



COCONINO COUNTY

Innovative Workforce Solutions



*Local Strategic
Workforce
Development Plan
2020 - 2023*



Table of Contents

Overview	4
Section 1 - Infrastructure.....	7
ARIZONA@WORK System.....	7
Regional Planning	17
Section 2 – Strategic Planning Elements.....	19
Economic, Workforce, and Workforce Development Activities Analyses.....	19
Economic Analysis.....	19
Workforce Analysis	25
Workforce Development, Education, and Training Activities.....	30
Growth and Economic Self-Sufficiency	33
Workforce Development Capacity.....	34
Strategic Vision, Goals, and Strategies	38
Statewide Strategy Assurances.....	38
Statewide Strategy Support.....	38
Section 3 – ARIZONA@WORK System Coordination	41
Local Workforce Development Board	
Description of Core Programs (Title IB: Training and Employment, Title II: Adult Education, Title III: Employment Services, Title IV: Vocational Rehabilitation)	41
Describe Strategies and Services in the Local Area	45
Eligibility Training Provider Program Role.....	49
Describe Coordination of Workforce and Economic Development Activities	51
ARIZONA@WORK One-Stop Job Center Evaluation on Provision of Services.....	53
Agreements that Define the Integration and Access to Services Available in the One-Stop Delivery System	53
Description and Assessment of Adult and Dislocated Worker Employment Activities	54
Dislocated Worker Definition of Terms.....	55
Description of Rapid Response Activities in Local Area and Statewide	56
Description and Assessment of Youth Workforce Activities.....	58
Description of How Training Services will be Provided.....	62
How Supportive Services will be Coordinated in the Local Area	64
Description of Determination of Individual is ‘Basic Skills Deficient’	65
Description of how ‘Priority of Service’ is Determined	65

Local Workforce Development Board	
Description of provision of ‘Veterans Priority of Service’	66
Definition of ‘Underemployed’	66
Definition and Eligibility of ‘Requires Additional Assistance’	67
Description of Competitive Procurement Process	69
Coordination of Secondary, Postsecondary Education Programs, including Adult Education and Literacy Programs to Enhance Services, Promote Participation in Integrated Education and Training Programs, and Avoid Duplication of Services.....	69
Strategies for Maximizing Coordination, Improving Service Delivery and Avoiding Duplication of Services while Integrating the Workforce Innovation and Opportunity Act Title II Wagner-Peyser Services.....	74
Strategies for Coordinating Relevant Programs and activities, Enhance Services, Promote Cross-Partner Referrals and Avoid Duplication of Services with Title IV Services	76
Section 4 – ARIZONA@WORK One-Stop Job Center Delivery Description	78
Location	78
Continuous Improvement.....	78
Programmatic Accessibility.....	79
Roles of One-Stop Partners	82
Priority of Service.....	84
Individual Training Accounts.....	84
Section 5 – Performance and Continuous Improvement	85
Implementation of Integrated Technology-Enabled Intake and Case Management	85
Economic Conditions and Performance	86
Performance Goals	87
Section 6 – Public Comment	89
Process Used.....	89
Public Comments	91
Appendix	92
Appendix I. Performance Measures	92
Appendix II. In-Demand Industry and Occupations.....	94
Appendix III. Statewide Vision, Goals, and Strategies in the Arizona Workforce Plan.....	95
Appendix IV. Required One-Stop Partners	97
Appendix V. In-Demand Industry and Occupations – Full List.....	99

Overview of ARIZONA@WORK Coconino County Workforce Development Board

The Coconino County Local Workforce Development Board works in a shared governance role with the Coconino County Board of Supervisors. The Local Workforce Development Board is responsible for developing a strategy based on the purposes of the Workforce Innovation and Opportunity Act that

“provide workforce investment activities, through statewide and local workforce investment systems, that increase the employment, retention, and earnings of participants, and increase occupational skill attainment by participants, and, as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the nation.” *WIOA An Act.*



VISION STATEMENT

The ARIZONA@WORK Coconino Workforce Development Board serves as a strategic leader and convener of local workforce development stakeholders.

MISSION STATEMENT

The ARIZONA@WORK Coconino Workforce Development Board partners with employers and the workforce development system to develop policies and to direct investments to support workforce system strategies. To support regional approaches including local and regional sector partnerships, career pathways, and high-quality customer centered service delivery and service delivery approaches.

The ARIZONA@WORK Coconino Workforce Development Board 2020-2023 plan provides the guiding framework to continue the Local Workforce Development Board track record of providing high quality workforce services to the citizens of Coconino County. The plan also details the integration of the ARIZONA@WORK core programs and partners to meet the needs of employers and job seekers throughout Coconino County.

Coconino County is made up of urban, rural and semi-rural areas. The total population for the Coconino County region is approximately 174,275 (azcommerce.com). This local area has unique demographic sets and unique economic climates. The ARIZONA@WORK Coconino Workforce Development Board, taking into account this uniqueness, strategizes to bring the highest level of workforce development services to all of Coconino County through the ARIZONA@WORK service delivery system.

To build a stronger workforce, the Local Workforce Development Board is working with education, economic development, ARIZONA@WORK core programs, partners, and agencies throughout the region. Formalized relationships through a Memorandum of Understanding are increasing system communication and aligning services, coordinating and integrating a system of blended services. The strategy is to understand the regional economy, promote stronger alignment of the workforce system, and to deliver comprehensive services without duplication of efforts.

The Local Workforce Development Board sees their role as facilitator and aligner of the expertise on the Workforce Development Board and partners to understand and foster demand-driven skill attainment, assuring mobility into self-sufficiency through quality jobs for all individuals. Part of this alignment is to bring together partners working with individuals with barriers to employment, to determine strategies to help overcome these barriers through education, remedial education, literacy, English language acquisition and to interweave services to help all individuals participate in training, job acquisition and successful retention.

Coconino Workforce Development Board is also committed to having this integrated workforce system equally focused on the needs of businesses and economic development. Business and industry engagement are an integral part to the success of programs, participants and to strengthen the local economy. The goal is to provide direction to the workforce system to understand the economy and business needs and to align services around those identified business needs.

There are a number of key challenges and opportunities that will impact the local workforce system during the Program Year 2020 – 2023 as we move forward in implementation initiatives.

PY20-PY23 Challenges

- Population statistics include significant poverty areas and single parent families
- Alignment of educational and training programs to current and future jobs
- Limited public transportation throughout Coconino County
- Remote locations and inadequate infrastructure: telecommunications, internet, etc.
- Retention of college graduates and millennials
- Lack of affordable housing

PY20-PY23 Opportunities

- Sector growth in key areas such as Bio-Medical, Healthcare, Construction, Manufacturing, and Tourism
- Transform and integrate the current workforce system to anticipate and meet the needs of employers through business retention and expansion
- Community partnerships, including partnerships between economic development organizations, chambers of commerce, non-profits, and tribal entities
- Improved educational pathways with Adult Education, Career and Technical Education and post-secondary education including Coconino Community College, Northern Arizona University, and Northern Arizona College Connection
- Improved coordination and leveraging of resources among workforce system partners
- Engagement with local youth to expand job opportunities throughout Coconino County

Purpose of the Workforce Innovation and Opportunity Act

“(1) To increase, for individuals in the United States, particularly those individuals with barriers to employment, access to and opportunities for the employment, education, training, and support services they need to succeed in the labor market.

“(2) To support the alignment of workforce investment, education, and economic development systems in support of a comprehensive, accessible, and high-quality workforce development system in the United States.

“(3) To improve the quality and labor market relevance of workforce investment, education, and economic development efforts to provide America’s workers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages and to provide America’s employers with the skilled workers the employers need to succeed in a global economy.

“(4) To promote improvement in the structure of and delivery of services through the United States workforce development system to better address the employment and skill needs of workers, job seekers, and employers.

“(5) To increase the prosperity of workers and employers in the United States, the economic growth of communities, regions, and states, and the global competitiveness of the United States.

“(6) For purposes of subtitle A and B of title I, to provide workforce investment activities, through statewide and local workforce development systems, that increase the employment, retention, and earnings of participants, and increase attainment of recognized postsecondary credentials by participants, and as a result, improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of employers, and enhance the productivity and competitiveness of the nation.”

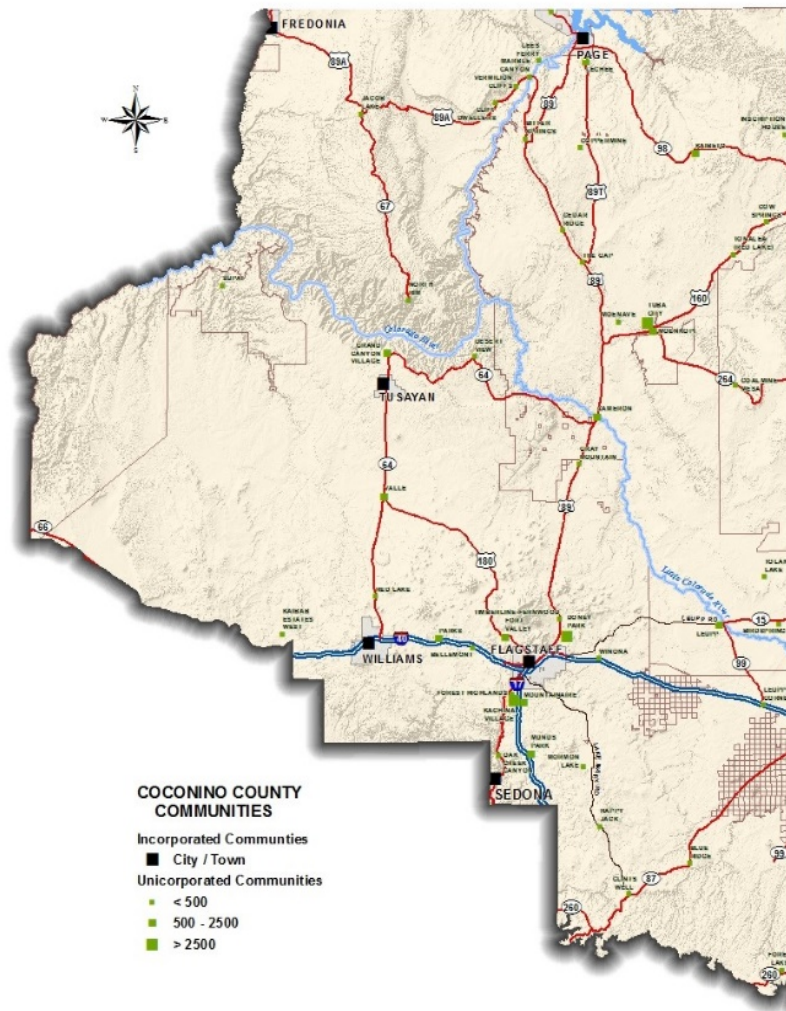
The Workforce Innovation and Opportunity Act is the federal law that governs the ARIZONA@WORK system, and it is designed to integrate services to support businesses and job seekers through strategic cross-sector partnerships. It envisions connecting workforce, education, and economic development entities to ensure strategic leveraging of resources with optimum results. The Workforce Innovation and Opportunity Act addresses the needs of customers through establishing a comprehensive system that provides access to employment, education, training, and supportive services.

Section 1 – Infrastructure

A. Describe the ARIZONA@WORK system in the Local Workforce Development Area (LWDA) to include the following (20 CFR 79.560(b)(1)(i):

1. Name the county, city, and/or tribes included in the local Workforce Development Area.

Coconino County



<http://www.coconino.az.gov/DocumentCenter/View/10292>

Coconino County was created in 1891 by the 16th Territorial Assembly and was carved out of Yavapai County, with an initial population of 4,000. Coconino County is the second largest county in the United States and the largest county in Arizona. However, Coconino County is also one of the most sparsely populated counties in Arizona. A benefit to the local economy,

Coconino County contains the largest stand of ponderosa pine forest in the world. The County is a major regional and international tourism center with deep canyons of massive red rocks, and six national parks and monuments.

The current workforce and education system in Coconino County is a rich array of local, regional, private, tribal, state, and federal programs, plus a wide array of exceptional partners. Local programs that support workforce and economic vitality offer training, education, economic development, entrepreneurship support, employer services, job matching, and reemployment activities. Enhanced by a history of collaboration to share and expand scarce resources, local workforce development organizations have cooperated on initiatives to strengthen the economic well-being of Coconino County residents.

Incorporated Cities & Towns

Flagstaff:

The City of Flagstaff has been a transportation and economic hub since its inception and is the Coconino County seat as well. Economic activities are centered on government, education, transportation, tourism, and NAU draws a potential workforce of educated millennials. The County coordinates development closely with the City of Flagstaff through the *Flagstaff Regional Plan 2030*, which was also adopted by the Board of Supervisors in 2013. The Regional Plan identifies Rural Growth Boundaries and Rural Activity Centers within several of the County's adopted Area Plans and provides a higher level of detail in these areas. The *Coconino County Comprehensive Plan* identifies Flagstaff as a Gateway Community.

Fredonia:

Fredonia is the most northern town in Coconino County located at the intersection of U.S. Hwy 89A and State Highway 389 near the Utah border on the Arizona Strip. Fredonia residents are closely tied to activities in Kanab, Utah as developed areas are adjacent to each other. Fredonia is the activity center for the unincorporated area of White Sage. The *Coconino County Comprehensive Plan* identifies Fredonia as a potential Gateway Community.

Page:

The City of Page is located in the northern portion of the county near the Utah border off Highway 89 adjacent to Lake Powell. Today the economic structure supporting Page depends largely on tourism. The census projections estimate that the 2019 population is 7,529 residents within the community. Nearby Greentown residents rely heavily on Page as an activity center and the *Coconino County Comprehensive Plan* identifies Page as a potential Gateway Community.

Sedona:

The City of Sedona is located in both Coconino and Yavapai Counties at the intersection of State Routes 89A and 179. The Oak Creek Canyon Area Plan coordinates development in the area adjacent to and north of the City of Sedona. The *Coconino County Comprehensive Plan* identifies Sedona as a potential Gateway Community.

Tusayan:

The Town of Tusayan incorporated in 2010. This community has served as the gateway to Grand Canyon National Park since its inception and depends upon tourism for economic sustainability. The *Coconino County Comprehensive Plan* continues to identify Tusayan as a potential Gateway Community.

Williams:

The City of Williams is located 30 miles west of Flagstaff on Interstate 40 at the base of Bill Williams Mountain in the Kaibab National Forest. The City is well known for its connection with historic Route 66 and the *Comprehensive Plan* identifies the City as a potential Gateway Community for travelers to the Grand Canyon approximately 58 miles to the north. Much of the unincorporated County adjacent to Williams has been developed as residential areas.

Native American Tribal Lands

Navajo:

27.7 percent of the Navajo Nation is located within Coconino County, representing approximately 3.2 million acres or around 27 percent of the County. The 2000 Census reported that there were 23,216 tribal members residing in the Coconino County portion of the reservation with a total of 5,736 occupied dwelling units. Over time the tribe's economy has diversified but varies from location to location. In 2012 the Twin Arrows Casino, located on Tribal Trust land near I-40, opened providing a wider variety of employment.

The Navajo Nation is unique to the tribes within Coconino County due to its vast size and style of tribal government. The tribal government is currently headquartered in Window Rock, Arizona with a 24-member council representing 110 separate chapters. There are 13 chapters that are either entirely or partially located in Coconino County. Due to the *Local Governance Act of 1998* chapter houses have gained certification for greater control of planning and development processes. This Act allows each chapter to develop its own government after developing an approved management system, while continuing to regulate land use with a Community Land Use Plan.

Hopi:

The Hopi reservation is centered on three mesas at the southern edge of Black Mesa. The village of Oraibi is the oldest continually occupied village in the United States and has been in existence since 1100 AD. The reservation, with 673,456 acres, makes up 5.64 percent of the total land area within Coconino County. Today the Hopi reservation is surrounded entirely by the Navajo Nation. The Hopi Tribe also works with the Navajo-Hopi Land Commission as some Hopi land was under the Bennett Freeze.

Havasupai:

The Havasupai reservation is located entirely within Coconino County and is located at the southwest corner of Grand Canyon National Park. The reservation occupies 188,077 acres or approximately 1.46 percent of Coconino County. Supai, the capital, is home to approximately 500 people and located in the Grand Canyon. The town can only be reached by trail or helicopter and contains more than 130 houses, a café, store, lodge,

post office, school, churches, and other buildings. The Havasupai government consists of a 7-member tribal council with elections held every two years. Today the tribe is the largest employer on the reservation and the main occupation is working for tribal enterprises related to tourism, with more than 20,000 visitors each year.

Hualapai:

The Hualapai reservation includes 579,470 acres along 100 miles of the Colorado River and Grand Canyon and extends into three counties. That portion of the reservation located in Coconino County represents approximately 4.85 percent of the County. The Hualapai are represented by a 9-member tribal council. In 1988, the tribe created Grand Canyon West as a tourist destination that include the Grand Canyon Skywalk, suspended 4,000 feet above the canyon floor.

Kaibab-Paiute:

The Kaibab-Paiute reservation covers more than 13,370 acres on the Arizona strip north of the Grand Canyon and straddles two counties in addition to southern Utah. That portion of the reservation located in Coconino County represents approximately 0.1 percent of the County. The tribe operates under a seven-member council representing their six villages, and it operates a gas station and RV park. This land is also the home to Pipe Springs National Monument.

San Juan Southern Paiute:

The San Juan Southern Paiute are a newly recognized tribe and the tribe is currently in the process of petitioning the Bureau of Indian Affairs (BIA) for tribal lands. The future location of any Tribal Trust lands could have an impact on the County depending on their location and the types of uses that may occur on site to support the tribe.

Currently they are predominantly located south of Tuba City and have an active tribal council.

Unincorporated Communities – with Area Plans

Coconino County Area Plans are adopted by the Board of Supervisors as amendments to the Comprehensive Plan. These Area Plans are heavily relied upon to guide development in the areas which they serve and were created through an extensive public participation process. Because reliance on the plans to guide development is significant, continual assessment and updating of the Area Plans is a priority for the Community Development Department. As such future development is preferred and expected to occur within these Area Plans as opposed to outside these areas in more remote parts of the County that are not adequately served with infrastructure.

Within the adopted Flagstaff Regional Plan 2030 Rural Growth Boundaries have been identified within portions of the following Area Plans: 1) Bellemont, 2) Doney Park, Timberline, & Fernwood, 3) Fort Valley Highway 180 Scenic Corridor, 4) Kachina Village and, 5) Mountaineer.

Bellemont:

The Bellemont area is centered around the interchange on I-40, 8 miles west of Flagstaff, and includes all private lands approximately 1.5 miles east and west of the

interchange, and is bordered on the south by the railroad and the north by national forest lands. Camp Navajo, an Arizona National Guard base, is located south of the railroad. The area has a mixed-use zoning classification under the Planned Community (PC) Zone, which designates specific properties for heavy commercial, light industrial and residential uses. The Bellemont Area Plan was adopted by the Board of Supervisors on July 1, 1985. The Regional Plan has identified a Rural Growth Boundary within this Area Plan as well as the potential for a Rural Activity Center.

Doney Park, Timberline, & Fernwood:

Doney Park/Timberline/Fernwood area is the largest unincorporated community in the County and consists of about 60 square miles located northeast of Flagstaff extending from Camp Townsend at the southwest corner to Lenox Park at the north end and east to Winona. About 30 percent is privately owned, with the remainder under Forest Service jurisdiction. Neighborhood commercial areas are located at a few of the major intersections. The Regional Plan has identified a Rural Growth Boundary within this Area Plan as well as the potential for as many as four (4) Rural Activity Centers.

Fort Valley Highway 180 Scenic Corridor:

The Fort Valley Highway 180 Scenic Corridor area extends from the Flagstaff city limits on Fort Valley Road out to Kendrick Park, excluding Hart Prairie. Route 180 is one of the most scenic corridors in the County offering spectacular views from both directions of the San Francisco Peaks. Maintaining the rural character and pristine environment are significant priorities for residents. The Regional Plan has identified a Rural Growth Boundary within this Area Plan as well as the potential for a Rural Activity Center.

Kachina Village:

Kachina Village is located on the west side of Interstate 17 approximately six miles south of Flagstaff. Originally intended as a vacation home community in 1965, Kachina Village has evolved into a suburb of Flagstaff primarily occupied by full time residents. According to the 2010 Census, there were 2,622 residents and 1,376 dwelling units in the Village. The Regional Plan has identified a Rural Growth Boundary within this Area Plan as well as the potential for a Rural Activity Center.

Mountaineire

The Mountaineire area includes land east of Interstate 17 and south of the City of Flagstaff. This area is limited to five private inholdings within the National Forest including the Mountaineire subdivision consisting of 140 acres under medium density residential zoning, and surrounding properties under large lot rural residential zoning. Within this area the 2010 Census reported 556 housing units and a total population of 1,119. This area originally consisted of summer homes and has more recently converted to a year-round community due to close proximity to Flagstaff.

Oak Creek Canyon

Oak Creek Canyon area includes both sides of Highway 89A from the corporate limits of the City of Sedona north to Pumphouse Wash south of Flagstaff. This area represents one of the few riparian habitats in the County and the Oak Creek Canyon Area Plan focuses on preservation of this precious resource. Oak Creek is designated a “unique

water of exceptional circumstance” by the State of Arizona. Highway 89A has been designated by ADOT as an Arizona Scenic Roadway. Commercial uses vary from resorts and motels to restaurants, convenience stores, arts and crafts shops, as well as a trout farm.

Parks

The Parks area encompasses 265 square miles north and south of I-40 between Bellemont and Williams. Of the total area, approximately 30 square miles is private land, approximately one square mile is State Trust land, and the remainder is national forest. The 30 square miles of private land consists of widely scattered sections intermixed with national forest land.

Red Lake

The Red Lake area extends north 14 miles from the Williams city limits. Highway 64 bisects the area with boundaries extending five to six miles to the east and west encompassing about 40,000 acres of private land within a 150 square mile area. The Highway 64 corridor provides views of surrounding mountains including Bill Williams, Kendrick, Sitgreaves, and the San Francisco Peaks. The area was historically used for ranching activities.

Valle

The Valle area extends from the Red Lake Area Plan boundary at Howard Lake north to the Kaibab National Forest boundary, and approximately 7 miles west and 8 miles east of Highway 64. The Valle area is sparsely populated in relation to the total land area of approximately 300 square miles. The only commercially developed area is in the vicinity of the junction of Highway 180 and 64 and businesses rely primarily on tourists traveling to the Grand Canyon. For this reason this *Comprehensive Plan* identifies Valle as a potential Gateway Community.

Unincorporated Communities – without Area Plans

The following identified unincorporated communities within the County do not have Board of Supervisors adopted Area Plans nor are they within the boundaries of the Regional Plan. Therefore, any future development in these areas should be limited to the existing zoning and/or conditional use permitting process. Zone changes to more intense land uses will typically not be recommended until and unless an Area Plan is adopted by the County Board of Supervisors.

Alpine Ranchos

This community is located approximately 15 miles northeast of Flagstaff between Doney Park and the Navajo Reservation. The area is a checkerboard of State Trust lands and private 40-acre parcels, some of which have been split into 20-acre or 10-acre parcels. This community is separated from the Doney Park community by Forest Service land and is categorized as very remote, Ranchette Residential with limited utility infrastructure available.

Blue Ridge, Happy Jack & Clints Well

This area includes three place names but has been more recently categorized as the

Blue Ridge area stemming from the Blue Ridge Ranger District. Blue Ridge is located in the southeastern portion of the county and is accessible by Lake Mary Road/Forest Highway 3 and Highway 87. Residential subdivisions in the area date back to 1963, Commercial uses are extremely limited and are oriented towards tourists traveling in the area. Additional development in this area is severely restricted by National Forest.

Gray Mountain

This area is located approximately 40 miles north of Flagstaff along Highway 89. Historical uses in the area are tourist-oriented including a hotel, restaurant, curio shop, and convenience market with gas sales. As of 2002, a cellular tower has also been located in the area. Surrounding areas include private ranchland and State Trust land with the Navajo Reservation to the north.

Greenehaven

Greenehaven consists of 491 acres bordered on the north by the Arizona-Utah state line. The area is located on the western side of Lake Powell.

