



YAVAPAI COUNTY

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WORKFORCE DEVELOPMENT PLAN

2022 Updates

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

In Alliance with the State of Arizona
Unified Workforce Development Plan

YAVAPAI COUNTY

WORKFORCE DEVELOPMENT PLAN

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Executive Summary

Serving, Solving, Sustaining

Yavapai County Local Workforce Development Area (LWDA) is pleased to present its 2022-2023 Workforce Development Plan Update, as required by the Workforce Innovation and Opportunity Act (WIOA), Section 108. All partners and committees of the WDB participate in the planning process. We rely on experts at the state and local level to update and keep current their sections of the plan by updating Title policies, procedures and service methodology.

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

The priority of the Yavapai County WIOA Plan is to demonstrate a broad description of the LWDA's Service Delivery System for job seekers and local area businesses. Since the COVID-19 pandemic took the world by storm, our local workforce development system has reimagined how WIOA services are provided to our community businesses and job seekers, incorporating innovative ways to make information, services and partnerships work in a hybrid environment that involves both in-person and remote opportunities. While the Yavapai County Title I Adult, Youth and Dislocated Worker services remained open and fully functional, Title II Adult Education expanded distance learning methods in addition to in-classroom studies, and Titles III (Wagner-Peyser Re-Employment) and IV (Vocational Rehabilitation) moved from brick-and-mortar settings to remote and web-based services.

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

The Yavapai County WDB is implementing the strategy of "Kaizen" – an expression for "Change for the Better" or "Continuous Improvement" – as their focus on innovation and partnerships for the Yavapai County Local Workforce Development Area. We are

in a continuing process of developing a strategic plan for making improvements in how the WDB directs the business of workforce development in our communities.

The Kaizen mindset of the Yavapai County WDB continues to drive this local Board forward to continual improvement and innovation in the development of a strong and resilient Yavapai County workforce. The [2022 Yavapai County Workforce Development Board Strategic Plan](#) was completed in March 2022.

We are a resilient County, we are strong and we are moving forward with unified strategies for economic recovery and resilience in support of the Mission of the Yavapai County Workforce Development Board:

“To Build Economic Success through Workforce Development Partnerships”

Teri Drew, Executive Director

Yavapai County Workforce Development Board

I. Infrastructure

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

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

West County:

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

East County:

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

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

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

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

1. Tutoring, study skills training, instruction and dropout prevention –identified through NACOG Title I and Title II as applicable
 2. Alternative secondary school services or dropout recovery services –identified through NACOG Title I
 3. Paid and unpaid work experience – provided through NACOG Title I
 4. Occupational Skills Training – provided through NACOG Title I
 5. Education offered concurrently with workforce preparation and training for a specific occupation –identified through NACOG Title I and Title II as applicable
 6. Leadership development opportunities – provided through NACOG Title I
 7. Supportive Services – provided through NACOG Title I
 8. Adult mentoring – provided through NACOG Title I
 9. Follow-up services – provided through NACOG Title I
 10. Comprehensive guidance and counseling – provided through NACOG Title I
 11. Financial literacy education – provided with NACOG Title I and community education partners
 12. Entrepreneurial skills training – provided through NACOG Title I
 13. Services that provide labor market information – provided through NACOG Title I
 14. Post-secondary preparation and transition activities – provided through NACOG Title I;
- d) One Stop Operator – NACOG-EWD was selected through a competitive procurement process to be the One Stop Operator
- iv. Procured contracts or written agreements for sub-grants or contractors – the WDB hires a consultant to prepare RFPs for contracted services
 - v. Monitoring, audit, and other oversight of the following WIOA functions (See 20 CFR 679.420(c)(2) – (3) and 20 CFR 683.410(a)):
 - a) Fiscal – annual monitoring is done by the State of Arizona, Yavapai County and an independent auditor
 - b) Equal Opportunity – the State EO Compliance Officer monitors Yavapai County annually. Yavapai County has a designated EO Officer
 - c) Title I-B Programmatic – the Department of Economic Security, Yavapai County and an independent auditor provides annual monitoring of the Title I-B Programs, including eligible training providers, for compliance
 - vi. Overall operations – The Yavapai County Workforce Development Board (WDB) oversees the administration of WIOA services, fiscal operations and board membership, making recommendations to the Board of Supervisors as applicable

- vii. The ARIZONA@WORK partner programs that are included in the ARIZONA@WORK Yavapai County system include NACOG Title I Adult, Youth, Dislocated Worker/Rapid Response, Yavapai College for Title II Adult Education, Wagner-Peyser Title III, and Vocational Rehabilitation Title IV services. Additional partners may include:
 - a. Trade Adjustment Assistance (TAA) as applicable
 - c. Community Development Block Grant (CDBG)
 - d. Housing and Urban Development (HUD)
 - e. Programs under Unemployment Compensation

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

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

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

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

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

In addition to the CEDS, during the end of 2020 and through the first half of 2021, the EDD embarked on a process to develop a regional Economic Recovery & Resilience Plan. EDD Regional Director Teri Drew applied EDA funding from the Coronavirus Aid, Recovery and Economic Security (CARES) Act funding to partner with Arizona Town Hall to conduct seven Economic Recovery & Resilience Summits via virtual platform to convene federal, state, regional and local elected officials, economic and workforce development professionals, emergency response teams and specialized agencies to bring discussion and solutions to economic injury response to the four-county District. Arizona Town Hall prepared a report from the data gathered and a strategy to align with and supplement the existing CEDS action plan. The [NACOG Regional Recovery & Resilience Plan](#) is a valuable best practice and resource to the Yavapai County Local Workforce Development Area.

What rose to the top of the recovery and resilience discussions was the regional need for a reliable broadband network to enhance communications capabilities during emergency situations and to provide access to telehealth, distance learning and remote work opportunities that became prevalent during the pandemic. As a result of the study, NACOG contracted with Magellan Advisors, a leading turnkey broadband development firm for counties, municipalities and utilities. Throughout 2021 and into 2022, Magellan Advisors and NACOG have partnered to develop a regional broadband strategic plan to promote the expansion of robust broadband options for Apache, Coconino, Navajo, and Yavapai Counties. Each of the local workforce development areas within the NACOG Economic Development District participated in the planning process by convening in workshops and by circulating a comprehensive survey to businesses and residents for the purpose of data gathering regarding the quality and speeds of existing internet services available (or not available). A speed test was imbedded in the survey that provided valuable information and data, demonstrating that most of Northern Arizona is either underserved or unserved with adequate broadband service. Following nearly a year of research, a final [Broadband Strategic Plan](#) was finalized and approved in February 2022.

NACOG sought to apply for the American Rescue Plan Act (ARPA) Build Back Better Regional Challenge (BBBRC) grant opportunity to expand the healthcare industry and related sectors with workforce training opportunities and broadband expansion for the four-county region. NACOG received 35 letters of support from federal, state and local elected officials, all of the healthcare industries in the region, universities, colleges, and all of the workforce development areas in the District. While NACOG did not receive the award, the groundwork was laid to assist local communities in pursuing funding opportunities for building broadband infrastructure and contribute to a stronger and more reliable regional network to the unserved and underserved in our communities.

Yavapai County is a Single Area Workforce Region as designated by Governor Doug Ducey in January 2016. Workforce partnerships become all-important between local areas to effectively develop common strategies for regional workforce development. Some partnerships included in Yavapai County's planning are identified as:

- Arizona Workforce Association – statewide collaboration with local areas. The Yavapai County WDB Executive Director Teri Drew served as Chair of the Association for two years, Co-Chair for 15 years and will be resuming Chair in 2022.
- Arizona Association of Economic Development – The WDB Executive Director maintains an active membership and is a Past President of the Association.
- Coconino and Yavapai County have an agreement and collaborate Title I services for the City of Sedona.
- Mohave and Yavapai County partner to provide Title I services to the bordering Town of Seligman.
- Yavapai County utilizes services providers statewide with concentration in Maricopa County for Occupational/Vocational training opportunities.
- The WDB Executive Director is an active member of the United States Workforce Association.
- The WDB Executive Director is a member of the National Association of Workforce Boards.

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

II. Strategic Planning Elements

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

The multiple award winning Yavapai County WDB is implementing the strategy of “Kaizen” – an expression for “Change for the Better” or “Continuous Improvement” – as their focus on innovation and partnerships for the Yavapai County Local Workforce Development Area. They are in a continuing process of developing a strategic plan for making improvements in how the WDB directs the business of workforce development in our communities.

The Kaizen mindset of the Yavapai County WDB continues to drive this local Board forward to continual improvement and innovation in the development of a strong and resilient Yavapai County workforce. The [2022 Yavapai County Workforce Development Board Strategic Plan](#) was completed in March 2022.

Demonstrations of the innovation of the WDB are most recently manifest in the awards they have received. In December 2021, the Governor’s Workforce Arizona Council gave the Yavapai County WDB a Local Board Impact Award for making significant impacts and contributions to local businesses and job seekers in Yavapai County. The WDB will also be honored at the National Association of Workforce Boards in Washington DC in April 2022 for the W.O. Lawton Award presentation to a local business client, Mr. Grant Quezada and the John Hancock Barbershop/Founding Fathers Collective, who is receiving the award for his work with providing training and job opportunities to the Veteran community in the City of Prescott. Additionally, the WDB has been nominated to receive the 2022 EDDE Award for Workforce Practitioner of the Year at the Spring Conference of the Arizona Association of Economic Development.

The WDB is grateful for the many opportunities to serve the Yavapai County community in so many impactful and innovative ways.

A. Economic Analysis

1. *Economic Conditions, including existing and emerging in-demand industry sectors and occupations¹*

¹ Yavapai County is grateful for the Arizona Commerce Authority’s Economic Condition’s Report for Yavapai County, issued November 15, 2021 by Doug Walls, Labor Market Information Director and Sam Briggs, Economist.

Overview

Yavapai County's economy consist of a wide range of industries offering opportunities for individuals seeking employment of all types.

According to the 2020 U.S. Census, Several positive economic and workforce trends were recorded in Yavapai County, including:

- Population continues to increase, growing 1.7 percent annually from 2015 to 2020.
- Population is projected to grow by 1.0 percent annually from 2020 to 2024.
- Median income in Yavapai County increased from \$48,148 in 2018 to \$53,816 in 2019.
- Residents of Yavapai County attaining a Graduate or Professional Degree increased from 10% in 2018 to 13% in 2019.
- Nine of ten major private sector industries saw employment growth from 2014 to 2019, gaining 8,430 jobs over this time period.
- Every private industry is projected to continue to grow through 2022.

Other less-favorable economic and workforce trends were recorded in Yavapai County, including:

- The labor force participation rate in Yavapai County is substantially lower compared to Arizona and the United States.
- Yavapai County is projected to have negative natural change (more deaths than births) in the next four years.

Population

Population Growth by County, 2015-2020

| Area | Population Estimate (2015) | Population Estimate (2020) | Numeric Change (2015-2020) | Annualized Percent Change (2015-2020) |
|-----------------------|----------------------------|----------------------------|----------------------------|---------------------------------------|
| Arizona | 6,832,810 | 7,421,401 | 588,591 | 1.7% |
| Apache County | 71,026 | 71,875 | 849 | 0.2% |
| Cochise County | 126,594 | 127,450 | 856 | 0.1% |
| Coconino County | 139,100 | 142,481 | 3,381 | 0.5% |
| Gila County | 53,020 | 54,303 | 1,283 | 0.5% |
| Graham County | 37,888 | 39,211 | 1,323 | 0.7% |
| Greenlee County | 9,587 | 9,341 | -246 | -0.5% |
| La Paz County | 20,476 | 21,480 | 1,004 | 1.0% |
| Maricopa County | 4,174,423 | 4,579,081 | 404,658 | 1.9% |
| Mohave County | 204,890 | 217,206 | 12,316 | 1.2% |
| Navajo County | 107,695 | 112,112 | 4,417 | 0.8% |
| Pima County | 1,009,490 | 1,061,175 | 51,685 | 1.0% |
| Pinal County | 405,922 | 480,828 | 74,906 | 3.4% |
| Santa Cruz County | 46,493 | 46,808 | 315 | 0.1% |
| Yavapai County | 221,019 | 240,226 | 19,207 | 1.7% |
| Yuma County | 205,187 | 217,824 | 12,637 | 1.2% |
| United States | 320,738,994 | 329,484,123 | 8,745,129 | 0.5% |

Source: U.S. Census Bureau, Population Estimates Program, 2015-2020 Estimates
Office of Economic Opportunity

Changes in population can have a large impact on a local economy. An area experiencing population growth, particularly growth in working-age populations, may experience an increase in economic activity and workforce diversity.²

- Arizona's population grew by 1.7 percent annually between 2015 and 2020.
- Yavapai County represented 3.3 percent of Arizona's total population growth from 2015 to 2020
- Out of fifteen counties, Yavapai County experienced the third highest percentage population growth from 2015 to 2020, increasing by 1.7 percent annually.

