AJC.

Due to the COVID-19 pandemic, the Yavapai County unemployment rate recorded for the month of April, 2020 spiked to 13.8% as the local economy shut down. Arizona saw historic levels of new unemployment claims over an 8-week period, with year-to-date totals at nearly 600,000 from January through May, 2020. The landscape of economic and workforce development may reveal different statistics as it relates to in-demand industries as some businesses will not come back following the pandemic, and as the “new normal” changes the way Yavapai County does business. The statistics are fluid at this writing, but the Yavapai County One Stop system is equipped to assist employers and job seekers with tools to recover economically.

ii. Existing and emerging industries and occupations

Yavapai County Projected Industry Employment – 2018-2020

Area	Projected Employment (2018)	Projected Employment (2020)	Projected Numeric Growth (2018-2020)	Annualized Percentage Growth (2018-2020)
Construction	4,958	5,656	698	6.8%
Education and Health Services	17,569	18,306	737	2.1%
Financial Activities	2,048	2,101	53	1.3%
Government	4,609	4,700	91	1.0%
Information	663	675	12	0.9%
Leisure and Hospitality	11,094	11,769	675	3.0%
Manufacturing	3,990	4,213	223	2.8%
Natural Resources and Mining	2,345	2,509	164	3.4%
Other Services	2,824	3,019	195	3.4%
Professional and Business Services	4,559	5,092	533	5.7%
Trade Transportation and Utilities	12,969	13,313	344	1.3%

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

Job skills are constantly evolving with the emergence of new technologies and changing consumer habits. The table above, “Yavapai County Projected Industry Employment – 2018-2020”, demonstrates promising growth in the sampling of industries displayed. Job seekers can better prepare themselves by gaining skills within industries projected to have large employment needs, for example:

- In Yavapai County, Construction is projected to record the largest growth rate, increasing by 6.8 percent annually through 2020.
- Professional and Business Services are projected to record the second fastest annual growth rate in Yavapai County.
- Through 2020, Education and Health Services is projected to remain the largest industry within Yavapai County, projected to employ 18,306 people.⁴

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

Employment Analysis

Yavapai County boasts a strong tourism, retirement, and second-home market. Medical services are robust, but statewide shortages among doctors and nurses persist.

⁴ Arizona Office of Economic Opportunity Economic Conditions Report – Yavapai County, January 8, 2020

There is potential for the advancement of higher wage occupations, such as advanced manufacturing, engineering and other professional services through development programs, workforce training, and incentives focused on adult education (advanced and post-secondary) and trade skills development .

Industry has been impacted by COVID-19, demonstrated by a 43.8% private sector job loss. Yavapai County WDB is focusing services toward economic recovery, including:

- Dislocated Worker employment and training
- Employer Resilience planning and implementation

Wage Analysis

The following graph shows the 25th, 50th (median), and 75th percentiles wage brackets for each of the top 20 most employed occupations in Yavapai County. Registered Nurses and General Operations Managers are the highest paid occupations of this group with median wages of \$76,060 and \$64,220, respectively.

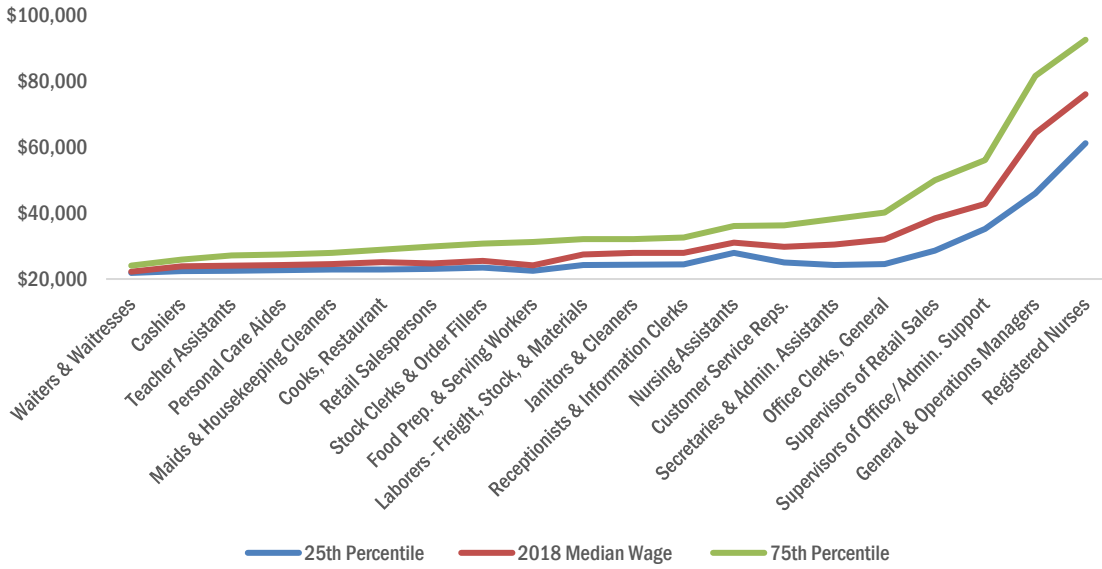
The gap between the median wage and the 75th percentile wage represents the wage gain that a particular employee can realize should he or she gain experience or additional certifications within a given occupation.

State and local workforce training programs can help facilitate the upward mobility from a lower wage bracket to a higher wage bracket in certain mid-level occupations. For example, an office clerk earning a median wage of \$32,030 can gain additional skills related to their occupation and can move into the 75th percentile wage bracket, earning an annual wage of \$40,150.⁵ The Yavapai County WDB is actively researching eligible training providers equipped to meet the demands for higher wage occupations to address the shortfalls in these in-demand occupations, and encourages partnerships with private apprenticeship programs locally and state-wide in order to achieve and sustain a competitive advantage.

Post COVID-19 activity will be analyzed so that Yavapai County can respond with flexibility to individualized business sustained reopening strategies.

Wages of the 25th, 50th, and 75th Percentiles for Top Occupations in Yavapai County (2018)

⁵ 2020-2025 NACOG CEDS



Source: Arizona Office of Economic Opportunity; U.S. Bureau of Labor Statistics

B. Workforce Analysis

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

The following table shows the educational requirements for entry into each occupation, specific vocational period, and the median wages for the most employed occupations in Yavapai County. By understanding the educational and experience requirements needed for entry into higher-wage occupations, incentive programs can be engineered to help residents achieve those requirements.

Education Requirements, Specific Vocation Period, and Median Wages for Top Occupations

Occupation Title	Minimum Education Requirement for Entry	Specific Vocational Period	2018 Median Wage
Waiters and Waitresses	No formal educational credential	1 year	\$22,230
Cashiers	No formal educational credential	1 year	\$23,810
Teacher Assistants	Some college, no degree	1 year	\$24,070
Combined Food Preparation and Serving Workers	No formal educational credential	1 year	\$24,100
Personal Care Aides	High school diploma or equivalent	1 year	\$24,210
Maids and Housekeeping Cleaners	No formal educational credential	1 year	\$24,570
Retail Salespersons	No formal educational credential	1 year	\$24,690
Cooks, Restaurant	No formal educational credential	1 year	\$25,160
Stock Clerks and Order Fillers	High school diploma or equivalent	1 year	\$25,530
Laborers and Freight, Stock, and Material Movers	No formal educational credential	1 year	\$27,420
Janitors and Cleaners	No formal educational credential	1 year	\$27,890
Receptionists and Information Clerks	High school diploma or equivalent	1 year	\$27,930
Customer Service Representatives	High school diploma or equivalent	1-2 years	\$29,790
Secretaries and Administrative Assistants	High school diploma or equivalent	2-4 years	\$30,410
Nursing Assistants	Postsecondary non-degree award	1 year	\$31,040
Office Clerks, General	High school diploma or equivalent	1 year	\$32,030
First-Line Supervisors of Retail Sales Workers	High school diploma or equivalent	2-4 years	\$38,440
Supervisors of Office and Administrative Support	High school diploma or equivalent	2-4 years	\$42,790
General and Operations Managers	Bachelor's degree	4-10 years	\$64,220
Registered Nurses	Bachelor's degree	2-4 years	\$76,060

Source: Arizona Office of Economic Opportunity; U.S. Bureau of Labor Statistics

2. *Regional workforce needs:*

Northern Arizona, like the rest of the state, is aligned to grow and diversify the economy to create quality jobs for its residents by supporting and attracting businesses in targeted, high-growth clusters, with an emphasis on base industries.

Positioning Arizona and Northern Arizona for prosperity and strengthening the economy's resilience requires an understanding of trends that can impact the overall vision of business attraction and expansion. Both global and domestic trends that underline challenges to prosperity were identified in the previous NACOG Regional Comprehensive Economic Development Strategy (CEDS) and are still important to consider as the region continues to evolve. These include economic globalization, restructuring of the economy, labor market shifts, big data and new technologies, demographic shifts, small business and entrepreneurial support, development and expansion and natural resource pressures. The NACOG Economic Development District includes Apache, Coconino, Navajo and Yavapai Counties.

The challenges and opportunities that impact the economic well-being of the region exist in both large and small communities. Issues range from the increased globalization of international markets, the "nearshoring" or "reshoring" of manufacturing operations, the disparity of wages within the workforce, automation and the subsequent shift in workforce, and changes to the working-age population demographics.

Challenges that are of particular concern in Yavapai County are those faced by individuals with barriers to employment. The Yavapai County LWDA provides services to eligible individuals with barriers to employment to assist in obtaining training and/or employment opportunities that lead to self-sufficiency. The LWDA identifies client barriers to employment at enrollment and works to alleviate barriers to job training that might impede their education and training goals to ensure successful placement and retention.

As described in WIOA 3 (24), the term "individual with a barrier to employment" means a member of one or more of the following populations:

- Displaced homemakers.
- Low-income individuals.
- Indians, Alaska Natives, and Native Hawaiians, as such terms are defined in section 166.
- Individuals with disabilities, including youth who are individuals with disabilities.
- Older individuals.
- Ex-offenders.

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

For Northern Arizona communities, the key to overcoming challenges and taking advantage of the opportunities is to advance the region's economic position while maintaining the unique character of the cities and towns within the region. The COVID-19 pandemic serves as a reminder that the economic well-being of a community is fragile and subject to external forces. However, it also revealed that the development and implementation of quality public policy could change an area's economic trajectory for the better.

Growing and Declining Industries and Opportunities

According to the Arizona Office of Tourism (AOT), 45.5 million people visited Arizona in 2018, generating \$3.63 billion in tax revenues. In a year-end review released in September of 2019, the AOT reported a regional tourism impact of 8.3 million overnight visitors with \$2.03 billion in direct spending, tied to 19,360 jobs. The tourism industry is a significant economic driver in the NACOG region and advances the growth of local market employment, which establishes the foundation for growth of higher-wage jobs.