Forest Lakes

The Forest Lakes area consists of the 11-unit Forest Lakes Estates subdivision located in the southeast corner of the county in the area once known as Mertzville. Commercial uses in the area include RV parks, a restaurant, a convenience store and gas station, and rental cabins oriented to recreational activities. Historically, the area consisted of travel trailers and modest site-built cabins for summer use by Phoenix area residents.

Kaibab Estates West

This area is located in the western portion of the County approximately 50 miles west of Flagstaff off Interstate 40 and just north of the community of Ash Fork, which is located in Yavapai County. There is little to no commercial development, other than a few stone yards that operate quarries outside of the subdivision, and a few cottage industries including feed sales.

Mormon Lake

Large portions of the land in this area are impacted by floodplain and wetland requirements. The Mormon Lake area consists of a limited private land base surrounded entirely by National Forest Service lands. Uses in the area include a lodge/restaurant, trailer park, summer cabins and residential uses, youth camp, and other recreational uses.

Munds Park:

The Munds Park community is located approximately 15 miles south of Flagstaff on both sides on Interstate 17. A commercial corridor runs through the community along Pinewood Boulevard on the east side of the interstate and includes a motel, gas stations, post office, realty offices, restaurant, and plant nursery. Along the west side of the highway separated from residential subdivisions by I-17 are an RV park, church, restaurant, and gas station.

Tuba City & Cameron:

Tuba City and Cameron are unique communities because they contain small private

inholdings with historic trading posts on the Navajo Nation. The Cameron trading post still exists where it was constructed in the early 1900s after construction of a suspension bridge across the Little Colorado River. The total inholding includes more than 100 acres of land. Today the site includes the original trading post plus a lodge, RV park, restaurant, post office and gift shop. For this reason, the Comprehensive Plan identifies Cameron as a potential Gateway Community. Tuba City is located in the westernmost portion of the Navajo Nation near the junction of state highway 264 and highway 160.

Vermilion Cliffs, Marble Canyon, Cliff Dwellers & Badger Creek:

These areas are located on the Arizona Strip approximately 120 miles north of Flagstaff at the edge of the Vermilion Cliffs National Monument. All four sites are accessed by Highway 89A which is also a designated scenic route and an important viewshed recognized by the County. Marble Canyon includes only a small portion developed with a motel, restaurant, trading post, post office, gas station, air strip, and employee residences. Vermilion Cliffs is where Lee's Ferry Lodge is located which is developed with a lodge, restaurant, fishing supply and jewelry/metal art store and employee housing. Badger Creek is located adjacent to Vermilion Cliffs and is residential with a commercial warehouse used for a local river outfitter. Cliff Dwellers includes a lodge, restaurant, fly shop, gas sales, employee housing, and a river company warehouse. All four communities are located at the base of the Vermilion Cliffs, which are part of the Paria Canyon-Vermilion Cliffs Wilderness.

2. Name of the entity designated as the Chief Elected Official(s)

The Coconino County Board of Supervisors is the designated Chief Elected Official for the Coconino Local Workforce Development Area.



3. The names of the entities that provide the following WIOA functions:

i. Local fiscal agent (See 20 CFR 679.420 for functions)

Coconino County, through the Boards of Supervisors, is designated as the grant recipient with liability for said funds, as required by WIOA 107(d)(12)(B)(I)(I). It is acknowledged that Coconino County has been selected and approved as the designation of the ARIZONA@WORK Coconino Workforce Development Area, as the administrative entity for the Workforce Innovation and Opportunity Act with liability for the administration as outlined in WIOA 107 (d)(12)(B)(I)(II) and 20 CFR 679.420. The Chair of the Coconino County Board of Supervisors, as part of his/her authority, will be the designated signatory authority. The Fiscal Agent role is held by the ARIZONA@WORK Workforce Development Board Business Manager.

ii. LWDB Executive Director and other LWDB staff (20 CFR 679.400 for roles).

Currently the Workforce Development Board Executive Director represents the ARIZONA@WORK Coconino Workforce Development Board. The Workforce Innovation and Opportunity Act Business Manager supports the board fiscally and additional staff,

slated to be hired, include a Workforce Development Specialist and an Administrative Specialist III.

iii. *Provider(s) selected by the LWDB for the (i) Adult Program; (II) Dislocated Worker Program; and (iii) Youth Program (list the entities that provide design framework services and each of the fourteen elements); and (iv) identify the One-Stop Operator;*

- i. *Adult Program***
Coconino County Health and Human Services
- ii. *Dislocated Worker Program***
Coconino County Health and Human Services
- iii. *Youth Program***
Coconino County Health and Human Services
- iv. *One-Stop Operator***
Turner's Above the Line Consulting

iv. *Procured contracts or written agreements for subgrants or contractors;*

The ARIZONA@WORK Coconino County One-Stop Operator is the only procured contract issued by the Local Workforce Development Board.

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))*

The Coconino County Local Workforce Development Board Executive Director and staff provide monitoring, audit, and oversight activities for Adult, Dislocated Worker and Youth program services and the One-Stop Operator. Additionally, the Arizona Department of Economic Security monitors the Coconino Workforce Innovation and Opportunity Act Adult, Dislocated Worker, and Youth program services, Equal Opportunity compliance and the Workforce Innovation and Opportunity Act fiscal records on an annual basis.

- i. *Fiscal***
The Local Workforce Development Board Executive Director, Business Manager, and staff conduct monitoring, audit, and oversight activities.
- ii. *Equal opportunity; and***
The Local Workforce Development Board Executive Director, Business Manager, and staff conduct monitoring, audit, and oversight activities.
- iii. *Programmatic (Title I-B, including training providers);***
The Local Workforce Development Board Executive Director, Business Manager, and staff conduct monitoring, audit, and oversight activities.

vi. *Overall operations (Administration, fiscal operations, board membership) (optional but encouraged).*

The ARIZONA@WORK Local Workforce Development Board Executive Director, Business Manager and staff perform overall operational duties including administrative duties, and fiscal operations (in partnership with Coconino County Finance Department). The Chief Elected Officials oversee all duties related to the membership of the Coconino Workforce Development Board.

vii. *The ARIZONA@WORK partner programs that are included in the ARIZONA@WORK system in the LWDA (core, required, and other partners) (optional but encouraged).*

US Department of Labor

- A. Workforce Innovation and Opportunity Act Title IB core programs and Title 1 programs include:
 - i. Title IB Adult Program - Services target individuals who are 18 and older and who have been chronically unemployed or underemployed, have barriers to getting and keeping a job, and need assistance with job search and/or training. Coconino County Health and Human Services is the current service provider.
 - ii. Title IB Dislocated Worker Program - Services target individuals who have lost jobs due to closure or downsizing through no fault of their own. Coconino County Health and Human Services is the current service provider.
 - iii. Title IB Youth Program - Services for youth 14 years to 24 years of age who have barriers to getting and keeping a job and need educational and employment services. Coconino County Health and Human Services is the current service provider.
 - iv. Job Corps – Connections are in place with the Phoenix Job Corps Center; there are no local service providers for Job Corps in Coconino County.
- B. Wagner-Peyser Act Employment Service program, authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), as amended by Workforce Innovation and Opportunity Act Title III -Services target individuals who need help with updating or developing a resume and labor exchange assistance that connects them to employment. Arizona Department of Economic Security Employment Services is the service provider.
- C. The State Vocational Rehabilitation Services program, authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by the Workforce Innovation and Opportunity Act Title IV - Services target individuals with disabilities and as per the Workforce Innovation and Opportunity Act will be treated mainstream when accessing the American Job Centers. Arizona Department of Economic Security is the provider for Coconino County.
- D. Senior Community Service Employment Program authorized under Title V of the Older Americans Act of 1965 - Services older adults through Senior Community Service Employment Program with employment and training assistance. National Indian Council of Aging is the National provider for Coconino and AARP is the State provider in Coconino County.
- E. Trade Adjustment Assistance activities authorized under Chapter 2 of Title II of the Trade Act of 1974 - Services individuals who are eligible workers who lose their jobs, or whose hours of work and wages are reduced, because of increased imports or production transfers abroad. Arizona Department of Economic Security is the provider.

- F. Unemployment Compensation programs - Services individuals who are unemployed and eligible to receive unemployment compensation. Arizona Department of Economic Security is the provider.
- G. Jobs for Veterans State Grant programs authorized under chapter 41 of Title 38, U.S.C. - Services individuals who are veterans with significant barriers to employment to receive tailored employment and training services. Arizona Department of Economic Security is one of the local providers in Coconino County.
US Department of Education
- H. Adult Education and Family Literacy Act program authorized under Workforce Innovation and Opportunity Act Title II - Services target individuals in need of basic education with low basic skills and low educational attainment; English language acquisition for eligible learners to achieve competence in reading, writing, speaking and comprehension of the English language; and math skills needed to attain a high school credential and transition to post-secondary education and employment. Coconino Community College is the current service provider.
- I. Career and Technical Education programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV) – Coconino Community College is the current service provider in Coconino County.
US Department of Health and Human Services
- J. Employment and training activities carried out under the Community Services Block Grant programs (42 U.S.C. 9901 et seq.) – Coconino County Health and Human Services is the current service provider in Coconino County.
- K. Temporary Assistance for Needy Families 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). Arizona Department of Economic Security is the provider for benefits in Coconino County.

B. The Governor has designated regions based on the LWDA designations. Describe regional planning efforts if the LWDB is engaging in regional planning and/or coordination with other LWDA's (such as for sector strategies, coordination with education providers, or other service planning activities). Include a description of any regional service strategies that include the use of cooperative service delivery agreements including the entities in which the agreements are with.

The ARIZONA@WORK Coconino County Local Workforce Development Board collaborates with other local areas to discuss best practices in strategic planning and service delivery. The Local Workforce Development Board is also engaging with other local areas to coordinate formally on projects such as an integrated case management technology platform, and virtual services including career exploration, as well as increasing coordination of all partners on a regional and statewide level to increase alignment of the ARIZONA@WORK system.

Additionally, the Local Workforce Development Board continues to coordinate efforts with Navajo Workforce to partner with, co-enroll and expand workforce initiatives.

A large part of the Navajo Nation is located within the boundaries of the local area, Native Americans who are living on the Navajo Reservation may receive services from either the Navajo Nation Workforce Program or Coconino Workforce Program. The Local Workforce Development Board has been involved in the development of the Northern Arizona College Connection. The Northern Arizona College Connection is a partnership between Coconino County, Coconino Community College, Dine College, Navajo Technical University and Northern Arizona University. The consortium was formed to provide additional education and training opportunities for the people of northern Coconino County.



Section 2 – Strategic Planning Elements

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

A. Economic Analysis (20 CFR 6579.560(a)(1)): Include a regional analysis of the:

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

The Coconino Workforce Innovation and Opportunity Act service area consists of all of Coconino County, the second largest county in the United States and the largest county in Arizona. The County is a major regional and international tourism center with deep canyons of massive red rocks, and six national parks and monuments. Coconino County is a mecca for outdoor activities such as hiking, mountain biking, and winter sports of all kinds. The mountain community of Flagstaff is the population center of Coconino County, containing the government seat and servicing as the regional center for economic, health, and workforce sectors.

ARIZONA@WORK Coconino Workforce Innovation and Opportunity Act funding is allocated by formulas based upon the population and characteristics of the off-reservation portion of Coconino County. Tribal governments also administer employment and training programs with funds from the Workforce Innovation and Opportunity Act, allocated by the State of Arizona, and with direct Federal workforce funds. The workforce impact of tribal areas in the County is significant as residents often relocate off reservation seeking training and employment opportunities. Native Americans constitute the largest ethnic minority in the area with a population that represents about 27.4% of the population and 45% of the poverty rate. They also represent a rich cultural heritage and a strong economic base for the northern region of Coconino County.

The local labor market cannot be fully assessed without an understanding of land ownership and its impact on economic development. Tribal areas comprise 38% of the land and are home to the Navajo, Hopi, Paiute, Havasupai, and Hualapai Tribes. The US Forest Service and Bureau of Land Management control 32.3% of the land, State of Arizona owns 9.5%, other public lands comprise 6.8%, and the remaining 13.4% is owned by private individuals or corporations. This distribution of land is reflected in some of the major industry sectors such as tourism, government, and hospitality.

In early 2020, an immediate downturn in the national and local economies was seen due to the insurmountable effects of COVID-19 pandemic. The continued unfolding of the pandemic is leaving the local area devastated; with initial unemployment claims rising by 1400% in March of 2020 and the unemployment rate reaching a high of 17.9% in April 2020. As this unprecedented situation unfolds in Coconino County the Local Workforce Development Board continues to monitor the situation, ensuring that modifications to the service delivery and employer support are identified to meet the needs of Coconino County's workforce.

Economic data and growth projections included in this section were created with data prior to the COVID-19 pandemic. Expectations are that these will change dramatically. This plan will be updated in early 2021, or at some point as new forecasts can be obtained. All information is provided by Arizona Office of Economic Opportunity. The full January 8, 2020 report can be found as Attachment 1.

Workforce and economic trends in Coconino County include:

- Population continues to increase, growing 1.2 percent from 2017 to 2018
- Population is projected to grow by 1.1 percent in 2019 and 0.9 percent in 2020
- Incomes are on the rise in Coconino County. Median family income substantially increased from \$54,893 in 2017 to \$61,843 in 2018
- Out of any county in Arizona, Coconino County has the highest rate (36 percent) of residents with a bachelor's degree or higher
- Labor force participation grew dramatically in 2018, increasing by 1,533 people from 2017
- In 2018, six of the ten major industry sectors recorded positive year-over-year employment growth
- Professional and Business Services, which grew 353 jobs or 2.2 percent, and Manufacturing which grew by 402 jobs or 1.9 percent, led employment gains in 2018 and
- Within Coconino County, total employment is projected to increase by 1.6 percent annually from Q3 2018 through Q2 2020.

Economic and workforce trends challenges that occurred in Coconino County include:

- In 2018, four of the ten major industry sectors (Information, Education and Health Services, Natural Resources and Mining, and Other Services) reported a year-over-year employment decline and
- Historically, Coconino County's job growth has been lower than statewide employment growth.

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 states throughout the United States
- Coconino County grew 0.9 percent of Arizona's total population growth from 2013 to 2018 and
- In 2017, 25 percent of individuals who moved to Coconino County from a different location (outside of Arizona) were prime-working age adults (25 to 54 years).

Coconino County Population Projections, 2018

Year	Population Estimate (2018)	Projected Numeric Change	Projected Percentage Change	Projected Natural Change ¹	Projected Total Net Migration ²
2018	145,564	-----	-----	638	869
2019	147,099	1,535	1.1%	607	636
2020	148,376	1,277	0.9%	572	403
2021	149,630	1,254	0.8%	540	403
2022	150,856	1,226	0.8%	504	401

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

- Arizona is projected to add more than 406,032 people to its population from 2019-2022, growing by an annualized rate of 1.0 percent and
- Coconino County population is projected to add 5,292 people to its population from 2019-2022.

Coconino County Population Characteristics, 2018

Indicator	Coconino County	Arizona	United States
Population 16 and Over	116,671	5,714,007	262,185,951
Civilian Labor Force Participation Rate 16 and Over	62%	59%	63%
Median Household Income	\$61,843	\$59,246	\$61,937
Families in Poverty	8%	10%	9%
Median Age	30.8	38.0	38.2
Individuals 16 and Over with a Disability	13%	13%	13%
Veterans	7%	9%	7%
Uninsured	10%	11%	9%

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

- Median age was dramatically lower in Coconino County than in Arizona or the United States
- The labor force participation rate was higher in Coconino County when compared with the Arizona and
- There was a lower rate of families in poverty in Coconino County when compared with the United States and Arizona. This is reflected in Coconino County's median household income being higher than the statewide average median household income.

Coconino County Public Assistance households, 2018

Indicator	Coconino County	Arizona	United States
TANF (Temporary Assistance for Needy Families)	1%	2%	2%
Food Stamps/SNAP	9%	11%	12%
SSI (Supplemental Security Income)	4%	5%	5%
Medicaid/AHCCCS Individuals	15%	17%	15%

Coconino County used public assistance programs at a lower rate than Arizona. Coconino County's lower utilization of these services is likely due to the County's median household income being higher than the statewide median household income.

Highest Educational Achieved, 2018, Population over 25 years of Age

Indicator	Coconino County	Arizona	United States
Less than High School	11%	13%	12%
High School Graduate (includes equivalency)	21%	24%	27%
Some College, no degree	24%	25%	20%
Associate degree	9%	9%	9%
Bachelor's Degree	21%	19%	20%
Graduate or Professional Degree	15%	11%	13%

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

- Coconino County had a higher rate of residents who have a high school diploma or higher (89.4 percent) when compared with Arizona (87.5 percent); and
- Out of any county in Arizona, Coconino County had the highest rate (36 percent) of residents with a bachelor's degree or higher.

2. Employment needs of businesses in existing and emerging in-demand industry sectors and occupations. There are a variety of methods to determine employment needs (e.g. employer surveys, up to date Labor Market Information, etc.). Publicly available labor market information is provided by Arizona's Office of Economic Opportunity, Maricopa Association of Governments, and US Bureau of Labor Statistics.

Area:
Coconino County

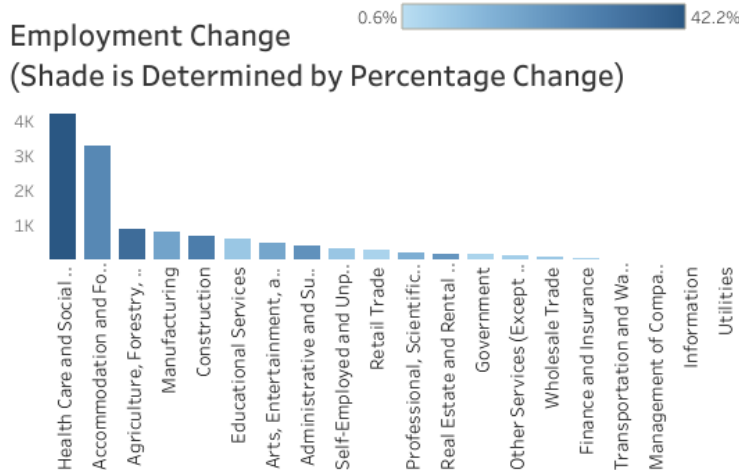
Industry Level:
Industry Sector

Projection Type:
Long-Term (2016 - 2026)

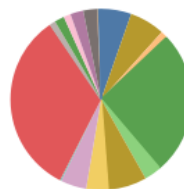
Long-Term (2016 - 2026) Coconino County Industry Projections

Industry	Base Estimated Employment	Projected Estimated Employment	Employment Numeric Change	Employment Percentage Change	Annual Employment Numeric Change	Annual Employment Percentage Change	Base Year	Projected Year
Accommodation and Food Services	12,516	15,818	3,302	26.4%	330	2.4%	2016	2026
Administrative and Support and ..	1,661	2,052	391	23.5%	39	2.1%	2016	2026
Agriculture, Forestry, Fishing and..	2,496	3,382	886	35.5%	89	3.1%	2016	2026
Arts, Entertainment, and Recreat..	2,869	3,364	495	17.3%	50	1.6%	2016	2026
Construction	2,301	2,987	686	29.8%	69	2.6%	2016	2026
Educational Services	7,609	8,194	585	7.7%	59	0.7%	2016	2026
Finance and Insurance	695	728	33	4.7%	3	0.5%	2016	2026
Government	4,200	4,358	158	3.8%	16	0.4%	2016	2026
Health Care and Social Assistance	9,979	14,190	4,211	42.2%	421	3.6%	2016	2026
Information	546	551	5	0.9%	1	0.1%	2016	2026
Management of Companies and E..	164	174	10	6.1%	1	0.6%	2016	2026
Manufacturing	4,376	5,179	803	18.4%	80	1.7%	2016	2026
Other Services (Except Governme..	2,272	2,396	124	5.5%	12	0.5%	2016	2026
Professional, Scientific, and Tech..	1,482	1,703	221	14.9%	22	1.4%	2016	2026
Real Estate and Rental and Leasing	725	887	162	22.3%	16	2.0%	2016	2026
Retail Trade	7,283	7,580	297	4.1%	30	0.4%	2016	2026
Self-Employed and Unpaid Family ..	3,936	4,247	311	7.9%	31	0.8%	2016	2026
Transportation and Warehousing	1,731	1,748	17	1.0%	2	0.1%	2016	2026
Utilities	848	853	5	0.6%	1	0.1%	2016	2026
Wholesale Trade	961	1,030	69	7.2%	7	0.7%	2016	2026

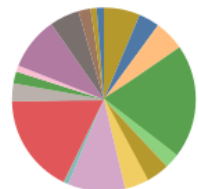
Employment Change (Shade is Determined by Percentage Change)



2016 - 2026 Employment Change by Industry



Projected 2026 Total Employment by Industry



The Coconino Workforce Development Board has identified a number of existing and emerging in-demand sectors that are critical to the economic growth of the region. The Business Services team, comprised of Workforce Development Board members, local economic and workforce developers and educators, was formed to assess the region's sector opportunities. Team members have attended several annual Arizona Sector Academies in which local labor market studies were provided and a construct for convening and implementing sector initiatives was presented.

The Arizona Office of Economic Opportunity provided current labor market statistics to review and make decisions regarding targeted sectors and occupations. The objective was to identify industries and occupations with favorable labor market traits that support long-term economic and workforce strategies. The labor market traits include:

- High employment and wage growth,
- Projected long-term employment growth,
- Competitive advantages in employment and wages, and
- Significant population growth.

Health Care and Social Assistance is one of the largest and most reliable industries within the local area. It is the only Arizona industry that continued recording employment growth through the great recession and has recorded positive year-over-year employment gains since 1990.

Arizona continues to attract in record numbers international travelers, out of state visitors and even residents of the state who want to visit other area of the state. The brightest spot in the tourism data from 2016 is the accommodations industry. Coconino County continues to be a prime destination for visitors and led all counties in 2016 with the highest average hotel occupancy rate in the state – 74 percent, which was up 1.9 percent over 2015.

Coconino County has requested the U.S. Forest Service to bring innovation, creativity and to affirm the Forest Service's commitment to the success of critical regional forest restoration projects such as 4FRI and FWPP.

Manufacturing throughout Coconino County and Arizona has made a remarkable recovery after years of decline in the early 2000's. ARIZONA@WORK Workforce Development Board is collaborating with local premier employers and community partners to strengthen workforce, support entrepreneurs and promote education in the growing sector.

The construction industry has recorded steady and sustained employment growth following the dramatic declines that occurred during the great recession from 2007-2009. The Local Workforce Development Board supported employment during this time with a grant that was focused to engaging construction workers back into the labor force, learning new skills, and putting the new skills into practice.

Information on projected openings is included in this section and in the report prepared by the Arizona Office of Economic Opportunity Economic Conditions (included as Exhibit B). While these estimates are the best information the Local Workforce Development Board has at this time, given the current situation with COVID-19 there are many unknowns about

labor market conditions over the next 4 years. This is especially true when attempting to project job openings in in-demand industries and occupations.

While the Local Workforce Development Board continues to assess the regular Labor Market Information through updates provided by state entities such as the Office of Economic Opportunity, the Local Workforce Development Board believes it is necessary to convene regular meetings with employers and training provider partners to gather real-time information. This information can then be used to inform decisions regarding in-demand industries. When the Local Workforce Development Board has a clear picture of employer needs and expanding industries this information can be used to inform decisions regarding the expenditure of funds to create workforce pipelines in career pathways. The Workforce Quality Initiative (in partnership with Northeastern Arizona Workforce Development Board) is building a framework for ongoing data collection and analysis that allows the Local Workforce Development Board to pivot quickly as it is anticipated that labor market demands will change more rapidly than ever during the course of this plan.