² Headey, D., & Hodge, A. (2009). The Effect of Population Growth on Economic Growth: A Meta-Regression Analysis of the Macroeconomic Literature. Population and Development Review, 35(2), 221-248. Retrieved from www.jstor.org/stable/25487661

Yavapai County Population Projections, 2020

| Year | Population Estimate (2018) | Projected Numeric Change | Projected Percentage Change | Projected Natural Change ¹ | Projected Total Net Migration ² |
|------|----------------------------|--------------------------|-----------------------------|---------------------------------------|--|
| 2020 | 234,438 | 2414 | 1.0% | -1,439 | 3,755 |
| 2021 | 236,772 | 2334 | 1.0% | -1,456 | 3,686 |
| 2022 | 239,074 | 2302 | 1.0% | -1,471 | 3,663 |
| 2023 | 241,351 | 2277 | 1.0% | -1,490 | 3,650 |
| 2024 | 243,614 | 2263 | 0.9% | -1,507 | 3,646 |

¹ Natural Change = Births - Deaths

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

Source: Office of Economic Opportunity, 2018 to 2055 Population Projections Medium Series

Population projections provide useful insights into an area's future demand for resources and services.³ An area 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 507,268 people to its overall population from 2020-2024, increasing annually by 1.4 percent.
- Yavapai County's population is projected to increase by 11,591 people, growing 1.0 percent from 2020 to 2023.
- All of Yavapai County's change is projected to come from migration into the County, rather than natural change.
- Yavapai County is one of the few counties in Arizona with a projected negative natural change.

³ Kaneda, T. & Bremer, J. (2014), "Understanding Population Projection: Behind the Numbers. Population Reference Bureau." Retrieved from <https://www.prb.org/united-nations-population-projections/>

Population Characteristics, 2019

| Indicator | Yavapai County | Arizona | United States |
|---|----------------|-----------|---------------|
| Population over 16 | 202,628 | 5,820,607 | 263,534,161 |
| Civilian Labor Force Participation Rate 16 and Over | 48% | 60% | 64% |
| Median Household Income | \$53,816 | \$62,055 | \$65,712 |
| Poverty Rate | 12% | 14% | 12% |
| Median Age | 54.7 | 38.3 | 38.5 |
| Individuals with a Disability | 18% | 13% | 13% |
| Uninsured | 11% | 11% | 9% |

Source: U.S. Census Bureau, American Community Survey, 2019 1-Year Estimates

Office of Economic Opportunity

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 how best to meet the needs of their unique population.

- Median household income has historically been lower in Yavapai County than in Arizona or the United States. Despite a median household income lower than the state, the rate of families in poverty in Yavapai County was lower than the statewide rate.
- Median age was significantly higher in Yavapai County than in Arizona or the United States.
- Individuals with disabilities represented a larger share of total population in Yavapai County than in Arizona or the United States.
- The labor force participation rate was substantially lower in Yavapai County than in Arizona. The low labor force participation rate is likely due to the county's aging population, who are no longer working or looking for work.
- The percentage of uninsured individuals in Yavapai County matched Arizona's overall statistics, and were higher than the United States rate.

Highest Education Level Achieved, 2019, 25 Years and Over

| Indicator | Yavapai County | Arizona | United States |
|--|----------------|---------|---------------|
| Less than High School | 2% | 5% | 5% |
| High School Graduate (includes equivalency) | 26% | 24% | 27% |
| Some College, no degree | 29% | 25% | 20% |
| Associate's Degree | 8% | 9% | 9% |
| Bachelor's Degree | 16% | 19% | 20% |
| Graduate or Professional Degree | 13% | 11% | 13% |

Source: U.S. Census Bureau, American Community Survey, 2019 1-Year Estimates
Office of Economic Opportunity

Understanding the current educational attainment of your 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 often can lead to higher-paying jobs and lower rates of unemployment.⁴

- The percentage of Yavapai County residents with a bachelor's degree is lower than the statewide rate. Furthermore, the percentage of residents with a bachelor's degree decreased from 16.3 percent in 2018 to 15.6 percent in 2019.
- Out of all Arizona counties, Yavapai County had the highest rate of residents with a high school diploma or higher (92 percent), higher than the statewide rate (88 percent).
- Yavapai County is focusing on skills-based training and employment due to labor shortages suffered post-COVID-19.

⁴ "Unemployment Rates and Earnings by Educational Attainment." U.S. Bureau of Labor Statistics, September 4, 2019. <https://www.bls.gov/emp/chart-unemployment-earnings-education.htm>.

Projected Industry Employment 2020-2022

| Area | Projected Employment (2020) | Projected Employment (2022) | Projected Numeric Growth (2020-2022) | Annualized Percentage Growth (2020-2022) |
|--------------------------|-----------------------------|-----------------------------|--------------------------------------|--|
| Arizona | 2,853,646 | 3,178,686 | 325,040 | 5.5% |
| Maricopa Workforce Area* | 1,110,847 | 1,257,779 | 146,932 | 6.4% |
| City of Phoenix | 922,090 | 1,023,480 | 101,390 | 5.4% |
| Coconino County | 59,174 | 65,996 | 6,822 | 5.6% |
| Mohave and La Paz | 57,939 | 62,658 | 4,719 | 4.0% |
| Northeastern Arizona | 68,763 | 71,660 | 2,897 | 2.1% |
| Pima County | 374,342 | 414,375 | 40,033 | 5.2% |
| Pinal County | 65,394 | 70,725 | 5,331 | 4.0% |
| Santa Cruz County | 13,931 | 15,412 | 1,481 | 5.2% |
| Southeastern County | 52,546 | 55,897 | 3,351 | 3.1% |
| Yavapai County | 65,139 | 71,909 | 6,770 | 5.1% |
| Yuma County | 63,409 | 68,794 | 5,385 | 4.2% |

NOTE: Maricopa Workforce Area includes Maricopa County excluding the City of Phoenix.

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

- All Arizona local workforce areas are projected to record positive employment growth from 2020 through 2022.
- Yavapai County is projected to grow at a rate of 5.1 percent annually, only slightly below the statewide growth rate.

i. In-demand industries and occupations

Selecting in-demand industries and occupations assist the Workforce Development Board in several ways:

- Budgeting
- The allocation of training resources for WIOA program participants
- WDB membership
- Business service engagement efforts
- The targeted career pathways for WIOA program participants
- The educational program approval for the Eligible Training Providers List (ETPL)

The industries in the table below demonstrate the overall ranking in Yavapai County, the employment level, historical employment annual percentage change from 2017 through 2020, the projected employment annual percentage change from 2020-2022, the average weekly wage (2020) and the historic weekly wage percentage change from 2017-2020:

Yavapai Industry Rankings

| Industry | Overall | Employment Level (2020) | | Historical Employment Annual Percent Change (2017-2020) | | Projected Employment Numeric Change (2020-2022) | | Projected Employment Annual Percent Change (2020-2022) | | Average Weekly Wage (2020) | | Historical Average Weekly Wage Percent Change (2017-2020) | |
|---|---------|-------------------------|------|---|------|---|------|--|------|----------------------------|------|---|------|
| | | Estimate | Rank | Estimate | Rank | Estimate | Rank | Estimate | Rank | Estimate | Rank | Estimate | Rank |
| Health care and social assistance | 1 | 10,044 | 1 | -1.2% | 11 | 1,063 | 1 | 4.6% | 4 | \$1,075 | 6 | 7.3% | 6 |
| Construction | 2 | 5,473 | 2 | 7.5% | 3 | 283 | 3 | 2.5% | 9 | \$1,070 | 8 | 6.0% | 9 |
| Manufacturing | 3 | 3,653 | 3 | -0.8% | 10 | 199 | 5 | 2.6% | 8 | \$1,127 | 5 | 8.4% | 2 |
| Transportation and warehousing | 4 | 1,312 | 8 | 9.2% | 2 | 290 | 2 | 11.9% | 1 | \$853 | 13 | 4.9% | 10 |
| Professional and technical services | 5 | 2,054 | 5 | 6.5% | 6 | 247 | 4 | 6.0% | 2 | \$1,203 | 4 | 1.6% | 12 |
| Administrative and waste services | 6 | 2,351 | 4 | 7.4% | 4 | 138 | 6 | 2.7% | 7 | \$805 | 14 | 7.6% | 5 |
| Finance and insurance | 7 | 1,011 | 10 | 2.6% | 8 | 56 | 8 | 2.4% | 10 | \$1,483 | 1 | 11.9% | 1 |
| Real estate and rental and leasing | 8 | 1,143 | 9 | 6.5% | 5 | 39 | 9 | 1.8% | 12 | \$1,073 | 7 | 7.9% | 4 |
| Management of companies and enterprises | 9 | 256 | 12 | 45.0% | 1 | 24 | 11 | 5.0% | 3 | \$1,287 | 2 | -15.1% | 14 |
| Wholesale trade | 10 | 1,613 | 7 | -7.3% | 13 | 66 | 7 | 2.0% | 11 | \$1,258 | 3 | 6.1% | 8 |
| Information Technology ¹ | 11 | 39 | 14 | 6.0% | 7 | 3 | 12 | 3.4% | 6 | \$856 | 12 | 8.0% | 3 |
| Information | 12 | 406 | 11 | -11.5% | 14 | 38 | 10 | 3.6% | 5 | \$923 | 10 | 6.6% | 7 |
| Educational services | 13 | 1,964 | 6 | -4.8% | 12 | 0 | 14 | 0.0% | 14 | \$898 | 11 | 4.6% | 11 |
| Utilities | 14 | 192 | 13 | 0.5% | 9 | 3 | 12 | 0.6% | 13 | \$1,040 | 9 | 0.9% | 13 |

¹ The Information Technology industry combines the following NAICS industry codes: 51121 Software publishers; 51741 Satellite telecommunications; 51791 Other telecommunications; 51821 Data processing, hosting, and related services; and 51913 Internet publishing and broadcasting and web search portals.

Source: Office of Economic Opportunity

The Yavapai County in-demand occupations demonstrated in the table below are a representation of occupations that are key to the in-demand industries listed above. Alignment between job seeker and business services objectives can help streamline processes and leverage existing resources. The Yavapai County WDB seeks to ensure that in-demand occupations align with in-demand industries as a means to improve alignment strategies by considering occupations that appear within in-demand industries for in-demand occupation status.

The occupations listed on the next three pages are defined by the Standard Occupational Classification (SOC) system to allow the WDB to track employment outcome metrics and compare outcomes with the state and other local areas. The North American Industry Classification (NAICS) is also used to assist in defining in-demand industries and occupations to measure and communicate workforce results effectively.

These tables are retrieved from the Arizona Office of Economic Opportunity Labor Market In-Demand Jobs interactive tool resource.

Yavapai Workforce Area - In-Demand Occupations

| SOC Code | Occupation Title | Average Annual Wages (2020) | Employment (2020) | Annualized Proj Emp Pct Chg (2020-2022) | Annual Projected Openings (2020-2022) | Education Level ¹ | Rating by Education Level |
|----------|---|-----------------------------|-------------------|---|---------------------------------------|-----------------------------------|---------------------------|
| 13-1111 | Management Analysts | \$88,097 | 162 | 4.8% | 23 | Bachelor's degree | 5 |
| 13-2011 | Accountants and Auditors | \$71,763 | 428 | 4.7% | 56 | Bachelor's degree | 5 |
| 15-1232 | Computer User Support Specialists | \$52,778 | 187 | 3.7% | 21 | Some college, no degree | 5 |
| 29-1126 | Respiratory Therapists | \$59,390 | 100 | 4.4% | 8 | Associate's degree | 5 |
| 29-1141 | Registered Nurses | \$82,034 | 1,473 | 3.3% | 124 | Bachelor's degree | 5 |
| 29-1171 | Nurse Practitioners | \$120,804 | 94 | 6.2% | 11 | Master's degree | 5 |
| 29-1228 | Physicians, All Other; and Ophthalmologists, Except Pediatric | \$246,740 | 160 | 4.9% | 12 | Doctoral or professional degree | 5 |
| 29-1292 | Dental Hygienists | \$88,829 | 108 | 5.4% | 12 | Associate's degree | 5 |
| 35-3011 | Bartenders | \$38,029 | 367 | 12.3% | 112 | No formal educational credential | 5 |
| 35-3023 | Fast Food and Counter Workers | \$29,818 | 1,629 | 12.9% | 562 | No formal educational credential | 5 |
| 47-2031 | Carpenters | \$45,696 | 619 | 3.3% | 77 | High school diploma or equivalent | 5 |
| 47-2061 | Construction Laborers | \$36,594 | 791 | 4.1% | 109 | No formal educational credential | 5 |
| 47-2111 | Electricians | \$55,553 | 273 | 3.8% | 38 | High school diploma or equivalent | 5 |
| 49-3031 | Bus and Truck Mechanics and Diesel Engine Specialists | \$40,765 | 101 | 9.0% | 19 | High school diploma or equivalent | 5 |
| 49-3042 | Mobile Heavy Equipment Mechanics, Except Engines | \$60,305 | 198 | 3.7% | 26 | High school diploma or equivalent | 5 |
| 49-9071 | Maintenance and Repair Workers, General | \$36,969 | 698 | 4.1% | 92 | High school diploma or equivalent | 5 |
| 53-3032 | Heavy and Tractor-Trailer Truck Drivers | \$38,300 | 667 | 7.7% | 126 | Postsecondary nondegree award | 5 |
| 53-3033 | Light Truck or Delivery Services Drivers | \$37,107 | 580 | 9.4% | 121 | High school diploma or equivalent | 5 |
| 13-1161 | Market Research Analysts and Marketing Specialists | \$53,442 | 152 | 5.1% | 22 | Bachelor's degree | 4 |
| 17-2051 | Civil Engineers | \$78,085 | 109 | 4.5% | 13 | Bachelor's degree | 4 |
| 21-1022 | Healthcare Social Workers | \$54,652 | 91 | 4.8% | 12 | Master's degree | 4 |
| 23-1011 | Lawyers | \$83,329 | 185 | 5.5% | 18 | Doctoral or professional degree | 4 |
| 29-1131 | Veterinarians | \$81,396 | 95 | 6.6% | 10 | Doctoral or professional degree | 4 |
| 29-2010 | Clinical Laboratory Technologists and Technicians | \$55,245 | 272 | 3.6% | 26 | Bachelor's degree | 4 |
| 29-2052 | Pharmacy Technicians | \$37,685 | 233 | 5.4% | 31 | High school diploma or equivalent | 4 |
| 31-1120 | Home Health and Personal Care Aides | \$29,290 | 1,973 | 5.8% | 353 | High school diploma or equivalent | 4 |
| 37-2012 | Maids and Housekeeping Cleaners | \$29,945 | 767 | 9.3% | 179 | No formal educational credential | 4 |
| 37-3011 | Landscaping and Groundskeeping Workers | \$32,011 | 686 | 4.8% | 118 | No formal educational credential | 4 |
| 41-3091 | Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel | \$59,539 | 262 | 3.7% | 39 | High school diploma or equivalent | 4 |
| 41-4012 | Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products | \$51,037 | 398 | 3.7% | 52 | High school diploma or equivalent | 4 |
| 43-3031 | Bookkeeping, Accounting, and Auditing Clerks | \$38,841 | 713 | 3.4% | 102 | Some college, no degree | 4 |
| 43-9061 | Office Clerks, General | \$38,521 | 1,557 | 3.0% | 224 | High school diploma or equivalent | 4 |
| 47-2152 | Plumbers, Pipefitters, and Steamfitters | \$51,545 | 200 | 3.0% | 26 | High school diploma or equivalent | 4 |
| 49-3023 | Automotive Service Technicians and Mechanics | \$50,162 | 559 | 3.9% | 72 | Postsecondary nondegree award | 4 |
| 51-9012 | Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders | \$41,031 | 60 | 11.1% | 14 | High school diploma or equivalent | 4 |
| 53-3058 | Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity | \$29,213 | 370 | 5.8% | 62 | No formal educational credential | 4 |
| 13-1020 | Buyers and Purchasing Agents | \$58,970 | 111 | 2.7% | 14 | Bachelor's degree | 3 |
| 13-1051 | Cost Estimators | \$57,230 | 149 | 2.3% | 16 | Bachelor's degree | 3 |
| 13-1151 | Training and Development Specialists | \$55,578 | 177 | 4.2% | 25 | Bachelor's degree | 3 |
| 17-3023 | Electrical and Electronics Engineering Technicians | \$59,168 | 73 | 4.0% | 9 | Associate's degree | 3 |
| 21-1093 | Social and Human Service Assistants | \$34,131 | 172 | 4.8% | 27 | High school diploma or equivalent | 3 |
| 27-1024 | Graphic Designers | \$51,835 | 58 | 7.5% | 10 | Bachelor's degree | 3 |
| 29-1123 | Physical Therapists | \$100,654 | 118 | 5.0% | 10 | Doctoral or professional degree | 3 |
| 29-2040 | Emergency Medical Technicians and Paramedics | \$38,506 | 226 | 4.3% | 24 | Postsecondary nondegree award | 3 |
| 29-2061 | Licensed Practical and Licensed Vocational Nurses | \$56,079 | 213 | 3.9% | 23 | Postsecondary nondegree award | 3 |
| 31-2021 | Physical Therapist Assistants | \$66,091 | 63 | 5.4% | 10 | Associate's degree | 3 |
| 35-2012 | Cooks, Institution and Cafeteria | \$33,826 | 171 | 6.5% | 36 | No formal educational credential | 3 |
| 35-2021 | Food Preparation Workers | \$28,740 | 555 | 6.2% | 130 | No formal educational credential | 3 |