The Accommodations and Food sector benefits the most from tourism-related activity, adding nearly 2,200 jobs in the last year. As of 2018, 21.7% of all employees in the NACOG Economic Development District (EDD) worked in the Accommodation and Food Services sector. These statistics are common for regions with a strong tourism presence.

Another primary employment sector of the region is the Health Care and Social Assistance sector. Although this sector experienced limited growth over the last year, this sector represents 20.2% of total regional employment. As the population in the

district continues to age, demand for senior services, such as home health and hospice centers, dialysis clinics, and personal aides and nurses will be increasing.

The Manufacturing sector, representing 6.8% of the region's industry mix, remains a key industry in the district. The industry reports among the highest average wages of any sector in the region (see Figure 17). The continued development of business incubators and the growth of educational opportunities will continue to make an impact in the fields of advanced manufacturing, avionics, viticulture, medical devices and biosciences.

The economic impacts of a robust manufacturing sector are significant, and strategic investments can produce strong future economic and fiscal returns in the form of increased wages, additional job creation (through spin-off industries) and increased spending in the region.

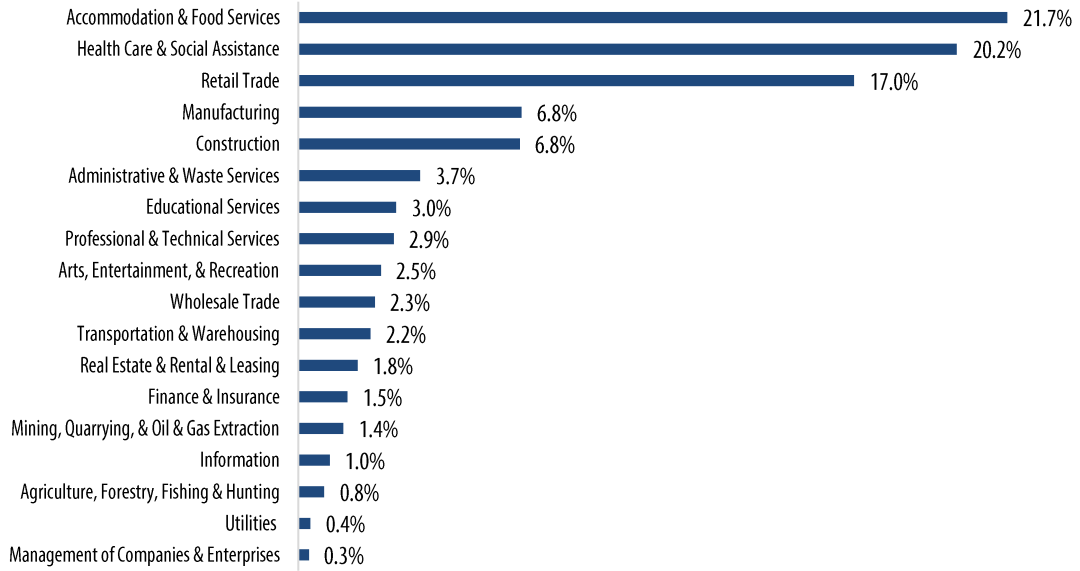
The following charts depict the distribution of employment by sector in the NACOG EDD, the percent growth or decline by industry for the NACOG EDD from 2017 to 2018, and the net employment change for 2017 to 2018.

The Agriculture, Forestry, Fishing and Hunting sector saw the most growth from 2017 to 2018 (16.5%), but represents a limited 0.8% of the regional industry mix, adding approximately 140 jobs. The Accommodation and Food Services sector saw 8.7% growth, adding nearly 2,200 jobs from 2017 to 2018. The Construction sector added nearly 500 jobs (the second largest net growth), growing 6.1% from 2017 to 2018. Overall, the Government sector is one of the largest employment sectors in all four counties.⁶

The COVID-19 pandemic generated historic unemployment statistics across the region, following suit with the nation. Yavapai County unemployment rate for the second month of economic shut-down skyrocketed to 13.8%, which is +9.5% year-over-year. The impacts were similar across the NACOG region, with Apache County at 15.4%, Coconino County at 16.9% and Navajo County at 14.1%. New unemployment claims filed in Arizona during the pandemic will likely exceed 600,000.

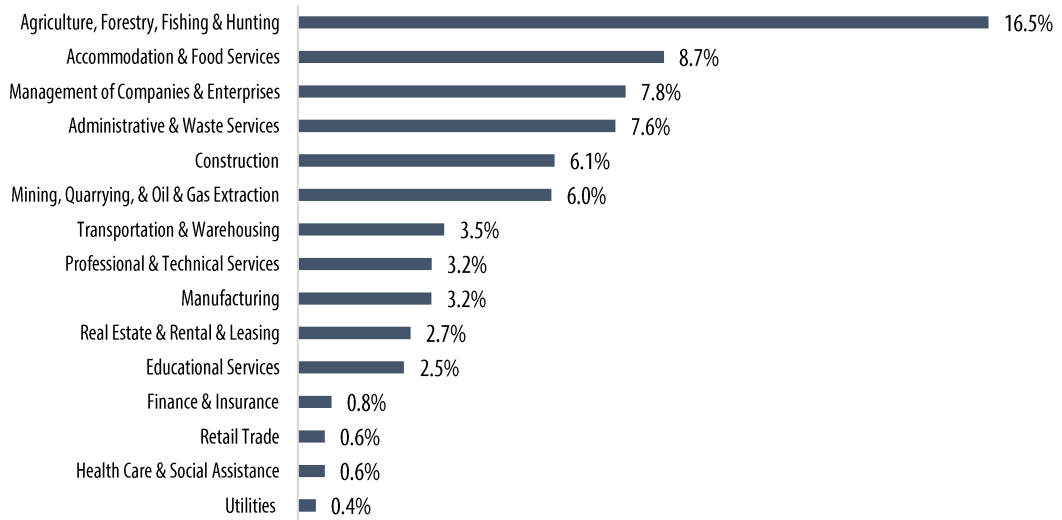
⁶ 2020-2025 NACOG CEDS

NACOG EDD Non-Government Employment Composition by Sector (2018)



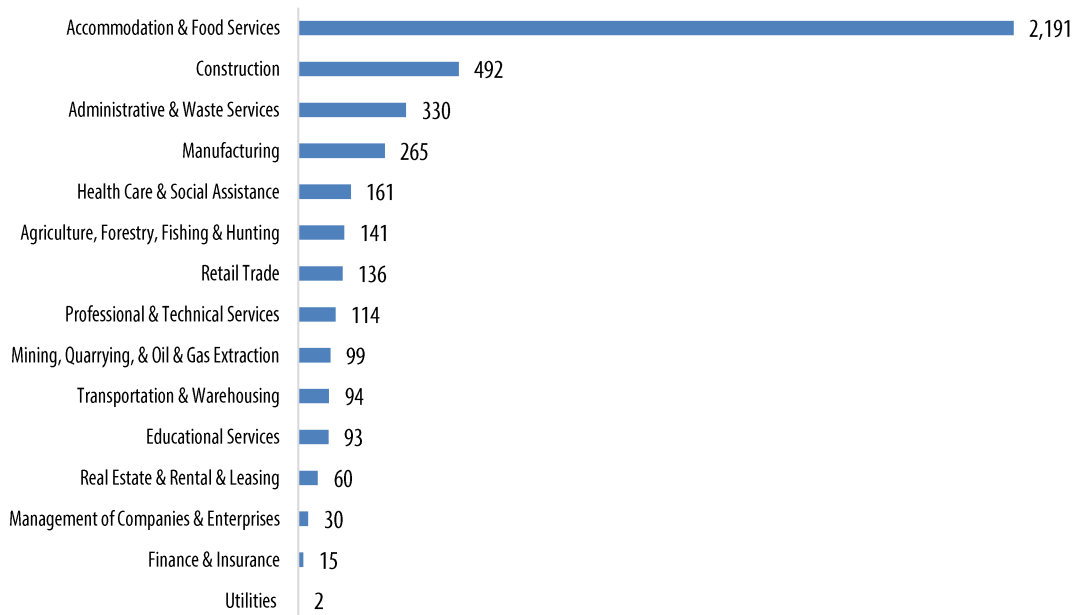
Source: U.S. Bureau of Labor Statistics

NACOG EDD Non-Government Employment Annual Percent Change (2017-2018)



Source: U.S. Bureau of Labor Statistics

NACOG EDD Non-Government Employment Annual Net Change (2017-2018)



Source: U.S. Bureau of Labor Statistics

C. Workforce Development, Education and Training Activities

1. Workforce development, education and training activities

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

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

Local, Regional, and State Economic Development groups and Chambers of Commerce identify and analyze strengths and weaknesses of the workforce so that the Economic Development District can align with Workforce Development and employment data analysis accordingly. The Yavapai County staff relies on labor market information, state data, CEDS Regional Data, and local surveys and partnerships to identify local workforce needs. Our primary local tool is TalentNeuron where real-time

data measures sought-after workforce skills, employer needs, and educational analysis which are indicators for area strengths, weaknesses, and trends. Yavapai County has the capacity and strategic objective to service all populations with a well-balanced educational environment:

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

2. *Strengths and weaknesses of the workforce development activities to address the education and skill needs of the workforce, including:*

i. *Individuals with barriers to employment*

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

- Displaced homemakers.
- Low-income individuals.
- Indians, Alaska Natives, and Native Hawaiians, as such terms are defined in section 166.
- Individuals with disabilities, including youth who are individuals with disabilities.
- Older individuals.
- Ex-offenders.
- Homeless individuals (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e-2(6))), or homeless children and youths (as defined in section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a (2))).
- Youth who are in or have aged out of the foster care system.

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

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

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

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

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

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

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

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

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

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

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

The Yavapai County Workforce Development Board adopts a Local Workforce Development Plan, which details a number of workforce services offered, including

occupational skills training, incumbent worker training and customized training that relates to the introduction of new technologies or new products. These and other services provide the business community with federal assistance for business expansion and retention.

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

Additional workforce opportunities are being presented through the creation of jobs in designated Opportunity Zones. In the EDD, several projects are already underway in designated Opportunity Zones, leading the projection of more 300 jobs in the town of Camp Verde through a number of projects, including construction of new mixed-use buildings and light manufacturing facilities.

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

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

Objectives

1. Align resources to workforce development needs by connecting vocational and JTED programs, local community colleges and universities with targeted business sectors across the EDD, including in Local Workforce Development Areas.
2. Introduce and incorporate local workforce training programs, including those leading to civil service jobs or to support industries experiencing talent leakage.
3. Provide resources and opportunities for upskilling and reskilling as talent needs evolve, to support sector strategy development and retention of displaced workers.
4. Support employee training opportunities focused on skill development that will improve the region's economic competitiveness and strengthen business retention.