B. Workforce Analysis (20 CFR 679.560(a)(2)(3)): Include current analysis of:

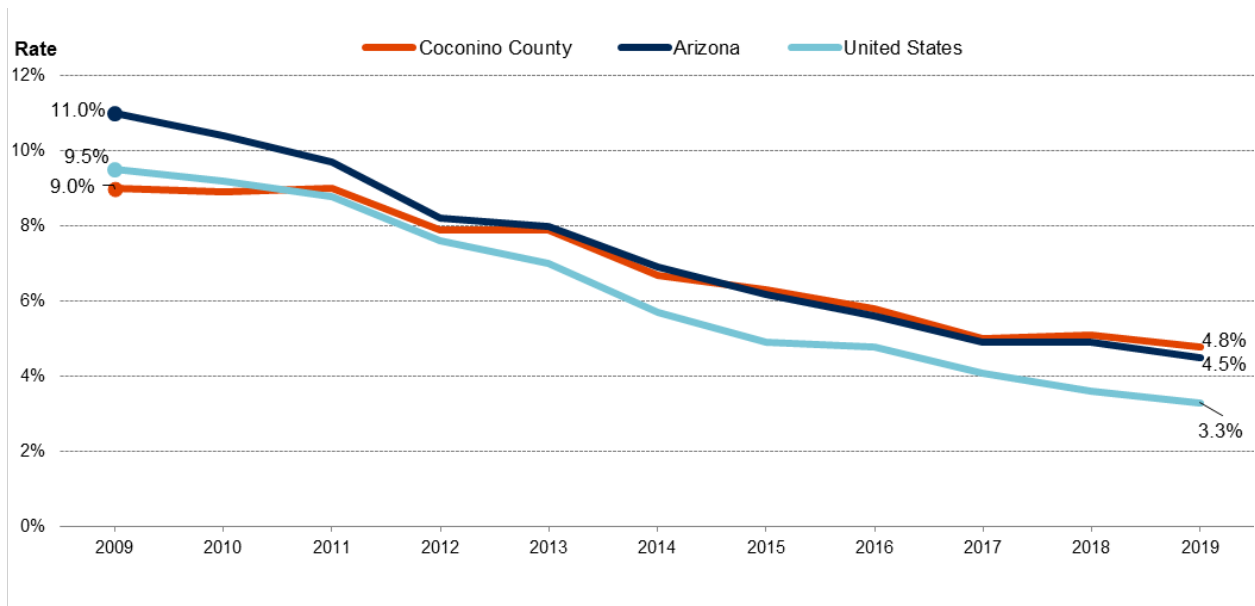
1. The knowledge and skills needed to meet the employment needs of the businesses in the region, including employment needs in in-demand industry sectors and occupations.

- **Soft Skills:** There is a recognized need for training in soft skills as job postings in the region indicate employers are specifically looking for employees who exercise proper workplace social skills. The Arizona Career Readiness Credential plays an important role in providing career readiness awareness training to job seekers in Coconino County.
- **Supervisory Skills:** Many of the occupations in-demand for the targeted industries are First-Line Supervisory level positions. This is a skill-set area that has potential for incumbent worker training and could be used as part of an upskill, back-fill strategy.
- **Career and Technical Education:** Many of the in-demand occupations in the targeted industries in the Local Workforce Development Area require industry recognized credentials and vocational skills. Training providers in the area work closely with employers to continually update program offerings to coincide with current employer and industry needs.
- **Industrial Skilled Trades:** It is anticipated that as Baby Boomers in the manufacturing and energy industry continue to retire, there is an increased need to fill the talent pipeline in energy, industrial, and manufacturing maintenance and operations occupations.
- **Skilled Construction Trades:** According to the data provided by Office of Economic Opportunity, the construction industry is one of the fastest-growing industries in the region. There is a continued need for employees skilled in various construction trades.

- **Healthcare Trades:** The most recent Office of Economic Opportunity analysis identified high demand for healthcare practitioners at all levels – entry level, technician, and professionals.
- **Basic Skills:** There is a recognized high demand for High School Equivalency preparation services and remedial education in the Local Workforce Development Area and is often the first step for participants seeking employment along the career pathways in the targeted industries. Within the in-demand industry sectors, Adult Education plays a large role in providing services for job seekers to meet the needs of employers.

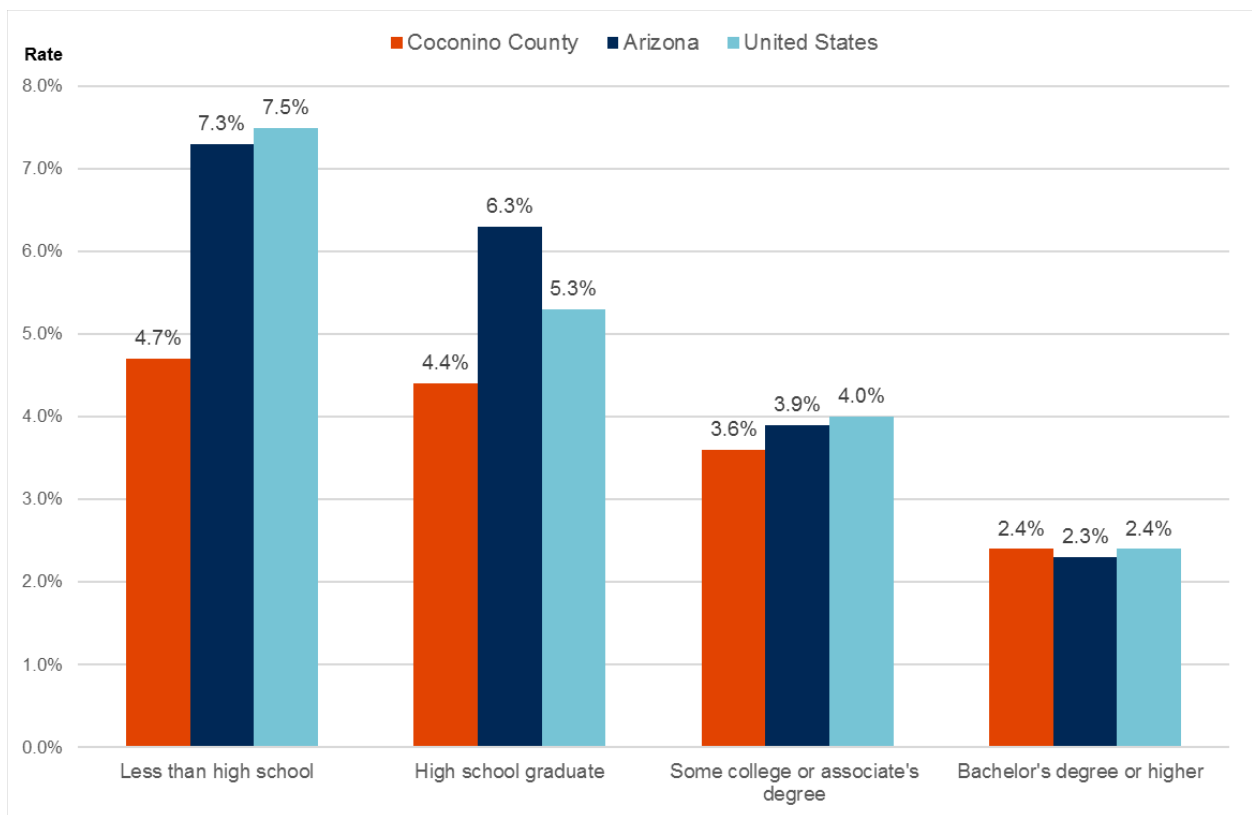
2. *Regional workforce needs, including current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including barriers to employment*

Unemployment Rate Comparisons, 9/2009-9/2019 Not Seasonally Adjusted



- Coconino County's unemployment rate for the past 10 years has trended closely with the statewide rate.
- Since 2011, Coconino County and Arizona's unemployment rates have remained higher than the national rate.
- Coconino County's labor force levels increased from an annual average of 75,550 in 2017 to an annual average of 77,083 workers in 2018.
- In 2018, there was an annual average of 4,233 unemployed individuals in Coconino County.
- Throughout 2018, the average unemployment rate was 5.5 percent, the same average unemployment rate in 2017.

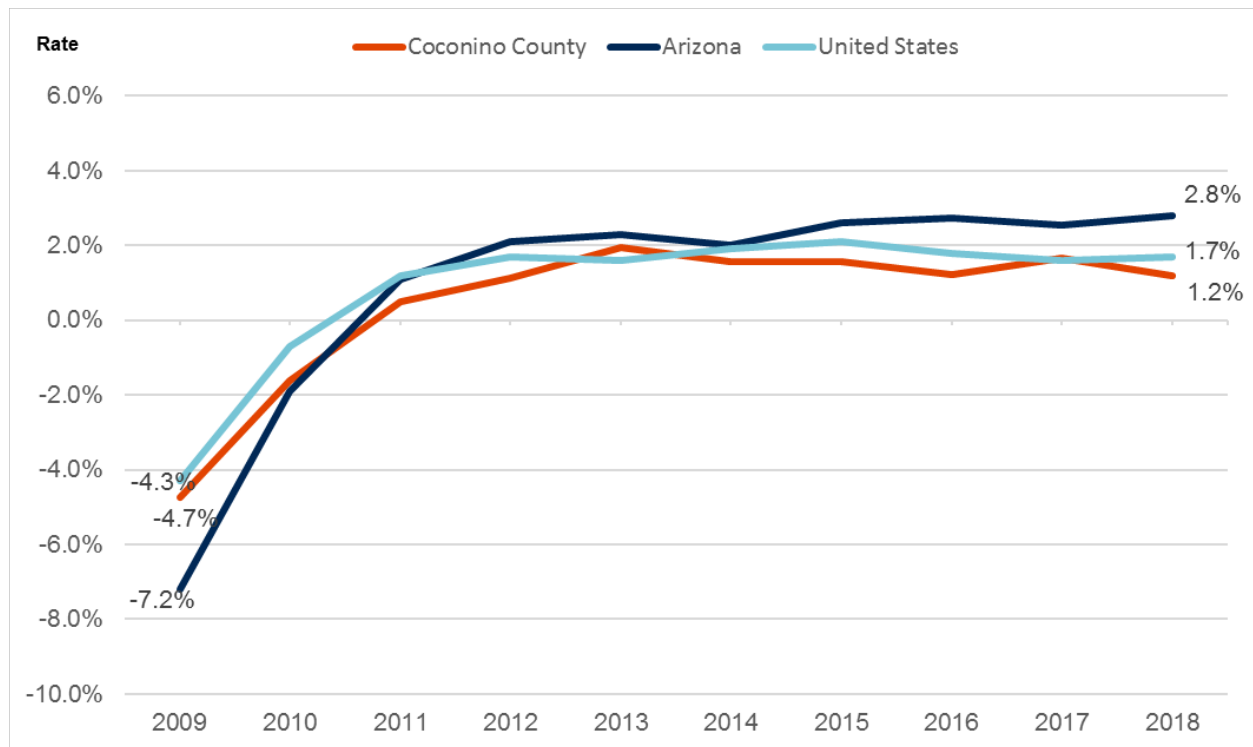
Unemployment Rate by Educational Attainment, 2018, Ages 25-64



Historically, higher educational attainment levels lead to lower levels of unemployment. Understanding the relationship between unemployment and education can help determine which education levels are most in need of targeted workforce effort.

- The unemployment rates across all education attainment levels in Coconino County were lower than the statewide rates, with the exception of residents with a bachelor's degree.
- The unemployment rate for individuals with less than a high school diploma was dramatically lower in Coconino County (4.5 percent) when compared with Arizona (7.3 percent) and the United States (7.5 percent).

Employment Year-Over-Year Percentage Change, 2009-2018 Non-Farm, Not-Seasonally Adjusted



- Total nonfarm employment increased by 5,900 jobs from 2009 to 2018, an annualized increase of 1.0 percent over this nine-year period. Over this same period, Arizona average total nonfarm employment increased by 1.8 percent.
- Since 2011, Coconino County's job growth has generally trended below the state's growth rate.

Coconino County Private Sector Industry Employment, 2013-2018

Area	Projected Employment (2018)	Projected Employment (2020)	Projected Numeric Growth (2018-2020)	Annualized Percentage Growth (2018-2020)
Construction	2,529	2,596	67	1.3%
Education and Health Services	17,528	17,807	279	0.8%
Financial Activities	1,416	1,465	49	1.7%
Government	4,441	4,588	147	1.6%
Information	555	544	-11	-1.0%
Leisure and Hospitality	17,336	18,310	974	2.8%
Manufacturing	4,400	4,553	153	1.7%
Natural Resources and Mining	2,331	2,544	213	4.5%
Other Services	2,307	2,235	-72	-1.6%
Professional and Business Services	3,594	4,071	477	6.4%
Trade, Transportation and Utilities	10,192	10,008	-184	-0.9%

- Eight of the private-sector industries recorded positive employment growth from 2013 to 2018, increasing by 6,405 jobs over this time period.
- Professional and Business Services experienced dramatic growth during this period, growing nearly 25 percent.
- Of the ten private sector industries, Leisure and Hospitality made up the largest share of employment in 2018, and Trade, Transportation, and Utilities made up the second largest.
- From 2013 to 2018, Professional and Business had the largest increase in employment share.

Projected Industry Employment, 2018-2020

Area	Projected Employment (2018)	Projected Employment (2020)	Projected Numeric Growth (2018-2020)	Annualized Percentage Growth (2018-2020)
Arizona	3,015,242	3,180,933	165,691	2.7%
City of Phoenix	984,294	1,025,152	40,858	4.2%
Maricopa Workforce Area*	1,149,559	1,247,158	97,599	4.2%
Coconino County	70,609	72,920	2,311	1.6%
Mohave and La Paz	62,236	65,596	2,311	1.6%
Northeastern Arizona	65,904	67,190	1,286	1.0%
Pima County	398,986	410,891	11,905	1.5%
Pinal County	67,567	69,560	1,993	1.5%
Santa Cruz County	15,145	15,246	101	0.3%
Southeastern Arizona	61,057	61,638	581	0.5%
Yavapai County	71,809	75,770	3,961	2.7%
Yuma County	67,951	69,817	1,866	1.4%

- All Arizona local workforce areas are expected to record positive employment growth from 2018 to 2020.
- Coconino County is projected to grow at 1.6 percent, below the statewide growth rate of 2.7 percent

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

- In Coconino County, Professional and Business Services is projected to record the largest growth rates, increasing by 6.4 percent annually through 2020.
- Natural Resources and Mining is projected to grow the second fastest in Coconino County.
- In 2020, the industry that employs the most people is projected to remain Leisure and Hospitality.

C. Workforce development, Education, and Training Activities (20 CFR 679.560(a)(4))

1. Workforce development activities, including education and training activities in the region

The Local Workforce Development Board works with educational institutions throughout the local area to develop training programs that build the skills and knowledge of job seekers. Coconino Community College, Northern Arizona University, Northland Hospice Caregiver Training and Northern Arizona Electrical Contractors' Association all play an important role in providing post-secondary training needed within the Local Workforce Development Area, offering areas of study to gain the skills, knowledge, or certification needed to begin or enhance a career forecasted to be an in-demand industry or occupation.

For participants seeking training for in-demand occupations that are not available locally, participants are guided to the Eligible Training Provider List to find a training provider that provides the skills, knowledge and certification needed. Alternatively, the Local Workforce Development Board is focused on coordinating resources to expand on-the-job training and Registered Apprenticeship programs and accelerate the pipeline of qualified workers to open positions. The Local Workforce Development Board works closely with partners, service providers, local employers and the Arizona State Office of Apprenticeship to design and implement trainings not only for positions that do not require formal training but also to work to enhance on-the-job training opportunities to ensure that students completing approved training programs have access to additional employer-specific training and local employment.

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

The Coconino Workforce Development Board is dedicated to a fully integrated and efficient ARIZONA@WORK system that continues to build on a work readiness model. This model recognizes that:

- Programs and services must be tiered sequentially according to customer levels of employment readiness, defined by the skill requirements of business with the goal of offering a continuum of service until the individual is career-ready and in a self-sustaining job,
- Customers enter the ARIZONA@WORK system at varying degrees of job readiness for employment and therefore require different programs and services based on individual needs, and
- ARIZONA@WORK system partners work together to merge staff, programs and resources in a manner that enables customers to be provided with a seamless delivery of services regardless of funding stream.

1. *Needs of Individuals with Barriers to Employment*

Overarching principles guided the work of the ARIZONA@WORK Local Workforce Development Board in developing strategies designed to prepare an educated and skilled local workforce, support effective performance, recognize and address the needs of individuals with barriers to employment, accountability of the workforce and education system partners, and to promote regional growth, self-sufficiency, and prosperity.

- Coordinate employment and training programs into a single customer friendly system of integrated program services as well as organization and government structures,
- Create a world-class workforce system in Coconino County which enables employers to be globally competitive, and for all citizens to enjoy a high-quality standard of living,

- Transform and integrate the current workforce system and programs to continually anticipate and meet the needs of employers and workers with the streamlined services needed to obtain and/or retain high paying jobs that allow for economic prosperity,
- Build and strengthen a Youth tactical team in developing strong partnerships with system partners, who are experts in working with youth and individuals with barriers to employment, to engage these youth and individuals in training, post-secondary education, measurable skill gains, and employment, and
- Provide adults, youth, incumbent and dislocated workers with the streamlined services needed to obtain and/or retain high paying jobs that allows for economic prosperity.

Partnerships between the ARIZONA@WORK system partners and agencies representing at-risk populations including Vocational Rehabilitation, Adult Education, Coconino County Probation Department, Coconino County Drug Court, Goodwill of Central and Northern Arizona, and Veteran services partners have been and continue to be developed. Partnerships are sought and maintained on a regular basis to ensure persons with barriers are referred appropriately for assistance through ARIZONA@WORK programs. The Coconino Workforce Development Area recognizes the importance of these relationships in ensuring programs that are vital, to be connected as quickly as possible and to reach those who most need assistance.

The Local Workforce Development Board ensures there are sufficient numbers and types of providers of career services (including eligible providers with expertise in assisting individuals with disabilities and Title II or other providers with expertise in assisting adults in need of adult education and literacy activities) serving the local area and providing the services involved in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive integrated employment for individuals with disabilities.

Like all rural areas, Coconino County is limited by the number of available certificate and/or credential opportunities both stackable and portable. Any program of study on the Arizona Job Connection Eligible Training Provider List as well as On-the-Job Training and Apprenticeships are offered to gain the skills, knowledge, or certification needed to begin or enhance a career forecasted to be an in-demand industry or occupation. The Local Workforce Development Board's focus on specific industries and occupations is providing a blueprint for the creation of credentials and certifications available through local training providers.

The Local Workforce Development Board places emphasis on the development of career pathways as a means of strengthening the connection of individuals with barriers to employment to workforce development activities that ensure

they are receiving education and training that provides them with the skills required by local business.

The lack of transportation and broadband infrastructure is the largest weakness to effective delivery of workforce development services. The Local Workforce Development Board is considering strategies to mitigate these weaknesses including the development of a technology platform, in partnership with Northeastern Arizona Local Workforce Development Board.

The creation of technology solutions mitigates the transportation barrier for individuals with barriers to employment but without access to broadband, those same individuals cannot access any technology solutions including online and/or distance learning opportunities. The lack of broadband infrastructure also limits the opportunities job seekers must have to secure high-wage employment opportunities in occupations that would allow them to work remotely, causing individuals to relocate out of the area for sustainable employment opportunities. The Local Workforce Development Board is working closely with community stakeholders at both a local and state level to find solutions to increase access to both transportation and broadband throughout Coconino County.

ii. Employment Needs of Businesses

The Local Workforce Development Board recognizes the need to strengthen connections with businesses throughout Coconino County to better understand employment needs that are supported by the local in-demand industries. This is a weakness in the current system. The Local Workforce Development Board focuses on strengthening connections to businesses and working with community stakeholders to create or join collaboratives in each sector that provides forum where businesses and other workforce system stakeholders can communicate needs and set goals for the region. Local Workforce Development Board staff are set to build these collaboratives, to collect and track data, and to develop a technology system that reports on the employment needs of businesses.

D. Vision to Support Growth and Economic Self-Sufficiency (20 CFR 679.560(a)(5)):

ARIZONA@WORK Coconino Workforce Development Board comes together with other workforce partners to build a stronger workforce by increasing access to employment, education, training, and support services to all job seekers in the local area. To build a stronger workforce the Workforce Development Board is working with education, economic development, core partners and agencies serving the underserved. Formalized relationships through a Memorandum of Understanding increases communication and alignment of services, coordinating and integrating blended services. Part of the strategy is to promote stronger alignment of the workforce system, to deliver comprehensive services without duplication of effort and to understand the regional economy.

The Local Workforce Development Board realizes that growth and economic self-sufficiency happen when organizations work together toward common goals. Dedicating efforts towards cross-program strategies that focus on partnerships including employers, workforce system partners, and partners engaged with economic development, education, community service organizations, business groups and associations are key players in developing cross program processes. The fundamentals of such partnerships must be put into place to meet both employer and job seeker needs in the most efficient, cost-effective ways available throughout the local area.

ARIZONA@WORK Coconino Workforce Development Board sees their role as facilitator and aligner of all the expertise on the Board and partners, to understand and foster demand-driven skill attainment and to assure mobility into self-sufficiency through quality jobs for all individuals. Part of this alignment is bringing together those working with individuals with barriers to employment to determine strategies to help them overcome barriers through education, remedial education, literacy, English language acquisition and to braid services to help all individuals participate in training, job acquisition and retention.

ARIZONA@WORK Program services, providing customers access to both preliminary and in-depth assessments, will coach individuals along a career driven path. Utilizing more in-depth tools will provide the job seeker with a greater awareness of their basic aptitudes, as well as occupational skills and work interests. Individuals identified as basic skills deficient (defined as the ability to compute or solve problems; unable to read, write, or speak English at a level necessary to function on the job, in his or her family, or in society) will be offered enrollment into the Adult Program as a priority of service applicant. It is the intention to incorporate the Arizona Career Readiness Credential into the mix of pre-employment assessments. Additionally, this service level focuses on identifying individual barriers that may affect a customer's ability to seek self-sufficient employment or complete training that leads to self-sufficiency. One-on-one reviews of the assessment results will assist clients in determining the best individual career pathway to pursue. Upfront strategies developed with clients will also help identify the best tactics to be used to ensure training funds and pathways are synched to the maximum benefit possible for those with barriers. These steps are put into place to ensure those with barriers to education, training, or employment will work in partnership with core program staff to build individualized plans for success.

ARIZONA@WORK Coconino Workforce Development Board is also committed to having this integrated workforce system equally focus on the needs of businesses and economic development. Business and industry engagement are integral to the success of programs, participants, and the economy. The goal is to provide direction to the system to understand the economy and business needs and to align services around what the businesses need.

The use of real-time job openings to determine trends in the region is critical to identifying needed training and education for family-sustaining careers. The ARIZONA@WORK One-Stop Job Center staff are trained on using information from the labor exchange module and the Arizona Job Connection current job openings by employer/industry to identify the current labor market/occupational demand and trends.

Next steps, for the Local Workforce Development Board, after studying the regional analysis and job openings is to determine the educational/ training needs to fill these jobs and service the employers' needs. The ARIZONA@WORK Coconino Workforce Development Board will work closely with education to relay the results of regional analysis to help them develop training that is relevant to the economy.

E. Workforce Development Capacity (20 CFR 679.560(a)(6):

Taking account the analyses in Sections A-D above, describe the strategy to work with the entities that carry out the core programs and required ARIZONA@WORK partners to align resources available in the local area to achieve the strategic vision and goal as described in Section D above. Core partners include Titles I-IV. Required One-Stop Partners can be found in Appendix IV.

The Local Workforce Development Board continues to pursue strategies to improve availability and coordination of ARIZONA@WORK system services to employers and job seekers including:

- Implementing career pathways into its responsibilities in terms of creating a flow of the 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,
- Working with local area educational institutions to enhance Career and Technical Education programs available for eligible participants, and
- Focusing on business development efforts and the building of a client pipeline in the identified in-demand industries to meet business needs and expectations.

The Local Workforce Development Board developed the One-Stop Operator scope of work based on gaps identified in coordinated service delivery and selected Turner's Above the Line Consulting as the ARIZONA@WORK One-Stop Operator beginning July 1, 2020. This role is designed to coordinate core partners and add community-based partners with the goal of enhancing the level of system and resource alignment to meet the needs of all job seekers throughout the large and rural local area. This improves the Local Workforce Development Area's ability to carry out the vision and goals for the workforce system.