| SOC Code | Occupation Title | Average Annual Wages (2020) | Employment (2020) | Annualized Proj Emp Pct Chg (2020-2022) | Annual Projected Openings (2020-2022) | Education Level ¹ | Rating by Education Level |
|----------|--|-----------------------------|-------------------|---|---------------------------------------|-----------------------------------|---------------------------|
| 43-3021 | Billing and Posting Clerks | \$39,603 | 201 | 4.4% | 29 | High school diploma or equivalent | 3 |
| 43-6013 | Medical Secretaries | \$35,287 | 407 | 4.7% | 64 | High school diploma or equivalent | 3 |
| 47-2073 | Operating Engineers and Other Construction Equipment Operators | \$46,772 | 344 | 2.6% | 45 | High school diploma or equivalent | 3 |
| 47-2141 | Painters, Construction and Maintenance | \$36,356 | 278 | 4.1% | 38 | No formal educational credential | 3 |
| 47-2181 | Roofers | \$41,028 | 142 | 4.1% | 20 | No formal educational credential | 3 |
| 49-9021 | Heating, Air Conditioning, and Refrigeration Mechanics and Installers | \$46,465 | 283 | 3.3% | 35 | Postsecondary nondegree award | 3 |
| 49-9041 | Industrial Machinery Mechanics | \$51,817 | 67 | 3.7% | 8 | High school diploma or equivalent | 3 |
| 51-7011 | Cabinetmakers and Bench Carpenters | \$41,611 | 124 | 4.0% | 16 | High school diploma or equivalent | 3 |
| 53-7062 | Laborers and Freight, Stock, and Material Movers, Hand | \$32,831 | 815 | 3.5% | 131 | No formal educational credential | 3 |
| 13-1071 | Human Resources Specialists | \$59,934 | 171 | 2.3% | 19 | Bachelor's degree | 2 |
| 13-1198 | Project Management Specialists and Business Operations Specialists, All Other | \$59,297 | 222 | 0.9% | 20 | Bachelor's degree | 2 |
| 13-2082 | Tax Preparers | \$43,399 | 79 | 5.5% | 12 | High school diploma or equivalent | 2 |
| 21-1012 | Educational, Guidance, School, and Vocational Counselors | \$49,903 | 402 | 0.7% | 38 | Master's degree | 2 |
| 27-3031 | Public Relations Specialists | \$53,327 | 61 | 4.0% | 8 | Bachelor's degree | 2 |
| 29-1051 | Pharmacists | \$128,653 | 184 | 4.2% | 14 | Doctoral or professional degree | 2 |
| 29-1122 | Occupational Therapists | \$95,065 | 63 | 4.7% | 7 | Master's degree | 2 |
| 29-2034 | Radiologic Technologists | \$66,612 | 106 | 2.3% | 6 | Associate's degree | 2 |
| 31-1131 | Nursing Assistants | \$34,172 | 794 | 4.3% | 119 | Postsecondary nondegree award | 2 |
| 31-9011 | Massage Therapists | \$42,212 | 102 | 12.9% | 25 | Postsecondary nondegree award | 2 |
| 31-9091 | Dental Assistants | \$35,431 | 178 | 4.7% | 26 | Postsecondary nondegree award | 2 |
| 37-2011 | Janitors and Cleaners, Except Maids and Housekeeping Cleaners | \$31,371 | 727 | 3.0% | 114 | No formal educational credential | 2 |
| 37-2021 | Pest Control Workers | \$37,727 | 103 | 2.9% | 16 | High school diploma or equivalent | 2 |
| 43-5061 | Production, Planning, and Expediting Clerks | \$47,878 | 102 | 3.4% | 14 | High school diploma or equivalent | 2 |
| 43-6014 | Secretaries and Administrative Assistants, Except Legal, Medical, and Executive | \$33,971 | 1,186 | 1.5% | 141 | High school diploma or equivalent | 2 |
| 47-2044 | Tile and Marble Setters | \$41,113 | 98 | 5.9% | 14 | No formal educational credential | 2 |
| 47-2051 | Cement Masons and Concrete Finishers | \$45,773 | 292 | 2.7% | 34 | No formal educational credential | 2 |
| 47-4011 | Construction and Building Inspectors | \$50,848 | 64 | 1.6% | 8 | High school diploma or equivalent | 2 |
| 51-4041 | Machinists | \$42,515 | 119 | 1.7% | 13 | High school diploma or equivalent | 2 |
| 51-4121 | Welders, Cutters, Solderers, and Brazers | \$43,272 | 189 | 2.1% | 23 | High school diploma or equivalent | 2 |
| 53-7051 | Industrial Truck and Tractor Operators | \$39,390 | 106 | 3.2% | 15 | No formal educational credential | 2 |
| 53-7065 | Stockers and Order Fillers | \$29,610 | 834 | 2.4% | 121 | High school diploma or equivalent | 2 |
| 13-1031 | Claims Adjusters, Examiners, and Investigators | \$68,895 | 52 | 1.0% | 3 | High school diploma or equivalent | 1 |
| 17-3011 | Architectural and Civil Drafters | \$46,020 | 91 | 3.8% | 12 | Associate's degree | 1 |
| 29-1021 | Dentists, General | \$197,006 | 104 | 4.7% | 8 | Doctoral or professional degree | 1 |
| 29-2055 | Surgical Technologists | \$53,177 | 54 | 2.7% | 6 | Postsecondary nondegree award | 1 |
| 29-2098 | Medical Dosimetrists, Medical Records Specialists, and Health Technologists and Technicians, All Other | \$46,437 | 161 | 3.7% | 18 | Postsecondary nondegree award | 1 |
| 35-3041 | Food Servers, Nonrestaurant | \$31,481 | 93 | 6.8% | 21 | No formal educational credential | 1 |
| 43-3051 | Payroll and Timekeeping Clerks | \$42,025 | 58 | 3.4% | 8 | High school diploma or equivalent | 1 |
| 43-4111 | Interviewers, Except Eligibility and Loan | \$37,331 | 56 | 1.8% | 9 | High school diploma or equivalent | 1 |
| 43-5071 | Shipping, Receiving, and Traffic Clerks | \$36,678 | 185 | 2.7% | 21 | High school diploma or equivalent | 1 |
| 43-6011 | Executive Secretaries and Executive Administrative Assistants | \$54,488 | 116 | 1.7% | 14 | High school diploma or equivalent | 1 |
| 43-9021 | Data Entry Keyers | \$35,027 | 58 | -0.9% | 6 | High school diploma or equivalent | 1 |
| 47-2081 | Drywall and Ceiling Tile Installers | \$42,472 | 103 | 2.9% | 11 | No formal educational credential | 1 |
| 47-2121 | Glaziers | \$40,914 | 55 | 2.7% | 8 | High school diploma or equivalent | 1 |
| 47-2161 | Plasterers and Stucco Masons | \$39,331 | 128 | 1.9% | 11 | No formal educational credential | 1 |
| 51-4031 | Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic | \$38,197 | 94 | 0.5% | 9 | High school diploma or equivalent | 1 |
| 51-4071 | Foundry Mold and Coremakers | \$37,598 | 103 | 1.4% | 10 | High school diploma or equivalent | 1 |

| SOC Code | Occupation Title | Average Annual Wages (2020) | Employment (2020) | Annualized Proj Emp Pct Chg (2020-2022) | Annual Projected Openings (2020-2022) | Education Level ¹ | Rating by Education Level |
|----------|--|-----------------------------|-------------------|---|---------------------------------------|-----------------------------------|---------------------------|
| 51-5112 | Printing Press Operators | \$45,504 | 66 | -0.8% | 6 | High school diploma or equivalent | 1 |
| 51-9061 | Inspectors, Testers, Sorters, Samplers, and Weighers | \$47,754 | 234 | 1.3% | 28 | High school diploma or equivalent | 1 |
| 51-9198 | Helpers--Production Workers | \$33,646 | 69 | 0.7% | 10 | High school diploma or equivalent | 1 |
| 53-7064 | Packers and Packagers, Hand | \$28,997 | 272 | 1.1% | 39 | No formal educational credential | 1 |
| 53-7081 | Refuse and Recyclable Material Collectors | \$35,982 | 105 | 2.8% | 16 | No formal educational credential | 1 |

¹ Education categories represent the minimum education level required for a given occupation. Education categories are assigned by the United States Bureau of Labor Statistics.

Source: Office of Economic Opportunity

ii. Existing and emerging industries and occupations

Yavapai County Projected Industry Employment; 2020-2022

| Industry | Projected Employment (2020) | Projected Employment (2022) | Projected Numeric Growth (2020-2022) | Annualized Percentage Growth (2020-2022) |
|-------------------------------------|-----------------------------|-----------------------------|--------------------------------------|--|
| Construction | 5,513 | 5,796 | 283 | 2.5% |
| Education and Health Services | 15,921 | 16,984 | 1,063 | 3.3% |
| Financial Activities | 2,182 | 2,777 | 95 | 2.2% |
| Government | 4,605 | 4,592 | -13 | -0.1% |
| Information | 512 | 550 | 38 | 3.6% |
| Leisure and Hospitality | 7,782 | 9,951 | 2,169 | 1310.0% |
| Manufacturing | 3,741 | 3,940 | 199 | 2.6% |
| Natural Resources and Mining | 2,426 | 2,578 | 152 | 3.1% |
| Other Services | 2,639 | 2,877 | 238 | 4.4% |
| Professional and Business Services | 4,754 | 5,163 | 409 | 4.2% |
| Trade, Transportation and Utilities | 2,953 | 3,725 | 772 | 12.3% |

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

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

- All ten of the private sector industries are expected to gain jobs through 2022.
- Through 2022, Leisure and Hospitality is projected to have the highest numeric growth of all industries, followed by Trade, Transportation and Utilities.
- Through 2022, Education and Health Services is projected to remain the largest industry within Yavapai County, projected to employ 16,984 people.

COVID-19 Impact on Total Nonfarm Employment – February 2020 to August 2021



- From February 2020 to April 2020, Yavapai County saw a drop in employment of 12.7 percent.
- Since April 2020, employment in Yavapai County has trended upwards★, moving from a negative 12.7% unemployment to a positive 3.0% in August 2021.
- The employment recovery rate in Yavapai County was faster when compared to the statewide rate due to active construction and Tourism & Hospitality growth and demand. In August 2021, employment was 3 percent above pre-pandemic (February 2020) levels, while Arizona employment remained 1.4 percent below pre-pandemic levels.