5. Implement mentorship and training programs led by retirees in growing industries facing talent shortages.
6. Market workforce opportunities to out of state talent by highlighting the advantages of relocating to the EDD.
7. Explore alternative workforce housing opportunities (e.g., micro-houses, new build leases, rentals, rezoning vacant areas for development, or alternative dwelling units) and work with developers on attainable housing options.
8. Continue to work with local, regional and state leaders to address the ongoing physician shortage talent pipeline strategies and objectives.
9. Integrate workforce planning development efforts with economic development within the EDD.
10. Facilitate workforce development efforts within the EDD by developing and identifying resources, providing outreach, fostering and promoting collaboration and addressing workforce development barriers.
11. Influence state leaders to bring regional training opportunities to the EDD to improve accessibility to important resources.
12. Expand career and technical education training opportunities in the region, and support efforts at the state level to increase funding for expanded training access.
13. Monitor and report on the EDD's educational attainment and its impact on economic development.
14. Influence curriculum planning and development to meet the EDD's economic development needs.
15. Promote non-traditional delivery methods for education (such as online and distance learning).
16. Encourage opportunities for and access to life-long learning throughout the EDD.
17. Build support for the expansion of degree programs tied to high-growth industries available within the EDD.
18. Address proximity issues in the K-12 system to ensure students have equal access to quality schools, including remote areas on the various reservations within the EDD.⁷

ii. The employment needs of businesses

The COVID-19 pandemic had a detrimental effect on businesses in Yavapai County, as many small businesses had to close their doors and lay off workers. When the State of Arizona began to slowly reopen the economy, many of the small business owners experienced challenges in re-staffing due to a variety of reasons, including fear of contact with the public, as well as unwillingness to return to their previous wages as opposed to the generous federal supplemental unemployment benefit. Some small business owners closed their doors for good.

⁷ 2020-2025 NACOG CEDS

ARIZONA@WORK Yavapai County remained open and available during regular business hours during the course of the Governor's "Shelter In Place" Executive Order, as workforce development activities and organizations are considered "essential businesses." Phones were staffed Monday through Friday to assist with unemployment insurance claims for dislocated workers, as well as assisting employers with job orders to fill the needs for increased staffing for other essential businesses, such as grocery stores, hospitals, retail, etc. Virtual WIOA services were made available to the public, with contactless arrangements for delivering and receiving necessary paperwork from employers and job seekers. Remote WiFi access was available from the Job Center parking lot for job searches and Unemployment Insurance applications.

The Yavapai County WDB hosted a 3-day "Back to Business" webinar for local and regional business owners to gain insight on cash management and responsible reopening strategies. There were several opportunities and resources made available throughout Yavapai County to assist with small business loans and paycheck protection measures, giving businesses the edge on recovery and resilience. Many local, state and federal resources became available, with guidance for employers and job seekers alike for resuming business in innovative ways.

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

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

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

NACOG is active throughout the community, participating on several committees and regularly present on several agendas for County-wide discussions on community,

economic and workforce development initiatives. The Regional Director is active in local leadership programs, Town Halls, state and national advocacy groups.

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

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

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

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

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

Businesses in Yavapai County are offered a variety of employer services that assist in hiring and training, such as recruitment, job fairs, applicant pre-screening, postings on

various search engines, and media outreach, provision of pre-screened applicants for open positions, OJT reimbursement for a percentage of the wages during the pre-agreed training period, internship, paid work experiences and customized training.

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

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

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

D. Vision to Support Growth and Economic Self-Sufficiency

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

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

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

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

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

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

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

E. Workforce Development Capacity

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

- Public/Private Workforce Agencies
- Public/Private Education including Title II
- Public/Private Economic Development organizations/Regions
- Public/Private Business groups/organizations
- Public/Private Veteran Services
- Vocational Rehabilitation Partners
- Rehabilitation Homes
- Adult/Juvenile Probation Offices
- Head Start Teen Parent Program

- Public Safety
- Stepping Stones Agency
- United Way
- Re-Entry Services

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

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

The WIOA Core Partners are:

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

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

- Implementing career pathways to create a flow of career path options, analysis of the needs and expectations of business customers, analysis of the existing skills and knowledge of the talent pipeline and work with education representatives to tap into existing training or create new credentialing or certification options
- The One Stop Committee participates in cross training annually with all WIOA Core Partner programs to learn about services, best practices, and how to best partner in service delivery
- Focus on business development strategies and the building of a talent pipeline in identified in-demand industries to meet business needs and retention

- Provide a referral process as a communication tool between partners to provide client services and/or community resources
- Maintain a quarterly one stop reporting system to provide an analysis of basic, individualized and career training services, labor statistics and customer satisfaction

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

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

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

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

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

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

Part b – Strategic Vision, Goals, and Strategies

F. Statewide Strategy Assurances

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

G. Statewide Strategy Support

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

Strategies	Implementation
1. Promote industry sector partnerships/projects	A. Identify best practices for cross-partner industry sector partnerships/projects for In-Demand Industries B. Expand the talent pipeline for In-Demand Industries by engaging educational institutions, industry, economic development and workforce development in an integrated way in Arizona's rural and urban settings
2. Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system	C. Expand policy and create guidance/tools for State and local workforce development areas on use of ARIZONA@WORK branding D. Increase staff knowledge of all ARIZONA@WORK services E. Strengthen partnerships between core and ARIZONA@WORK partners F. Expand and improve partnerships with community organizations G. Increase use of and quality of technology-based communications with customers and partners (e.g. social media) H. Develop an awareness implementation plan focused on communicating opportunities to support businesses with solutions through the life of the business cycle, and individuals to gain employment at family-sustaining wages
3. Increase and improve coordination between	I. Identify, implement and maintain best practices for state and local coordination

<p>workforce, education and economic development efforts at the state and local level</p>	<p>between economic, education and workforce development to ensure businesses and job seekers are efficiently and appropriately matched, including participation in economic development associations</p>
<p>4. Ensure training provided to job seekers and workers has a focus on transferable skills</p>	<p>J. Identify the knowledge, skills and abilities needed for occupations in In-Demand Industries</p> <p>K. Educate ARIZONA@WORK staff and customers (individuals and businesses) in how to use transferable skills</p> <p>L. Create an enhanced screening process to identify transferable skills of job seekers</p> <p>M. Increase staff knowledge of all ARIZONA@WORK education and training services</p> <p>N. Engage training providers/partners to increase awareness of the need for transferable skills in curricula based on business needs</p>
<p>5. Create a comprehensive business engagement plan to support consistency and availability of services</p>	<p>O. Include standard training for ARIZONA@WORK Business Service Representatives</p> <p>P. Assist businesses to utilize work-based training, diversify registered apprenticeships, and upskill workers to increase employee recruitment and retention</p> <p>Q. Expand network to deliver solutions, including work-based training models, across the business lifecycle</p> <p>R. Ensure solutions are developed that support rural and urban business needs</p>
<p>6. Implement framework for supporting a statewide model for career pathways based on the identified In-Demand industries and occupations, connecting the education and incorporating</p>	<p>S. Ensure career pathway model provides inclusive opportunities for all ARIZONA@WORK customers, including the development of tool(s) for ARIZONA@WORK partners</p> <p>T. Ensure career pathways are based on labor market information</p> <p>U. Engage the business community in developing training</p> <p>V. Clearly identify industry-recognized credentials (including non-degree credentials)</p>

<p>appropriate flexibility for regional variation</p>	<p>W. Prioritize career pathway project(s) on In-Demand Industries and Occupations X. Engage and support statewide and local efforts in the development of a statewide talent pipeline, to include coordinating with state initiatives</p>
<p>7. Improve processes for co-enrollment across partners to share costs and case management to better serve customers</p>	<p>Y. Identify best practices for strategic co-enrollment across ARIZONA@WORK partners Z. Analyze case management requirements to find opportunities to streamline supports and services AA. Utilize comprehensive and standard common intake, assessment, referral processes</p>
<p>8. Enhance initiatives supporting populations with barriers to employment to ensure customers are receiving needed services efficiently</p>	<p>BB. Develop and implement a plan for universal design to remove barriers and create a system designed, do the greatest extent possible, for all customers CC. Research alternative delivery methods for services and training, e.g., use of technology DD. Educate and support ARIZONA@WORK team members in supporting all ARIZONA@WORK customers EE. Support innovative solutions to meet the unique needs of individuals in different workforce areas based on labor market and workforce trends considering unique needs in rural and urban parts of the state</p>
<p>9. Create a consistent system for continuous improvement</p>	<p>FF. Increase oversight, monitoring, compliance and technical assistance of state, local and ARIZONA@WORK partners GG. Establish a benchmark for speed, quality, cost and results of interaction with the system to ensure customer satisfaction HH. Expand use of AMS methodologies, including tiered measures and problem solving horizontally and vertically across ARIZONA@WORK programs II. Expand adherence to the standards and expectations of the ARIZONA@WORK delivery system inclusive within the ARIZONA@WORK system</p>

	JJ. Support approaches that drive culture change through innovative staffing/hiring practices across the ARIZONA@WORK system
10. Identify data system solutions to enhance the interoperability and quality of data for use across ARIZONA@WORK programs	KK. Identify data system solutions to improve data sharing for shared clients across ARIZONA@WORK programs LL. Develop a data validation methodology to ensure valid and reliable data MM. Improve data reporting and analysis to enable data-driven decisions that support continuous improvement NN. Improve workforce service technology to enable customers to self-serve

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

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

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

III. ARIZONA@WORK System Coordination

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

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

The Yavapai County WDB charges the One Stop Committee to identify ways to expand access to WIOA services offered through the ARIZONA@WORK system. The One Stop

Committee meets on a quarterly basis to address challenges to access as well as discuss best practices for innovative ways to serve job seekers and employers, particularly during the COVID-19 pandemic and resulting reduction in the availability of service opportunities. Virtual services are being offered widely across all Titles in addition to in-person opportunities via Title I and Titles III and IV by appointment, and Title II remote adult education services, allowing access to WIOA programs remotely.

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

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

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

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

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

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

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

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

The LWDA provides continuous outreach and events such as the Veteran Stand Down, Youth Fairs, multiple job fairs, and regular presentations to local organizations to provide information and expanded service access for those with the identified barriers listed above.

Yavapai County Program Specialists provide daily case management in person, by phone, or email to assist in client's career pathway goals and employment/training retention. During COVID-19, Program Specialists have been providing virtual orientations, assessments, eligibility and enrollment, as well as one-on-one assistance with Unemployment Insurance access.

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

Additionally, continuous contact and travel to areas of remote access allows for information and outreach to be provided. When parties are interested in services, including individuals with barriers to employment, staff can schedule appropriate times

to travel to the location to provide orientation, intakes, assessments, and any other additional services needed. Clients do have access to the www.azjobconnection.gov website, where they can register, upload resumes, obtain employment referrals, lists of approved Eligible Training Providers, and many other services through this technology outlet and the YAVAPAI@WORK website. This website is accessible in or out of a One Stop Center.