Turner's Above the Line Consulting, as the selected One-Stop Operator, is responsible to:

1. Coordinate the service delivery of the required ARIZONA@WORK One-Stop partners and service providers.
 - i. Act as point of contact to facilitate communication among partner agencies.
 - ii. Physical presence at the ARIZONA@WORK One-Stop Job Center required monthly at a minimum. Contractor will not be provided designated office space, equipment, or materials at the ARIZONA@WORK One-Stop Job Center. Contractor will have access to meeting space. Use of meeting space at the ARIZONA@WORK One-Stop Job Center must be reserved.

- iii. In coordination with partner senior leadership, assure ARIZONA@WORK One-Stop Job Center staff understand their role in workforce system initiatives impacting customers (such as career pathways, sector strategies, etc.)
 - iv. Use a high level of innovation and creativity in designing and implementing a human-centric workflow system that will benefit ARIZONA@WORK system customers.
 - v. Ensure that all ARIZONA@WORK One-Stop Job Center partners work under the ARIZONA@WORK brand and represent one unified brand to customers.
 - vi. Provide services as the ARIZONA@WORK One-Stop Operator under the ARIZONA@WORK brand regardless of organizational affiliation.
2. Coordinate cross trainings with Workforce Innovation and Opportunity Act programs, partners, and service providers.
- i. Ensure that employees staffing the ARIZONA@WORK One-Stop Job Center have the requisite knowledge and sensitivity to effectively perform duties.
 - ii. Ensure ARIZONA@WORK One-Stop Job Center staff remain current in professional development.
 - iii. Coordinate ARIZONA@WORK One-Stop Partner programs for staff cross-training.
 - iv. As of the issuance of this Request for Proposals, the following programs/partners offer services in Coconino County as part of the ARIZONA@WORK System; however, other required or additional partners may be added or removed at the discretion of the ARIZONA@WORK Local Workforce Development Board.
 - a. Programs authorized under Title IB of Workforce Innovation and Opportunity Act: Adult Program
 - b. Dislocated Worker Program
 - c. Youth Program
 - d. The Wagner-Peyser Act, Employment Service Program Workforce Innovation and Opportunity Act Title III
 - e. Adult Education and Family Literacy Act Workforce Innovation and Opportunity Act Title II
 - f. Vocational Rehabilitation Program Workforce Innovation and Opportunity Act Title IV
 - g. Senior Community Service Employment Program Workforce Innovation and Opportunity Act Title V
 - h. Trade Adjustment Assistance activities and
 - i. Programs authorized under State unemployment compensation.

3. Convene monthly ARIZONA@WORK One-Stop partners meetings at the ARIZONA@WORK One-Stop Job Center with the following deliverables:
 - i. Agenda posted on ARIZONA@WORK website and dispersed 3-days prior to meeting
 - ii. Minutes taken and disseminated within one week after meeting date
 - iii. Provide ongoing training on partner duties at each meeting and
 - iv. Equal Opportunity update and training provided yearly.
4. Stay current with education and workforce trends within the Local Workforce Development Area.
5. Create monthly calendar of One-Stop event.
 - i. Coordinate the creation, posting on ARIZONA@WORK website, and distribution of monthly calendar no later than one-week prior to beginning of month
 - ii. Collaborate with programs/partners to include all events hosted at the ARIZONA@WORK One-Stop Job Center and
 - iii. Identify and include additional events hosted at the ARIZONA@WORK One-Stop Job Center by other service providers.
6. Metrics and reports required for this contract shall include the reports as indicated below.
 - i. Monthly report to the Local Workforce Development Board Executive Director by the 10th day following month-end including:
 - a. Customer Satisfaction Survey results
 - b. Monthly Data Collection
 - c. Staffing Updates
 - d. Employer Events
 - e. Professional Development for partners/providers and
 - f. Total number of partners providing services at the ARIZONA@WORK One-Stop.
 - ii. Prepare a quarterly report to the ARIZONA@WORK Local Workforce Development Board. Report must be submitted to the Workforce Development Board staff one-week prior to the scheduled ARIZONA@WORK Local Workforce Development Board meeting. Report must include:
 - a. Overall count of customers who visited the ARIZONA@WORK One-Stop Job Center
 - b. Number of workshops/classes offered
 - c. Number of employer events

- d. Number of referrals for services
 - e. Number of customers assisted with Unemployment Insurance
 - f. Number of Veterans served
 - g. Number of customers obtaining employment
 - h. Average wage of customers obtaining employment and
 - i. Number of customers who obtained employment and retained that employment for 6- months.
7. Metrics and reports required for this contract shall include the reports as indicated.
- 1. Promote outreach for the ARIOZNA@WORK One-Stop Job Center
 - 2. Promote a wide knowledge base of services available by inviting additional participants to the monthly ARIZONA@WORK One-Stop Job Center meeting and
 - 3. Identify prospective partners to provide workshops at the ARIZONA@WORK One-Stop Job Center to increase job seeker services.

Part b – Strategic Vision, Goals, and Strategies

F. Statewide Strategy Assurances

The Coconino Workforce Development Area will support statewide workforce strategies identified in the State Workforce Plan. While action will be taken in the Local Workforce Development Area to support the strategies, the ARIZONA@WORK Coconino County Local Workforce Development Board and staff will also participate in statewide workgroups and solutions that are intended to improve workforce services across the state.

G. Statewide Strategy Support

Describe what steps the LWDB will take to implement the state strategies in the LWDA over the next four-years including who the board will work with to implement the state strategies. Include entities carrying out core programs and other ARIZONA@WORK partners, including programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 CFR 679.506 (b)(1)9ii), local community partners, economic development entities, etc.

ARIZONA@WORK Coconino County, along with the eleven other Arizona local workforce development areas operates under the state brand – ARIZONA@WORK. This brand represents a more focused approach to the local workforce system, allowing customers – job seekers and businesses alike - to identify with the network regardless of geographic location. The ARIZONA@WORK Coconino County brand allows for a more regional/seamless approach to workforce and economic development efforts when leveraging several local workforce areas to meet the needs of customers. Business customers can recognize the statewide brand and connect with a single point of contact at a local affiliate who is already familiar with the services available. The brand also simplifies the service delivery system by erasing the confusing array of partners – all with their own branding and internal goals and processes.

Local plans under Workforce and Innovation Opportunity Act must align with the state workforce plan. The Workforce Arizona Council, Arizona Department of Economic Security and Arizona Department of Education, submitted the 2020-2023 Arizona Unified State Plan in April 2020 to the federal agencies responsible for statewide implementation.

All Workforce Investment and Opportunity staff, Workforce Development Board, program, and One-Stop services staff, will strive to build a pro-growth workforce that supports the growing economy providing opportunities and creating prosperous communities throughout the region. This goal will ensure that all Coconino County citizens, regardless of circumstance, background, social status, or zip code, have access to the best workforce opportunities, educational options, healthcare services, safety system and overall quality of life.

State Priorities Established by Arizona Governor Ducey



State goals established in the ARIZONA@WORK Unified Workforce Development Plan

- **Goal 1: Promote a Strong Arizona Economy** - *Build Arizona's capacity to attract, retain and grow thriving businesses*
- **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)*
- **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)*
- **Goal 4: Protect Taxpayers by Providing Efficient, Accountable Government Service** - *Accelerate measurable impact and performance for less cost*

The ARIZONA@WORK system plays a key role in building the skills and abilities of people to meet the workforce needs of employers. This includes creating meaningful linkages between the education and workforce systems, aligning data so that metrics can be better defined and measured easily, and helping people of all back grounds gain employment and prosper in a rapidly changing economy.

Ensuring the quality and ease of services provided by the workforce system requires integrated service delivery that includes high-quality professional staff to deliver work readiness skills for job seekers that will complement occupational skills, training, and business services. The ARIZONA@WORK Coconino County system will create career pathways, aligned to industry

needs, which combine education and training opportunities in a way that supports individuals gaining buildable knowledge, skills, and abilities throughout their careers.

The table below sets the alignment of the Local Workforce Development Board goals as they relate and support the Arizona Statewide Strategies.

Arizona Statewide Strategy	Coconino Workforce Development Board Goal/Strategy
Promoting a strong economy (Build Arizona’s capacity to attract, retain, and grow thriving businesses).	Promote industry sector partnerships and initiatives for Coconino County in-demand and growing sectors.
	Under the direction of the ARIZONA@WORK Coconino County Business Service Team convene employer collaboratives to understand and identify real-time labor market needs directly from local employers.
Supporting Business Needs (Serve Arizona Job creators by understanding, anticipating, and helping them meet workforce needs)	Create a comprehensive stakeholder communication, outreach, and engagement plan to support consistency and availability of services under ARIZONA@WORK.
	Align the ARIZONA@WORK Coconino County Business Services team with the unique needs of employers in each local area community and continue to increase and improve coordination between workforce, education, and economic development efforts.
Prepare job seekers: defend against poverty (Prepare and match job seekers to a job creator for a successful career that provides amply).	Implement a customer-centered processes to enhance customer flow through the ARIZONA@WORK One-Stop Job Center partners and develop a comprehensive system to track outcomes, ensuring that the ARIZONA@WORK Coconino County One-Stop System is effectively serving all job seekers, including those with barriers to employment.
	Work with community partners to identify internship opportunities to prepare job seekers to enter the workforce with the skills and knowledge needed.
Protect taxpayers by providing efficient accountable government services (Accelerate measurable impact and performance for less cost).	Ensure efficient, transparent reporting of all data elements, fiscal reporting, and best practices.
	Create a consistent system for continuous improvement throughout ARIZONA@WORK Coconino County programs.

Section 3 – ARIZONA@WORK System Coordination

A. Describe how the LWDB will work with the entities carrying out the core programs (Titles I through IV), (20 CFR 679.560(b)(2)) to:

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

The comprehensive ARIZONA@WORK One-Stop Job Center, located in Flagstaff, AZ, provides a hub for core and required partners. The Comprehensive One-Stop Job Center offers employers and job seekers access to information and coordinated services of all core programs. These services are accessed through staff co-location and coordination/referral of services. The One-Stop Job Center offers specialty trained staff and a variety of assistive technology to serve persons with disabilities. The ARIZONA@WORK One-Stop Job Center connects individuals to multiple partners, each partner then can assist by developing an employment plan for skill gaps and barriers to employment as defined by WIOA 3(24). The partners collaborate within the employment plan to overcome these barriers to obtain unsubsidized employment.

Additionally, Workforce Innovation and Opportunity Act Title IB program services has a full-time presence in Page, AZ, a location that has seen immense economic impact from closures of the Navajo Generating Station and the Peabody Mine. The Title IB program staff provides services, in partnership with Navajo Workforce, Coconino Community College, and other local partners to provide services and referrals to the northern region of Coconino County.

All customers are provided with a One-Stop Overview that provides information on core programs and required partner services as well as local resource partner services in the area. This One-Stop Overview provides detailed services offered, including referrals and contact information. Coconino Community College administers adult education under Title II with pre-intake, registration, enrollment, and orientation services provided to incoming students. An overview of services assists students in setting educational goals and assures the completion of NPC/Title II enrollment requirements. At the time of the orientation, ARIZONA@WORK Coconino County partner program staff are available to provide information regarding support services that may be able to students.

The local workforce system does not prescribe to “a one size fits all” mentality. The One-Stop Operator works with all partners to provide a customer flow model and training for partner staff to adequately access and describe the services available to participants. All tools that are implemented are designed and updated to maximize the opportunities to individualize the workforce system experience and create a meaningful plan of action. Through the course of the last 2-years, the One-Stop Operator and core partners have worked together to establish procedures and reporting for increased alignment and streamlining the customer experience.

The procedures agreed to by the ARIZONA@WORK partners include:

- Each partner has agreed to participate in the referral process based on the initial screening findings and will respond to referrals in a timely manner, providing at least basic services to each person referred (including eligibility determination)
- Utilize a common customer flow process that ensures everyone entering within the Local Workforce Development Area is guided to the appropriate basic and individualized career services, training, and supportive services.
- Utilize a common system orientation and overview to services provided in the Local Workforce Development Area.

Job seekers who access ARIZONA@WORK Coconino County are provided with the opportunity to engage in two pathways. The first path is for individuals seeking a “job” which can be seen as a “quick hit” to employment. A job in this instance may be *gap employment*- a wage earned to fill a gap while the job seeker is either engaged in training or based on immediate need, employment obtained for a paycheck regardless of long-term potential. The ARIZONA@WORK Coconino County job opportunities are posted in the Arizona Job Connection, the statewide web-based career management and reporting system that also houses the statewide job bank.

The second path is the core focus of the ARIZONA@WORK Coconino Workforce Development Plan. This path is built upon the concept of Career Pathways described in detail in Section 3.A.2. below. Because Career Pathways are built based on in-demand industries and occupations, the Workforce Development Board staff and One-Stop Operator coordinate with the core program partners to ensure they are knowledgeable about the in-demand industries and occupations in the Local Workforce Development Area and understand the focus of the workforce system is to build a talent pipeline to meet the needs and expectations of businesses in these in-demand industries.

Additionally, this service level focuses on identifying individual barriers that may affect a customer’s ability to seek self-sufficient employment or complete training leading to self-sufficiency. One-on-one reviews of the assessment results will assist clients in determining the best individual career pathway to pursue while creating a plan that mitigates all barriers to employment. Upfront strategies will help identify the best tactics to be used to ensure all individuals with barriers to employment, including individuals with disabilities, have access to a comprehensive set of services that place them on a pathway to success.

2. *Facilitate the development of career pathways.*

The Local Workforce Development Board is implementing a career pathways program, which will offer a clear sequence, or pathway, of education coursework and/or training credentials aligned with employer-validated work readiness standards and competencies. This program will predominantly focus on building career pathways systems. ARIZONA@WORK Coconino County will use the U.S. Department of Labor – sponsored “Career Pathways Toolkit: A Guide for System Development.” Although the primary audience for this Toolkit is staff who work at the state level, the Career Pathways Toolkit will be used and translated to the local service delivery level by ARIZONA@WORK Coconino County as the basis for the activities that will support achievement of the goals, objectives and strategies described in this plan.

Career pathways systems offer an effective approach to the development of a skilled workforce by increasing the number of workers in the U.S. and in Coconino County who gain industry-recognized and academic credentials necessary to work in jobs that are in-demand. To align educational offerings with business needs, the career pathways systems will engage businesses in the development of educational programs up front. The career pathways system will transform the role of employers from a customer to a partner and a co-leader and co-investor in the development of the workforce. Employers will then have an investment in the development of career pathways that lead to an increase in a pipeline of qualified workers. Additionally, the career pathways system offers a more efficient and customer centered approach to workforce development. This will be created through the development of structured, intentional connections among employers and WIOA Core Partners. These would include, but are not limited to Adult Basic Education, Employment Services and Program supportive service providers, Program Services occupational training, engagement of Vocational Rehabilitation, and postsecondary education programs as the system grows to meet the needs of learners and employers. The development and design of career pathways with the involvement of all core partners is foundational to providing job seekers and employers a strong local workforce system that meets their needs.

Career pathways programs will provide a clear sequence of education courses and credentials that meet the skill needs of high-demand industries in the local area. In a comprehensive career pathways system, education and training programs provide a clear sequence of education courses and credentials combined with continual, seamless support systems that prepare individuals, regardless of skill levels at the point of entry, for postsecondary education, training, and employment and implementing the following strategies will make it easier for job seekers to:

1. Earn industry-recognized credentials,
2. Find opportunities for more flexible education and training, and
3. Attain market-identifiable skills that can transfer into work.

These comprehensive education and training programs are suited to meet the needs of working learners and nontraditional students. Career pathways programs are designed to serve a diverse group of learners, including adults, youth, dislocated workers, veterans, individuals with a disability, public assistance recipients, new immigrants, English language learners, and formerly incarcerated individuals. Recognizing the State's strategy to "implement a framework for supporting a statewide model for career pathways based on the identified in-demand industries and occupations, incorporating appropriate flexibility for regional variation", the Local Workforce Development Board will work closely with stakeholders and partners at the State level to ensure implementation alignment.

Career Pathways: Four Key Elements

The Local Workforce Development Board will implement the careers pathway program utilizing four of the elements developed by the Department of Labor's Employment and Training Administration:

Element One: Build Cross-Agency Partnerships;
Element Two: Identify Industry Sector and Engage Employers;
Element Three: Design Education and Training Programs; and
Element Four: Measure System Change and Performance.

The Local Workforce Development Board will form a benchmark of the status of a career pathways system, which will help assess progress in developing each key element in relationship to progress toward an optimal stage and identify strengths and barriers to the implementation of the vision, goals, and strategies of a career pathways system. This process will begin by evaluating each organization's vision and mission to identify the structure within which the partners operate.

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

The Local Workforce Development Board is focused on increased communication among, and referrals between, all partner programs. Focus is placed on the need to collaborate and increase co-enrollment of participants to ensure each job seeker is receiving comprehensive, individualized, and wrap-around services that are necessary to ensure the success of each person entering the ARIZONA@WORK Coconino workforce system. The Local Workforce Development Board agrees to co-enroll participants in multiple ARIZONA@WORK core programs when it is in the best interest of the customer.

The Local Workforce Development Board and all ARIZONA@WORK core programs agree to:

1. Review and revise enrollment procedures to facilitate co-enrollment whenever possible and appropriate
2. Cross-train partner staff in procedures and requirements to facilitate co-enrollment as needed
3. With the informed consent of the affected participant, share participant information to minimize participants' needs to have to provide similar or identical information to more than one of the core ARIZONA@WORK partners.

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

The Local Workforce Development Board is leading efforts to coordinate with adult education providers, the K-12 school system (particularly charter schools that cater to students who have not been successful in the traditional classroom), community colleges and local employers to develop more short-term post-secondary training opportunities that participants can begin prior to completion of secondary education. These trainings will lead to industry-recognized credentials and employment, allowing individuals to quickly begin the first step on a chosen career pathway.

Local community colleges understand the need to increase enrollment in post-secondary programming and Coconino Community College is currently engaged in heightened efforts in the area of recruitment and retention. The offices of advising, career services, disability resources, records and registration, and financial aid, are all working together to improve

engagement of all students. Coconino Community College Career Services provides a variety of workshops in the areas of resume writing, job search, and interview strategies. Dates for hosted activities are shared across agencies in order to improve participation. Additionally, Coconino Community College Career Services also provides several career fairs each year.

The Local Workforce Development Board is creating an intensive system of communication with local businesses and economic development stakeholders to remain focused on occupations most in-demand in the local area. This information is vital to ensure that the workforce system is developing a pipeline of skilled workers that meet the needs of business. The data that is collected through these partnerships, including the specific skillsets that are required for job seeker success are shared and used to coordinate with training providers, particularly with local community colleges, to review current programming, identify gaps in training necessary for success in in-demand industries, and design any additional education and training programs needed to complete the development of career pathways in the identified in-demand industries.

This coordination is in line with Element Three from the Department of Labor's Employment and Training Administration Toolkit and continues the Local Workforce Development Board's strategic approach to the design of career pathways detailed in Section 3.A.2. "Career Pathways" of this plan. Element 3 outlines the following action steps the Local Workforce development Board will follow in its approach:

- Identify potential "education, training, and service partners" including secondary education
- Identify target populations, entry points, and recruitment strategies for target populations
- Build career ladders and lattices with employers that lead to industry-recognized credentials. Modify existing program offerings to mirror competency models and career ladders/lattices and meet industry recognized and/or postsecondary credentials
- Analyze education and training institutions' capacity to respond to industry demands (i.e., classrooms and lab space; educational staff; work-based learning sites, training spaces, equipment/tools, and materials/supplies; credentialed instructors; technology, etc.)
- Design and promote work-based learning opportunities (i.e., workplace simulations; school-based enterprises; cooperative work and study programs; internships (paid or unpaid); on-the-job training; job shadowing, apprenticeships, fellowships, short-term employment, and other paid or unpaid work experiences)
- Design programs in a progressive manner; each course builds upon the previous and the participant's progress along a pathway to build skills that are industry recognized and
- Provide employment assistance to include job referrals, job seeking skills training, and retention services (i.e., job coach).

A focus on meeting the needs and expectations of business and industry through the development of a talent pipeline with clearly defined career pathways will result in a variety of credentialing methods including portable and stackable credentials. The core programs will coordinate to transition participants into post-secondary education to move into the career pathway of choice. Additionally, the core programs will work with job seekers to align with career pathways that address workforce needs and will refer through proper partner programs to ensure success, addressing barriers along the way.

Skill gaps, such as basic skills are addressed with the core programs to also assist individuals in developing a career pathway. Core programs will coordinate to enable individuals to succeed in a career pathway that lead to a credential by identifying barriers and assisting the individuals to overcome such barriers. It is anticipated that more job seekers will remain engaged in post-secondary programming when a clear view of a trajectory on a chosen career pathway, with direct linkage between a post-secondary credential and concrete employment opportunities are identified. The Local Workforce Development Board understands that combining secondary and post-secondary training with intensive case management and individualized supportive services increases engagement and successful outcomes.

B. *Describe the LWDB's strategies and services and how they will be used within the LWDA and region (20 CFR 679.560(b)(3) to:*

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

The Local Workforce Development Board recognizes that successful workforce systems utilize both job development and business development methods in serving business and industry customers and assisting job seekers in getting and keeping employment.

Business engagement is interaction between employers, ARIZONA@WORK Coconino County and other local workforce development and education organizations that results in measurable improvement in desired outcomes for both parties. Engaging business and industry are critical components to training and placement of job seekers as well as supporting the growth and development of the local business economy.

The ARIZONA@WORK Business Services Team continues its award-winning work with in-demand industries and businesses to identify unique and innovative opportunities, ensuring that workforce becomes a required component as they seek to grow and expand. The Business Services Team provides direct communication with local in-demand sector/businesses to listen and identify sector specific needs. The ARIZONA@WORK Business Services team works with the businesses to brainstorm new ideas and put these ideas into practice. Data collected is reported to the Local Workforce Development Board to ensure business engagement is supporting growth in the local economy.

To ensure engagement and growth of small businesses, the Local Workforce Development Board continues to grow partnerships with the Small Business Development Center, the Coconino County Basic Business Empowerment program, as well as with Moonshot at NACET. These partnerships will provide opportunities for new and emerging small

businesses to partner with, and understand the value, of the workforce system in Coconino County. Individual business needs are unique, small businesses are invited to present their story to the Local Workforce Development Board, giving both the small business and the Board a wider understanding of the local economy.

Engagement with local business is also supported through WIOA Title II Adult Education and Title IV Vocational Rehabilitation. Adult Education engages customers through discussion of local in-demand careers and through the implementation of identified skill training programs. Vocational Rehabilitation works with customers, providing referrals to identified partners who are able to provide training, career pathways, and internships to develop and grow job skills.

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

Business engagement ranges from purely advisory interactions to long-term strategic partnerships. Approaching employers as high-impact strategic partners means the Local Workforce Development Board is looking beyond the immediate needs of ARIZONA@WORK system and seeking ways to make local employers or industries competitive. It will require building ongoing opportunities for problem-solving and program development. Doing so requires approaching employers in a listening rather than an “asking” mode: less “What can you do for us?” and more “Where is your pain? How can we help in addressing your challenges?”

Effective business engagement that bridges the gap between employer demand for an educated and skilled workforce and the supply of workers with the necessary skills for the labor market continues to be developed. While many agencies, colleges, and workforce organizations are increasingly focused on engaging businesses in the design of education and training programs, research indicates that employers continue to struggle to find workers with the skills they need. Addressing this gap through business engagement is critical to the growth of the local, state, and national economy and to ensure employment and successful advancement in chosen careers.

Specifically, Local Workforce Development Board staff is creating an Employer Engagement Strategic Plan with measurable outcomes. This plan will include:

- Gathering real-time data on the workforce needs of employers throughout the Local Workforce Development Area,
- Establishing an inventory of existing training options, particularly those that include a credential or certification in existing and emerging in-demand industries and occupations,
- Identifying skills and knowledge gaps between what business needs and expects and what training options are available,
- Work with education to enhance or establish short-term training options for portable or stackable credential/certification opportunities,

- Work with economic development representatives to ensure a dynamic approach to meeting the ever-changing needs of business and industry as the in-demand sector landscape grows or diminishes,
- Engage employers and business partners including small businesses in targeted industry clusters to increase employer utilization of the local workforce development system services, and
- Promote high level business representation on the local board by employers engaged with in-demand industries to increase the level of communication between business and the Local Workforce Development Board.