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

Employment Analysis

Yavapai County employers, like most employers throughout the U.S., are struggling with getting qualified candidates to fill available positions. Speculation regarding where the workforce has gone has circulated far and wide, from post-pandemic resistance to returning to work, a lack of daycare options, or a variety of other reasons. However, speculation is only speculation – there is no data to support a strong planning strategy.

The WDB has adopted the vision of Kaizen, or continuous improvement, in their Board Strategic Planning process, identifying a Strategic Planning Committee (SPC) who met over the course of a year to outline the following critical strategies:

- Monitor program outcomes regularly
- Cross-training for system partners
- Expanded access to Occupational and Vocational Training to meet local demand
- Extend On-the-Job Training to assist with baseline training
- Invest in incumbent workers for sustainable placements
- Continue to find innovative ways to exceed local performance
- Enhance Title I staffing to improve audit and compliance outcomes

The SPC also identified three Goals to make progress toward accomplishing the Board's vision of leading innovative partnerships and services that support sustainable business solutions:

- Goal 1: The Board designs and implements innovative strategies that improve the talent supply for local area employers and career opportunities for local area youth and job seekers.
- Goal 2: Each of the Board's committees and work groups are focused on attainable goals and advance the mission of the Board through a clear purpose and attainable goals.
- Goal 3: The Board is recognized as the local area's voice on workforce-related issues.

The WDB has invested in a robust outreach strategy to target key opportunities in labor force attraction. Return-to Work Campaigns via local broadcasting, media and social media platforms have been very effective in increasing traffic to the Job Centers, expanding opportunities for training job seekers for in-demand jobs. Targeted outreach efforts include dislocated workers, metro job seekers looking for opportunities in Yavapai County, a "Call to Service" aimed toward Afghanistan Veterans returning home, and retirees/seniors looking to return to the workplace.

The Yavapai County WDB encourages innovative employer incentive strategies as a means of attracting labor and retaining incumbent staff. Higher paying jobs are drawing workers away from many local employers that struggle to compete. It is not unusual in these times for small business to cut back on hours or days of operation due to lack of staffing.

To address staffing issues and gain a better understanding of employer and job seeker needs, the WDB will gather data through two Town Hall opportunities – one to address

employer perspective on the workforce and the other to listen to job seekers regarding reasons for not returning to the workforce. A report will be prepared from the data gathered and presented to the WDB for strategic planning for solutions. The WDB expects to continue to invite and partner with state and regional stakeholders in the effort in 2022.

Another challenge to attraction of labor to Yavapai County is the lack of affordable housing. An influx of population to Yavapai County – like most of Arizona, especially during the pandemic, drove housing and rental prices up, creating a shortage of housing options for job seekers trying to locate to the area. We work with our housing partners and local leaders to identify solutions for this growing challenge.

Short Term Industry Projections

Below is a demonstration of trending short-term employment projections (2021-2023). Self Employed business is at the top of the list with expected annual growth at 8.3 percent. The Leisure and Hospitality industry is projected to see a 16.8 percent total employment change over the three-year period and an annual employment percentage change of 8.1 percent. Information Services follow closely behind with a projected annual change 6 percent and a 12.3 percent increase in employment overall.

This projection was extracted from the Arizona Office of Economic Opportunity Labor Market Employment Projections tool.

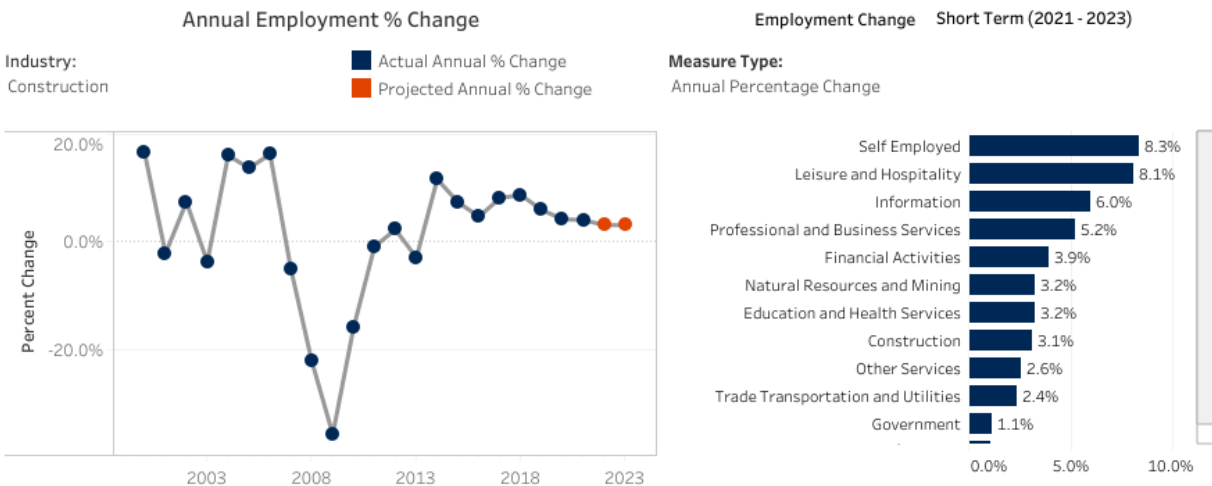
Area:
Yavapai County

Industry Level:
Supersector

Projection Type: ☒ Short Term (2021 - 2023)
☐ Long Term (2020 - 2030)

Short Term (2021 - 2023) Yavapai County Industry Projections

| Industry | Base Employment | Projected Employment | Total Employment Numeric Change | Total Employment Percentage Change | Annual Employment Numeric Change | Annual Employment Percentage Change |
|-------------------------------|-----------------|----------------------|---------------------------------|------------------------------------|----------------------------------|-------------------------------------|
| Construction | 5,708 | 6,070 | 362 | 6.3% | 181 | 3.1% |
| Education and Health Services | 16,269 | 17,336 | 1,067 | 6.6% | 534 | 3.2% |
| Financial Activities | 2,340 | 2,527 | 187 | 8.0% | 94 | 3.9% |
| Government | 4,466 | 4,568 | 102 | 2.3% | 51 | 1.1% |
| Information | 600 | 674 | 74 | 12.3% | 37 | 6.0% |
| Leisure and Hospitality | 10,497 | 12,258 | 1,761 | 16.8% | 881 | 8.1% |
| Manufacturing | 3,977 | 4,065 | 88 | 2.2% | 44 | 1.1% |
| Natural Resources and Mining | 2,278 | 2,428 | 150 | 6.6% | 75 | 3.2% |



Wage Analysis

As is true in most rural areas, there exists a wage disparity to the current cost of living for many residents. Median household income has historically been lower in Yavapai County than in Arizona or the United States. The table below demonstrates a comparison between Yavapai the average private sector weekly earnings, hours worked per week and average hourly wages during all of 2020, 2021 and January 2022 average weekly earnings for all employees from 2020 through January 2022.

Yavapai County Average Earnings and Hours - Private Sector

| Prescott MSA | 2020 | 2021 | 2022 (Jan.) |
|-----------------|----------|----------|----------------|
| Weekly Earnings | \$720.79 | \$768.61 | \$800.81 |
| Weekly Hours | 32.6 | 31.8 | 32.2 |
| Hourly Earnings | \$22.11 | \$24.17 | \$24.87 |

Comparison to Metro Phoenix

| Phoenix-Mesa- Scottsdale MSA | 2020 | 2021 | 2022 (Jan.) |
|---------------------------------|------------|------------|----------------|
| Weekly Earnings | \$1,038.56 | \$1,067.20 | \$1,116.42 |
| Weekly Hours | 35.8 | 35.8 | 35.6 |
| Hourly Earnings | \$29.01 | \$29.81 | \$31.36 |

Source: U.S. Department of Labor, Bureau of labor statistics

Arizona Office of Economic Opportunity

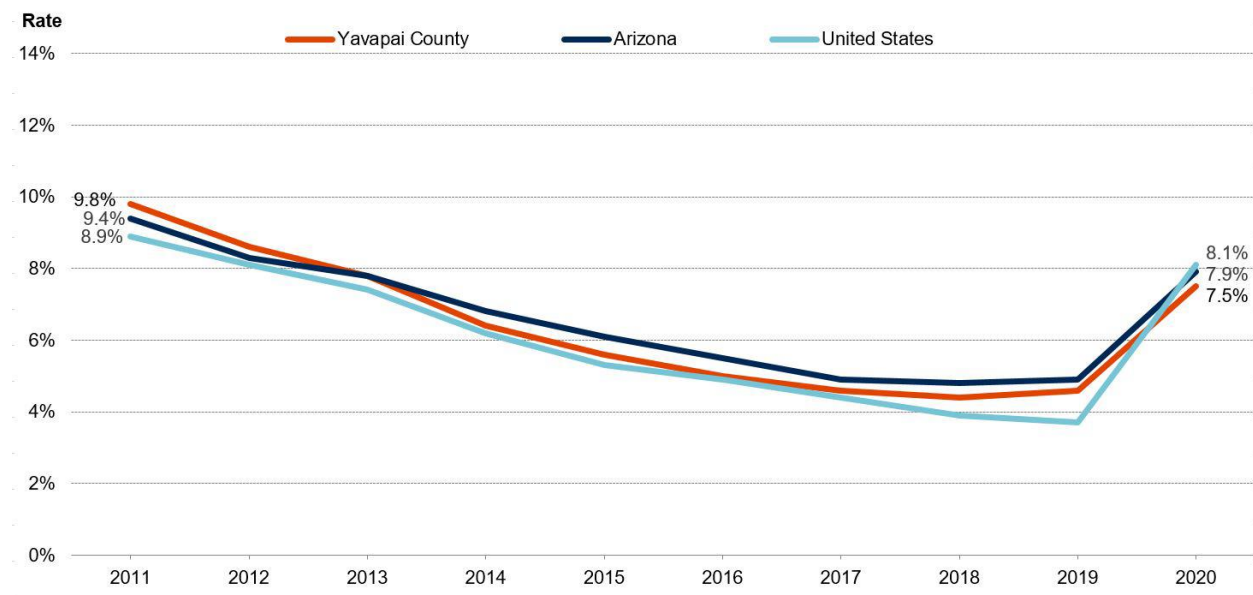
As a recruitment and retention strategy, Yavapai County WDB encourages employers to consider more competitive, sustainable wage offerings for workforce attraction and retention strategies, resulting in increased revenues and marketplace stability. Many employers have done so, while others have not and are facing challenges with employee retention and loss of revenue. On-the-Job Training (OJT) and Work Experience (WEX) opportunities are viable options for employers to relieve financial pressures with WIOA wage assistance to assist training. Our local area has increased our On-the-Job Trainings and Work Experience match to assist employers with the wage disparities.

B. Workforce Analysis

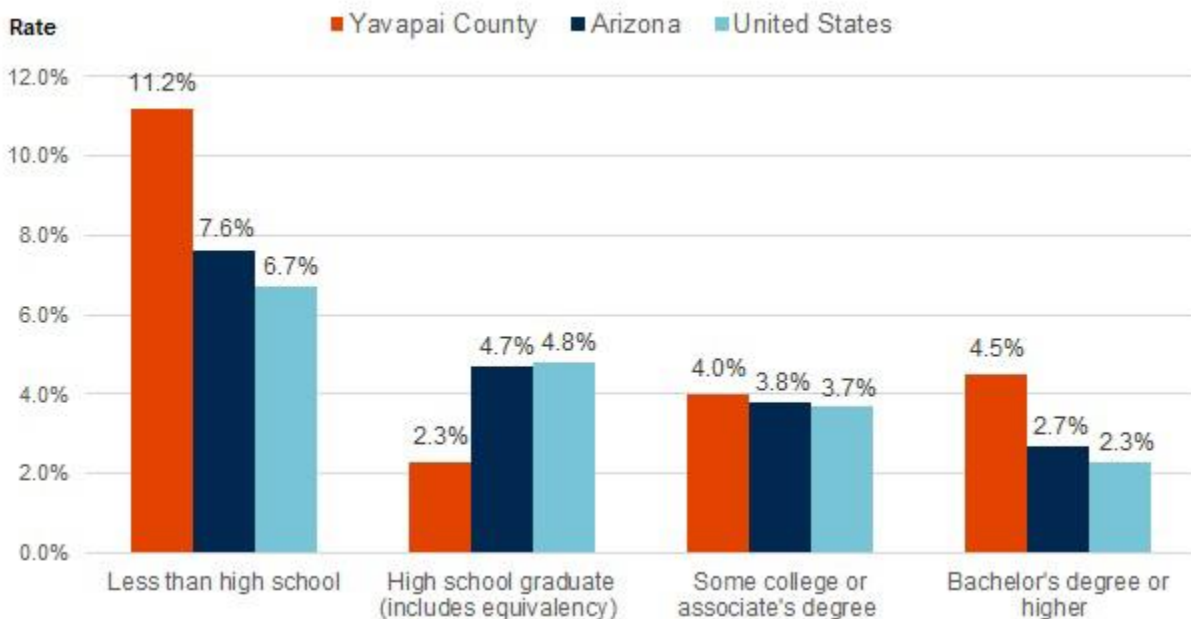
1. The knowledge and skills needed to meet the employment needs of businesses

- Since 2011, Yavapai County's unemployment rate has trended closely with Arizona's unemployment rate and slightly above the nationwide rate.
- In 2020, the unemployment rate in Yavapai County was below both the United States and Arizona.
- From 2011 to 2018, unemployment in Yavapai County was generally trending down. Unemployment increased drastically in 2020, following similar trends as the state and nation, as demonstrated in the following chart.