2. *Facilitate the development of career pathways*

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

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

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

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

This integrated and seamless provision of specialized services offered by the One Stop program and partner staff ensures that there is more diversity in the types of services offered to individuals with barriers to employment. This is accomplished by meeting with employers within in-demand industries to develop a training plan through On-the-Job training, which supplements the employer's cost by 50% through Title I to train a WIOA client, or Work Experience (WEX) opportunities for unskilled individuals to develop the skills necessary to achieve full employment in an in-demand occupation following their training period, paid fully by Title I funding. Customized training plans are regularly developed with employers to meet the labor demands for business expansion and employee acquisition and retention. Financial support services are offered on an individualized basis for specific client needs as a means of promoting training success

and job retention. Case management includes resources to alleviate barriers for job retention. Referrals between Titles for specific client services regularly promote system collaboration and encourage success in career pathway development for all clients, including individuals with disabilities.

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

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

The WDB will solicit representatives of secondary and postsecondary education programs, and lead efforts to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, especially individuals with barriers to employment. This is accomplished through a regular evaluation of the Eligible Training Providers List (ETPL) to ensure that in-demand industry certification and licensure opportunities are available to adult, youth and dislocated worker program clients. Yavapai College Title II Adult Education offers several training, certification and licensure opportunities on the ETPL.

The Executive Director meets with Yavapai College several times a year to collaborate with college leadership on in-demand training programs. Program staff make regular visits with all providers throughout the year. The Board is also kept apprised of student feedback and customer satisfaction. The ETPL is reviewed quarterly, with existing courses as well as new offerings evaluated for relevance and eligibility for WIOA funding.

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

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

The WIOA Core Partners are:

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

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

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

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

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

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

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

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

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

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

via Title I and Titles III and IV by appointment, and Title II remote adult education services, allowing access to WIOA programs remotely.

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

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

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

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

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

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

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

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

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

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

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

During the height of the 2008 recession, the idea for a center devoted to developing small and home-based business entrepreneurs began as just that; an idea. NACOG's Regional Director developed the concept of a Business Assistance Center as a non-

traditional option to assist Dislocated Workers with entrepreneurship, and began speaking with home-based business owners to flesh out the concept of offering business assistance and access to technology for local entrepreneurs. In 2010 that idea came to fruition when Yavapai County's Business Assistance Center (BAC) opened in Prescott with a ribbon-cutting ceremony on April 30, 2010, with the support of the Governor's Council on Workforce Policy, the Arizona Workforce Investment Act and the Local Workforce Investment Board. The business model and 'best practices' have been duplicated in the Business Success Center in the Copper Corridor. Other communities in the region have interest in developing a similar concept. The BAC concept has been nationally recognized and has received innovation awards from NADO and the Arizona Governor's office. As of 2020, the BAC has served 4,154 employers and is credited for 2,023 direct job placements.

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

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

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

3. Better coordinate workforce development programs and economic development

Title I-B actively partners with sub-regional economic development groups, such as the Verde Valley Regional Economic Organization (VVREO) and the Prescott Valley Economic Development Foundation (PVEDF), with membership participation, regular presentations regarding WIOA services, and by providing labor market information and strategies, including WIOA fund commitments for business location strategies.

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

Three LWDA's are positioned within the NACOG Economic Development District (EDD), comprised of Apache, Coconino, Navajo and Yavapai Counties, and are partnered with the NACOG Economic Development Council (EDC). This group meets on a bi-monthly basis to discuss economic and workforce development trends throughout the Region. The WDB Executive Director is also the Regional Director for the NACOG EDD and facilitates the meetings of the EDC, bringing regular updates and presentations on the workforce development activities in Yavapai County as well as regular State and Federal WIOA updates.

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

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

The Prescott ARIZONA@WORK-Yavapai County One Stop Center also provides direct access to those interested in applying for Unemployment Insurance or have questions regarding their Unemployment claim by maintaining a direct phone line to the Unemployment Insurance office. ARIZONA@WORK-Yavapai County staff is available in person, by phone or virtually to assist the community with their Unemployment Insurance needs.

Additionally, during COVID-19, a campaign for Arizona Return Stronger was created to directly link unemployed individuals to ARIZONA@WORK services.

As businesses began to open back up following Governor Ducey's "Shelter In Place" Executive Order and re-employ their furloughed staff or hire new staff, Title I assisted placements and with strategic plans for reopening, including a "Back to Business" webinar that focused on planning and financial management.

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

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

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

On a quarterly basis the One Stop Committee presents performance reports to the WDB, as well as strategies to improve, strengthen, and support local businesses. Collaborated projects have been initiated with the intent of creating stable, reliable, higher wage jobs that will improve the quality of life for Yavapai County residents.

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

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

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

The Local Workforce Development Area (LWDA), through collaborative efforts with employers, government, workforce, and economic development, will continue to foster partnerships with local entities to develop incumbent worker and career pathways

programs. The Local Board will work collaboratively with its partners to develop strategies for employer engagement and methods to coordinate business service strategies. This approach has proven effective in moving populations with barriers to employment into the labor force while also meeting employer workforce needs.

Incumbent worker training will be utilized to avert layoffs and/or improve self-sufficiency for workers by transitioning employees to other positions in the company or with other employers in the labor market. Twenty percent of the Local Board's Adult and Dislocated Worker funds may be used for incumbent worker training. During COVID-19, this percentage rate will be increased up to 75% based on state and federal rules. Employers that participate in incumbent worker training are required demonstrate a plan to retain employees who successfully complete training. This creates opportunities for individuals with barriers to employment by opening access for entry level to move to other positions with an improved wage in the company.

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

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

- *Customized training programs*

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

- *On-the-Job training programs*

On-the-Job Training (OJT) is utilized in Yavapai County to offer employment training opportunities for clients who lack basic job requirements to be considered for employment. The OJT employer must commit to hire the participant after successful completion of training. OJTs are intended to develop the skills, knowledge and

competencies required for the client's chosen career pathway by offsetting the cost of training.

- *Registered apprenticeships*

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

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

Apprenticeships combine on the job training experience with classroom training.

- *Work experience programs*

WIOA allows local areas to allocate up to 10 percent of Title I funds to transitional jobs for individuals with barriers to employment. The local area works with the business community to discuss the possible opportunities for subsidized work experiences for individuals who are chronically unemployed, possess limited work experience and have barriers to employment. These activities will help the individual to establish a solid work history and attain new occupational skills that assist them with long-term job placement.

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

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

The Yavapai County Workforce Development Board supports local business growth by working with business expansion and retention teams, and providing incentives such as job training, apprenticeships and wage reimbursement. There are two Business Assistance Centers (BAC) in Yavapai County – one at the ARIZONA@WORK Yavapai County Prescott Location and one in the City of Cottonwood. Services and resources are complementary to small businesses and entrepreneurs.

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

The Local Board is committed to meeting the unique and changing needs of our communities by providing quality workforce development and career services that will equip workers with the necessary skills to help them secure quality jobs. The Local Board strives to make sure that WIOA resources are demand-driven and designed to meet labor market needs that will help program participants secure jobs that lead to meaningful careers.

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

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

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

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

Eligible training providers for Yavapai County are reviewed by WDB staff to ensure they meet the requirement for subsequent eligibility to remain on the ETPL. All approved

training providers must provide training that results in a federally and state recognized credential. The WDB staff attends various meetings, conferences and trainings to ensure that training programs on the ETPL meet local labor market demand.

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

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

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

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

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

Additionally, training providers must be able to demonstrate:

1. They have provided training the year prior to applying to the ETPL according to WIOA Eligible Training Provider List section 603.03. Registered Apprenticeships do not need to complete a year of training participants to be eligible for the ETPL.
2. A detailed description and/or link to the refund policy on the training providers' website;

3. Information that addresses alignment of the training with in-demand industry sectors and occupations, to the extent possible; and
4. The training provider must be approved by Department of Education when adult education and literacy activities are provided in conjunction with occupational skills training.

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

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

1. All of a training provider's programs have been removed.
2. The training provider has not maintained required licenses and liability insurance or is found to be noncompliant with the training providers' assurances.
3. The training provider is not in compliance with the WIOA regulations, or any agreement executed under the WIOA.
4. The training provider is found knowingly to make false claims to prospective participants about costs or WIOA eligibility.

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

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

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

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

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

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

The Northern Arizona Council of Governments (NACOG) is the designated Economic Development District (EDD) for Apache, Coconino, Navajo and Yavapai Counties. NACOG has served as the EDD since it was established in 1995 and represents the entire four-county region. The EDD was designated by the U.S. Department of Commerce, Economic Development Administration (EDA). An EDD is a designated economic planning district funded to provide technical assistance for grant application assembly, economic studies, and strategic planning. The NACOG Economic Development Council (EDC) includes membership from all WIOA local areas to accomplish mutual planning and direct service activity. In conjunction with the EDD and the WDB, partnerships are also aligned with Verde Valley Regional Economic Organization (VVREO), Economic Collaborative of Northern Arizona (ECoNA), Sustainable Economic Development Initiative (SEDI), and local municipalities to support business location, retention and expansion strategies.

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

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

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

- Recruitment, job fairs, applicant pre-screening, postings on various search engines, and media outreach
- Provision of pre-screened applicants for open positions (OJT and Internship)
- Reimbursement for a percentage of the wages during the pre-agreed training period (OJT)

- Employee training stipend paid 100% by WIOA program for on-site training (internship)

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

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

The One Stop Committee is tasked to provide employer outreach and job development activities, including contacting businesses for the purpose of identifying employment needs, providing information on local business assistance programs, and conducting on-going labor market research that supports the efforts of both the WDB and the local economic development organizations.

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

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

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

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

The State annually assesses the physical and programmatic accessibility of all One Stop Centers in the local area, in accordance with WIOA sec. 188, as applicable, under the provisions of the Americans with Disabilities Act (ADA) of 1990 (42 U.S.C. 12101 et seq.). The WDB reviews the report and addresses any deficiencies, providing documentation of remedies made to the State in a timely manner. Provisions for all public accommodation and accessibility are made available upon request. If the One Stops

do not have an existing method for accommodation, the Equal Opportunity (EO) Officer will research a means to acquire the necessary item, process or technology, within reason, and report the processes to the WDB.

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

The WDB periodically reviews the operational hours of the ARIZONA@WORK Job Centers to ensure that community access to WIOA services is being met. It has been determined at this time that 7:00 AM to 5:00 PM extended hours meet the needs for most. As an option for all others, online services are available 24 hours a day, 7 days a week.