The Local Workforce Development Board is poised to become a premier provider of career and of workforce solutions for business. By developing and executing innovative engagement strategies, ARIZONA@WORK Coconino County and partners add quantifiable value to businesses and employment for both employers and job seekers.

3. Better coordinate workforce development programs and economic development.

Local Workforce Development Board's collaboration with economic development entities in the Local Workforce Development area has led to promising strategies for increasing communication to and from employers and working with training providers to increase the validity of training programs to meet the needs of employers.

The Local Workforce Development Board staff is working with economic development staff throughout the Local Workforce Development Area to create an Economic Workforce Plan with measurable outcomes. This plan may include:

- Entrepreneurship is a focus of economic diversification
- Small business growth through on-the-job training, work experience opportunities, and incumbent worker training
- Identifying new, high-wage sectors
- Promotion of workforce development and economic development as critical components of economic stability and
- Tracking of measurable outcomes identified when the plan is developed.

The Local Workforce Development Board also increases coordination with economic development partners in the Local Workforce Development Area, leveraging business relationships to encourage participation in the stakeholder collaboratives in each population hub, increasing the ability of the Local Workforce Development Board to gather information on the needs and expectations of business and industry.

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

As the economy has weakened, the Local Workforce Development Board has identified the need to ensure that ARIZONA@WORK Coconino County partners have a solid understanding of Unemployment Insurance programs. Although the Local Workforce Development Board staff are not called to be unemployment experts, an understanding of the program allows

Local Workforce Development Board staff and the One-Stop Operator to develop stronger linkages to Unemployment Insurance staff. This will expand information opportunities and provide up-to-the-minute information to partners to ensure job seekers who were being laid-off are offered the assistance they needed to apply for and receive the benefits provided through traditional unemployment insurance programs. The Local Workforce Development Board will seize these strengthened relationships to connect front-line program staff with resources so customers entering the One-Stop are given information on and assistance with Unemployment Insurance in conjunction with referrals to other ARIZONA@WORK programs.

This increased linkage to Unemployment Insurance will complement the services traditionally offered to Unemployment Insurance claimants including the creation of individual reemployment plans based on current labor market information, registration in the Arizona Job Connection database, and support to engage in regular job search efforts to obtain work. This support includes referrals, job applications, and assistance job openings, training, and education programs. The claimants who are most likely to exhaust benefits before finding employment are targeted for more skills development. Customers to the Comprehensive One-Stop Job Center are provided computer access, fax machines, and phones for direct access to the UI call center.

5. *Implement the following initiatives to support the strategies described above (if a LWDB does not currently provide one of the items below, please do not include):*

- ***Incumbent worker training programs***

Incumbent worker training has become a strategic part of the Local Workforce Development Board's support in providing employers the ability to grow and expand workforce and create internal career pathways. Training activities are carried out for the purpose of assisting workers in obtaining the skills necessary to retain employment, expand advancement opportunities, or avert layoffs. The Local Workforce Development Board is currently in discussion on how to expand this program while tracking results to determine impact on the local area.

- ***On-the-job training programs***

On-the-job training program are offered to employers to provide financial assistance that mitigates the cost of training a new employee to learn the specialized skills they need to perform the job duties. The Local Workforce Development Board places emphasis on building relationships with employers to provide opportunities for entry into middle-skill occupations that do not require a post-secondary or industry-recognized credential. The Local Workforce Development Board has an approved employer reimbursement of up to 50% of wages for the duration of an on-the-job training contract.

- ***Registered apprenticeships***

The Local Workforce Development Board has coordinated with local employers and the Arizona State Office of Apprenticeship to identify and develop registered apprenticeships. At this time the development of two of the programs have been denied, additional providers are being sought. The Local Workforce Development

Board recognizes the effectiveness of the apprenticeship model and the lack of such opportunities in Coconino County and will continue to work to identify in-demand industry apprenticeship opportunities.

- ***Work experience programs***

The Title IB service provider works to create work experience opportunities that meet the needs of participants, recruiting sound work sites that are willing to train participant, provides support and guidance to the employer, and conducts progress reports every two weeks to ensure goals are achieved. The Local Workforce Development Board conducts monitoring activities to ensure work experience contracts are conducted in accordance with Workforce Innovation and Opportunity Act regulations. Historically, work experiences are used on an extremely limited basis for Adult and Dislocated Worker participants; the work experience program is instrumental in supporting Out-of-School participants, providing them much needed real-world job experience. The Local Workforce Development Board staff is working with the Title IB service provider to monitor the need to expand Adult and Dislocated Worker participation in this program.

C. Explain what the role of the LWDB in the Eligible Training Provider (ETP) program approval process is, as required pursuant to 20 CFR 680.430(c); explain Local ETP program requirements or performance standards; and describe LWDBs outreach to employers and training providers to identify and develop training program related to in-demand occupations in the LWDA. If currently in a policy please include a copy of the policy, or a link to the policy in the local 4-year plan (20 CFR 680.430(c)).

All training providers who wish to offer programs with ARIZONA@WORK Coconino County and be able to receive payment for training programs under the Workforce Innovation and Opportunity Act funding must be approved and entered into the Eligible Training Provider List. Providers must register online at www.azjobconnection.gov and have a Federal Employer Identification Number. Each individual program offered by the training provider must be approved by the Local Workforce Development Board and the Arizona Department of Economic Security.

The Local Workforce Development Board has designated the Executive Director responsible for the approval of providers and programs on the Eligible Training Provider List. The Executive Director or designated staff is responsible for the following:

- Ensuring distribution and appropriate use of the Eligible Training Provider List through the ARIZONA@WORK Coconino County system
- Assisting in determining the initial eligibility of training providers
- Coordinating with Arizona Department of Economic Security to ensure that approved training provider programs are placed on the statewide Eligible Training Provider List in a timely manner
- Monitoring training providers for compliance and performance
- Reviewing training programs for initial eligibility

- Collecting performance and cost information and any other required information related to programs from training providers
- Executing procedures prescribed by Arizona Department of Economic Security to assist in determining the continued eligibility of all training programs
- Evaluating performance data of all training providers during the continued eligibility review to verify that the training programs meet minimum performance standards
- Consulting with the State Eligible Training Provider List Coordinator in cases where termination of an eligible provider is considered
- Ensuring removal of training programs that are found to not meet Eligible Training Provider List requirements and performance levels and/or are out of compliance with provisions of Workforce Innovation and Opportunity Act
- Notifying training providers and the State Eligible Training Provider List Coordinator of denial of programs at the local level
- Working with Arizona Department of Economic Security to ensure there are a sufficient number and types of training, including eligible training providers with expertise in assisting individuals with disabilities and eligible providers with expertise in assisting adults in need of adult education and literacy activities serving the local area and
- Giving training providers an opportunity to appeal a denial or termination of eligibility of programs that includes an opportunity for a hearing at the local level, a timely decision, and a right to appeal to Arizona Department of Economic Security.

Programs are approved for the Eligible Training Provider List through consent at the Local Workforce Development Board meeting. A summary report of programs that have been approved, denied, and removed from the Eligible Training Provider List are also provided. Approval of programs is contingent on a number of factors. Consideration is given in relation to the cost of the program including:

1. Cost comparison to other similar programs
2. Determining if the program is related to an in-demand occupation or sector and is in line with a career pathway
3. Verification of the information provided on the training program credential checklist and determination if the program results in a recognized credential
4. Verification of minimum wage information as well as verification that all of the program information is complete in Arizona Job Connection and
5. Identification of any corrections needing to be made by the training provider prior to approval.

Determination are made utilizing the Arizona Department of Economic Security “Training Program Credential Checklist”, ensuring that all criteria meet the local and state standards for inclusion on the Eligible Training Provider List. Recommendations for approval of initial eligibility

of providers are forwarded to the Local Workforce Development Board for approval as described above.

The Coconino County Local Workforce Development Board adheres to state policies in determining the subsequent eligibility of all providers. Local policy is written to reflect the requirement of collecting and analyzing performance data for subsequent program approval. This evaluation assists the Workforce Development Board in determining if the program meets state standards, and verifying if the related occupation is still in-demand in the local area; if it is determined that the occupation no longer meets Eligible Training Provider List requirements, a recommendation for removal of the program/provider will be forwarded to the State Eligible Training Provider List Coordinator. Local Eligible Training Provider List policy is revised to reflect alignment with State Eligible Training Provider List policy when appropriate. An appeal process is outlined to coincide with the requirements and timeframes outlined in the State policy.

A challenge faced by Coconino County is the lack of formal training providers, other than local community colleges. The Local Workforce Development Board understands the need to develop strong ties with training providers to ensure that local educational and training programs can be accessed and utilized in order to meet the needs of employers in the area, leading to the successful delivery of a trained workforce supporting local business development. The Local Workforce Development Board will utilize the Business Services team, Workforce Board Staff, the One-Stop Operator, and local partnerships to work with businesses to ensure the development of training services that meet the local business needs.

D. Examine how the LWDB will coordinate local workforce investment activities with regional economic development activities that are carried out in the LWDA, and how the LWDB will promote entrepreneurial skills training and microenterprise services (20 CFR 679.560(b)(4)).

The Local Workforce Development Board coordinates with economic development partners throughout Coconino County, being mindful of the region's unique needs and the inherent overlap of activities. These unique needs include the region being comprised of a large portion of the Navajo Nation (27.5%), where creating a powerful connection and partnership with Navajo Workforce is critical.

The successful coordination of workforce development and economic development has created an environment where workforce development is at the table during regional planning meetings and is heavily involved in efforts to diversify and strengthen the economy. This has also increased the collaboration between economic development and regional training providers to ensure that training that is available in the region meets the needs of current employers as well as businesses that are considering expanding or relocating to the region.

Economic development partners participate on the Local Workforce Development Board and the Business Services Team to discuss and formulate strategies to serve business and industry effectively.

This coordination is in line with Element 3 from the Department of Labor's Employment and Training Administration Toolkit and continues the Local Workforce Development Board's strategic approach to the design of career pathways detailed in Section 3.A.2. "Career Pathways" of this plan. Elements One and Two, which specifically relate to coordination

between workforce and economic development, outline the following action steps the Local Workforce Development Board will follow in its approach:

- Building Cross-Agency Partnerships
 - This will include engaging cross-agency partners and employers; establishing a shared vision, mission, goals, and strategies; defining the roles and responsibilities of all partners; and developing a work plan for the partnership.
- Identify Industry Sectors and Engage Sector Employers
 - This will include conducting labor market analysis to target high-demand and growing industries; working with industry leaders and sector partnerships to engage in the development of the ARIZONA@WORK system; clarifying and defining employers' role in program development and operations; identifying the existing training systems within industry and career ladders; identifying the skill competencies and associated training needs in a given career ladder; and implementing a process to sustain and grow business partnerships.

The Local Workforce Development Board's partnership with local economic development entities has led to direct involvement in the development of initiatives to build a sustainable entrepreneurial ecosystem in the local area. Partnerships have been developed with Small Business Development Center, Basic Business Empowerment, and Moonshot at NACET to provide entrepreneurial skills training throughout Coconino County.

By implementing partnerships with local area economic development entities, these partnerships create the first steps in developing an entrepreneurial ecosystem that encourages entrepreneurs to develop ideas and provides support and ongoing training to small business owners throughout the region. Ongoing initiatives with partners include:

- Building awareness among community stakeholders and leaders on the economic importance of supporting small business entrepreneurs in rural areas,
- Conducting capacity building workshops for local businesses and entrepreneurs,
- Providing ecommerce training to assist local business owners in developing and/or enhancing websites to build online sales,
- Conducting, identifying, and developing the opportunity to develop a micro-loan/revolving loan fund for small business access to capital, and
- Continuing to solicit small business owners and individuals with business ideas with opportunities to pitch those ideas to entrepreneurial mentors through a partnership with Moonshot at NACET.

ARIZONA@WORK One-Stop partners are provided with resources and information on entrepreneurial training and support programs to disseminate to customers expressing interest in starting or expanding a business who access the ARIZONA@WORK Comprehensive One-Stop Job Center. This information will also be distributed to local microenterprises, so they are able to take advantage of these resources. Microenterprises will also receive information regarding available incentives and tax credits, as well as information about on-the-job, incumbent worker, and work experience training programs.

- E. *Describe how the LWDB will evaluate if the ARIZONA@WORK Job Centers in the LWDA need to be open beyond normal business hours to provide services to meet the workforce need, as is described in 20 CFR 678.800.***

The One-Stop Operator will collect data from partners at the Comprehensive One-Stop Job Center on customer requests for extended hours, including questions regarding customers' ability to access the ARIZONA@WORK One-Stop Job Center during normal business hours on customer satisfaction surveys and conduct studies at the ARIZONA@WORK One-Stop Job Center to assess walk-in traffic. The One-Stop Operator will compile a report that includes recommendations on ARIZONA@WORK One-Stop Job Center hours.

Additionally, during the ARIZONA@WORK One-Stop Job Center Certification process, Local Workforce Development Board members will collect data from partners during on-site interviews. Based on the One-Stop Operator reports, and the information gathered during the ARIZONA@WORK One-Stop Job Center Certification process, the Local Workforce Development Board will negotiate hours for ARIZONA@WORK One-Stop Job Center and will evaluate hours on an annual basis to adjust as needed to best meet customer needs.

- F. *Provide copies of executed cooperative agreements (MOU) which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local One-Stop delivery system. This includes cooperative agreements (as defined in WIOA Sec. 107(d)(11)) between the Local WDB or other local entities described in WIOA Sec. 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of the Rehabilitation Act (29 U.S.C. 720 et seq.) (other than Sec. 112 or part C of that title (29 U.S.C. 732, 741) and subject to Sec. 121(f)) in accordance with Sec. 101(a)(11) of the Rehabilitation Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination; To expedite the review process please provide links to the electronic version.***

The Local Workforce Development Board has entered into a Memorandum of Understanding with all ARIZONA@WORK partners that details how all local service providers will carry out the requirements for integration and access to all services available through the ARIZONA@WORK One-Stop Job Center delivery system. The current Memorandum of Understanding expires June 30, 2020 and can be accessed in Attachment 2 and at the following link.

<https://coconino.az.gov/DocumentCenter/View/36989/12017-to-2020-MOU-IFA>

The Local Workforce Development Board is currently developing a new Memorandum of Understanding/Infrastructure Funding Agreement that will be implemented for the PY2020-2023. This plan will be updated with the new agreement and the signed agreement will be attached to this plan. The link will also be added to the ARIZONA@WORK Coconino County website at the above link.

G. *A description and assessment of the type and availability of adult and dislocated worker employment and training activities carried out in the LWDA (20 CFR 679.560(b)(6)).*

To ensure a tailored, unique experience for every individual accessing ARIZONA@WORK, the Local Workforce Development Board makes available as many options for basic and individualized career training services. Identifying customer needs rather than program needs; providing services unique to the customer goals; exploring services delivery from a customer viewpoint; all work together to ensure that Workforce and Innovation Act Title IB program services are providing a customer-center design.

The Adult program assists low income individuals ages 18 and older with significant barriers to employment. It provides priority of services to veterans, those who are basic skill deficient, public assistance recipients and other low-income individuals with barriers to employment.

The Dislocated Worker program provides services to individuals who have been laid off, or receiving a notice of layoff through no fault of their own from employment generally due to closures or downsizing, self-employed individuals who are unemployed due to general economic conditions and displaced homemaker who have been dependent on a family member's income and that income is no longer available may also be eligible for services.

Basic career services are provided to all job seekers (adult, dislocated worker, and youth) accessing the Comprehensive One-Stop Job Center with no eligibility requirements. ARIZONA@WORK Coconino County Overview and initial assessment are offered as a first step at the ARIZONA@WORK One-Stop Job Center. The One-Stop Operator works with staff at the One-Stop Job Center to develop common welcome and intake processes and ensure all ARIZONA@WORK One-Stop staff are trained to provide consistent information and services. This ensures all staff are fully prepared to determine whether the customer is in crisis, needs assistance with basic needs, or is ready to work and/or enter a career pathway. Each partner who is co-located at the Comprehensive One-Stop Job Center identifies their role in the development of first point-of-contact services. All staff are cross trained on services offered by core and partner programs to make appropriate referrals for the customer. To serve additional needs of the customers, referrals to community service resources are provided.

Workforce Innovation and Opportunity Act Title IB program staff guide job seekers through opportunities and training programs available. This includes information on eligibility and individual career service activities, such as supportive services, work experience, on the job training, and occupational skills training. Workshops are conducted on a regular scheduled bases on Resume, Interview techniques, and Job Search Techniques.

Individual career services are offered to all Workforce Innovation and Opportunity Act participants who are not able to obtain employment by self-directed or basic career services, or who have barriers to employment not able to be addressed in other ways. When enrolled into the individual career services, individuals may receive the development of an individual employment plan, case management, one-on-one career coaching, structured job search, career planning, research on training options and soft skills, enrollment into training programs, and provision of supportive services

H. *Provide the LWDB's definition for the following terms for the WIOA Title I-B Dislocated Worker Program definition of Dislocated Worker in WIOA 3(15):*

1. *General Announcement.*

ARIZONA@WORK Coconino Workforce Development Board Policy Section 200, 205.2(B)(1-3) defines "General Announcement" as:

An employer (who) has made a general announcement that such facility will close within 180 days; or ... a facility at which the employer has made a general announcement that such facility will close.

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

ARIZONA@WORK Coconino Workforce Development Board Policy Section 200, 205.2(A)(3) defines "Is unlikely to return to a previous industry or occupation" as:

An individual is considered unlikely to return to a previous industry or occupation when:

- a. Labor market information for the occupation shows a zero or negative growth rate,
- b. The local chamber of commerce's, 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,
- c. Arizona 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 Coconino County Local Workforce Development Board,
- d. 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,
- e. 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
- f. A person is laid off from a job due to lack of certification.
- g. 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:
 - i. 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 Section 3(15)(A)(i),
 - ii. Qualifies for the dislocated worker eligibility criteria on eligibility for or exhaustion of unemployment compensation in WIOA Section 3(15)(A)(ii)(I) or (II), and
 - iii. 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).

Note: Veterans do not automatically qualify as dislocated workers under this category. Only recently separated service members who have been released within the past 48 months from active military, naval or air duty, and service members who have an imminent separation date.

- h. Reemployment Services and Eligibility Assessment eligibility is not an automatic qualifier for the Dislocated Worker program.

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

ARIZONA@WORK Coconino Workforce Development Board Policy Section 200, 205.2(C) defines “Unemployed as a result of general economic conditions in the Local Workforce Development Area, or as result of a natural disaster” as:

Participant who has experienced a loss of employment due to general economic conditions in the local area, or as a result of a natural disaster. Participant may have been self-employed (including employment as a farmer, a rancher, or a fisherman) and experienced a loss of employment due to general economic conditions in the local area, or as a result of a natural disaster.

I. *A description of how the LWDB will coordinate workforce investment activities carried out in the LWDA with state-wide rapid response activities, including layoff aversion activities carried out by DES (20 CFR 679.560(b)(7)).*

The Local Workforce Development Board provides a Rapid Response team that works in conjunction with the Local Workforce Development Board and Chief Elected Officials. This team of specialists, upon becoming aware of a substantial layoff or projected closure, will make contact with the affected employer within 48 hours or less. ARIZONA@WORK services information is then provided to affected employees in order to facilitate access to available programs and services offered through the ARIZONA@WORK System.

The Local Workforce Development Board facilitates Rapid Response events on behalf of all ARIZONA@WORK partners to share information, resources, and to encourage participation in the Dislocated Worker program.

The threshold for a Rapid Response in the Coconino Workforce Development Area is set at 10-affected employees due to the percentage of small and mid-sized businesses in the local labor market.

The Rapid Response team assists dislocated workers in becoming re-employed as soon as possible. Services which provided under ARIZONA@WORK Title IB include:

- The establishment of onsite contact with employer and employee representatives
- The provision of information and access to available employment and training activities
- The provision of emergency assistance adapted to the particular closing, layoff or natural disaster, and/or

- The provision of assistance to the local community in developing a coordinated response and in obtaining State economic development.

The Rapid Response team also works closely with companies to avert layoffs and to keep a skilled workforce engaged in the existing regional economy or industry. Rapid Response works to identify the exact needs of a company in crisis. Once the needs are assessed, the team assists the company establish partnerships with organizations and build networks to help acquire those needs meant to reduce the possibility of layoffs or a plant closure. Incumbent worker training is always considered as an option to businesses for implementation of a layoff aversion strategy through training of its incumbent workers.

Some of the resources available to companies to maintain a strong workforce include:

- Matching businesses that are in transition with similar skill sets
- Communicating directly with the employer to identify needs and skills necessary to avoid layoffs and
- Educating employers on various state and local programs.

An effective Rapid Response technique promoted in Coconino County, where small companies are much more common than large companies, is to bring potential new employers to a Rapid Response event after employees have been notified of layoff.

Having potential new employers onsite offers a benefit to both the employer, who is closing, and to the dislocated employees. This practice can diffuse the anger of employees by offering them potential new sources of income and can help to limit the impact on the employer's unemployment account. It offers dislocated workers immediate avenues to becoming employed and to focusing on next steps in just *One-Stop*.

All Rapid Response activities are conducted following the guidelines set by the Department of Labor and the Rapid Response Coordinator for the State of Arizona.

NOTE: On May 8, 2020 local workforce areas were notified by the Office of Economic Opportunity that as permitted by WIOA Section 133(a)(2), the state has elected to reserve the full 25% (or \$9.9 million) of the Program Year 2020 Dislocated Worker Fund for Statewide Rapid Response Activities, allowing the state to respond to the increased needs of businesses and workers. Local areas were further notified the State is developing a strategic vision and plan for the activities and use of funds and will consult and engage local areas accordingly to ensure alignment. As of the submission of this plan, those plans are unknown.

The ARIZONA@WORK Coconino Workforce Board will engage with the Office of Economic Opportunity to help develop an engaging Rapid Response initiative. Due to the diverse nature of workforce and economic conditions across Coconino County, the Local Workforce Development Board will work to ensure responses across Coconino County reflect the needs of local business owners, employers, and job seekers being affected by lay-off or closures.

J. *A description and assessment of the type and availability of youth workforce investment activities in the LWDA (20 CFR 679.560(b)(8)). In addition, include:*

1. **Description of activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities (20 CFR 679.560(b)(8)).**

Title IB youth services are provided to youth who are assessed to need assistance in engaging in career pathway activities and provide access to training funds for occupational training and work-based learning opportunities. ARIZONA@WORK Coconino County launched a focused youth program, StartHere.jobs to help connect youth to the ARIZONA@WORK Training program.



“We cannot always build the future for our youth, but we can build our youth for the future.”

Franklin D. Roosevelt

Outreach Goals

Identify and connect out-of-school youth
Engage community and business leaders
Encourage mentorship of youth
Promote economic development

What we did differently

We put the customer first
We offered a place to begin, today
We allowed them to have control over their destination/direction

This program also works to identify employers in key industry sectors that can implement youth internships and work experiences. Based on the outcome of the business outreach program, Title IB program staff will work with employers and the youth to align training opportunities with work experience initiatives to better prepare the youth along a career pathway leading to high wage, high demand occupations.

In past years, Coconino County Board of Supervisors has allocated general revenue dollars to the ARIZONA@WORK Coconino Workforce Development Board to operate a summer jobs program for low-income, in-school youth ages of 14 up to 24. It is important to highlight this program as the amount of federal workforce dollars for in-school youth continues to shrink. Throughout the program evolution, youth are employed on work crews, placed with governmental offices, and with partnering agencies across the County. These jobs provide youth the opportunity to be exposed to the work environment, many for the first time; gain work experience, confidence and provide work experience to strengthen their resume.

Under Workforce Innovation and Opportunity Act, it is important that the ARIZONA@WORK Coconino Workforce Development Board consider pilots and demonstrations of careers and work experiences; literature shows that what works for adults will not always work for youth, and what works for one group of youth doesn't necessarily work for another. For out-of-school youth (young adults) with multiple barriers including low skills, additional flexibility in the program model and timeline may be needed.