Unemployment Rate Comparisons, Sept. 2011 – Sept. 2020, Not Seasonally Adjusted



Unemployment Rate by Educational Attainment, 2019, Ages 25-64



Source: U.S. Census American Community Survey, 2019 1-Year Estimates
Office of Economic Opportunity

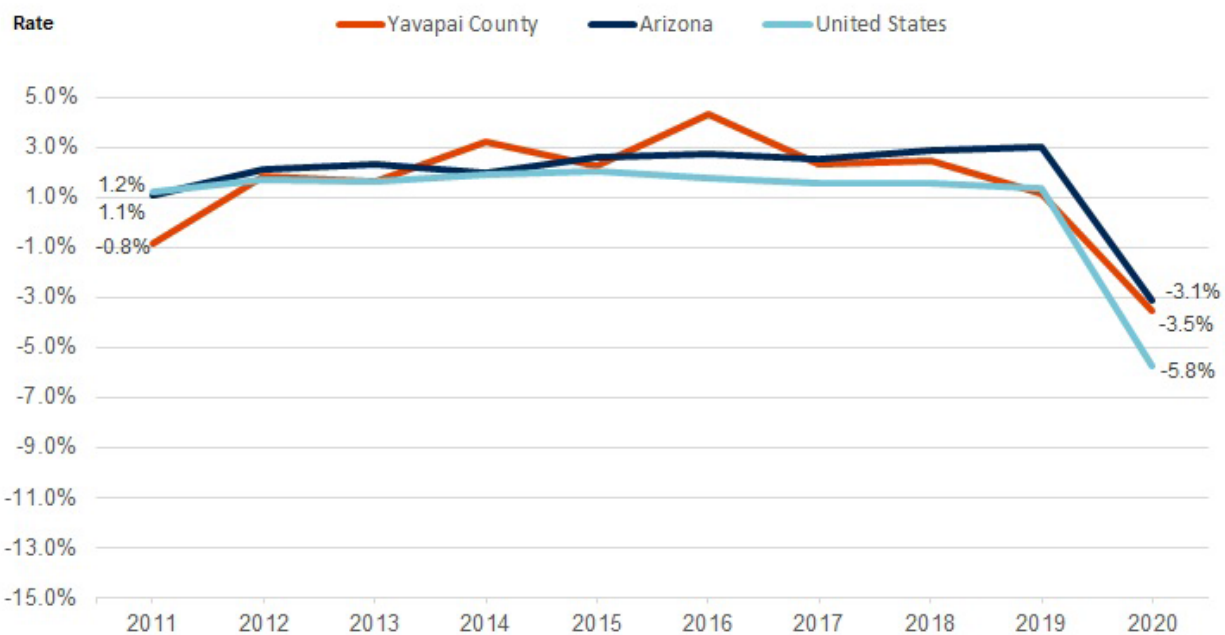
Historically, higher educational attainment levels lead to lower levels of unemployment.⁵ Understanding the relationship between unemployment and

⁵ National Center for Educational Statistics (2019). "Employment and Unemployment Rates by Educational Attainment." Retrieved from https://nces.ed.gov/programs/coe/indicator_cbc.asp

education can help determine which education levels are most in need of targeted workforce efforts.

- When compared to the state and nationwide unemployment rates, Yavapai County's rate was higher across all educational attainment levels except for those with a high school diploma or equivalent.
- The unemployment rate in Yavapai County for individuals without a high school diploma or equivalent (11.2 percent) was significantly higher than Arizona (7.6 percent) or the United States (6.7 percent).
- For someone with a high school diploma or equivalent, the unemployment rate is more than 2 percent lower in Yavapai County than both Arizona and the United States.

Nonfarm Employment Year-Over-Year Percentage Change, 2011 – 2020, Not Seasonally Adjusted



Source: U.S. Bureau of Labor Statistics, Current Employment Statistics
Office of Economic Opportunity

- From 2011 to 2020, Yavapai County's average total nonfarm employment increased by 9,000 jobs or an annualized rate of 1.7 percent. Over the same time period, Arizona total nonfarm employment increased by an annualized rate of 1.9 percent.
- From 2011 to 2019, Yavapai County's nonfarm employment growth was 2.4 percent annually. However, due to the COVID-19 pandemic, 2020 total nonfarm employment declined substantially. In 2020, year-over-year total nonfarm employment in Yavapai County declined 3.5 percent.

Yavapai County Private Sector Industry Employment, 2014-2019

| Industry | Employment (2014) | Employment (2019) | Numeric Growth (2014-2019) | Annualized Percentage Growth (2014-2019) |
|------------------------------------|----------------------|----------------------|----------------------------------|---|
| Construction | 3,598 | 5,240 | 1,642 | 7.8% |
| Education and Health Services | 11,412 | 12,538 | 1,126 | 1.9% |
| Financial Activities | 1,839 | 2,014 | 175 | 1.8% |
| Information | 539 | 520 | -19 | -0.7% |
| Leisure and Hospitality | 8,245 | 10,366 | 2,121 | 4.7% |
| Manufacturing | 3,288 | 3,711 | 423 | 2.4% |
| Natural Resources and Mining | N/A* | 1,539 | N/A* | N/A* |
| Other Services | 1,602 | 2,024 | 422 | 4.8% |
| Professional and Business Services | 3,693 | 4,193 | 500 | 2.6% |
| Trade Transportation and Utilities | 12,265 | 12,766 | 501 | 0.8% |

NOTE: Includes private employment only.

*Insufficient data available

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

- Eight out of ten private-sector industries recorded positive numeric growth from 2014 to 2019, gaining a total of 8,430 jobs over this time period.
- Employment growth during this time period was led by Construction (7.8 percent), followed by Other Services (4.8 percent).
- In 2019, Trade, Transportation and Utilities made up the largest share of employment and Education and Health Services made up the second largest share.
- From 2014-2019, Leisure and Hospitality had the largest numeric increase in employment, growing by 2,121 people.

2. Regional workforce needs

According to a Short Term Employment Projections Report from the Office of Economic Opportunity (OEO) (published February 24, 2021), Arizona employment is projected to increase from 3,109,190 jobs in Q2 2021 to 3,375,515 jobs in Q2 2023. This represents an increase of 266,325 jobs or 4.2% annualized growth. Job growth from Q2 2021 to Q2 2023 is projected to be faster than the job growth recorded over the previous two years (Q2 2019-Q2 2021), when employment increased by 97 jobs (0.002%), from 3,109,093 jobs to 3,109,190 jobs. The 2020 economic recession triggered by the COVID-19 pandemic was the main cause of the minimal job growth recorded from Q2 2019 to Q2 2021. Arizona employment declined by 338,883 jobs (-10.5%) in a single quarter from Q1 2020 to Q2 2020. However, in a December press release, the November 2021 OEO Employment Report revealed that Arizona has reached full jobs recovery, the third state in the nation to reach full employment recovery. Nationally, the U.S. has recovered 83%

of jobs lost since last year. The November report also demonstrated a drop in unemployment from 5.2% to 4.7%, which ties a ten-year low reached in 2019.

In the four-county (Apache, Coconino, Navajo and Yavapai) Northern Arizona Council of Governments Economic Development District (NACOG EDD), in which three Local Workforce Development Areas are located (Northeastern Arizona, Coconino County and Yavapai County), each of the four NACOG Counties represented are projected to gain jobs over the two-year projected period (2021-2023). Coconino County is projected to have the largest job growth rate (4.3%), followed by Yavapai County (4.0%).⁶

Historic and Projected County Employment

| County | Historical | | | | | | | Projected |
|-----------------|------------|---------|---------|---------|----------|---------|---------|-----------|
| | 2019 Q4 | 2020 Q1 | 2020 Q2 | 2020 Q3 | 2020 Q 4 | 2021 Q1 | 2021 Q2 | 2023 Q2 |
| Apache County | 19,676 | 19,659 | 17,956 | 18,136 | 18,510 | 18,136 | 18,501 | 19,568 |
| Annual % Chg. | -0.7% | -0.7% | -5.0% | -4.4% | -3.6% | -3.8% | 2.9% | 2.8% |
| Coconino County | 69,306 | 67,564 | 57,670 | 62,275 | 62,287 | 61,238 | 64,430 | 70,044 |
| Annual % Chg. | 0.3% | 0.6% | -8.6% | -5.1% | -5.3% | -3.7% | -3.9% | 4.3% |
| Navajo County | 30,312 | 30,032 | 27,991 | 29,041 | 29,800 | 29,334 | 30,024 | 31,643 |
| Annual % Chg. | -1.6% | 1.2% | -4.2% | -1.8% | -0.7% | -0.4% | -0.8% | 2.7% |
| Yavapai County | 72,930 | 72,977 | 65,496 | 68,371 | 70,748 | 70,628 | 71,559 | 77,411 |
| Annual % Chg. | 1.9% | 2.1% | -4.4% | -1.9% | -0.6% | 0.0% | -0.2% | 4.0% |

Source: Office of Economic Opportunity

Projections Assumptions and Considerations

The Office of Economic Opportunity made the following economic assumptions when creating the projected employment estimates:

- No major economic or political disruptions will occur during the projected period.
- COVID-19 is not likely to cause additional major economic disruptions.
- Government agencies will operate within their budgets.
- The distribution of Arizona's population will not differ significantly from the distribution in the base year.
- The U.S. economic framework will not differ significantly from the framework in the base year.
- Long-term employment patterns will continue in most industries during the projected period.
- Arizona's population growth will continue to be among the fastest (top five) in the nation.
- Demand for healthcare services will increase as population demographics shift.

⁶ https://www.azcommerce.com/media/yawkvuvu/2021-2023_projectionsnarrative.pdf

C. Workforce Development, Education and Training Activities

1. Workforce development, education and training activities

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

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

Local, Regional, and State Economic Development groups and Chambers of Commerce identify and analyze strengths and weaknesses of the workforce so that the Economic Development District can align with Workforce Development and employment data analysis accordingly. The Yavapai County staff relies on labor market information, state data, CEDS Regional Data, and local surveys and partnerships to identify local workforce needs. Our primary local tool is TalentNeuron where real-time data measures sought-after workforce skills, employer needs, and educational analysis which are indicators for area strengths, weaknesses, and trends. Yavapai County has the capacity and strategic objective to service all populations with a well-balanced educational environment:

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

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

workforce, including:

i. Individuals with barriers to employment

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

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

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

- a) A veteran or an eligible spouse of a veteran who:
 - Is currently receiving public assistance, or has received public assistance in the last 6 months,
 - Is low-income, as defined in Section 101.02(A), or
 - Is basic skills-deficient, as defined in Section 101.02(B).
- b) A non-veteran who:
 - Is currently receiving public assistance, or has received public assistance in the last 6 months,
 - Is low-income, as defined in Section 102.02(A), or
 - Is basic skills-deficient, as defined in Section 102.02(B).

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

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

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

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

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

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

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

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

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

The Yavapai County Workforce Development Board adopts a Local Workforce Development Plan, which details a number of workforce services offered, including occupational skills training, incumbent worker training and customized training that relates to the introduction of new technologies or new products. These and other services provide the business community with federal assistance for business expansion and retention.

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

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

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

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

Objectives

1. Align resources to workforce development needs by connecting vocational and JTED programs, local community colleges and universities with targeted business sectors across the EDD, including in Local Workforce Development Areas.
2. Introduce and incorporate local workforce training programs, including those leading to civil service jobs or to support industries experiencing talent leakage.
3. Provide resources and opportunities for upskilling and reskilling as talent needs evolve, to support sector strategy development and retention of displaced workers.
4. Support employee training opportunities focused on skill development that will improve the region's economic competitiveness and strengthen business retention.
5. Implement mentorship and training programs led by retirees in growing industries facing talent shortages.
6. Market workforce opportunities to out of state talent by highlighting the advantages of relocating to the EDD.
7. Explore alternative workforce housing opportunities (e.g., micro-houses, new build leases, rentals, rezoning vacant areas for development, or alternative dwelling units) and work with developers on attainable housing options.
8. Continue to work with local, regional and state leaders to address the ongoing physician shortage talent pipeline strategies and objectives.
9. Integrate workforce planning development efforts with economic development within the EDD.
10. Facilitate workforce development efforts within the EDD by developing and identifying resources, providing outreach, fostering and promoting collaboration and addressing workforce development barriers.
11. Influence state leaders to bring regional training opportunities to the EDD to improve accessibility to important resources.
12. Expand career and technical education training opportunities in the region, and support efforts at the state level to increase funding for expanded training access.
13. Monitor and report on the EDD's educational attainment and its impact on economic development.

14. Influence curriculum planning and development to meet the EDD's economic development needs.
15. Promote non-traditional delivery methods for education (such as online and distance learning).
16. Encourage opportunities for and access to life-long learning throughout the EDD.
17. Build support for the expansion of degree programs tied to high-growth industries available within the EDD.
18. Address proximity issues in the K-12 system to ensure students have equal access to quality schools, including remote areas on the various reservations within the EDD.⁷

ii. The employment needs of businesses

The Yavapai County WDB consistently examines and assesses the needs of businesses, driving programs and services to best meet their needs. Besides the business voice on the Board, the Local Area engages with business sectors in a variety of venues. Prescott hosts a Quad City CEO Roundtable – the Executive Director participates regularly to demonstrate WIOA services and hear employer ideas.

During the pandemic, the Local Area assisted numbers of employers with SBDC grants and Return to Work strategies. The Yavapai County Economic Recovery Association (YCERA) is a Yavapai County group of local leaders that convene monthly to strategize economic recovery county-wide, highlighting services available to the business community and providing agency updates and outreach strategies.