F. Memorandum of Understanding

1. Electronic Link of the Memorandum of Understanding

The Yavapai County Memorandum of Understanding/Infrastructure Funding Agreement is available for public view at the following link:

[http://www.nacog.org/fileLibrary/PY2017-2019 MOU-IFA.pdf](http://www.nacog.org/fileLibrary/PY2017-2019%20MOU-IFA.pdf)

G. Adult and Dislocated Worker Employment and Training Activities

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

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

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

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

The Yavapai County program for WIOA adult and dislocated worker participants is structured around two main levels of service: career services and training. Career services are categorized in the Act as “basic” and “individualized”. Basic services include labor market information and job postings, while individualized services include services such as skills assessment and case management.

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

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

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

The Workforce Innovation and Opportunity Act, Section 133 (b) (4), states that up to and including 100 percent of funds allocated to Title I Adult and Dislocated Worker programs may be transferred between these funding streams with the approval of the

Governor. This allows the Local Board greater flexibility to provide services to customers with the greatest need at any point in time depending upon labor market conditions.

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

- **Occupational Skills Training** – Organized program of study that provides specific vocational skills that lead to proficiency in performing tasks and technical functions required by certain occupation fields at entry, intermediate or advanced levels of employment. Occupational skills training include training for nontraditional employment. Providers of occupational skills training must be listed on the Eligible Training Provider List (ETPL) and the specific training program must be listed as WIOA approved. (See section 506 of the WIOA Training Services Policy Manual and 600 of the WIOA Eligible Training Provider List Policy).
- **On-the-Job Training (OJT)**– Training provided under a contract with an employer who is reimbursed 50% of the hourly wage. The participant being trained will be engaged in a job to help them prepare for long term unsubsidized employment. An OJT is intended to provide the knowledge or skills essential to meet the full and adequate performance of the job.
- **Work Experience** – WIOA allows local areas to allocate up to 10 percent of Title I funds to transitional jobs for individuals with barriers to employment. The local area is working with the business community to discuss the possible opportunities for subsidized work experiences for individuals who are chronically unemployed, possess limited work experience and have barriers to employment. These activities will help the individual to establish a solid work history and attain new occupational skills.
- **Customized Training**- Training designed for the specific requirements of an employer or group of employers that relates to the introduction of new technologies or new production. The training is conducted with a commitment by the employer to employ, or if in the case of an incumbent worker, continue to employ, an individual upon successful completion of the training. The employer is required to pay not less than 50 percent of the cost of the training.

- **Incumbent Worker Training** – Training designed to help the local area employer's workforce obtain the skills necessary to retain employment and prevent job loss and/or achieve promotions that improve self-sufficiency. The training activities are carried out by the WDB in conjunction with employers or a group of employers (which may include employers in partnership with other entities for delivering such training) for the purpose of assisting such workers in obtaining skills necessary to retain employment or gain self-sufficiency.

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

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

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

1. General Announcement;

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

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

independent contractor, small business owner, gig worker, farmer, rancher, or fisherman, and is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters.

2. *Unlikely to return to previous occupation or industry;*

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

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

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

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

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

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

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

Rapid Response has transitioned from the LWDA to the Governor's statewide initiative. The Local Area hopes to partner with the State provider in our execution of Rapid Response services in Yavapai County.

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

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

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

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

- Orientation to WIOA services (in English and Spanish, as required)
- On the Job Training
- Incumbent Worker Training
- Assessment/intake interview
- Out-of-Area Job Search Assistance and Relocation Assistance

- Determination of eligibility
- Group/individual assessment
- Group job search/resume preparation and assistance
- Child Care
- Stress management counseling
- Education/Schooling
- Financial counseling/Peer Counseling
- Information on related job openings
- Job Fairs with potential employers on site
- Direct service training opportunities
- Employment related support services

J. Youth workforce investment activities description and assessment

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

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

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

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

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

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

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

2. Youth program framework

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

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

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

- *An English language learner*
- 2) *In need of additional assistance to enter an educational program or to secure employment.*

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

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

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

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

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

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

1. Tutoring, study skills training and instruction leading to the completion of secondary schooling including drop-out prevention strategies;
2. Alternative secondary school services;
3. Paid and unpaid work experiences including:
 - i. Summer employment opportunities and other employment opportunities available throughout the school year;
 - ii. Pre-apprenticeship programs;
 - iii. Internships and job shadowing; and
 - iv. On-the-job training opportunities
4. Occupational skills training;
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
6. Leadership development opportunities;
7. Supportive services;
8. Adult mentoring for a duration of at least twelve months that may occur during and after program participation;
9. Follow up services for not less than 12 months after the participant completes the program;
10. Comprehensive guidance and counseling, including drug and alcohol counseling and referral to counseling as appropriate to meet the needs of the participant;
11. Financial Literacy Education;
12. Entrepreneurial Skills Training;
13. Services that provide labor market and employment information about in demand industries sector or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and
14. Activities that help youth prepare for and transition to post-secondary education and training.

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

K. How training services are provided

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

Resources are made available to customers that provide guidance and assistance to accessing training services. Customers are empowered to select training they find most appropriate through Individual Training Accounts (ITA). These processes allow customers to review in-demand occupations in the local area and make selections based on “informed customer choice”. The amount and duration of each participant’s ITA must be justified through documentation of the participant’s needs as identified in the Individual Employment Plan (IEP) and maintained in the participants case file, such as the occupational choice or goal and level of training needed to succeed in that goal. The monetary limitation for ITA’s is \$4,000.00 as a general rule. Exceptions can be made on a case-by-case basis. Upon selection of approved and eligible training, the customer is referred to the training provider for training services depending on training schedules and funding availability.

Eligible Training Provider List (ETPL) – The ETPL is composed of eligible training programs. Training providers must meet eligibility standards identified by the local board to be placed on the list. They must provide training that leads to a recognized post-secondary credential, secondary school diploma or its equivalent, or demonstrate a measurable skill gain toward such a credential or employment in an in-demand occupation. The WDB approves and oversees the ETPL for Yavapai County. Providers listed on the ETPL must identify program costs, success completion rates, and performance data to ensure that all customers are aware of program details. The ETPL is utilized by customers, career counselors, case managers, and other partner programs to identify approved and vetted training providers in Arizona and the local area. Upon Board recommendation, the final ETPL approval will be determined by the state. Apprenticeship programs are also available on the ETPL, but not subject to approval, they are automatically approved by the Department of Economic Security.

2. Training contracts and process

Yavapai County does not utilize training contracts, but works on a cost reimbursement basis. In addition to ETPL, training options in Yavapai County include:

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

Individualized Career Services must be made available to eligible youth, adult, and dislocated workers in each local area. The WDB determines additional services beyond basic career services required to obtain or retain employment. However, not all

individuals will receive all services. Youth, Adults and Dislocated Workers must be enrolled in order to receive individualized career services, and local areas must collect documentation for priority of service for adults enrolled in the WIOA programs — this priority is for all individuals in the WIOA Adult program and is determined by membership in the following groups:

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

3. Informed consumer choice in the selection of training programs

The Workforce Innovation and Opportunity Act emphasizes informed customer choice, system performance and continuous improvement. The Local Board understands that it has a critical role to play in ensuring job seekers are provided information on the full array of career services and access to training options that help them advance along a career pathway.

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

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

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

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

Yavapai County has limited public transportation. The West County currently has a small transit system with minimal commute options for clients. As needed, Yavapai

County One Stops will provide services electronically to ensure WIOA access. In the East County, there is a local transit service allowing for routine transportation services between Camp Verde and Cottonwood.

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

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

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

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

With the Centers for Disease Control (CDC) social distancing guidelines in place due to the COVID-19 pandemic, public transit systems are not always practical or available. In these situations, virtual services are made available and encouraged. Wi-Fi is available in the West County One Stop parking lot to individuals who wish to access the internet from their personal vehicle to perform job searches, enroll in AJC and apply for other employment/unemployment services.

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

- Displaced homemakers
- Low-income individuals

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

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

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

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

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

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

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

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

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

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

- Transportation (e.g. gas vouchers, car payments, auto insurance and/or auto repairs)
- Work and Training related-expenses (e.g. tools, uniforms, job interview clothing)
- Educational supplies, books
- Payments for vocationally necessary exams, certificates, licenses (including GED)

- Childcare
- Housing
- Relocation assistance
- Needs-related payments necessary to enable a WIOA client to participate in a WIOA training activity.

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

M. WIOA “Basic Skills Deficient” determinations

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

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

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

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

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

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

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

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

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

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

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

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

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

O. Veterans Priority of Service

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

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

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

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

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

P. WDB's definition of "Underemployed"

1. Underemployment qualifications

In addition to using the Lower Living Standard Income Level (LLSIL) as a base guideline for determining underemployment qualifications, the LWDA considers the barriers of underemployed as referenced in PB 18-016, as an individual income not meeting self-sufficiency, inadequate transportation, poor work history, child care restraints, unaffordable or inadequate housing, lacking the support needed to obtain employment (such as work attire), and an ex-offender re-entering society.

2. Self-sufficiency income level and review process

The 2020 Yavapai County Lower Living Standard Income Level is as follows: Self-sufficiency as determined by the Yavapai County WDB is 250% of the Lower Living Standard Income Level (LLSIL). In Yavapai County the 250% LLSIL is used to determine self-sufficiency for Adults and Dislocated Workers. The LLSIL and poverty guidelines are used to establish low-income status for WIOA Title I programs.

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

reflected by Labor Market Information (LMI). The local self-sufficiency policy is accomplished through case file review and the WIOA eligibility process.

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

ARIZONA DEPARTMENT OF ECONOMIC SECURITY
State
 HHS Poverty Guidelines, 70% and 100% LLSIL
 INCOME MATRIX FOR 2020

FAMILY SIZE	HHS Poverty Guidelines	70% LLSIL	100% LLSIL	70% LLSIL	100% LLSIL
		NON-METRO AREA	NON-METRO AREA	METRO AREA	METRO AREA
1	\$12,760	\$11,422	\$16,318	\$11,609	\$16,584
2	\$17,240	\$18,720	\$26,742	\$19,025	\$27,178
3	\$21,720	\$25,702	\$36,717	\$26,121	\$37,315
4	\$26,200	\$31,724	\$45,319	\$32,245	\$46,064
5	\$30,680	\$37,441	\$54,357	\$38,050	\$54,357
6	\$35,160	\$43,788	\$63,577	\$44,504	\$63,577
7	\$39,640	\$50,135	\$72,797	\$50,958	\$72,797
8	\$44,120	\$56,482	\$82,017	\$57,412	\$82,017
Additional Per Person > 8	\$4,480	\$6,347	\$9,220	\$6,454	\$9,220

* All figures represent annual figures.