Coconino Workforce Development Board recognizes the work of our program provider, Coconino County Health and Human Services, in engaging with youth who are identified as individuals with disabilities. This ongoing model includes a partnership with Page Unified

School Transition and Transition School to Work programs. Through the partnership, WIOA Program Services works directly with the program staff, students, and local business owners. These students are provided support from multiple partners as well as the opportunity of placement in a work experience, gaining hands on work skills.

The Local Workforce Development Board works with the core programs and partners to provide appropriate accommodations, referrals, and service for youth and others with disabilities. Cross-training is ensured yearly through the organization of training events with Title IV Vocational Rehabilitation services supporting and guiding and including program staff in the development. As training(s) are been completed, the Workforce Innovation and Opportunity Act out-of-school youth program provider staff will conduct targeted outreach to out-of-school disabled youth to engage them in programs and services. The training will also generally help the network of providers in Coconino County better serve people with disabilities.

2. *Design framework for youth programs and how the 14 program elements required in 20 CFR 681.460 are to be made available within that framework (20 CFR 679.420(b)(8)).*

The Workforce Innovation and Opportunity Act outlines the key components of Title IB Youth program design. The components include an objective assessment, an individual services strategy, case management, and follow-up services. ARIZONA@WORK Coconino County must ensure that youth services are provided within this framework. The objective assessment helps the youth and coach identify the youth applicants' strengths, challenges, interests, and skills. These are identified through the provision of a Strengths and Challenges assessment, the Holland Skills Inventory, The Holland Interest assessment, and the O*Net interest profiler. TABE testing is also provided for GED clients through our partnership with our Title II Adult Education partners. These assessments, along with one-on-one coaching help to understand a youths' background and skill levels. Co-enrollment in both the Title IB Adult and Youth funding streams is encouraged, where appropriate, to allow Youth participants to access additional services and funding that will ease transition into the workforce. A youth determined to be ineligible as a candidate for the Youth program may be considered for other ARIZONA@WORK Title IB programs and services, including the Title IB Adult program.

The ARIZONA@WORK One-Stop Job Center refers youth participants to partners and agencies that possess expertise that can best serve the participant's needs. Although the Workforce Innovation and Opportunity Act Title IB Youth program may be unable to enroll every young person that requests services, it is imperative that those youth are provided information about, and access to, other local partners through One-Stop staff referrals. While the blend of Youth services that a participant receives is unique, the Workforce Innovation and Opportunity Act mandates that every Youth enrollment provide the opportunity for the following components:

1. *Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent or for a recognized postsecondary credential.*

- Title IB program services staff connects youth to various academic opportunities at school, community-based organizations, libraries, on-line accredited educational services, and tutoring partners. Youth with low test scores are referred to remedial classes as part of the summer or year-round program. Identified community resources include: Flagstaff Unified School District, Fredonia-Moccasin School District, Page Unified School District, Coconino Community College, Mohave Community College, Northern Arizona University, private tutoring as a support service, and the Flagstaff Literacy Center.
2. *Alternative secondary school services, or dropout recovery services, as appropriate.*
 - Connecting youth with requirements and information to various alternative schools within Coconino County including charter schools allows the youth and parent/guardian to make informed choices about next steps. Identified community resources include: Ponderosa High School, Summit High School, Tse' Yaato' High School and accredited online Arizona high school.
 3. *Paid and unpaid work experiences that have academic and occupational education.*
 - The Title IB program services staff connects interested youth to summer youth employment programs that may be provided throughout Coconino County. Program staff sets-up, funds (if applicable), and monitors all on-the-job trainings, work experience trainings and unpaid job shadowing.
 4. *Occupational skills training, which includes priority consideration for training programs that lead to recognized postsecondary credentials that align with in-demand industry sectors or occupations in the workforce area involved.*
 - These program elements assist youth with occupational skills training through local training and/or accredited on-line credentialed vendors based on academic, occupational and career pathway skills assessment. Programs may be structured such as Job Corps or the Coconino Association for Vocation Industry and Technology, or enrollment into community college classes. Identified community resources include Coconino Community College, Mohave Community College, Northern Arizona University, Coconino Association for Vocations, Industry and Technology, and other organization approved on the Eligible Training Provider List.
 5. *Education offered concurrently with and in the same context as workforce preparation.*
 - Workforce preparation activities, basic academic skills, and hands on training for specific occupation, occupational cluster, or career pathway. Identified community resources include Title II Adult Basic Education, Coconino Association for Vocations, Industry and Technology, program services staff providing the essential workforce skill during training.
 6. *Leadership Development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors.*

- The Title IB program services staff arranges leadership opportunities for interested youth. These connections may be with educational groups, local service organizations, or mentorship programs that may provide these opportunities. Identified community resources include Coconino County, United Way of Northern Arizona, Goodwill of Central and Northern Arizona, and other community partners.

7. Support Services.

- Arranges for work site tools, bus passes, appropriate worksite clothing, childcare, and referral to behavioral counseling provider if needed. Identified community resources include: Goodwill of Central and Northern Arizona, Title IB program services staff, Coconino County Social Services, United Way of Northern Arizona, and Catholic Charities.

8. Adult Mentoring for a duration of at least 12 months that may occur both during and after program participation.

- Youth mentors are identified to develop service-learning opportunities utilizing civic and or local community engagement organizations, and monitor mentoring activities are provided by teachers, worksite supervisors, and workforce coaches. Identifies community resources include Job Corps; Goodwill of Central and Northern Arizona; and Title IB program services staff.

9. Follow-up Services

- Provide 12 months of follow-up services after completion of program may include phone contact, in person, mailed follow-up letters and various social media (text messages, email, etc.) in order to identify follow-up services that may be needed. Services may include academic tutoring and referrals to social and non-profit community organizations.

10. Comprehensive Guidance and Counseling, which may include drug and alcohol abuse counseling.

- The Title IB program services staff will make appropriate referrals to counseling, as appropriate to the needs of the individual youth. Community resources are identified in alignment with the need.

11. Financial Literacy Education. Coconino County Community Services Financial Literacy Program.

- Activities that helps prepare youth to make good judgements for the money they receive from employment. I should also help them understand the paycheck, various monetary instruments, basic budgeting and saving, and to make informed financial decisions about education, home rental, retirement, and saving goals. Identified community resources include: Goodwill of Central and Northern Arizona, Title IB program services staff, Coconino County Social Services, United Way, and Catholic Charities.

12. Entrepreneurial Skills Training

- Provide the basics of starting and operating a business. Training develop skills associated with entrepreneurship and may include initiative, creativity, identifying opportunities, budgeting, business plan writing and identifying resources and capita. Identifies community resources include Moonshot at NACET and Coconino County Basic Business Empowerment program.

13. Services that provide Labor Market and Employment Information about in-demand industry sectors or occupations available in the workforce area such as career awareness, career counseling, and career exploration services. program services Workforce Specialist.

- Career assessments are provided and will align with local Labor Market information, in-demand industry sectors and occupations, along with career awareness and career exploration. Identified resources include ARIZONA@WORK Workforce Development Board resources and Title IB program services staff.

14. Activities that help youth prepare for and transition to postsecondary education and training.

- One-on-ones services are provided to the youth to help explore postsecondary education options and occupation training options. Assistance is provided with researching education and training, connection youth to postsecondary education programs and services. Identified community resources include Title II Adult Education partners, Northern Arizona University TRiO program, and Title IB program services staff.

K. A description of how training services will be provided

1. If using, Individual Training Accounts (ITA), provide limitations for ITA amount and duration, if included in LWDB's policies (20 CFR 680.310). This is the preferred service delivery model.

The Local Workforce Development Board has developed a Training and Support Matrix representing maximum funding that is available for training and support services. This matrix and the Individual Training Account are utilized when providing training, educational and support services to participants.

Based on individual assessment, needs, and funds available, training is available for all eligible adults, dislocated workers, and youth. The maximum award is provided on the Training and Support Matrix and is reviewed yearly by the ARIZONA@WORK Coconino Workforce Development Board. An Expenditure Request, with appropriate approval signatures, will be submitted for each individual identified to receive training and/or support by program services staff.

ARIZONA@WORK Coconino Workforce Development Board will review the non-use of Individual Training Accounts this year to determine if these should be put into place in future years. An assessment is to be completed to understand the current process verses Individual Training Accounts, to weigh the strengths and weaknesses of each process, and to

determine if changes and requirements need to be put into place for program service providers.

2. ***Include whether contracts for training services will be used and the process for their use. Training contracts may only be used if at least one of the five circumstances listed in TEGl 19-16 section 8 applies and the process for their use is described in the Local Plan. If the LWDB determines that there are an insufficient number of Eligible Training Providers in the LWDA to accomplish the purpose of a system of ITAs, the determination process must include a public comment period for interested providers of at least 30 days and must also be described in the Local Plan (20 CFR 680.320);***

On-the Job Training agreements are offered to employers to provide financial assistance in support of new employees who, when hired, who require additional hands-on training to be successful in the new position. These skills include basic skills necessary to perform the job or specialized skills that are specific to the occupation. On-the-Job training agreements can be offered to employers who meet the requirements outlined in the ARIZONA@WORK Coconino Workforce Development Board Policy 400 Training Services. The Local Workforce Development Board has approved a reimbursement amount of 50% of wages for employees who are in an approved On-the-Job Training agreement. On-the Job training agreements are limited in duration, as appropriate to the occupation for which the participant is being trained.

When entering into an On-the-Job training agreement staff must take into account skill requirements of the occupation; academic and skill levels of the participant; prior work experience; and the Individual Employment Plan.

Work experience agreements are used for planned, structured learning experiences that take place in a workplace for a limited period of time. Work experiences are utilized without limitation for Youth participants. For Adult and Dislocated Worker participants, a maximum of 10% of the combined local area allocation can be used to place unemployed participants into work experience opportunities. All Work Experience agreements are subject to labor standards that apply where an employee and employer relationship exists as defined in the Fair Labor Standards Act. Work Experience participants in the Local Workforce Development Area are paid on a biweekly basis at a preset wage for recorded hours worked.

3. ***Describe how the LWDB will ensure informed consumer choice in the selection of training programs regardless of how the training services are to be provided. (20 CFR 679.560(b)(18)).***

The ARIZONA@WORK Coconino Workforce Development Board ensures that local One-Stop system's service delivery promotes informed, consumer choice and assures the best possible mix of services for each individual as seamlessly and efficiently as possible.

The local One-Stop system offers Career and Training Services in accordance with WIOA Section 107(d)(10)(E). Eligible providers provide the services to adults and youth in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive integrated employment for individuals with disabilities. The eligible providers

are identified as qualified adult and youth training providers in numbers and career areas sufficient to maximize consumer choice.

Customer choice is achieved when the local area service provider is trained on local area career pathways and provides comprehensive case management that ensures the customer is aware of all training options. The service provider's role is to assist the participant with making an informed choice after conducting a comprehensive assessment that includes career exploration activities, reviewing the available career pathways and creating a training and employment goal. If the appropriate pathway includes Occupational Skills Training, the participant will review the training provider options available on the Eligible Training Provider List taking into account details on each provider's program of study, length of training, and cost information.

- L. A description of how the LWDB will coordinate Title I workforce investment activities with the provision of transportation (including public transportation), and other appropriate supportive services in the LWDA and region (20 CFR 679.560(b)(10)). List types of supportive services that will be provided using WIOA Title I-B funds in the LWDA, per LWDB policy, including if needs-related payments will be provided to participants of WIOA Title I-B training services.***

The Local Workforce Development Board recognizes the need for supportive services for individuals to participate in Workforce Innovation and Opportunity Act activities. Supportive services may be provided by contracted service providers when it is documented that such services are necessary to enable an individual, who cannot afford to pay for such services, to participate in Workforce Innovation and Opportunity Act Title IB career or training services that are not available from other sources.

Support services may be requested by any participant involved in Individualized career services for Adult, Dislocated Worker, and Youth programs. These services are identified as part of the comprehensive assessments. These assessments and all supportive services provided must be documented in the participant's Individual Employment Plan or Individual Service Strategy. Title IB staff provide the coordination of resources for support services both in the program and in the community and must work with partner and community-based organizations to ensure services they are providing to participants are available from other sources.

The Local Workforce Development Board allows service providers to provide the following types of supportive services using Workforce Innovation and Opportunity Act Title IB funds:

- A. Linkages to community services
- B. Transportation assistance
- C. Childcare and dependent care assistance
- D. Housing and utility bills assistance
- E. Educational testing assistance
- F. Legal Aide services
- G. Referrals to healthcare such as drug and mental health services

- H. Work-related expenses including uniforms, appropriate work attire, and work-related tools, including eyeglasses and protective eye gear
- I. Training-related assistance with school supplies, and other necessary items for students enrolled in postsecondary education classes expenses not covered in the Individual Training Account or any other training contract and
- J. Payments and fees for employment and training-related applications, tests, and certifications.

Needs-Related Payments: The Local Workforce Development Board does not allow Needs Related Payments

Transportation

The Local Workforce Development Board recognizes that transportation is a barrier to employment in this large rural area with limited public transportation serving only the Flagstaff area. All other areas in Coconino County do not have a public transit system. As with all other supportive services, the Local Workforce Development Board allows for the provision of transportation supportive services on a case-by-case basis if assistance is required to participate in an education or training activity and/or seeking employment.

The use of technology plays a critical role in limiting the transportation barrier, serving customers located in remote, offsite areas—with such advances, the Local Workforce Development Board can provide outreach to areas such as municipalities, chambers of commerce, schools, and community organizations that have a need for Workforce Innovation and Opportunity Act services and would not otherwise have access to an ARIZONA@WORK One-Stop Job Center.

Universal access to a wide range of career services is made available to any individual regardless of age, employment status, or location within the local area. Customers access to the Arizona Job Connection website is any location with internet access. ARIZONA@WORK Coconino County program staff are required to expand knowledge and work beyond what they have done traditionally, moving to a broader scope of skills and job functions that are focused on customer interactions, enabling them to effectively link customers to a variety of services. This expanded training and skills development for the staff has specific areas of concentration related to the use of technology to reach individuals in remote areas and provide the same level of service available to onsite customers.

- M. *A description of how the LWDB determines if an youth or adult “is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual’s family, or in society” as included in the definition of “basic skills deficient” in WIOA 3(5).***

The Local Workforce Development Board recognizes the need for highly trained workforce staff. The ARIZONA@WORK Coconino County program services staff are trained to provide intake and comprehensive assessments for individuals seeking individualized services, making observations during these processes that will indicate whether an youth or adult “is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual’s family, or in society”. If these observations indicate an individual may be basic

skills deficient Program staff may utilize the Arizona Career Readiness Credential pre-test, the Test of Adult Basic Education and/or referral to Adult Basic Education for evaluation and participation in Adult Basic Education services.

N. *Describe how the LWDB will ensure the WIOA Title I-B Adult Program for priority of service to low-income individuals, recipients of public assistance, and individuals who are basic skills deficient (20 CFR 680.600).*

ARIZONA@WORK Coconino County observes the priority of service provision for all Adult Program formula funds for individualized career and training activities. The Local Workforce Development Board Policy, Section 200, provides that priority for individualized career services and training services, funded with Title IB Adult Program funds, must be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient in the local area.

Priority of service is not an eligibility criterion for the Adult Program, but it ensures an emphasis on providing services to these populations. Low income status and basic skills deficient status are established based on the criteria in the Adult/Dislocated Worker State Policy Section 102.02(A-B). Priority of service does not necessarily mean that these services only may be provided to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. Employed individuals who earn a wage below the established Self-Sufficiency Wage for Adults may also be considered for eligibility.

O. *A description of how the LWDB will provide Veterans Priority of Service. The strategies must include processes in place to ensure that veterans and eligible spouses are identified at the point of entry and given an opportunity to take full advantage of priority of service for all types of career and training services (20 CFR 680.650).*

Veterans and eligible spouses receive priority of service for all Department of Labor funded job training programs, including Workforce Innovation and Opportunity Act programs.

ARIZONA@WORK Coconino County adheres to this priority of service by ensuring every customer that enters the One-Stop Job Center is asked whether they are a veteran or a spouse of a veteran.

Persons entering the One-Stop Job Center or accessing services virtually are asked, when first encountered by staff, if they or their spouse have ever served in the United States Armed Forces. This ensures veterans and eligible spouses are identified at the point of entry to allow them to take full advantage of priority of service. Veterans and eligible spouses are made aware of their entitlement to priority of service, to the full array of employment, training, and placement services available under the priority of service, and to any applicable eligibility requirement for the Workforce Innovation and Opportunity Act Title IB Adult, Dislocated Worker and Youth Programs.

The Local Workforce Development Board annually monitors priority of service requirements of its service providers to ensure the requirements are being implemented in accordance with Workforce Innovation and Opportunity Act law and regulations, and State and Local policies. Monitoring activities may include desk reviews of files, onsite visits and interviews, and review of Arizona Job Connection case information.

P. Provide the LWDB's definition of "underemployed". The definition of "underemployed" may be used to determine whether employed adults and dislocated workers are in need of individualized career and training services through the WIOA Title IB Adult and Dislocated Worker Programs:

1. Options defining "underemployed" are described in the United States Department of Labor Training and Employment Guidance Letter 19-16, section 11).

Individual who are underemployed can be considered as having stop-gap employment. The definition of underemployed as an individual who is:

- Employed less than full-time but is seeking full-time employment, or
- Employed in a position that is inadequate with respect to their skills and training, or
- Employed and meets the definition of low income, or
- Employed but whose current job earning are not sufficient compared to their earnings from their job of dislocation.

2. When the LWDB decides to use the self-sufficiency income for the LWDA in the local plan to define "underemployed", the LWDB must ensure that the self-sufficiency income level has been reviewed and is set at the appropriate level.

The Local Workforce Development Board defines individuals who are underemployed as above (P.1.) and does not use the self-sufficiency income to determine underemployed.

Q. Provide the LWDB'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 (20 CFR 681.300); and 2. In-school youth (20 CFR 681.310).

Coconino County Local Workforce Development Board definition of *Requires Additional Assistance* and Policy:

1. Out of School Youth definition of *Requires Additional Assistance to complete an educational program or to secure and hold employment.*

a. To enter or complete and educational program

i. Is low-income and meets one of the following (documentation for all barriers listed in table below):

1. Does not qualify for Pell Grants
2. Pell Award is insufficient for all costs to attend training/education,
3. Training desired is not Pell Eligible or
4. First generation college student and has insufficient family support.

b. To secure and hold employment (documentation for all criteria listed in table below):

i. Applicant proves to be unprepared for job search because they are lacking at least one of the following:

1. Resume

2. Interview knowledge/experience
 3. Job application experience
 4. Workplace skills
 5. Transportation
 6. Appropriate Attire or
 7. Clear career direction.
- c. Documentation required to meet definition of Local Workforce Development Area “In-School Youth Requires Additional Assistance”:

Out-of-School Youth Documentation	
1.a.i.1.	Documentation from school/FAFSA that states they are not eligible.
1.a.i.2.	Documentation from school/FAFSA that shows award amount.
1.a.i.3.	Documentation from training provider proving program is not Pell eligible training and AJC print out showing in is on the Eligible Training Provider List.
1.a.i.4.	Documentation must include WIOA Title IB Applicant Statement, WIO-1027A FORFF (5-19)
1.b.i.1-6.	Case Notes documenting need.
1.b.i.7.	Y.E.S. Assessment must be completed as documentation.

2. In-School Youth definition of *Requires Additional Assistance to complete an educational program or to secure and hold employment*.
- a. To enter or complete an educational program must have one of the following barriers (documentation for all barriers listed in table below):
 - i. Transportation,
 - ii. Does not qualify for Pell Grants,
 - iii. Pell award is insufficient for all costs to attend training/education, or
 - iv. Needs assistance with cost of school supplies needed to complete training/education.
 - b. To enter or secure and hold employment:
 - i. Applicant proves to be unprepared for job search because they are lacking at least one of the following (documentation for all criteria listed in table below):
 1. Resume,
 2. Interview knowledge/experience,
 3. Job application experience,
 4. Workplace skills,
 5. Transportation,

6. Appropriate Attire,
 7. Clear career direction, or
 8. Proper academic support such as a tutor to remain in school and hold employment concurrently (Youth Element for Dropout Prevention:
 - a. Has a low GPA,
 - b. Behind in credits and in need of credit recovery plan, or
 - c. in jeopardy of dropping out of school.
- c. Documentation required to meet definition of Local Workforce Development Area “In-School Youth Requires Additional Assistance”:

In-School Youth Documentation	
1.a.i.	Case notes documenting need.
1.a.ii.	Documentation from school/FAFSA that states they are not eligible.
1.a.iii.	Documentation from school/FAFSA that shows award amount.
1.a.iv.	Case notes documenting need.
1.a.i.4.	Documentation must include WIOA Title IB Applicant Statement, WIO-1027A FORFF (5-19)
1.b.i.1-6.	Case Notes documenting need.
1.b.i.7.	Y.E.S. Assessment must be completed as documentation.
1.b.i.8.	Documentation from school.

- R. *A description of the competitive procurement process to be used to award the subgrants and contracts in the LWDA for activities carried out under this title with assurance that all federal, state, and local procurement laws, regulations and policies are followed (20 CFR 679.560(15)).***

The Local Workforce Development Board has established a Request for Proposal process with guidelines for selecting operators and providers in accordance with WIOA 107(d)(10)(A) through (E) and the Workforce Arizona Council policy. Coconino County, as administrative and fiscal agent, conducts procurements at the request of the Local Workforce Development Board according to the County procurement policy. A workgroup of Local Workforce Development Board members and staff complete the proposal review and scoring and determine which bidder to recommend for award. The Coconino County Procurement Director facilitates the proposal review meeting. The recommendation is presented to the Local Workforce Development Board for approval. Upon approval by the Local Workforce Development Board, a contract is drafted and submitted to the Chief Elected Official for agreement and signature.

- S. *A description of how the LWDB will coordinate relevant secondary and postsecondary education programs and activities, including Adult Education and Literacy programs, to coordinate strategies, enhance services, promote participation in Integrated Education & Training programs, and avoid duplication of services. (20 CFR 679.560(b)(9)).***

The Local Workforce Development Board is leading efforts to coordinate with adult education providers, the K-12 school system (particularly charter schools that cater to students who are not successful in the traditional classroom) and local community colleges. ARIZONA@WORK Coconino County program services staff work closely with area high schools to assist in the transition from secondary to post-secondary, engage with students at risk of dropping out, and conduct outreach to youth who have become disconnected from secondary education before receiving a high school diploma. Specialized vocational rehabilitation counselors are assigned to work with special education students as they prepare to leave high school. Vocational Rehabilitation also has a transition specialist in the ARIZONA@WORK One-Stop Job Center to provide services to secondary and post-secondary students.

1. *Include the name of the Title II adult education provider grantee(s) in the local area that were included in this coordination.*

The Adult Education and Literacy provider for Coconino County is Coconino Community College providing Title II services to all of Coconino County.

2. *Include how the LWDB will coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II. This description must include how the LWDB will carry out the review of local applications submitted under Title II consistent with WIOA secs. 107(d)(11)(A) and (B)(i) and WIOA Sec. 232. (20 CFR 679.560(b)(12).*

Coconino Community College Adult Basic Education for College and Careers is the local provider of Workforce Innovation and Opportunity Act Title II services. Workforce Innovation and Opportunity Act defines consumers of Title II services as having multiple barriers to employment. The mission is to provide educational opportunities and support that improve the lives of students and open doors to postsecondary education and careers. Coconino Community College Adult Education provides in-person instruction in Flagstaff, Page, Tuba City, and the Village of Supai. Virtual Learning Services are provided county wide.

Title II Adult Education and Literacy Purpose:

- Assist adults in becoming literate and obtaining the knowledge and skills necessary for employment and economic self-sufficiency
- Assist adults who are parents or family members in obtaining the education and skills that:
 - Are necessary to becoming full partners in the educational development their children
 - Lead to sustainable improvements in economic opportunities for their family.
- Assist adults in attaining a secondary school diploma and in the transition to postsecondary education and training; and
- Assist immigrants and other individuals who are English language learners in:
 - Improving their reading, writing, speaking, and comprehension skills in English, and mathematics and

- Acquiring an understanding of the American system of government, individual freedom, and the responsibilities of citizenship.