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

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

The NACOG Economic Development District (EDD) is a regional collaboration that spans four counties, covering 40% of Arizona's land area. NACOG has served as the EDD since establishment in 1995 and represents the entire NACOG region. The EDD was

⁷ 2020-2025 NACOG CEDS

designated by the U.S. Department of Commerce, Economic Development Administration (EDA). An EDD is designated to planning district funded to provide technical assistance for grant application assembly, economic studies, and strategic planning.

NACOG is active throughout the community, participating on several committees and regularly present on several agendas for County-wide discussions on community, economic and workforce development initiatives. The Regional Director is active in local leadership programs, Town Halls, state and national advocacy groups.

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

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

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

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

Maintaining a skilled labor force has historically been a weakness in Yavapai County with more attractive wages elsewhere drawing the graduates from Embry-Riddle Aeronautic University and Northern Arizona University away from our area, but with an uptick in new higher-level aerospace and manufacturing businesses moving into the

area, this is becoming a strength and attracting more opportunities. Healthcare is expanding in Yavapai County – Banner Hospital building a new facility in Prescott and there was a recent merger of Yavapai Regional Medical Center with Dignity Health, attracting more attention in the CNA and nursing programs.

Businesses in Yavapai County are offered a variety of employer services that assist in hiring and training, such as recruitment, job fairs, applicant pre-screening, postings on various search engines, and media outreach, provision of pre-screened applicants for open positions, OJT reimbursement for a percentage of the wages during the pre-agreed training period, internship, paid work experiences and customized training.

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

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

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

D. Vision to Support Growth and Economic Self-Sufficiency

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

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

culminating with a good job along a career pathway or enrollment in post-secondary education. WIOA authorizes the following changes:

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

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

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

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

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

E. Workforce Development Capacity

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

- Public/Private Workforce Agencies
- Public/Private Education including Title II
- Public/Private Economic Development organizations/Regions
- Public/Private Business groups/organizations
- Public/Private Veteran Services
- Vocational Rehabilitation Partners
- Rehabilitation Homes
- Adult/Juvenile Probation Offices
- Head Start Teen Parent Program
- Public Safety
- Stepping Stones Agency
- United Way
- Re-Entry Services

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

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

The WIOA Core Partners are:

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

➤ Vocational Rehabilitation (Title IV)

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

- Implementing career pathways to create a flow of career path options, analysis of the needs and expectations of business customers, analysis of the existing skills and knowledge of the talent pipeline and work with education representatives to tap into existing training or create new credentialing or certification options
- The One Stop Committee participates in cross training annually with all WIOA Core Partner programs to learn about services, best practices, and how to best partner in service delivery
- Focus on business development strategies and the building of a talent pipeline in identified in-demand industries to meet business needs and retention
- Provide a referral process as a communication tool between partners to provide client services and/or community resources
- Maintain a quarterly one stop reporting system to provide an analysis of basic, individualized and career training services, labor statistics and customer satisfaction

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

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

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

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

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

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

Part b – Strategic Vision, Goals, and Strategies

F. Statewide Strategy Assurances

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

G. Statewide Strategy Support

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

| Strategies | Implementation |
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| <p>1. Promote industry sector partnerships/projects</p> | <p>A. Arizona Department of Education and ARIZONA@WORK Hiring Effort-to support a workforce gap for education professionals</p> <p>B. Insurance Industry Pipeline-In order to address the need to fill the talent pool needs within the Insurance industry due to a 25% job growth</p> <p>C. Healthcare Sector Strategy-increased need for healthcare and healthcare support professionals in the last year. Research will be done to better identify the need and provide support resources</p> <p>D. Amazon Web Services Arizona Advanced Technology Network-increase access to cloud computing education across the state. AWS programs and certificates prepare diverse learners for in-demand, entry-level cloud roles in Arizona and around the world</p> <p>E. Manufacturing Training Project-assist the manufacturing industry by increasing the availability of a qualified and eligible workforce who are certified in manufacturing to increase the awareness of these efforts among employers, potential students, future talent pipeline and other potential partners</p> |
| <p>2. Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system</p> | <p>A. Guide to Arizona's Workforce System-ARIZONA@WORK partners will develop a more detailed guide for internal partners and clients to better understand and communicate all WIOA services</p> <p>B. Outreach campaigns-Return Stronger, Employ Arizona/Back to Work, Regular Public Outreach efforts, and Branding efforts</p> |
| <p>3. Increase and improve coordination between workforce, education and economic development efforts at the state and local level</p> | <p>A. Cause Map Project-Employer Engagement and Workforce Administration are working on a cause map for job seekers and employers</p> <p>B. Office of Economic Opportunity Integration into the Arizona Commerce Authority-collaboration to remove barriers to workforce participation. Build successful partnerships between industry and academia. Leverages statewide workforce resources by integrating</p> |

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| | <p>workforce experts for business attraction, expansion and creation projects. Enhance partnerships between Arizona universities and private industry that strategically align with development of target industries.</p> <p>C. Arizona Department of Education and ARIZONA@WORK hiring project</p> <p>D. Increase Education Representation of Workforce Arizona Council</p> <p>E. DRIVE 48 Workforce Training Center</p> <p>F. Pre-apprenticeship program alignment-alignment between current apprenticeship programs and pre-apprenticeship programs</p> <p>G. Back to Work Initiatives-Return to Work bonuses, education incentives and child care assistance</p> <p>H. Reskilling and Recovery Network-to identify and scale strategies that give workers the skills necessary to succeed in an economy reshaped by the pandemic.</p> |
| 4. Ensure training provided to job seekers and workers has a focus on transferable skills | <p>A. Ongoing Activities-Arizona Career Readiness Credential to validate fully transferrable skills</p> <p>B. Vocational Rehabilitation Job Readiness Training-train candidates and connect them to hiring employers</p> <p>C. TAPS program-provide information, resources, and tools to service members and their loved ones to help prepare for the move from military to civilian life</p> <p>D. Skillbridge-for service members to gain valuable civilian work experience through specific industry training, apprenticeships, or internships during the last 180 days of service</p> <p>E. Targeted Initiatives-Dislocated Worker Grant to provide work experiences for participants affected by COVID-19, 2020 Transferable Skills Activities to obtain and/or communicate transferable skills into relevant, essential positions, Defining Quality Non-degree Credentials to define quality non-degree credentials and developing strategies to embed the credentials into programs and</p> |

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| | creating a system to expand access to and attainment of quality credentials |
| 5. Create a comprehensive business engagement plan to support consistency and availability of services | <p>A. Business Service Process Mapping-support process mapping to support job creations across the state in a coordinated effort</p> <p>B. Communication elements supporting consistency-business service touchpoints twice per week to assist with ensuring consistency and collaboration on outreach and support efforts</p> <p>C. The Arizona Commerce Authority coordinates plans to support targeted businesses</p> |
| 6. Implement framework for supporting a statewide model for career pathways based on the identified In-Demand industries and occupations, connecting the education and incorporating appropriate flexibility for regional variation | <p>A. Implement standard communication of in-demand industries and occupations-plans require use of NAICS and SOC codes to specify occupations and career pathway opportunities. The Office of Economic Opportunity's labor market information provides in-demand industry and occupation recommendations to the state and local boards. The analysis and recommendations help provide common terminology and methodology for the workforce system to use when discussion labor market trends and needs</p> <p>B. Develop Career Pathway Visuals, known as career lattices, for the top 10 in-demand occupations utilizing the occupation standards already developed in registered apprenticeship programs</p> <p>C. College in High School Alliance and Dual Enrollment Peer Learning Network-for state policy makers working on policy related to college in high school programs like dual enrollment and early college high school that will meet monthly for the next 12 months</p> <p>D. ETPL Policy Updates-will be updated to promote alignment and utilization of non-degree quality credentials and in-demand industry and occupations through the work with the National Skills Coalition, ETPL Coordinator and the State Workforce Board</p> |

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| | <p>Committees. The State Workforce Council aims for the policy to assist with aligning in-demand occupations and industry-recognized credentials, including a process for collecting and reviewing disaggregated credential attainment data, encourage credential stack ability, align credentials to college credit-bearing programs, and support public reporting of credential attainment data</p> <p>E. CTE Partnership-improve alignment via pre-apprenticeship programs</p> |
| <p>7. Improve processes for co-enrollment across partners to share costs and case management to better serve customers</p> | <p>A. Local service providers collaborate to provide referrals. Local area use technology and/or regular meetings and collaboration to promote referrals through their One Stop Operators. These efforts are under continuous improvement, and it is anticipated that the referral capabilities at the local level will continue to grow going forward</p> <p>B. The National Governors Association WIN Grant project included all WIOA programs and evaluated opportunities for improving access to workforce services provided by the one-stop delivery system, including opportunities for improved cost-sharing and referrals. Research resulted in understanding that referrals need to be a required component of a larger modernization project. It is anticipated that one result of this larger project will be the development of improved referral processes</p> <p>C. Efforts to improve co-enrollment specifically for TAA and Title I-educating the workforce areas about the TAA program and the benefits of co-enrollment and ensuring local areas receive the co-enrollment policy developed in accordance to DOL guidance. Co-enrollment metrics are continually monitored to determine any need for technical assistance in areas where co-enrollment rate is low or has dropped</p> |

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| <p>8. Enhance initiatives supporting populations with barriers to employment to ensure customers are receiving needed services efficiently</p> | <p>A. Maryvale Workforce Initiative-Maryvale is a high need area in terms of support services. Projects have occurred over time but a workgroup is re-focusing efforts and helping coordinate efforts by community partners and leaders to best support job seekers and employers in the area</p> <p>B. Job Readiness Training-to train candidates and connect them to hiring employers. Candidates are supported with training included but not limited to soft skills development and resume support</p> <p>C. Second Chance Centers-The Re-entry program has a strong history with assisting the re-entry population upon release into the community with job readiness skills and finding sustainable employment in a virtual or in-person setting.</p> <p>D. Veteran Employment Alignment-the primary objective of the Veterans Program is to develop and support programs that increase opportunities for veterans to obtain employment and job training in Arizona. Eligible veterans are entitled to receive priority services in job referrals and training</p> <p>E. Job Center Assistive Technology needs assessment-Vocational Rehabilitation will partner with the job centers and offer expertise and assistance to identify a contact at the center that can assist both staff and the public with assistive technology/accessibility questions; assess current assistive technology/accessibility needs and provide recommendations for equipment/services; and provide training resources to job center staff regarding how to assist an individual in accessing the assistive technology/services</p> |
| <p>9. Create a consistent system for continuous improvement</p> | <p>A. Technical Assistance/Training-Local governance technical assistance training Arizona local and state leaders. Training was provided in partnership with the Department of Labor and Maher & Maher. NGA no-cost</p> |

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| | <p>technical assistance is being coordinated by the Office of Economic Opportunity. Arizona Management System has increased the leaders trained from 87 in 2018 to over 257 leaders as of April 2021. DERS will continue to recruit, develop, train and engage a high performing workforce as they continue to support leaders within the AMS to set a foundation, manage performance, solve problems, and continue to drive improvements</p> <p>B. Improve processes for compliance review-Local Plan, LWDB recertification, and job center certification policies, guidance and review processes were updated to reflect current federal and state requirements. Guidance will continue to be revised as needed to ensure federal compliance, while reducing burden on LWDB's as much as possible. Collaboration with LWDB staff is planned to help improve processes and timelines for compliance review activities</p> <p>C. Communication Opportunities-weekly business service touchpoints support opportunities for partners to share best practices to improve progress throughout the state. Monthly ARIZONA@WORK meetings encourage LWDB staff to communicate issues and discuss problem solving with state leadership on a regular basis. Annual Convening's hosted by the Workforce Arizona Council help ensure Council and Local Board leadership have opportunities to strategize and collaborate on common and unique issues</p> <p>D. Research/evaluation-Research on workforce performance allows the state to better understand areas for improvement</p> <p>E. Cause Map Project-working on a cause map for job seekers and employers with anticipated completion</p> <p>F. Modernization Project-DES has entered into an initiative to modernize the automated</p> |
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| | <p>systems for workforce and unemployment programs. The goal is to have improved customer service and ease access to the benefits and services that these program offer to unemployed individuals, job seekers and employers. DES has enlisted a contracted vendor to manage this process and assist with the information gathering and RFP components. The target is to have the RFP for the first component of the workforce modernization effort, the Unemployment Insurance Benefits system, and available early 2022. DES will be procuring for the other two components, workforce and unemployment tax systems. DES seeks to ensure these systems are connected for improved and secure customer data exchange as well as to communicate with other automated systems that are connected to the workforce system</p> |
| <p>10. Identify data system solutions to enhance the interoperability and quality of data for use across ARIZONA@WORK programs</p> | <p>A. Arizona Job Connection Upgrade-AJC was updated to improve functionality and reporting of the system. A new feature added Tableau access reporting for state and local partners. Partners are working on developing analytic tools that can be shared between partners</p> <p>B. Integrated Data System (AZ Longitudinal Data System)-efforts are being made by the Office of Economic Opportunity to coordinate a longitudinal data system to provide better information for strategic decision making</p> <p>C. Title IV System Modernization Project-is an initiative to modernize the automated systems for workforce and unemployment programs. Current committees supporting the project include the Project Advisory Committee, Project Steering Committee, Business Teams, Technical Teams, Procurement Team and the Evaluation Team</p> |

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

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

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

III. ARIZONA@WORK System Coordination

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

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

The Yavapai County WDB will continuously review service strategies from Job Centers to align customers with applicable site services.