Poverty Effect Date:01/14/2020
 LLSIL Effective Date:04/30/2020

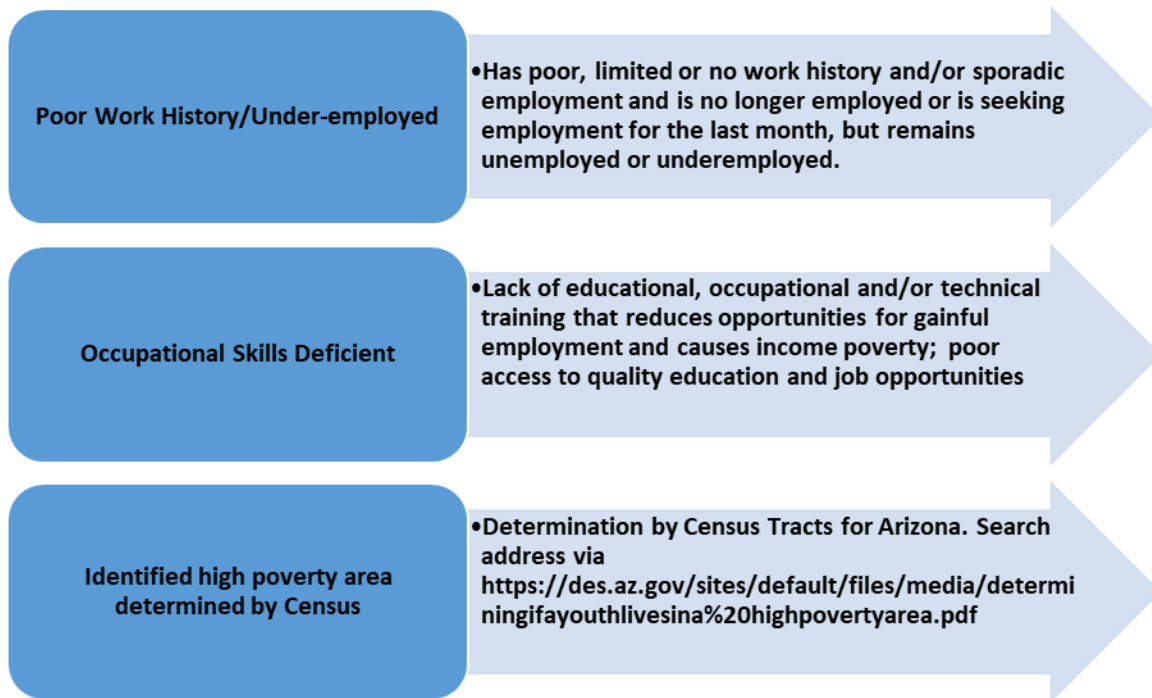
Q. WDB's definition and eligibility documentation for "requires additional assistance to enter or complete an education program, or to secure and hold employment" for:

1. Out-of-school youth

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

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

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



2. In-school youth

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

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

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



Need Addition Assistance Criterion Limitation

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

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

Low Income Exception

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

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

The WDB retains contractual services to develop and evaluate any requests for proposals for Yavapai County services from outside parties to ensure appropriate firewalls are in place. The selection of providers of Title I-B services includes:

1. Providers of youth workforce investment activities through competitive grants or contracts based on the recommendations of the youth standing committee (if such a committee is established); however, if the WDB determines there is an insufficient number of eligible training providers in a local area, the WDB may award contracts on a sole-source basis as per the provisions at WIOA Sec. 123(b).
 - a. The Yavapai County Youth Council is appointed by the Executive Committee of the WDB and is comprised of members connected to local youth activities. Members may include WIOA partners, labor organizations, education, public safety, housing, public/private sector providers, and juvenile justice. Youth Council responsibilities include assessing needed changes in services and budget allocation to comply with youth program changes mandated by WIOA, youth activities and customer satisfaction ratings in Yavapai County, including structuring the youth provider RFP, evaluating respondents and recommending providers to the WDB. Youth Council also develops the youth portion of the local plan, recommends and conducts oversight of youth service providers, establishes linkages with other youth service providers, and other duties as assigned by the Executive Committee. Youth Council falls under authority of the WDB Executive Committee. The Youth Council has a standing agenda items at WDB meetings. The Youth Council Chair reports outcomes and makes recommendations to the full WDB.
2. Providers of training services consistent with the criteria and information requirements established by the Governor and WIOA Sec. 122.
3. Through a competitive process the WDB will recommend to BOS a selection of One Stop Operator to coordinate the service delivery of required one-stop partners and service providers in accordance with § 678.600 through 678.635. The Executive

Director is not present and does not participate with procurement or selection of service providers.

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

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

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

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

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

Key strategic partners include:

Northern Arizona University (NAU) – Prescott Valley

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

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

ERAU is a private institution located in Prescott. The Prescott campus offers a selection of major and minors focused on aviation, aerospace, engineering, business

administration, applied meteorology, cyber security and intelligence, and safety, to a name a few. Prescott also offers the only master of science in safety science degree in the U.S., which delivers a nearly 100% job placement rate after graduation.

Prescott College

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

Yavapai College

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

The WDB promotes participation in Integrated Education and Training (IET): A service approach to providing adult education and literacy activities concurrently and contextually with workforce preparation activities and workforce training for a specific occupation or occupational cluster for the purpose of educational and career advancement. Required IET components are: 1) adult education and literacy, 2) workforce preparation activities, and 3) workforce training. Instruction is based on occupationally relevant materials for the purpose of educational and career advancement. Participation is intended for eligible individuals at all skill levels, including adults with low academic skills. WIOA Final Rules Subpart D, §§463.35 through 463.38.

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

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

1. Yavapai County Title II education provider

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

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

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

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

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

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

- Prescott (Yavapai College campus)
- Prescott Valley (Yavapai College Campus)
- Clarkdale/Verde (Yavapai College campus)
- Chino Valley (Yavapai College campus)
- Sedona (Yavapai College campus)
- Yavapai College remote satellite campuses:
 - Ash Fork
 - Bagdad
 - Black Canyon City
 - Camp Verde

- Yarnell
- Yavapai Apache Nation – separate from Yavapai County

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

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

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

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

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

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

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

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

- Job search assistance
- Help getting a job referral
- Placement assistance for job seekers

Additionally, re-employment services are available for unemployment insurance claimants, as well as recruitment services to employers with job openings. Services are delivered in one of three modes, including self-service, facilitated self-help services and staff assisted service delivery approaches.

Services offered to employers, in addition to referral of job seekers to available job openings, include:

- Assistance in development of job order requirements
- Matching job seeker experience with job requirements and skills
- Assisting employers with special recruitment needs
- Arranging job fairs
- Assisting employers analyze hard-to-fill job orders
- Assisting with job restructuring
- Helping employers deal with layoffs.

Job seekers who are veterans receive priority referrals to jobs and training as well as special employment services and assistance. In addition, the system provides specialized attention and service to individuals with disabilities, migrant and seasonal farmworkers, justice-involved individuals, youth, minorities and older workers.

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

Title III staff provides the following services at the One Stop Centers:

- Current labor market information
- Jobs currently in demand
- Assessment of skill levels, abilities, aptitudes
- Career guidance
- Career assessment for job seekers making career changes
- Unemployment Insurance assistance

- Reemployment Services and Eligibility Assessments (RESEA)
- Referrals to job openings and community resources
- Job search workshops
- Job fairs
- Customized recruitment services for local companies
- Assistance with resume building
- Priority of services for Veterans

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

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

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

- ARIZONA@WORK-Yavapai County
- Northern Arizona Council of Governments – EWD (Title I)

- Adult Education (Title II), Current Chairman of the One Stop Committee
- Department of Economic Security (VR and Veterans – Titles III & IV)

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

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

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

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

In order to facilitate access to system services, VR staff will be available Thursday mornings at the NACOG office. VR staff will work cooperatively with Job Center staff in order to facilitate reciprocal referrals and joint service planning. Client data, such as demographic information and evaluation and testing result, can be shared between partners with client approval to assist in reciprocal referrals and joint service planning. VR and Job Center services can be used as comparable benefits for mutually eligible clients.

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

IV. ARIZONA@WORK Job Center Delivery Description

A. ARIZONA@WORK Job Centers and Affiliate Site

The ARIZONA@WORK Yavapai County Job Center locations are:

Prescott:

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

Cottonwood:

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

The Yavapai County Job Center Affiliate location is:

Prescott Valley

Department of Economic Security
3262 Bob Drive Suite 342 B-1
Prescott Valley AZ 86314
Phone (928)759-1669

Programs and access systems and services are provided through two primary areas. First is the Orientation, which is held every Monday at Comprehensive sites. The Orientation is designed to give clients and potential customers a comprehensive overview of WIOA service options including job search, job placement, job training and

case management. Core services are coordinated through the LWDB and provide direct service options to ensure customer choice. Policies between partner programs are aligned as much as possible, each partner program must adhere to their specific policies, but our effort is for these policies to be as seamless as possible, and not evident nor impeding to our customers. The One Stop Committee is set up to identify service gaps and overlaps to avoid duplication of services. Title I and III also access AJC where direct services are identified and managed to avoid duplication of services. Operations delivered at the One Stops share administrative systems and procedures to assure coordination of workforce programs and activities.

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

The LWDA has executed the IFA through negotiations with core partners and identifies required components such as the Yavapai County vision and goals, system design, system access, sharing system services and customers; and sharing One-Stop System Services and Operating Costs. The WDB will define a cost allocation methodology to ensure infrastructure costs are allocated in a manner that meets the requirements of the IFA but does not stifle innovation and flexibility from an operational standpoint. The IFA is a mandatory component of the MOU and not a separate agreement. The IFA may be incorporated within the MOU or attached as an addendum.

B. WDB monitoring of eligible service providers continuous improvement and ability to meet the employment needs of local employers, workers and job seekers

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

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

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

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

Yavapai County WDB and core partners in the One Stop delivery system are committed to providing access to all services, facilities and information to Americans with disabilities. As recipients of federal funds, the Local Board is required to comply with various regulations relating to non-discrimination and equal opportunity. The WDB is in compliance with the Americans with Disabilities Act (ADA) of 1990 (42 U.S.C 12101 et seq.), Section 188 of the Workforce Innovation and Opportunity Act (WIOA). Section 188, prohibits the exclusion of an individual from participation in, denial of the benefit of, discrimination in, or denial of employment or in connection with, any program and activities funded or otherwise financially assisted under Title I of WIOA because of race, color religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status or participation in a program or activity that receives financial assistance under the Title I of WIOA. To ensure that these criteria are met, an annual comprehensive state monitoring of EO Compliance is performed at each Yavapai County ARIZONA@WORK Job Center utilizing a checklist that encompasses all required areas, including parking lot access to the Job Centers. Findings are addressed as required and submitted for state review and approval.