Title II Adult Education and Literacy Eligible Learners and Target Population

The term “eligible individual” for adult education means an individual who:

- Has attained 16 years of age,
- Is not enrolled or required to be enrolled in secondary school under State law,
- Is basic skills deficient; does not have a secondary school diploma or its recognized equivalent, and has not achieved an equivalent level of education; or is an English language learner.

Outreach, Recruitment, Intake, Referrals and Co-Enrollment

New recruits get information from outreach including publications, social media, radio advertisements and community event attendance. Referral sources include Workforce Innovation and Opportunity Act core programs, the ARIZONA@WORK One-Stop Job Center and other community partners.

During intake, an initial assessment is performed and referrals to core programs and community partners are made based on the support service that is identified.

Core programs refer participants needing General Educational Development /High School Equivalency or English Language Acquisition to Coconino Community College Adult Basic Education College and Careers for service. Formal agreements, including referral processes and tracking systems, need to be modified or developed with each Workforce Innovation and Opportunity Act core program.

Workforce Innovation and Opportunity Act Title IB and Title II have an informal, but solid referral process in place. The primary benefits are for students between the ages of 16 and 24, who can receive financial assistance, internships, and training through the ARIZONA@WORK Title IB Youth Program while continuing their education.

Workforce Innovation and Opportunity Act Title II and Title III also cross-refer clientele, however, Title III reaches students primarily through guest presenters at Life After GED workshops, where workforce preparation services in the form of resume building, writing cover letters, interviewing practice, and other workforce readiness skills are provided.

Referrals are received from Title IV or, conversely, students are referred to Title IV, during intake. Communication with Title IV staff is good; however, no formalized process is in place.

Workforce Innovation and Opportunity Act Title II does not co-enroll students at intake, but referrals are frequently given to and received by partner agencies resulting in co-enrollment. It should be noted that Workforce Innovation and Opportunity Act Title IB representatives attend General Educational Development orientations and have enrolled interested participants at that time. This also acts to inform any new students who may have fallen through the cracks during intake of Title IB services.

Data-Sharing and Tracking

A universal referral form is used by ARIZONA@WORK partners that helps to facilitate the no wrong door approach and streamline access to needed services. Referral tracking is managed by the ARIZONA@WORK One-Stop Operator.

Data-sharing includes the sharing of comprehensive assessments between Workforce Innovation and Opportunity Act Title IB and Title II. Workforce Innovation and Opportunity Act Title II will also provide testing to determine readiness to move into education, training or employment to Title IB clientele regardless of enrollment status in program services.

Career Services and Workforce Preparation

Coconino Community College Adult Education provides career services to participants in the following ways:

- Instruction includes the creation of an Arizona Career Information System account, and the completion of career cluster and interest inventories. Comprehensive assessments are administered, from which individual learning plans are created. Students also explore learning styles and career goals.
- Life after GED workshops presented by Coconino Community College Adult Education in collaboration with community partners. They consist of skills training for successful transition into, and completion of, postsecondary education or training, and employment.
- English Language Acquisition classes are designed to help learners achieve competence in reading, writing, speaking, and comprehension of the English language that leads to postsecondary education and training or employment.
- Digital literacy skills are taught regularly as a separate course and in the form of contextualized instruction.
- Project-based activities, including financial literacy, presentations and public speaking, self-advocacy, and leadership skills.
- Postsecondary counseling and career advising are conducted by department staff and college advisors.
- Financial aid guidance is provided to students transitioning to postsecondary education or training.

Career Pathways

Coconino Community College Adult Education provides Integrated Education and Training programs in collaboration with ARIZONA@WORK core programs.

The CompTIA A+ Computer Maintenance program is aligned to the Communication and Information Systems career pathway. Participants must first complete NorthStar Digital Literacy coursework before they begin the second phase. At this point, they may pursue a Google IT Support certification and/or enroll in Computer Information Systems college

courses. The college courses CIS 130 and 135 are designed to develop professional skills related to computer hardware and software support and maintenance. Students will be encouraged to test for the A+ Certification. The A+ Certification is part of the Arizona Program of Study and is a stackable credential in the Information Technology Career Cluster.

Coconino Community College's Computer Information Systems program has been placed on the Eligible Training Provider List. This allows Adult Education to work in collaboration with Title IB to provide students with financial assistance.

Workforce Innovation and Opportunity Act Title II offers a second Integrated Education and Training program, the Certified Apartment Maintenance Technician program, to adult education students. This program is possible through collaboration with the Coconino Community College Construction Technology Management department, Goodwill of Central and Northern Arizona, ARIZONA@WORK Coconino County and the National Apartment Association.

Program participants are provided with a contextualized pre-training vestibule class, focused on developing the academic skills required for the intensive, four-week training program.

This four-week program provides students with workforce preparation skills, hands-on training, and a mini job fair for the apartment/building maintenance industry. Topics include interior and exterior finishes, electrical installation, plumbing systems, heating-ventilation-air conditioning systems, and appliance maintenance. Each student that successfully completes the program has the opportunity to earn national industry certifications for immediate employment.

Aligning Accountability

ARIZONA@WORK requires the alignment of accountability among the core programs. Coconino Community College Adult Education will work in collaboration with core programs to achieve compliance. Specifically, the joint final regulations require the six core programs to report participant outcomes using six common performance indicators. Coconino Community College Adult Education is accountable for the fifth performance indicator. The six common performance indicators are as follows:

1. Percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program,
2. Percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program,
3. Median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program,
4. Percentage of program participants who obtained a recognized postsecondary credential—or, alternatively, a secondary school diploma or its recognized equivalent—during participation, or within one year of exiting the program. (Participants who obtained a secondary school diploma or its recognized equivalent are included in the percentage only if said participant has obtained

or retained employment or are in an education or training program leading to a recognized postsecondary credential within one year of exiting the program),

5. Percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment, and
6. The indicator(s) of effectiveness in serving employers.

T. *A description of plans and strategies for, and assurances concerning, maximizing coordination, improving service delivery, and avoiding duplication of Title III - Wagner-Peyser Act (29 U.S.C. 49 et seq.) services (20 CFR 679.560(b)(11)). Plans and strategies should specifically include how the broader One-Stop Job Center delivery system and LWDB will incorporate Title III services into the service delivery system.*

Title III - Wagner-Peyser programs include services such as job search assistance, help getting a job referral, and 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, and 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.

Wagner-Peyser services are delivered by Department of Economic Security Employment Services. Employment Services staff focus on providing basic career services for every person who visits the ARIZONA@WORK Coconino County One-Stop Job Center including job search and placement assistance, provision of information on in-demand industry sectors and occupations, and information on non-traditional employment. Also provided is a wide range of staff-assisted Employment Services to all job seekers and the business community, which includes one-on-one interviewing market information, resume assistance, development of an Individual Employment Plan, job development, job matching, and placement assistance. Staff make referrals to employer job openings. Title IB training opportunities, conduct employment-related workshops, deliver program presentations at orientations, and resolve customer issues in a timely matter.

ARIZONA@WORK Coconino County provides services to Veterans and eligible spouses through coordination between partner programs offered through the system. The Veterans workforce staff will conduct monthly outreach to incarcerated veterans located throughout Coconino County. The onsite Workforce Supervisor plays a critical role in the facilitation of system-wide services to Coconino County's veteran population. The Workforce Supervisor will serve as the

workforce system's onsite subject matter expert regarding the provision of services to Coconino County's veteran population.

The Workforce Supervisor will also advocate on behalf of veterans for employment and training opportunities with business, industry, and community-based organizations. Through facilitation of a full range of employment, training, and placement services, Veterans workforce staff will meet the needs of veterans with priority given to targeted categories. Workforce Specialists are available to coordinate services for qualifying veterans. In this capacity, Veterans Workforce Specialists will facilitate intensive services for veterans with special employment and training needs, provide services to special disabled veterans, disabled veterans, economically disadvantaged veterans, veterans with other barriers to employment especially homeless veterans and recently separated veterans. Workforce Specialists will also provide a full range of employment and training services to veterans with the primary focus on meeting the needs of veterans and eligible spouses who are unable to obtain employment through basic career services and will maintain regular contact with local service providers and veteran's organizations, to identify resource for veterans in the local area.

Although a Trade Adjustment Assistance counselor does not exist in the rural areas, all Trade Adjustment Assistance customers are assigned to a counselor's case load. The counselors work with "out-of-area" customers remotely and, when necessary, travel to a customer's location to work with the customer in-person. It is required that all Trade Adjustment Assistance customers are referred to Workforce Innovation and Opportunity Act Title IB Dislocated Worker or Adult programs and may be co-enrolled if appropriate. In the areas where a Trade Adjustment Assistance staff person isn't present, the customer may call the local office or come into a local office with a Trade Adjustment Assistance Determination of Eligibility. In this case, Workforce Innovation and Opportunity Act or Wagner-Peyser staff will refer the customer to the Trade Adjustment Assistance State Coordinator who can then assign a counselor to work with the customer. In the instance of a customer divulging having been laid-off due to their job moving out of the country, or due to foreign competition, the customer should be referred to Trade Adjustment Assistance to determine possible program eligibility.

Trade Adjustment Assistance counselors emphasize the benefits of co-enrollment to allow the maximum benefit from all available resources. All customers have an individualized education plan developed, which are shared and agreed upon between Trade Adjustment Assistance counselors and Workforce Innovation and Opportunity Act case managers. Leveraging of resources is utilized by having Workforce Innovation and Opportunity Act take the lead in conducting assessments (basic education levels, aptitudes, interests, etc.) from which the results guide Trade Adjustment Assistance and Workforce Innovation and Opportunity Act core programs in developing customers' re-employment plans. These plans identify any possible barriers to employment and how those barriers are addressed. Both Workforce Innovation and Opportunity Act and Wagner-Peyser/Employment Services staff conduct re-employment workshops for customers needing additional assistance in job search resources, resume writing, interviewing skills, etc. All Trade Adjustment Assistance customers have access to any resources provided by Wagner-Peyser, and all customers co-enrolled with Workforce Innovation and Opportunity Act are able to partake in any workshops provided by Workforce Innovation and Opportunity Act staff. Because Wagner-Peyser staff have on-going direct connection to local and

statewide employers/job openings, Trade Adjustment Assistance customers may be assigned to a staff person for assistance with intensive job search activities.

Case management is shared between Trade Adjustment Assistance counselors and Workforce Innovation and Opportunity Act core program case managers.

Because Trade Adjustment Assistance and Workforce Innovation and Opportunity Act have a shared computer system, Arizona Job Connection, case notes are accessible by either program, allowing staff to determine if monthly contact has been made; if contact is made and the documentation shows ongoing progress toward goals with no issues, the contact will satisfy both programs' requirements. Ongoing communication is stressed between both Trade Adjustment Assistance and Workforce Innovation and Opportunity Act staff and periodic combined staff meetings reinforce the open communication. "Staffing's" between a customer and both program representatives occur as needed to address customer needs or issues.

When it is determined a customer requires re-training to be more competitive in the job market, Trade Adjustment Assistance takes the lead in development of the training plans. The training plans are developed and justified based on Workforce Innovation and Opportunity Act test assessments, Labor Market Information provided through Wagner-Peyser/ Trade Adjustment Assistance staff and assessment of the customer's background regarding employment history, education, etc. While Trade Adjustment Assistance is the primary funding source for an individual's training, Workforce Innovation and Opportunity Act may offer assistance with Supportive Services (bus vouchers, counseling, utility and rental assistance, extra school supplies, medical exams, etc.) as needed for a customer to be successful in the chosen training program. Co-funding of training also may occur if it is necessary to meet a customer's needs. Once a customer enters approved training, there is coordination with Unemployment Insurance for an individual's ongoing income support.

U. A description of how the LWDB will coordinate 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 program offers opportunities for ARIZONA@WORK staff to participate in training specific to Vocational Rehabilitation program information, disability awareness, disability etiquette and culture, as well as other disability specific trainings, which might be offered through the Vocational Rehabilitation program. Increased knowledge of disability awareness, etiquette, and available resources and services will assist ARIZONA@WORK One-Stop Job Center staff in becoming comfortable with assisting individuals with disabilities when they access center services. Other technical assistance information can be provided to Job Center staff to include information on Social Security Work Benefits, Americans with Disabilities Act, and Section 503 compliance. Vocational Rehabilitation staff will participate in ARIZONA@WORK System training in order to facilitate cooperation and coordination between partners.

Vocational Rehabilitation is committed to assisting the ARIZONA@WORK One-Stop Job Center to ensure programmatic and physical access to afford equal, effective, and meaningful access to Job Center services. Vocational Rehabilitation staff work cooperatively with Job Center staff to

determine the assistive technology needs of the center in order to allow individuals with disabilities to access services in the ARIZONA@WORK Job Center and to participate alongside other job seekers. ARIZONA@WORK Job Center staff are trained by Vocational Rehabilitation on the use of the assistive technology.

In order to facilitate access to system services, Vocational Rehabilitation staff are available at the ARIZONA@WORK One-Stop Job Center. Vocational Rehabilitation staff work cooperatively with the Job Center staff in order to facilitate reciprocal referrals and joint service planning. Client data, such as demographic information, and evaluation and testing results can be shared between partners with client approval to assist in reciprocal referrals and joint service planning. Vocational Rehabilitation and ARIZONA@WORK System services are used as comparable benefits for mutually eligible clients.

Vocational Rehabilitation continues to engage with adult education and joint technical education districts to facilitate unique learning opportunities for individuals with disabilities that lead to certifications and credentials necessary to obtain employment. Vocational Rehabilitation collaborates with the Local Workforce Development Board in an effort to build career pathways and educational opportunities, which meet the needs of the local economy.

The Vocational Rehabilitation program supports ARIZONA@WORK One-Stop Job Center Business Services activities in a collaborative effort to locate and support businesses that work with individuals with disabilities. Vocational Rehabilitation provides technical assistance to employers regarding the employment of individuals with disabilities. Vocational Rehabilitation and ARIZONA@WORK Job Center staff work cooperatively to market ARIZONA@WORK One-Stop Job Center services, as well as help reduce the stigmas and myths that surround 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. Vocational Rehabilitation applicants who are found ineligible, or eligible at a priority status that does not allow them access to Vocational Rehabilitation services, are referred directly to the Job Center for employment related services.

Section 4 – ARIZONA@WORK Job Center Delivery

This Section should include a description of the ARIZONA@WORK One-Stop Job Center delivery system in the LWDA, including the following (20 CFR 679.560(b)(5)):

- A. ***List the addresses of the ARIZONA@WORK comprehensive Job Centers, affiliate job centers, and specialized job centers in the LWDA, noting the type of ARIZONA@WORK Job Center. These are to be updated when there are changes.***

ARIZONA@WORK Coconino County
Comprehensive One-Stop Job Center

Located within Arizona Department of Economic Security
1701 N. 4th Street
Flagstaff, AZ 86004

- B. ***How the LWDB will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local employers, workers, and job seekers.***

Workforce Investment and Opportunity Act core programs, Title IB, Title II Title III, and Title IV, are each tied to negotiated performance measures. The continued success of each program is directly related to meeting or exceeding the performance levels that are set each program year. The One-Stop Operator will ensure providers understand the negotiated performance measure requirements for each program through on-going training of partners. Providers that do not meet or exceed the requirements are asked to create a continuous improvement plan that will be monitored for progress by the Local Workforce Development Board.

The Local Workforce Development Board is working to established metrics that will provide a format to analyze success ratios of each eligible provider in terms of participant engagement. The One-Stop Operator shall gather data as required by the local board and disseminate to core programs and partners as necessary. The One-Stop Operator provides monthly reports detailing the metrics set by the Local Workforce Development Board. Each report will include the following:

- Overall customers who visited the Comprehensive One-Stop Job Center
- Total number of workshops/classes and hiring events offered at the Comprehensive One-Stop Center
- Total employer contacts
- Referrals for services to core programs and partners
- Number of customers requesting assistance for Unemployment Insurance
- Number of Veterans served
- Total number placed in employment and
- Average wage per hour.

In addition to this monthly report the One-Stop Operator provides the Local Workforce Development Board with quarterly reports from partners on program performance, audit and monitor reports including any findings and corrective actions. These reports, in addition to the Local Workforce Development Board Job Center Certification on-site monitors are used to guide the development of a continuous improvement plan. The One-Stop Operator is tasked with implementing the action steps outlined in the Continuous Improvement Plan. As the One-Stop Operator works with partners to achieve the goals of the plan, there is regular communication with Local Workforce Development Board staff and quarterly reports provided to the Local Workforce Development Board outlining the progress of the plan. The Local Workforce Development Board and CEO will meet, at a minimum, annually to ensure all parties to the partnership agreement participate in the provision of adequate program oversight.

C. ***How the ARIZONA@WORK partners in the LWDA, including the One-Stop operator, will ensure physical and programmatic accessibility of facilities, programs, and services, technology, and materials for individuals with disabilities, including provide training and support for addressing the needs of individuals with disabilities as required under WIOA Sec. 188 (as appropriate) and the Americans Disabilities Act of 1990; and***

Service delivery at the ARIZONA@WORK One-Stop Job Center is carried out in a manner that minimizes costs, enhances the participation of employers and job seekers served, and does not duplicate services. The ARIZONA@WORK One-Stop Operator coordinates the service delivery of One-Stop partners and service providers to ensure these objectives are accomplished.

The Local Workforce Development Board makes every effort to ensure that staff accommodates persons with disabilities effectively. The Local Workforce Development Board supports and requires compliance as follows:

- Section 188 of the Workforce Innovation and Opportunity Act prohibiting discrimination on the grounds of race, color, religion, sex, national origin, age, disability, political affiliation, or belief.
- Section 188 of the Workforce Innovation and Opportunity Act requires reasonable accommodations be provided to qualified individuals with disabilities in certain circumstances.

All Local Workforce Development Area partners post required notices to ensure all eligible individuals are aware of the system's obligations to operate programs in a non-discriminatory manner. *Equal Opportunity is the Law* notices are posted in all partner facilities and are reviewed with each program participant and documented in each client file. Equal Opportunity language is placed on all new and reprinted outreach and recruitment documents.

In addition, to Section 188 of the Workforce Innovation and Opportunity Act, all Local Workforce Development partners are required to comply with:

- Section 504 of the Rehabilitation Act, which prohibits discrimination against individuals with disabilities by recipients of federal financial assistance

- Title I and Title II of the Americans with Disabilities Act, which prohibits discrimination in employment based on a disability, and prohibits state and local governments from discriminating on the basis of disability
- Section 427 of the General Education Provisions Act that requires recipients ensure equitable access to, and participation in, certain programs run by the United States Department of Education and
- State of Arizona Nondiscrimination Plan.

Designation of Local Level Equal Opportunity Officer: The Executive Director of the Workforce Development Board is designated as the Local Workforce Development Area Equal Opportunity Officer by the Local Workforce Development Board. Notification of the Equal Opportunity Officers' identity and contact information is posted on the *Equal Opportunity is the Law* posters in the lobby of each ARIZONA@WORK One-Stop Job Center in both English and Spanish plus a copy is given to each Workforce Innovation and Opportunity Act Title IB participant and ARIZONA@WORK Coconino County staff. This signed copy is placed in the participant or staff personnel file as applicable.

The Local Workforce Development Area has a Local Area Equal Opportunity Officer who conducts on-site quality assurance on a bi-annual basis of the Comprehensive ARIZONA@WORK One-Stop Job Center and sub-grantees to ensure that equitable and all non-discrimination policies (Affirmative Action, Americans with Disabilities Act, and Equal Opportunity) are adhered to as required by law and regulation. No person shall be discriminated against on the grounds of age, gender, disability religion, race, color, national origin, citizenship, and participation. The following requirements are taken from regulation 29 CFR Part 38 and must be incorporated into the system and practices of all recipients for assurances of nondiscrimination. Any program and activity that is federally funded under Workforce Innovation and Opportunity Act Title I is a recipient and are subject to these requirements. Equal Opportunity monitoring will include a review of Equal Opportunity system compliance regarding all the above.

The Local Workforce Development Board has established a notice and communication system that is accessible to all registrants, applicants, eligible applicants/registrants, applicants for employment, employees and interested members of the public, making them aware of their obligation to operate programs and activities in a nondiscriminatory manner, and the extent of the rights of members of these protected groups to file complaints of discrimination.

1. ***Include how the need for specific assistive technology equipment will be determined as well as how partners/operator will ensure equipment is in working order and staff have the knowledge and skill to assist individuals with disabilities in accessing and utilizing the equipment.***

Assistive Technology is available on request to all customers entering any ARIZONA@WORK Coconino County One-Stop Job Center. The One-Stop staff work with the Local Workforce Development Board Equal Opportunity Officer to identify a provider organization that can assist with ensuring comprehensive assistive technology equipment is in good working order at the One-Stop Job Center, develop a plan for maintaining and monitoring that equipment and provide all One-Stop Job Center staff with an initial training on the proper use of each

piece of equipment. The One-Stop Operator will work with the trainer to develop a step-by-step training manual that will be provided to each One-Stop Job Center to ensure continuity of knowledge regarding operation of the assistive technology equipment.

2. ***Describe the process that an individual would use to request an accommodation as well as how an individual will know what accommodations/assistive technology equipment are available.***

Applicants, participants, other recipients, members of the public and individuals with disabilities are notified of the procedures to request accommodations. Accommodations are available upon request utilizing the following procedure.

Any individual such as the applicant, registrant, eligible participant, applicant for employment, current employee, or individual with a disability seeking to participate in a program or activity may request reasonable accommodation. The applicable department/partner shall provide any person requesting accommodations a Reasonable Accommodation Request form (DES Form J930-A). This form is not required although it is provided as a guideline of requested information. It is the responsibility of the requester to complete in full or provide information in a suitable way, provide verification of the disability by the requester's physician, medical provider or Vocational Rehabilitation counselor, and submit the documentation to the department representative, ARIZONA@WORK Coconino Workforce Development Board Equal Opportunity Officer or ARIZONA@WORK One-Stop Operator. The request will be reviewed per Americans with Disabilities Act guidelines and both the applicant and the training provider, service provider, or contractor will be notified of the determination. ARIZONA@WORK Coconino County complies with the Americans with Disabilities Act accessibility requirements.

Review Assurances, Job Training Plans, Contract and Policies and Procedures: The Local Workforce Development Board has incorporated the language required for Equal Opportunity and Affirmative Action into all its contracts and agreements and provides assurance for compliance in the yearly ARIZONA@WORK Workforce Innovation and Opportunity Act Equal Opportunity and Nondiscrimination Technical Assistance Monitoring Guide. Training providers, service providers and contractors are required to certify that they can provide programmatic and architectural accessibility for individuals with disabilities and will comply with Equal Opportunity policies.

Policies on Workforce Innovation and Opportunity Act Title IB nondiscrimination and/or equal opportunity issues are developed and implemented by the ARIZONA@WORK Local Workforce Development Board.

3. ***Describe how partners/operator will ensure individuals with disabilities can participate in workshops and services offered through the center.***

ARIZONA@WORK Coconino County is committed to making all services, facilities, and information accessible to individuals without regard to race, color, religion, sex, national origin, age, disability, political affiliation, or belief. This applies to all programs, activities, and services provided by or made available to potential employees, volunteers, contractors, service providers, licensees, clients, and potential clients within the ARIZONA@WORK

Coconino workforce system. To reinforce this commitment, all contractors and service providers are required to provide written assurance in their agreements, grants, and contracts certify that they are committed to and will comply with related laws and regulations as mentioned previously in this section. The One-Stop Operator will assess all workshops and services provided in the ARIZONA@WORK Coconino Comprehensive One-Stop Job Center and ensure individuals with disabilities have the same access to these services as all other One-Stop Job Center customers. Where universal access may not currently exist, the One-Stop Operator will work with partners and the Local Workforce Development Board to develop an action plan to create universal access.

D. The roles and resource contributions of the One-Stop partners as detailed in the MOU/IFA and One-Stop Operating budget. Include other leveraged funds such as donations and in-kind contributions.