The Yavapai County WDB charges the One Stop Committee to identify ways to expand access to WIOA services offered through the ARIZONA@WORK system. The One Stop Committee meets on a quarterly basis to address challenges to access as well as discuss best practices for innovative ways to serve job seekers and employers. Virtual services are being offered widely across all Titles in addition to in-person and electronic orientation opportunities via Title I; Titles III and IV by appointment; and Title II remote and in-classroom adult education services, allowing access to hybrid WIOA programs.

The Yavapai County One Stop Committee created a Scope of Work in 2021 which identifies their mission, vision, chairs initiative, purpose, goals/priorities, and responsibilities.

One Stop Committee

Mission: Empower job seekers, businesses and the community with innovative workforce solutions.

Vision: Facilitate an innovative local service delivery system to the Yavapai County community.

Purpose: The purpose of the One Stop Committee is to facilitate communications among One Stop Partners in order to provide business development to areas with the greatest impact and improve quality of services to Yavapai County residents.

Membership: Title I, Title II, Title III, Title IV, One Stop Operator

* need representative from Title III

Communications/Frequency: The One Stop Committee meets on a quarterly basis in-person, hybrid model or via zoom with flexibility during the pandemic.

Chair's Initiative: Expand industry recognized credentials for short term skills building in industry recognized career pathways that qualify for the Eligible Training Provider Listing (ETPL).

Goals/Priorities:

- * Presentations from community resources for knowledge on community services available
- * Expand committee membership representation
- * Community presentations to public/employers related to ARIZONA@WORK services and referrals.
- * Cross training among partners.
- * Expand referrals between partners.

Responsibilities/Outputs:

- * Review of MOU/IFA updates
- * Workforce Development Board Plan updates for respective titles
- * Coordinated Service Delivery
- * Excel in customer service
- * Achieving performance standards
- * Coordination with the One Stop Operator

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

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

defined in section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a (2))).

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

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

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

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

The LWDA provides continuous outreach and events such as the Veteran Stand Down, Youth Fairs, multiple job fairs, and regular presentations to local organizations to provide

information and expanded service access for those with the identified barriers listed above.

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

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

Additionally, continuous contact and travel to areas of remote access allows for information and outreach to be provided. When parties are interested in services, including individuals with barriers to employment, staff can schedule appropriate times to travel to the location to provide orientation, intakes, assessments, and any other additional services needed. Clients do have access to the www.azjobconnection.gov website, where they can register, upload resumes, obtain employment referrals, lists of approved Eligible Training Providers, and many other services through this technology outlet and the YAVAPAI@WORK website. This website is accessible in or out of a One Stop Center.

2. Facilitate the development of career pathways

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

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

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

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

This integrated and seamless provision of specialized services offered by the One Stop program and partner staff ensures that there is more diversity in the types of services offered to individuals with barriers to employment. This is accomplished by meeting with employers within in-demand industries to develop a training plan through On-the-Job training. WIOA offers opportunity to set reimbursement levels for On-the-Job Training up to 90%. Yavapai County will exercise its authority to fluctuate the OJT match anywhere from 50%-75%. Reimbursements levels will be based on the complexity of the position, skill levels the trainee has versus what skills they will train on for proficiency. Yavapai County will identify Work Experience wages based on average wage. OJT wages are identified by the employer of record. Customized training plans are regularly developed with employers to meet the labor demands for business expansion and employee acquisition and retention. Financial support services are offered on an individualized basis for specific client needs as a means of promoting training success and job retention. Case management includes resources to alleviate barriers for job retention. Referrals between Titles for specific client services regularly promote system collaboration and encourage success in career pathway development for all clients, including individuals with disabilities.

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

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

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

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

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

stackable system that allows individuals with barriers and disabilities to participate and gain industry recognized credentials.

The WIOA Core Partners are:

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

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

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

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referral forms were distributed among the agencies in regards to TAA clients, and must be entered into the AJC data base system. Referral forms must be completed within 3 business days and both agencies maintain communication on services provided. TAA and Title I should coordinate activities to reach positive outcomes.

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

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

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

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

The WDB solicits representatives of secondary and postsecondary education programs, and leads efforts to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, especially individuals with barriers to employment. This is accomplished through a regular evaluation of the Eligible Training Providers List (ETPL) to ensure that in-demand industry certification and licensure opportunities are available to adult, youth and dislocated worker program clients. The WDB partners with the Community College and Training Providers to facilitate the development of "Career Pathways" by providing a structured approach to enter and exit education and training in a flexible manner that meets individualized needs. Yavapai College is a local community college that offers several training, certification and licensure opportunities on the ETPL. The Executive Director meets with Yavapai College several times a year to collaborate with college leadership on in-demand training programs. Program staff

make regular visits with all providers throughout the year. The Board is also kept apprised of student feedback and customer satisfaction. The ETPL is reviewed quarterly, with existing courses as well as new offerings evaluated for relevance and eligibility for WIOA funding.

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

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

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

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

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

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

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

technical assistance funding for regional and community planning, grant application assembly, economic studies, and strategic planning. EDD membership includes all LWDA representatives as well as sub-regional economic development groups.

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

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

During the height of the 2008 recession, the idea for a center devoted to developing small and home-based business entrepreneurs began as just that; an idea. NACOG's Regional Director developed the concept of a Business Assistance Center as a non-traditional option to assist Dislocated Workers with entrepreneurship, and began speaking with home-based business owners to flesh out the concept of offering business assistance and access to technology for local entrepreneurs. In 2010 that idea came to fruition when Yavapai County's Business Assistance Center (BAC) opened in Prescott with a ribbon-cutting ceremony on April 30, 2010, with the support of the Governor's Council on Workforce Policy, the Arizona Workforce Investment Act and the Local Workforce Investment Board. The business model and 'best practices' have been duplicated in the Business Success Center in the Copper Corridor. Other communities in the region have interest in developing a similar concept. The BAC concept has been nationally recognized and has received innovation awards from NADO and the Arizona Governor's office. To date, the BAC has assisted 250 agencies and small businesses with meeting space, office machinery and supplies, training opportunities and hiring events, and thousands of direct job placements.

In response to local speculation as to where the workforce has gone, the WDB has partnered with Arizona Town Hall in 2022 for the purpose of facilitating Town Hall events to listen to the voices of local employers and job seekers on the topic of discovering the reason behind the lack of workers to fill the jobs available. A full report will be prepared

from the data gathered as a result of the Town Hall sessions. The comprehensive data is anticipated to be released in mid-2022.

A “Return to Work” outreach campaign began in the fall of 2021 and continues in 2022, with each campaign installment targeting specific workforce candidates;

- *Metro/Phoenix job seekers looking to relocate to a cooler climate*
- *Dislocated Workers*
- *“Call to Service” campaign targeting returning Afghanistan Veterans*
- *Youth Career Services*
- *Seniors and Retirees looking to return to the workforce*

The Return to Work campaigns were a partnership between ARIZONA@WORK, Office of Economic Opportunity and the Yavapai County WDB, and attracted numerous job seekers to the Yavapai County Job Centers to learn more about career services.

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

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

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

Employer Contract reimbursements have been increased and contracts are being extended as needed as a means to assist employers with retention strategies. Incumbent worker training for upskilling and staff repurposing is also being amplified through Title I-B Training Services.

3. Better coordinate workforce development programs and economic development

Title I-B actively partners with sub-regional economic development groups, such as the Verde Valley Regional Economic Organization (VVREO) and the Prescott Valley Economic Development Foundation (PVEDF), with membership participation, regular presentations regarding WIOA services, and by providing labor market information and strategies, including WIOA fund commitments for business location strategies. Post-pandemic resilience planning have brought increased coordination with WDB support and participation in the planning processes for the Regional Recovery & Resilience Plan and the Regional Broadband Strategic Plan. The WDB offered a letter of support for a grant application submitted by NACOG for the EDA Build Back Better Regional Challenge grant for a regional healthcare (as well as related industries) workforce training opportunity, which included a regional broadband expansion to unserved and underserved areas in the four-county (Apache, Coconino, Navajo and Yavapai) NACOG District. While NACOG was not awarded the grant, the groundwork was laid for future funding opportunities for the region. NACOG and the WDB support a partnership with the Yavapai County Board of Supervisors and the County Free Library/School District as they apply American Rescue Plan Act (ARPA) funding to build a final mile fiber network and affordable internet service to targeted unserved and underserved rural locations in Yavapai County.

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

Three LWDAs are positioned within the NACOG Economic Development District (EDD), comprised of Apache, Coconino, Navajo and Yavapai Counties, and are partnered with the NACOG Economic Development Council (EDC). This group meets on a bi-monthly basis to discuss economic and workforce development trends throughout the Region. Both the EDC and the WDB share mutual members and combine forces for economic and workforce development success. The WDB Executive Director is also the Regional Director for the NACOG EDD and facilitates the meetings of the EDC, bringing regular updates and presentations on the workforce development activities in Yavapai County as well as regular State and Federal WIOA updates. She is also a part of the Yavapai County Economic Resilience Alliance, a group of local leadership and stakeholders that meets monthly for recovery and resilience updates across the County.

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

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

The Prescott ARIZONA@WORK-Yavapai County One Stop Center also provides direct access to those interested in applying for Unemployment Insurance or have questions regarding their Unemployment claim by maintaining a direct phone line to the Unemployment Insurance office. ARIZONA@WORK-Yavapai County staff is available in person, by phone or virtually to assist the community with their Unemployment Insurance needs. Cross-training of Title I services between partners is pending due to remote work transition. Title I remains a source for information and referral of all Title services as applicable.

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

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

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

On a quarterly basis the One Stop Committee presents performance reports to the WDB, as well as strategies to improve, strengthen, and support local businesses.

Collaborated projects have been initiated with the intent of creating stable, reliable, higher wage jobs that will improve the quality of life for Yavapai County residents.

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

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

5. *Implement the following initiatives to support the strategies described above:*

- *Incumbent worker training programs*

The Local Workforce Development Area (LWDA), through collaborative efforts with employers, government, workforce, and economic development, will continue to foster partnerships with local entities to develop incumbent worker and career pathways programs. The Local Board will work collaboratively with its partners to develop strategies for employer engagement and methods to coordinate business service strategies. This approach has proven effective in moving populations with barriers to employment into the labor force while also meeting employer workforce needs.

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

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

such training) for the purpose of assisting such workers in obtaining the skills necessary to retain employment or avert layoffs.

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

- *Customized training programs*

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

- *On-the-Job training programs*

On-the-Job Training (OJT) is utilized in Yavapai County to offer employment training opportunities for clients who lack basic job requirements to be considered for employment. The OJT employer must commit to hire the participant after successful completion of training. OJTs are intended to develop the skills, knowledge and competencies required for the client's chosen career pathway by offsetting the cost of training up to 75%.

- *Registered apprenticeships*

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

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

Apprenticeships combine on the job training experience with classroom training.

- *Work experience programs*

WIOA allows local areas to allocate up to 10 percent of Title I funds to transitional jobs for individuals with barriers to employment. The local area works with the business community to discuss the possible opportunities for subsidized work experiences for individuals who are chronically unemployed, possess limited work experience and have barriers to employment. These activities will help the individual to establish a solid work history and attain new occupational skills that assist them with long-term job placement. Post-pandemic Work Experience (WEX) contracts are being extended up to six months and negotiated for On-the-Job Training contracts following successful completion of WEX.

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

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

The Yavapai County Workforce Development Board supports local business growth by working with business expansion and retention teams, and providing incentives such as job training, apprenticeships and wage reimbursement. Additionally the WDB promotes and encourages national talent search, outreach recruitment for experienced labor and customized Job Fairs for hiring events. There are two Business Assistance Centers (BAC) in Yavapai County – one at the ARIZONA@WORK Yavapai County Prescott Location and one in the City of Cottonwood. Services and resources are complementary to small businesses and entrepreneurs.

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

The Local Board is committed to meeting the unique and changing needs of our communities by providing quality workforce development and career services that will equip workers with the necessary skills to help them secure quality jobs. The Local Board

strives to make sure that WIOA resources are demand-driven and designed to meet labor market needs that will help program participants secure jobs that lead to meaningful careers.

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

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

The ETPL is comprised of state-approved eligible training providers and training programs that are subsequently approved by the WDB to provide training services to eligible local WIOA participants. The WDB follows all Workforce Arizona Council policies regarding the ETPL.

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

Eligible training providers for Yavapai County are reviewed by WDB staff to ensure they meet the requirement for subsequent eligibility to remain on the ETPL. All approved training providers must provide training that results in a federally and state recognized credential. The WDB staff attends various meetings, conferences and trainings to ensure that training programs on the ETPL meet local labor market demand.

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

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

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

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

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

Additionally, training providers must be able to demonstrate:

1. They have provided training the year prior to applying to the ETPL according to WIOA Eligible Training Provider List section 603.03. Registered Apprenticeships do not need to complete a year of training participants to be eligible for the ETPL.
2. A detailed description and/or link to the refund policy on the training providers' website;
3. Information that addresses alignment of the training with in-demand industry sectors and occupations, to the extent possible; and
4. The training provider must be approved by Department of Education when adult education and literacy activities are provided in conjunction with occupational skills training.

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

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

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

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

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

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

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

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

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

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

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

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

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

- Recruitment, job fairs, applicant pre-screening, postings on various search engines, and media outreach
- Provision of pre-screened applicants for open positions (OJT and Internship)
- Reimbursement for a percentage of the wages during the pre-agreed training period (OJT)
- Employee training stipend paid 100% by WIOA program for on-site training (internship)

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

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

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

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

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

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

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

The State annually assesses the physical and programmatic accessibility of all Job Centers in the local area, in accordance with WIOA sec. 188, as applicable, under the provisions of the Americans with Disabilities Act (ADA) of 1990 (42 U.S.C. 12101 et seq.). The WDB reviews the report and addresses any deficiencies, providing documentation of remedies made to the State in a timely manner. Provisions for all public accommodation and accessibility are made available upon request. If the Job Centers do not have an existing method for accommodation, the Equal Opportunity (EO) Officer will research a means to acquire the necessary item, process or technology, within reason, and report the processes to the WDB.