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

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

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

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

2. Process to request accommodation and ATE

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

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

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

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

D. WIOA System Partner roles and resource contributions

The ARIZONA@WORK-Yavapai County Job Centers provide a central point of service at the comprehensive and affiliate Job Centers. The Center is the physical location where all of the relevant programs, services, and activities provided by the required partners are accessible. DES and NACOG manage technological resources such as

websites, business networking software, on-line and testing services, leases, and utilities and associated costs at hosts for East and West Comprehensive Sites.

Below is a summary of One Stop Partner roles and responsibilities as defined at the local level:

Northern Arizona Council of Governments (NACOG)

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

- NACOG was appointed as the One Stop Operator through a competitive procurement process in September 2018.
- NACOG is responsible for all Title I Direct Services for Adult, Youth, Dislocated Worker and Rapid Response. NACOG provides direct services to include core placement services and referral services utilizing OJT, WEX, Support Services and Occupational Vocational Training as applicable.

Wagner-Peyser Employment Services/Veteran Services

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

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

Rehabilitation Services Administration

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

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

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

Adult Education

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

These changes create an opportunity to leverage systemic changes across the currently disconnected education and training systems. Various meetings have taken place to discuss direct One Stop services along with infrastructure and cost sharing requirement for partners under WIOA. The series of meetings provided an opportunity to highlight key points about the current state of practices regarding service delivery in the Job Centers and to identify areas for further planning and implementation.

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

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

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

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

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

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

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

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

1. Facilitating connections among the intake and case management information systems of the one-stop partner programs to support a comprehensive workforce development system in the local area. This is accomplished through the use of Arizona Job Connection and cross-training and referrals among service providers within the One Stop system. All partners are also requested to make regular presentations to the WDB for Board development as well as quarterly performance reporting by all One Stop partners.
2. Facilitating access to services provided through the one-stop delivery system involved, including access in remote areas. The WDB has sponsored computer learning labs in remote areas throughout Yavapai County as an effort to make online distance learning and job search opportunities available for remote areas for all Title I services. Program staff is also assigned

- to all areas of the County and make regular contact with remote areas, including presentations through Community forums. ARIZONA@WORK information is also disseminated to all areas of Yavapai County.
3. Identifying strategies for better meeting the needs of individuals with barriers to employment, such as recipients of public assistance, other low-income individuals and individuals that are basic skills deficient, including strategies that augment traditional service delivery, and increase access to services and programs of the one-stop delivery system, such as improving digital literacy skills; and
 4. Leveraging resources and capacity within the local workforce development system, including resources and capacity for services for individuals with barriers to employment.
- F. WDB implementation of the waiver granted by the U.S. Department of Labor to the State of Arizona to use ITAs for youth who are in school*

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

V. Performance and Continuous Improvement

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

ARIZONA@WORK Yavapai County's vision for aligning efforts among workforce development partners to achieve accessible, seamless, integrated and comprehensive service will build on past initiatives. The WDB has built collaborative ventures with Education, Economic Development, Community Based Organizations, Local Governments, and the Business Community.

Mutual cooperation and program alignment will be increased by encouraging partner accountability, tracking universal performance indicators and implementing continuous quality improvement strategies.

The One Stop Committee meets on a bi-monthly basis to solve pressing or time-sensitive issues and will provide One Stop partners with opportunities to examine current service delivery practices and to assess whether they are moving along the WIOA integration

continuum. This robust planning process to re-design the local system includes the following:

- Development of an integrated, technology based “case management” system or process
- Facilitating planning meetings to discuss One Stop infrastructure costs and partner roles
- Developing staff training curriculum and building a system-wide training team
- Conducting community outreach efforts driven by partner and customer needs
- Promoting ARIZONA@WORK marketing plan and website construction under the direction of the Workforce Arizona Council
- Facilitating annual trainings for all Job Center staff
- Reducing duplication of services between partners
- Partners that are co-located or technologically linked to the One Stop

One Stop partners believe that an integrated, technology-enabled intake and case management system is essential to the success of programs carried out under the Act by the One Stop partners. The system must have processes in place to verify data accuracy, monitor data collection, correct errors, improve data collection and entry on an ongoing basis, and focus on continuous improvement of data quality. Currently, the Arizona Job Connection serves as data system for Title III DES, RAA and Title I-B programs, with exception of Title II Adult Education and Title IV Vocational Rehabilitation. The www.azjobconnection.gov website functions as a reporting platform to ensure conformity to standard classification, valid and reliable data, internal consistency, and user-friendly access and security of the primary data.

All required WIOA partners serve on the WDB and the One Stop Committee. Partners will provide up-to-date reports to the WDB on performance and data on a quarterly basis. The One Stop Committee will continue to develop best practices to maintain consistent data within all required partners.

B. PY2020-2021 Proposed Performance Levels

Title I performance negotiations will include the Executive Director for the WDB working with the State to review past performance and current economic conditions, using state reported Local Area labor market research and any other relevant data, that may influence future area performance while achieving state goals for performance. Final negotiations are reviewed and agreed upon between the WDB and BOS, per Public Law 128 (c)(2). The Local Area utilizes AJC as a data source to document

earnings gain, credential rates, employment for the 2nd and 4th quarters, and measurable skills gains.

YAVAPAI COUNTY PROPOSED PERFORMANCE LEVELS PY2020-2021

	PY19 Actual as of 5/11/2020	LWDA Predicted from the Model	State Targets PY20**	State Targets PY21**	Yavapai Proposed for PY20	Yavapai Proposed for PY21
WIOA Adults						
Employed 2 nd quarter after exit	94.2%	85.5%	71.4%	71.4%	80.0%	80.0%
Employed 4 th quarter after exit	83.5%	79.7%	67.5%	67.5%	79.70%	79.70%
Median Wage	\$7,411	\$6,963	\$6,500	\$6,500	\$6,695	\$6,695
Credential	75.9%	79.2%	74.8%	74.8%	78.70%	78.70%
Measurable Skills Gain	50.8%		59.2%	59.2%	59.20%	59.20%
WIOA Dislocated Worker						
Employed 2 nd quarter after exit	95.5%	86.0%	78.0%	78.0%	86%	86%
Employed 4 th quarter after exit	84.6%	67.3%	73.2%	73.2%	73.2%	73.2%
Median Wage	\$6,860	\$6,231	\$8,646	\$8,646	\$8,905	\$8,905
Credential	66.7%	56.6%	72.8%	72.8%	71%	71%
Measurable Skills Gain	46.7%		50.0%	50.0%	50%	50%
WIOA Youth (14-24)						
Employed, in education, or in Occupation Skills Training 2 nd quarter after exit	97.5%	83.4%	75.0%	75.0%	80%	80%
Employed, in education, or in Occupation Skills Training 4 th quarter after exit	97.4%	78.0%	67.0%	67.0%	78%	78%
Median Wage	\$5,505		\$4,500	\$4,500	\$4,635	\$4,635
Credential	66.7%	50.0%	54.0%	54.0%	55.6%	55.6%
Measurable Skills Gain	38.2%		52.8%	52.8%	52.8%	52.8%

C. Yavapai County Performance Goals

Given the circumstances surrounding the COVID-19 pandemic and the resulting economic downturn, the Yavapai County WDB expects to remain economically resilient and to achieve the following goals for Program Years 2020-2023 in the Title I Adult, Youth and Dislocated Worker programs:

TITLE I-B ADULT

	Title I-B – Adult Program			
	Program Year: 2020		Program Year: 2021	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter)	71.4%	80%	71.4%	80%
Employment (Fourth Quarter)	67.5%	79.70%	67.5%	79.70%
Median Earnings (Second Quarter after Exit)	\$6,500	\$6,695	\$6,500	\$6,695
Credential Attainment Rate	74.8%	78.70%	74.8%	78.70%
Measurable Skill Gains	59.2%	59.2%	59.2%	59.2%

TITLE I-B DISLOCATED WORKER

	Title I-B – Dislocated Worker Program			
	Program Year: 2020		Program Year: 2021	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)	78.0%	86%	78.0%	86%
Employment (Fourth Quarter after Exit)	73.2%	73.2%	73.2%	73.2%
Median Earnings (Second Quarter after Exit)	\$8,646	\$8,905	\$8,646	\$8,905
Credential Attainment Rate	72.8%	71%	72.8%	71%
Measurable Skill Gains	50.0%	50%	50.0%	50%

TITLE I-B YOUTH

	Title I-B – Youth Program			
	Program Year: 2020		Program Year: 2021	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)	75.0%	80%	75.0%	80%
Employment (Fourth Quarter after Exit)	67.0%	78%	67.0%	78%
Median Earnings (Second Quarter after Exit)	\$4,500	\$4,635	\$4,500	\$4,635
Credential Attainment Rate	54.0%	55.6%	54.0%	55.6%
Measurable Skill Gains	52.8%	52.8%	52.8%	52.8%

VII. Public Comment

A. WDB Process for a 30-Day Public Comment Period

The Yavapai County Workforce Development Plan Draft 2020-2023 was made available for public comment from May 28, 2020 through June 19, 2020. The Public Comment Period was announced in The Daily Courier (print version and e-version) and the Verde Valley Independent (print version and e-version). The plan was published on the NACOG website at www.nacog.org and on the ARIZONA@WORK website at www.arizonaatwork.com. Written comments were received via:

Mail: ARIZONA@WORK Yavapai County, PO Box 2451, Prescott AZ 86302

Fax: (928)778-1756

Email: jsawyer@nacog.org

Due to COVID-19 restrictions to public access, a public copy was not made available for review. The WDB will meet on a date to be publicly announced to review all comments received on the Plan, and will submit all comments as an attachment to the Plan.

B. Comments received in disagreement with the Local Plan

Comments received in disagreement with the Local Plan: **1**

Itemized as follows:

1. *Statistic Adjustment Models for PY20 and PY21 for Yavapai County were received from the state and updated accordingly following the Public Comment Period.*

Appendix 1: Performance Measures

For Program Years (PY) 2020-2023 Plans, Title I programs (Adult, Dislocated Worker, and Youth) will have two full years of data available to make reasonable determinations of expected levels of performance for the following indicators for PY 2020 and PY 2021:

- Employment (Second Quarter after Exit);
- Employment (Fourth Quarter after Exit);
- Median Earnings (Second Quarter after Exit);
- Credential Attainment Rate; and
- Measurable Skill Gains

Negotiated performance levels are demonstrated below:

	Title I-B – Adult Program			
	Program Year: 2020		Program Year: 2021	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter)	71.4%	80%	71.4%	80%
Employment (Fourth Quarter)	67.5%	79.7%	67.5%	79.7%
Median Earnings (Second Quarter after Exit)	\$6,500	\$6,695	\$6,500	\$6,695
Credential Attainment Rate	74.8%	78.7%	74.8%	78.7%
Measurable Skill Gains	59.2%	59.2%	59.2%	59.2%

	Title I-B – Dislocated Worker Program			
	Program Year: 2020		Program Year: 2021	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)	78.0%	86%	78.0%	86%
Employment (Fourth Quarter after Exit)	73.2%	73.2%	73.2%	73.2%
Median Earnings (Second Quarter after Exit)	\$8,646	\$8,905	\$8,646	\$8,905
Credential Attainment Rate	72.8%	71%	72.8%	71%
Measurable Skill Gains	50.0%	50%	50.0%	50%

	Title I-B – Youth Program			
	Program Year: 2020		Program Year: 2021	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)	75.0%	80%	75.0%	80%
Employment (Fourth Quarter after Exit)	67.0%	78%	67.0%	78%
Median Earnings (Second Quarter after Exit)	\$4,500	\$4,635	\$4,500	\$4,635
Credential Attainment Rate	54.0%	55.6%	54.0%	55.6%
Measurable Skill Gains	52.8%	52.8%	52.8%	52.8%

Appendix 2: In-Demand Industries and Occupations

Provide the industries and occupations identified as 'In-Demand' in tables formatted as shown below. The tables can be as long or short as necessary, but the requested information must be provided for each industry and occupation.