Workforce Innovation and Opportunity Act mandates required partners enter into a Memorandum of Understanding with the Local Workforce Development Board regarding service delivery and the payment of infrastructure costs. Infrastructure costs to sustain the operations of the ARIZONA@WORK Coconino County system are outlined in Infrastructure Funding Agreements that are signed by all partner programs. Costs for comprehensive center operations are based on a square footage basis. For rent charges, including utilities, each co-located partner is assigned dedicated office/cubicle space, calculating total square footage to be assigned with common areas being prorated based on the percentage of designated office/cubicle square footage. The Local Workforce Development Board will continue to explore and evaluate cost allocation methodologies to ensure infrastructure costs are allocated in a manner that meets the requirements of the Infrastructure Funding Agreement but does not stifle innovation and flexibility from an operational standpoint.

The Local Workforce Development Board is dedicated to a fully integrated and efficient ARIZONA@WORK One-Stop Job Center service delivery system. The ARIZONA@WORK Coconino County partners have negotiated and signed a Memorandum of Understanding and attached Infrastructure Funding Agreement along with required partners that includes roles and resource contributions to achieve the goal of seamless services.

Partners offer a variety of programs and services that together meet individual customers' unique needs and employment readiness. Customers enter the ARIZONA@WORK System (with various needs) at varying degrees of job readiness for employment and therefore require different programs and services based on the individual needs. ARIZONA@WORK System partners will work together to provide staff, programs, and resources in a manner that enables customers to be provided with seamless delivery of services regardless of funding stream.

The Local Workforce Development Board intends to align with Governor Ducey's vision for Arizona, to build a pro-growth economy that provides opportunity for all and creates prosperous communities. This means ensuring that all Coconino County citizens eligible to work, regardless of circumstances, background, social status or zip code, have access to the best economic and workforce opportunities, educational options, healthcare services, safety system and overall quality of life as possible.

The ARIZONA@WORK Local Workforce Development Board realizes that different populations present unique challenges. The core programs, which consist of Workforce Innovation and Opportunity Act Title IB Adult, Dislocated Worker, and Youth Programs, Title II Adult Education, Title III Employment Services, Title IV Vocational Rehabilitation, and the ARIZONA@WORK System, are each strategically positioned to serve a very broad audience; this allows the ARIZONA@WORK One-Stop Job Centers to serve a wide variety of individuals with programs and knowledgeable staff targeted to overcome specific barriers to employment.

The ARIZONA@WORK One-Stop Job Center conducts the initial interview and provides comprehensive overview of services available; this allows One-Stop staff and customer to determine the best way to meet the customer needs. Appropriate referrals to core programs, required partners, and community resources are then made. Workforce Innovation and Opportunity Act core program staff are cross trained to ensure an understanding of the diverse assortment of services available.

In compliance with Workforce Innovative and Opportunity Act regulations Local Workforce Development Board staff worked with Coconino County Procurement Department to develop the Request for Proposal to complete a competitive procurement for the ARIZONA@WORK One-Stop Operator. Turner's Above the Line Consulting is awarded the contract and is acting as the One-Stop Operator, coordinating the service delivery of ARIZONA@WORK Job Center partners and service providers.

Workforce Innovation and Opportunity Act Title IB includes the Adult, Dislocated Worker, and Youth programs. The Adult program provides adults age 18 and older a variety of workforce activities designed to increase employment, retention, earnings, and attainment of recognized postsecondary credentials. The Dislocated Worker program provides services to job seekers who have been terminated, laid off, or have received notice of termination or layoff from employment (through no fault of their own) generally due to closures or downsizing. Self-employed individuals and individuals who meet the Workforce Innovation and Opportunity Act definition of a displaced homemaker may also be eligible for services. These services include basic career services, individualized career services and training services. Priority of Service for individualized career and training services includes veterans, recipients of public assistance, low income individuals, and individuals who are basic skills deficient.

The Workforce Innovation and Opportunity Act Title IB Youth program provides services to In-School youth (ages 14-21) and Out-of-School youth (ages 16-24) with barriers to employment such as being school dropouts, subjects of the adult justice system, basic skills deficient, English language learners, pregnant and parenting, and/or youth with a disability. Seventy-five percent of all youth funds must be used to support out-of-school youth.

Workforce Innovation and Opportunity Act Title II Adult Education is charged with enabling local adult education providers, as core partners of the ARIZONA@WORK Workforce System, to develop, implement and improve adult education and literacy services throughout the state. Individuals eligible for Adult Education services are those individuals who are 16 years old or older, are not enrolled or required to be enrolled in school, are basic skills deficient, lack a secondary diploma, or are English language learners.

Title III Employment Service provides a network of public employment offices that offer placement services for job seekers and labor force recruitment services for employers. Coordination of service delivery and information sharing offers better customer service and avoids duplication of services. Title III and Title IB share the statewide database Arizona Job Connection.

Title IV Vocational Rehabilitation, authorized by Congress through the Rehabilitation Act of 1973, as amended, is now part of the Workforce Innovation and Opportunity Act. The Vocational Rehabilitation program assists individuals with disabilities to prepare for, obtain, advance, and maintain competitive, integrated employment.

- E. ***Describe how the LWDB will ensure the service providers provide priority of service that conforms to WIOA and the State Plan for adult career and training services provided to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA Sec. 134(c)(3)(E) and 20 CFR 680.600.***

The Local Workforce Development Board annually monitors priority of service requirements of its service providers to ensure the requirements are being implemented in accordance with Workforce Innovation and Opportunity Act, state and local policies and procedures. Monitoring activities may include desk reviews of files, onsite visits and interviews, and review of Arizona Job Connection case information, either online or hard file.

- F. ***Describe how the LWDB is implementing the waiver granted by the US Department of Labor to the State of Arizona to use individual training accounts for youth who are in school.***

The Coconino County Local Workforce Development Board does not prohibit the Youth program provider from utilizing Individual Training Accounts for In-School Youth in accordance with the waiver granted by the U.S. Department of Labor to the State of Arizona; however, the Youth Service Provider does not choose to utilize Individual Training Accounts for In-School Youth. Through partnerships with local Joint Technical Educational Districts in-school youth are provided the opportunity to enroll in occupational skills training.

Section 5 – Performance and Continuous Improvement

A. *A description of how the ARIZONA@WORK Job Centers in the LWDA are implementing to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by One-Stop partners (20 CFR 679.560(b)(20)).*

The Local Workforce Development Board vision for aligning efforts among workforce development programs and partners to achieve accessible, seamless, integrated, and comprehensive service will build on past initiatives. The Local Workforce Development Board has been a pioneer in ARIZONA@WORK in building collaborative ventures with education, economic development, community-based organizations, local governments, and the business community.

To effectively unify numerous training, education, and employment programs into a single, customer-friendly system, we need to bridge the cultural divide that exists between partners. Cooperation and program alignment are increased by encouraging partner accountability, tracking universal performance indicators, and implementing continuous quality improvement strategies.

Setting up continuous meetings intended to solve pressing or time-sensitive issues will provide One-Stop core programs and partners with opportunities to examine current service delivery practices and to assess whether they are moving along the Workforce Innovation and Opportunity Act continuous integration continuum. This robust planning process to re-design the local system includes the following:

- Improvement of the delivery of unduplicated, integrated career services
- Facilitating community planning meetings to determine infrastructure costs and clarify partner roles
- Developing Workforce Innovation and Opportunity Act Title IB core program staff training curriculum and building a system-wide training team
- Conducting community outreach efforts driven by partner and customer needs,
- Promoting continued updating and development of the ARIZONA@WORK Coconino County website
- Facilitating monthly in-service meetings and trainings for all One-Stop staff
- Development of an integrated case management system or process that allows effective referrals between programs
- Reducing duplication of services between partners and
- Ensuring all partners are co-located or technologically linked to the ARIZONA@WORK One-Stop Job Center.

ARIZONA@WORK System partners believe that an integrated technology enabled intake and case management system is essential to the success for programs carried out under the Workforce Innovation and Opportunity Act. They understand that 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 ARIZONA@WORK Coconino

County Title III and Title IB programs, with the exclusion of Title II Adult Basic Education and Title IV Vocational Rehabilitation. The following functions are available on the Arizona Job Connection website:

- To ensure data conform to standard classifications
- To ensure validity of the data
- To ensure data integrity and internal consistency
- To secure and maintain primary data
- To allow easy access to primary data
- To process the data efficiently as required and
- To allow different data sets to be integrated, thereby increasing their overall utility.

Partners provide up-to-date, quarterly reports to the Local Workforce Development Board on performance and data, while also meeting regularly to develop best practices.

At this time the Local Workforce Development Board in the Northeastern Arizona Local Area is working to build a technology platform that will complement and enhance existing systems of record and allow for a common intake among core, required, and community partners. The platform will support comprehensive intake and case management and incorporate communication among partners offering wrap-around services to support the needs of job seekers. The ARIZONA@WORK Coconino County Local Workforce Development Board has begun discussions with Northeastern to facilitate a regional approach for this platform.

The Local Workforce Development Board has a region-wide formal business services team and this team is exploring technology-based solutions to enhance communication regarding employer outreach efforts and increasing the efficiencies of recruiting employers in supporting and utilizing the ARIZONA@WORK Workforce system.

The Local Workforce Development Board will study local business trends across the local area and develop a comprehensive report on how the linkage from employers to job seekers can be enhanced. The Workforce Development Board utilizes various methods to engage with employers to understand current and future needs. The report findings will sanction the development of new and innovative ways to engage with employers, ultimately developing a talent pipeline ensuring economic growth and sustainability across Coconino County.

- B. Provide proposed local levels of performance for Title I-B for Program Years 2020-2021 in the format provided in Appendix I and describe the economic conditions experienced in the LWDA and the characteristics of the actual individuals served supporting the proposed levels of performance. (After negotiation with DES, update the local plan to provide the levels of performance negotiated with DES consistent with WIOA Sec. 116(c).) The negotiated levels of performance are to be used by the LWDB for measuring performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I-B, and the ARIZONA@WORK system (20 CFR 679.560(b)(16)).***

The Coconino Workforce Development Board Executive Director works with the State on performance measure negotiations for ARIZONA@WORK Workforce Innovation and Opportunity Act Title IB. Performance standards for Workforce Innovation and Opportunity Act Title III and Title IV are negotiated between Arizona Department of Economic Security and Workforce Arizona Council. Performance standards for Title II are set by the Department of Education.

The COVID-19 Pandemic caused an immediate downturn in the economy nationwide and the situation is still unfolding in Coconino County. While it may take months to fully understand the impacts, data that is available upon the writing of this plan shows that unemployment claims began an unprecedented rise in March 2020, spiking with a 1400% change the first week in April 2020. The Local Workforce Development Board will continue to monitor the changing unemployment rates over the coming months and additional economic indicators such as labor force numbers, number of new and continuing unemployment insurance claims, and poverty levels. This information is used to modify service delivery as necessary to meet the needs of both employers and job seekers throughout Coconino County. The industries and occupations identified as in-demand are based on historical and projected data. The Local Workforce Development Board has outlined strategies within this plan to ensure collection and analysis of real-time data to inform decisions, including the need to modify targeted industries and occupations.

- C. *Performance Goals: Using the table and instructions provided in Appendix 1, include the local area's expected levels of performance relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) of WIOA Title IB.***

Coconino County Local Workforce Development Board Performance Measures

	Title IB – Adult Program			
	Program Year: 2020		Program Year: 2021	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)	69.1%	78.0%	71.4%	78.0%
Employment (Fourth Quarter after Exit)	58.4%	68.1%	64.1%	68.1%
Median Earnings (Second Quarter after Exit)	\$4,679.00	\$8,766	\$4,679.00	\$8,766
Credential Attainment Rate	41.0%	70.8%	41.0%	70.8%
Measurable Skill Gains	43.2%	50.0%	43.2%	50.0%

	Title IB – Dislocated Worker Program			
	Program Year: 2020		Program Year: 2021	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)	71.4%	78.0%	83.1%	78.0%
Employment (Fourth Quarter after Exit)	50.0%	68.1%	55.6%	68.1%
Median Earnings (Second Quarter after Exit)	\$8,766.74	\$8,766	\$8,766.74	\$8,766
Credential Attainment Rate	50.0%	70.8%	50.0%	70.8%
Measurable Skill Gains	58.3%	50.0%	58.3%	50.0%

	Title IB – Youth Program			
	Program Year: 2020		Program Year: 2021	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)	69.1%	75.0%	58.3%	75.0%
Employment (Fourth Quarter after Exit)	58.4%	66.5%	58.3%	66.5%
Median Earnings (Second Quarter after Exit)	\$4,679.00	\$4,500	\$4,679.00	\$4,500
Credential Attainment Rate	41.0%	57.0%	41.0%	57.0%
Measurable Skill Gains	33.3%	52.8%	33.3%	52.8%

Section 6 – Public Comment

- A. Describe the process used by the LWDB to provide no more than a 30-day public comment period through electronic and other means (such as public hearings or local media) prior to submission of the plan, including an opportunity to have input into the development of the local plan, particularly for representatives of businesses, education, and labor organizations (20 CFR 679.560 (19)).**

The Local Workforce Development Plan was published for public comment in accordance with 20 CFR 679.370, 679.560 (19) and 670.560 (21)(e) from August 3, 2020 through August 14, 2020. Public notice was posted in the following locations:

The ARIZONA@WORK Local Workforce Development Board Website

The Coconino County Local Workforce Development Board Website

Coconino County Social Media: Facebook and Twitter

Coconino County Manager Weekly Update: 8/6/2020

Email and Distribution List for Notification of the Public

Hello,

The Coconino Workforce Development Plan is available for public comment through August 14, 2020. Thank you all for contributing to this important project.

The ARIZONA@WORK Local Workforce Development Board encourages you to review the Plan on the website at

<https://www.coconino.az.gov/DocumentCenter/View/37060/ARIZONAatWORK-Coconino-County-Workforce-Development-Plan-Draft-w-Attachments-003-1> and submit any comments on or before August 14, 2020.

As noted on the website, you may mail hard copy comments to the mailing address below or contact Interim Executive Director Cindy Wilson via email if preferred.

ARIZONA@WORK Coconino Workforce Development Board

Attention: Cindy Wilson

219 E Cherry Ave. Flagstaff, AZ 86001

Interim Executive Director Cindy Wilson: workforceboard@coconino.az.gov

Comments can also be emailed to workforce@coconino.az.gov

Or

Mailed to: ARIZONA@WORK Coconino Workforce Development Board

Attn: Cindy Wilson 219 E Cherry Ave, Flagstaff, AZ 86001

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- B. *Include any comments received that expressed disagreement with the local plan. (co CFR 670.560 b(21)(e)).***

No Comments were received.

Appendix I. Performance Measures

	Title I-B – Adult Program			
	Program Year: 2020		Program Year: 2021	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)	69.1%	71.4%	71.4%	71.4%
Employment (Fourth Quarter after Exit)	58.4%	64.1%	64.1%	64.1%
Median Earnings (Second Quarter after Exit)	\$4,679.00	\$4,679	\$4,679.00	\$4,679
Credential Attainment Rate	41.0%	71.4%	41.0%	71.4%
Measurable Skill Gains	43.2%	59.2%	43.2%	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)	71.4%	78.0%	83.1%	78.0%
Employment (Fourth Quarter after Exit)	50.0%	68.1%	55.6%	68.1%
Median Earnings (Second Quarter after Exit)	\$8,766.74	\$8,766	\$8,766.74	\$8,766
Credential Attainment Rate	50.0%	70.8%	50.0%	70.8%
Measurable Skill Gains	58.3%	50.0%	58.3%	50.0%

	Title I-B – Youth Program			
	Program Year: 2020		Program Year: 2021	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)	58.3%	75.0%	58.3%	75.0%
Employment (Fourth Quarter after Exit)	58.3%	66.5%	58.3%	66.5%
Median Earnings (Second Quarter after Exit)	\$4,331.88	\$4,500	\$4,331.88	\$4,500
Credential Attainment Rate	20.2%	57.0%	20.2%	57.0%
Measurable Skill Gains	33.3%	52.8%	33.3%	52.8%

Appendix II. In-Demand Industries and Occupations

In-Demand Industries and occupations full list provided in Appendix V. Please use layout provided.

NAICS Code(s)	Industry Title
NAICS Sector 31-33	Manufacturing
23	Construction
62	Health care and Social Assistance
53	Real Estate and Rental and Leasing
54	Professional and Technical Services
55	Management of Companies and Enterprises

SOC Code	Occupation Title	Change
19-2041	Environmental Scientists and Specialists, Including Health	8.3%
23-2010	Paralegals and Legal Assistants	8.1%
17-2051	Civil Engineers	6.5%
13-2010	Accountants and Auditors	4.8%
13-1110	Management Analysts	4.5%
13-1161	Market Research Analysts and Marketing Specialists	4.4%
15-1133	Software Developers, Application	3.9%

Appendix III. 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 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 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 populations.

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

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

Strategy 9: Create a consistent system for continuous improvement

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

Appendix IV. Required One-Stop Partners

WIOA Title I:

- Adult, Dislocated Worker, and Youth formula programs offered by ARIZONA@WORK Workforce Development Board and contracted to Coconino County Health and Human Services
- Job Corps services are provided by the Phoenix Job Corps Center
- YouthBuild services are not provided in Coconino County although they are provided through YouthBuild Phoenix
- Native American programs are offered by the Navajo Nation Workforce
- National Farmworker Jobs Program (NFJP) is provided in Coconino County although it is provided by AZ Department of Economic Security out of Yuma, AZ.

WIOA Title II:

Adult Education and Family Literacy Act program authorized under Workforce Innovation and Opportunity Act Title II is currently provided by Coconino Community College.

WIOA Title III:

Wagner-Peyser Act Employment Service program authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) proved by Arizona Department of Economic Security.

WIOA Title IV:

- Career and technical education programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV) provided by Coconino Community College
- The State Vocational Rehabilitation 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 provided by AZ Department of Economic Security
- Client Assistance Program, authorized under sec. 112 of the Rehabilitation Act of 1973, as amended by title IV of WIOA is provided by AZ Department of Economic Security.

WIOA Title V:

- Senior Community Service Employment Program (SCSEP), authorized under title V of the Older Americans Act of 1965 is provide by AZ Department of Economic Security.

Trade Adjustment Assistance (TAA) activities authorized under chapter 2 of title II of the Trade Act of 1974 is provided by AZ Department of Economic Security.

Unemployment Compensation (UC) programs provided by AZ Department of Economic Security.

Jobs for Veterans State Grants (JVSG) programs authorized under chapter 41of title 38, U.S.C. is provided by AZ Department of Economic Security.

Reentry Employment Opportunities programs (formerly known as Reintegration of Ex-Offenders Program), authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169 is not available in the Coconino County Local Workforce Area.

Department of Housing and Urban Development (HUD) Employment and training programs provided by Flagstaff Housing Authority.

Department of Health and Human Services (HHS)

- Employment and training activities carried out under the Community Services Block Grant (CSBG) programs (42 U.S.C. 9901 et seq.) are not available in this area
- 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.) is provided by AZ Department of Economic Security

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:

- 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) is not available in this area
- Small Business Administration employment and training programs provided by the Small Business Development Center at Coconino Community College
- 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 provided by AZ Department of Economic Security.

Appendix V. In-Demand Industry and Occupation Report

The full list from the AZ Office of Economic Opportunity rankings is being provided as supplemental information, and is not the Local Workforce Development Board identified 'In-Demand Industries and Occupations'.

Coconino County Industry Rankings

Industry	Overall	Employment Level (2018)		Historical Employment Annual Percent Change (2015-2018)		Projected Employment Numeric Change (2018-2020)		Projected Employment Annual Percent Change (2018-2020)		Average Annual Wage (2018)		Historical Wage Annual Percent Change (2015-2018)		Employment and Wage LQ ¹
Title	Rank	Estimate	Rank	Estimate	Rank	Estimate	Rank	Estimate	Rank	Estimate	Rank	Estimate	Rank	Rank
Manufacturing	1	4,555	3	1.6%	7	155	4	1.7%	7	\$70,200	2	0.7%	14	4
Construction	2	2,475	4	5.6%	3	68	7	1.3%	10	\$46,020	11	4.5%	4	9
Health care and social assistance	3	8,685	1	0.0%	8	198	3	1.0%	11	\$57,668	6	0.4%	16	2
Real estate and rental and leasing	4	747	11	4.9%	4	52	8	3.4%	5	\$48,152	9	4.5%	5	8
Professional and technical services	5	1,617	7	10.6%	1	410	1	11.5%	1	\$52,572	8	-0.6%	18	16
Arts, entertainment, and recreation	6	1,784	5	2.8%	5	129	5	2.0%	6	\$31,252	17	2.4%	8	6
Management of companies and enterprises	7	194	15	8.5%	2	16	11	4.5%	3	\$65,520	3	4.7%	3	18
Wholesale trade	8	983	10	-3.0%	14	36	10	1.7%	8	\$57,668	6	5.6%	2	15
Agriculture, forestry, fishing and hunting	9	94	17	-4.2%	17	210	2	4.5%	4	\$38,948	13	9.4%	1	12
Educational services	10	641	12	1.9%	6	82	6	0.5%	12	\$32,396	16	1.8%	9	13
Administrative and waste services	11	1,652	6	-4.9%	18	50	9	1.4%	9	\$33,124	15	3.2%	7	11
Other services, except public administration	12	1,285	8	-0.9%	10	-70	17	-1.5%	17	\$35,568	14	3.6%	6	6
Retail trade	13	7,266	2	-1.4%	11	-164	18	-1.2%	16	\$28,548	18	1.7%	10	5
Transportation and warehousing	14	1,094	9	-1.6%	12	-20	15	-0.7%	14	\$46,800	10	1.3%	13	9

Coconino Workforce Area - In-Demand Occupations

Occupation Title	Average Annual Wages (2018)	Employment (2018)	Annualized Proj Emp Pct Chg (2018-2020)	Annual Projected Openings (2018-2020)	Education Level ¹	Rating by Education Level
Paralegals and Legal Assistants	\$52,669	59	8.1%	11	Associate's degree	5
Accountants and Auditors	\$60,595	416	4.8%	58	Bachelor's degree	5
Civil Engineers	\$79,244	74	6.5%	11	Bachelor's degree	5
Environmental Scientists and Specialists, Including Health	\$70,863	58	8.3%	11	Bachelor's degree	5
Management Analysts	\$64,945	184	4.5%	24	Bachelor's degree	5
Physical Therapists	\$77,043	154	2.9%	11	Doctoral or professional degree	5
Business Operations Specialists, All Other	\$64,760	189	2.9%	23	High school diploma or equivalent	5
Carpenters	\$41,099	381	1.8%	43	High school diploma or equivalent	5
Chefs and Head Cooks	\$40,462	151	2.9%	23	High school diploma or equivalent	5
Construction and Building Inspectors	\$52,030	56	3.5%	9	High school diploma or equivalent	5
Electricians	\$44,709	234	2.3%	32	High school diploma or equivalent	5
Maintenance and Repair Workers, General	\$32,996	896	2.0%	107	High school diploma or equivalent	5
Office Clerks, General	\$38,317	1,189	1.2%	153	High school diploma or equivalent	5
Operating Engineers and Other Construction Equipment Operators	\$49,810	165	2.7%	22	High school diploma or equivalent	5
Plumbers, Pipefitters, and Steamfitters	\$39,477	165	2.7%	22	High school diploma or equivalent	5
Bartenders	\$27,179	438	2.1%	84	Less than high school	5
Construction Laborers	\$29,864	367	1.6%	43	Less than high school	5
Cooks, Restaurant	\$26,854	1,639	3.4%	293	Less than high school	5
Landscaping and Groundskeeping Workers	\$29,394	672	2.2%	96	Less than high school	5
Waiters and Waitresses	\$27,401	2,550	3.0%	569	Less than high school	5
Nurse Practitioners	\$105,195	144	2.4%	11	Master's degree	5
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	\$46,775	76	2.6%	9	Postsecondary non-degree award	5
Medical Assistants	\$34,016	422	2.0%	53	Postsecondary non-degree award	5
Web Developers	\$64,220	67	2.9%	8	Associate's degree	4
Biological Scientists, All Other	\$69,648	62	3.2%	8	Bachelor's degree	4

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