NAICS Code(s)	Industry Title
23	Construction
54	Professional and Technical Services
62	Healthcare and Social Assistance
56	Administrative and Waste Services
72	Accommodation and Food Services
21	Mining, quarrying, and oil and gas extraction
81	Other services, except public administration
55	Management of companies and enterprises
31	Manufacturing
44	Retail trade
11	Agriculture, forestry, fishing and hunting
42	Wholesale trades
61	Education Services
48	Transportation and warehousing
52	Finance and insurance
59	Information technology ⁸
22	Utilities
71	Arts, entertainment and recreation

In-Demand Occupations in Yavapai County

SOC Code*	Occupation Title	NAICS Code*	Industry Title
41-2011	Cashiers	44	Retail Trade
35-9099	Combined Food Preparation and Serving Workers, including fast foods	72	Accommodation and Food Services
47-2060	Construction Laborers	23	Construction
35-2014	Cooks, Restaurant	72	Accommodation and Food Services

⁸ The Information Technology industry combines the following NAICS industry codes: 51121 Software publishers; 51741 Satellite telecommunications; 51791 Other telecommunications; 51821 Data processing, hosting, and related services; and 51913 Internet publishing and broadcasting and web search portals. Source: Office of Economic Opportunity

43-4051	Customer Service Representatives	81	Other services, except public administration
43-6011	Executive Secretaries and Executive Administrative Assistants	56	Administrative and Waste Services
45-2092	Farmworkers and Laborers, Crop	11	Agriculture, forestry, fishing and hunting
35-1012	First-line Supervisors of Food Preparation and Serving Workers	72	Accommodation and Food Services
41-1012	First-Line Supervisors of Non-Retail Sales Workers	55	Management of companies and enterprises
43-1011	First-Line Supervisors of Office and Administrative Support Workers	56	Administrative and Waste Services
11-9051	Food Service Managers	72	Accommodation and Food Services
11-1021	General and Operations Managers	55	Management of companies and enterprises
53-3032	Heavy and Tractor-Trailer Truck Drivers	48	Transportation and Warehousing
51-9198	Helpers – Production Workers	31	Manufacturing
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	56	Administrative and Waste Services
53-7199	Laborers and Freight, Stock, and Material Movers, Hand	49	Transportation and Warehousing
53-3033	Light Truck or Delivery Services Drivers	49	Transportation and Warehousing
37-2012	Maids and Housekeeping Cleaners	56	Administrative and Waste Services
49-9071	Maintenance and Repair Workers, General	56	Administrative and Waste Services
31-9092	Medical Assistants	62	Healthcare and Social Assistance
31-1131	Nursing Assistants	62	Healthcare and Social Assistance
43-9061	Office Clerks, General	56	Administrative and Waste Services
31-1122	Personal Care Aides	81	Other services, except public administration

29-2052	Pharmacy Technicians	44	Retail Trade
29-1141	Registered Nurses	62	Healthcare and Social Assistance
41-2031	Retail Salespersons	44	Retail Trade
11-2022	Sales Managers	44	Retail Trade
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	42	Wholesale Trades
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical and Executive	56	Administrative and Waste Services
33-9032	Security Guards	56	Administrative and Waste Services
15-1252	Software Developers, Applications	54	Professional and Technical Services
55-3018	Special Forces	92	Public Administration
53-7065	Stock Clerks – Stockroom, Warehouse or Storage Yard	48	Transportation and Warehousing
35-3031	Waiters and Waitresses	72	Accommodation and Food Services

Source: Arizona Job Connection

Appendix 3: Statewide Vision, Goals and Strategies in the Arizona

Workforce Plan

The Governor's vision for Arizona is to build a pro-growth economy that provides opportunity for all and creates prosperous communities. For ARIZONA@WORK that means ensuring that all Arizonans eligible to work, regardless of their circumstances, background, social status or zip code, have access to the best economic and educational opportunities as possible. ARIZONA@WORK's effort to support the vision is described in its four goals and strategies developed by ARIZONA@WORK stakeholders to implement over the next four years in the State Plan.

Arizona's Vision: Building a pro-growth economy that provides opportunity for all and creates prosperous communities.

Goal 1: Promote a Strong Arizona Economy - Build Arizona's capacity to attract, retain and grow thriving businesses

Strategy 1: Promote industry sector partnerships/projects

Strategy 2: Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system

Strategy 3: Increase and improve coordination between workforce, education, and economic development efforts at the state and local level

Goal 2: Serve Business Needs - Serve Arizona job creators by understanding, anticipating and helping them meet workforce needs (including meeting the skilled workforce needs of employers)

Strategy 4: Ensure training provided to job seekers and workers has a focus on transferable skills

Strategy 5: Create a comprehensive business engagement plan to support consistency and availability of services

Goal 3: Prepare Job Seekers; Defend Against Poverty - Prepare and match job seekers to a job creator for a successful career that provides amply (preparing an educated and skilled workforce, including youth and individuals with barriers to employment and other populations)

Strategy 6: Implement framework for supporting a statewide model for career pathways based on the identified In-Demand industries and occupations, incorporating appropriate flexibility for regional variation

Strategy 7: Improve processes for co-enrollment across partners to share costs and case management to better serve customers

Strategy 8: Enhance initiatives supporting populations with barriers to employment to ensure customers are receiving needed services efficiently including specific populations identified in the Economic, Workforce, and Workforce Development Activities Analysis section of Arizona's Unified Workforce Development Plan for Program Years 2020-2023.

Goal 4: Protect Taxpayers by Providing Efficient, Accountable Government Service - Accelerate measurable impact and performance for less cost

Strategy 9: Create a consistent system for continuous improvement

{Strategy 7: Improve processes for co-enrollment across partners to share costs and case management to better serve customers⁹}

Strategy 10: Identify data system solutions to enhance the interoperability and quality of data for use across ARIZONA@WORK programs

⁹ Strategy 7 is used to address weaknesses identified in accomplishing both Goal 3 and Goal 4. Because of this, it is listed twice in the State Plan.

Appendix 4: Required One Stop Partners

20 CFR 463.400 require the following programs to be one-stop partners:

Department of Labor (DOL)

- A. WIOA Title I programs:
 - a. Adult, Dislocated Worker, and Youth formula programs;
 - b. Job Corps;
 - c. YouthBuild;
 - d. Native American programs;
 - e. National Farmworker Jobs Program (NFJP);
- B. Wagner-Peyser Act Employment Service (ES) program, authorized under the Wagner- Peyser Act (29 U.S.C. 49 et seq.), as amended by WIOA Title III;
- C. Senior Community Service Employment Program (SCSEP), authorized under Title V of the Older Americans Act of 1965;
- D. Trade Adjustment Assistance (TAA) activities, authorized under Chapter 2 of Title II of the Trade Act of 1974;
- E. Unemployment Compensation (UC) programs;
- F. Jobs for Veterans State Grants (JVSG) programs, authorized under Chapter 41 of Title 38, U.S.C.; and
- G. Reentry Employment Opportunities (REO) programs (formerly known as Reintegration of Ex-Offenders Program (RExO)), authorized under Sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA Sec. 169;

Department of Education (ED)

- A. Adult Education and Family Literacy Act (AEFLA) program, authorized under WIOA Title II;
- B. Career and technical education programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV); and
- C. The State Vocational Rehabilitation (VR) Services program, authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by WIOA Title IV;

Department of Housing and Urban Development (HUD)

- A. Employment and training programs;

Department of Health and Human Services (HHS)

- A. Employment and training activities carried out under the Community Services Block Grant (CSBG) programs (42 U.S.C. 9901 et seq.); and
- B. Temporary Assistance for Needy Families (TANF) program, authorized under Part A of Title IV of the Social Security Act (42 U.S.C. 601 et seq.), unless

exempted by the Governor under 20 CFR 678.405(b), 34 CFR 361.405(b), and 34 CFR 463.405(b).

Additional Partners

Pursuant to WIOA Sec. 121(b)(2)(B) and 20 CFR 678.410, 34 CFR 361.410, and 34 CFR 463.410, additional one-stop partners may include, with the approval of the Local WDB and CEO(s), the following:

- A. Social Security Administration (SSA) employment and training program established under Sec. 1148 of the Social Security Act (i.e. Ticket to Work and Self Sufficiency programs);
- B. Small Business Administration employment and training programs;
- C. Supplemental Nutrition and Assistance Program (SNAP) employment and training programs, authorized under secs. 6(d)(4) and 6(o) of the Food and Nutrition Act of 2008;
- D. Client Assistance Program (CAP), authorized under Sec. 112 of the Rehabilitation Act of 1973, as amended by Title IV of WIOA;
- E. National and Community Service Act programs; and
- F. Other appropriate Federal, State, or local programs, including, but not limited to, employment, education, or training programs such as those operated by libraries or in the private sector (WIOA Sec. 121(b)(2)). Such programs may also include programs providing transportation assistance and services for those with substance abuse or mental health issues.

Appendix 5: Additional Resources

Regulation and Policy Links

Federal Regulations

<https://www.law.cornell.edu/cfr/text/20/part-679/subpart-D>

Workforce Arizona Council Local Plan Modification Policy

<https://arizonaatwork.com/sites/default/files/media/SWP%20%231%20WIOA%20Local%20Governance%20Policy%2006%2005%2019.doc.pdf>

Workforce Arizona Council Conflict of Interest Policy

<https://arizonaatwork.com/sites/default/files/media/Conflict%20of%20Interest%20Policy%20Adopted%20022819.pdf>

Research Tools

Office of Economic Opportunity's

- Local Area Economic Profiles
- In-Demand Industries and Occupation Tableau Tools
- In-Demand Industries and Occupation Reports
- Analysis Best Practices

<https://laborstats.az.gov/special-reports>

Other Resources

<https://www.workforcegps.org/>