The WDB shall certify ARIZONA@WORK Job Centers in accordance with 20 CFR § 678.800 and as approved by the Workforce Arizona Council. The WDB adopts the State

One Stop Certification process by annually utilizing the State-authorized guidance checklist (Assessment Tool) to ensure that all Job Centers and Affiliates are compliant and accessible to ADA standards, per Workforce Arizona Policy #6. Deficiencies are addressed and documentation provided to the State and WDB accordingly in a timely manner.

The WDB periodically reviews the operational hours of the ARIZONA@WORK Job Centers to ensure that community access to WIOA services is being met. It has been determined at this time that 7:00 AM to 5:00 PM extended hours meet the needs for most. As an option for all others, online services are available 24 hours a day, 7 days a week. Due to the primarily remote operations of Titles III and IV, One Stop Center site consideration is under review for 2022-2023.

F. Memorandum of Understanding

1. Electronic Link of the Memorandum of Understanding

The Yavapai County Memorandum of Understanding/Infrastructure Funding Agreement is available for public view at the following link: <https://nacog.org/wp-content/uploads/2021/09/MOU-IFA-Full.pdf>

G. Adult and Dislocated Worker Employment and Training Activities

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

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

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

Universal access to a wide range of "career services" is made available to any individual regardless of age or employment status. Resource-challenged job seekers, including veterans transitioning into civilian employment, low income, underemployed (defined as comparison of an individual family income with the self-sufficiency level

when determining individualized/training services or skills deficient individuals are provided with priority of services, to include individualized career and training services, if they meet specific criteria as outlined WIOA.

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

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

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

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

The Workforce Innovation and Opportunity Act, Section 133 (b) (4), states that up to and including 100 percent of funds allocated to Title I Adult and Dislocated Worker programs may be transferred between these funding streams with the approval of the Governor. This allows the Local Board greater flexibility to provide services to customers with the greatest need at any point in time depending upon labor market conditions.

Training services are available to assist individuals in gaining the skills and knowledge to obtain and retain employment. Training services must be linked to in-demand

employment opportunities in the local area, or planning region, or in a geographic area in which the individual is willing to relocate or commute to. Additionally, training programs may result in either a federally-recognized credential or other recognized credential to be approved for the Eligible Training Provider List (ETPL). Examples of Training Services may include:

- **Occupational Skills Training** – Organized program of study that provides specific vocational skills that lead to proficiency in performing tasks and technical functions required by certain occupation fields at entry, intermediate or advanced levels of employment. Occupational skills training include training for nontraditional employment. Providers of occupational skills training must be listed on the Eligible Training Provider List (ETPL) and the specific training program must be listed as WIOA approved. NACOG provides up to \$6,000 for occupational skills training opportunities, however, exceptions can be made on a case by case basis. (See section 506 of the WIOA Training Services Policy Manual and 600 of the WIOA Eligible Training Provider List Policy).
- **On-the-Job Training (OJT)** – Training provided under a contract with an employer who is reimbursed up to 75% of the hourly wage. The participant being trained will be engaged in a job to help them prepare for long term unsubsidized employment. An OJT is intended to provide the knowledge or skills essential to meet the full and adequate performance of the job.
- **Work Experience** – WIOA allows local areas to allocate up to 10 percent of Title I funds to transitional jobs for individuals with barriers to employment. The local area is working with the business community to discuss the possible opportunities for subsidized work experiences for individuals who are chronically unemployed, possess limited work experience and have barriers to employment. These activities will help the individual to establish a solid work history and attain new occupational skills. Because of the labor shortages over PY 2021 the WDB has agreed to extend WEX timelines to allow for extended training period, realizing a demand for higher skill attainment.
- **Customized Training**- Training designed for the specific requirements of an employer or group of employers that relates to the introduction of new technologies or new production. The training is conducted with a commitment by the employer to employ, or if in the case of an incumbent worker, continue to employ, an individual upon successful completion of the training. The employer is required to pay not less than 50 percent of the cost of the training.
- **Incumbent Worker Training** – Training designed to help the local area employer's workforce obtain the skills necessary to retain employment and prevent job loss

and/or achieve promotions that improve self-sufficiency. The training activities are carried out by the WDB in conjunction with employers or a group of employers (which may include employers in partnership with other entities for delivering such training) for the purpose of assisting such workers in obtaining skills necessary to retain employment or gain self-sufficiency.

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

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

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

1. General Announcement;

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

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

community in which the individual resides or because of natural disasters.

2. Unlikely to return to previous occupation or industry;

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

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

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

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

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

The WDB's definition of Dislocated Worker Category 3 includes an "individual who was self-employed (including employment as a farmer, rancher, or fisherman) but is unemployed as a result of general economic conditions in the community in which the

individual resides or because of natural disasters." The WDB also embraces federal and state declarations of emergency and, in accordance with U.S. Department of Labor (DOL) Training and Employment Guidance Letter (TEGL) 19-16, expands the definition to include individuals affected by the COVID-19 as a natural disaster and an economic emergency.

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

Rapid Response continues at the State level. As of this writing no provider or activities for statewide Rapid Response has been identified in PY's 2021-2022.

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

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

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

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

- Orientation to WIOA services (in English and Spanish, as required)
- On the Job Training
- Incumbent Worker Training
- Assessment/intake interview
- Out-of-Area Job Search Assistance and Relocation Assistance
- Determination of eligibility
- Group/individual assessment
- Group job search/resume preparation and assistance
- Child Care

- Stress management counseling
- Education/Schooling
- Financial counseling/Peer Counseling
- Information on related job openings
- Job Fairs with potential employers on site
- Direct service training opportunities
- Employment related support services

J. Youth workforce investment activities description and assessment

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

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

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

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

The designated local Rehabilitation Services Administration Title IV representative serves on the Local Board to ensure that the applicable employment and training services are made available to youth with disabilities in partnership with Titles I, II and III. The One

Stop Operator is a leader in supporting efforts that provide career opportunities to youth with disabilities in coordination with the Youth Council. The One Stop Operator provides the necessary employment-related technical assistance, guidance, and training to effectively serve youth with disabilities for all partners:

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

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

The Yavapai County Youth Council created a Scope of Work in 2021 which identifies their mission, vision, chair's initiative, purpose, goals/priorities, and responsibilities.

Youth Council

Mission: Leader of innovative partnerships and services that support sustainable youth opportunities in Yavapai County

Vision: To build a stronger future for youth in Yavapai County

Purpose: The purpose of the Youth Council is to provide oversight for quality services to youth in Yavapai County for long term success

Communications/Frequency: The Youth Council meets on a quarterly basis. Meetings conducted are via Zoom, hybrid or in-person with flexibility due to the COVID-19 pandemic

Membership: Labor organizations, Title I, NAU, Prescott College, Yavapai College, past participant

- * Continue to build membership with Juvenile Justice, Homeless/Housing Youth organizations, Businesses with Apprenticeship opportunities, Veterans, Tribal, Parents of youth

Chair's Initiative:

- * Continuous Improvement on Youth Performance Standards
- * Youth future development with skills based trainings

Goals/Priorities:

- * Youth Council to provide outreach and presentations to youth organizations
 - * Increase ISV/OSY enrollment
- * Engage youth organizations to present to the Youth Council and discuss how to best partner/refer youth
- * Improve deficiencies with youth eligibility/enrollments and Measurable Skills Gains
 - * High School/Online Schools Senior presentations
 - * Presentations to HSE students
 - * Create video tutorials for industry career paths
 - * ADOT engagement for youth opportunities
- * Presentation to the CEO's on Council goals/youth services information

Responsibilities/Outputs:

- * Provide WDB Plan updates for youth service delivery
- * Oversight for youth service delivery
 - * Excel in customer service
 - * Achieving/Exceeding youth performance standards
 - * Youth Service Provider RFP
- * Assist WDB staff engagement with outreach

2. Youth program framework

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

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

- A high school dropout or a participant not attending school
- A youth who is within the age of compulsory school attendance but has not attended school for at least the most recent school year calendar quarter
- A youth enrolled in non-credit bearing courses
- A low-income individual with a high school diploma who is basic skills deficient or an English language learner
- A youth offender, homeless, pregnant or parenting
- A youth who has a disability

- *A low income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment as defined by the WDB. Enrollment with this barrier is only an option if:*
 - 1) *They are recipients of secondary school diplomas or its recognized equivalent and are at least one of the following, in alignment with WIOA Title I-B Youth Program Policy, Section 205.01:*
 - *Basic Skills Deficient; or*
 - *An English language learner*
 - 2) *In need of additional assistance to enter an educational program or to secure employment.*

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

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

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

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

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

- Developing Career Pathway opportunities for in demand sectors of Yavapai County
- Developing partnerships including apprenticeships for youth
- Performing all other duties, as assigned by the Executive Committee

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

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

14. Activities that help youth prepare for and transition to post-secondary education and training.

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

K. How training services are provided

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

Resources are made available to customers that provide guidance and assistance to accessing training services. Customers are empowered to select training they find most appropriate through Individual Training Accounts (ITA). These processes allow customers to review in-demand occupations in the local area and make selections based on "informed customer choice". The amount and duration of each participant's ITA must be justified through documentation of the participant's needs as identified in the Individual Employment Plan (IEP) and maintained in the participants case file, such as the occupational choice or goal and level of training needed to succeed in that goal. The monetary limitation for ITA's is up to \$6,000 as a general rule, however, exceptions can be made on a case-by-case basis. Upon selection of approved and eligible training, the customer is referred to the training provider for training services depending on training schedules and funding availability.

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

2. Training contracts and process

Yavapai County does not utilize training contracts, but works on a cost reimbursement basis. Employer contracts have been updated this year to reflect current times, post-COVID. In addition to ETPL, training options in Yavapai County include:

- On-the-job-training

- Occupational training
- Customized training
- Incumbent worker training
- Transitional employment

Individualized Career Services must be made available to eligible youth, adult, and dislocated workers in each local area. The WDB determines additional services beyond basic career services required to obtain or retain employment. However, not all individuals will receive all services. Youth, Adults and Dislocated Workers must be enrolled in order to receive individualized career services, and local areas must collect documentation for priority of service for adults enrolled in the WIOA programs — this priority is for all individuals in the WIOA Adult program and is determined by membership in the following groups:

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

3. Informed consumer choice in the selection of training programs

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

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

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

- Participant's assessment results to determine if he/she has sufficient skills to successfully complete a selected training program;
- Program prerequisites;
- Availability of training funds
- Cost of the training program;
- Comparison of other training programs; and

- Availability of jobs in the local job market and the minimum entry wage for related occupations. Jobs must be in in-demand occupations or industries in the local area.

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

Yavapai County has limited public transportation. The West County currently has a small transit system with minimal commute options for clients. As needed, Yavapai County Job Centers will provide services electronically to ensure WIOA access. In the East County, there is a local transit service allowing for routine transportation services between Camp Verde and Cottonwood.

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

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

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

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

Wi-Fi is available in the West County One Stop parking lot to individuals who wish to access the internet from their personal vehicle to perform job searches, enroll in AJC and apply for other employment/unemployment services.

The Yavapai County LWDA provides services to eligible individuals with barriers to employment to assist in obtaining training and/or employment opportunities that lead

to self-sufficiency. As described in WIOA 3 (24), the term “individual with a barrier to employment” means a member of one or more of the following populations:

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

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

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

The LWDA also identifies barriers of unemployed, underemployed, defined as comparison of an individual family income with the self-sufficiency level when

determining individualized/training services, not meeting self-sufficiency, transportation, poor work history, child care, housing, lacking support needed to obtain employment (such as work attire), and an offender.

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

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

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

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

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

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

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

- Transportation (e.g. gas vouchers, car payments, auto insurance and/or auto repairs)
- Work and Training related-expenses (e.g. tools, uniforms, job interview clothing, technology equipment)

- Educational supplies, books
- Payments for vocationally necessary exams, certificates, licenses (including GED)
- Childcare
- Housing
- Relocation assistance
- Needs-related payments necessary to enable a WIOA client to participate in a WIOA training activity.

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

M. WIOA "Basic Skills Deficient" determinations

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

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

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

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

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

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

1. A veteran or an eligible spouse of a veteran who:

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

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

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

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

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

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

O. Veterans Priority of Service

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

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

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

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

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

P. WDB's definition of "Underemployed"

1. Underemployment qualifications

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

2. Self-sufficiency income level and review process

The 2022 Yavapai County Lower Living Standard Income Level is as follows: Self-sufficiency as determined by the Yavapai County WDB is 250% of the Lower Living Standard Income Level (LLSIL). In Yavapai County the 250% LLSIL is used to determine self-sufficiency for Adults and Dislocated Workers. The LLSIL and poverty guidelines are used to establish low-income status for WIOA Title I programs.

Unemployed individuals who are unable to obtain employment through career services and who have been determined to be in need of more individualized services to obtain employment will be considered for WIOA Title I enrollment following initial assessment. Eligible employed individuals that are in need of additional services to obtain self-sufficiency as defined above would be considered for enrollment in individual and training services in the adult program. The LLSIL is based on the household size as the income criterion in order to transition employed individuals from career training services.

Each situation is evaluated on a case-by-case basis to determine appropriate means to meet client needs within the available local area. Career, Individualized and Training Services are provided to assist clients with acquiring additional skills with the ultimate goal of attaining self-sufficiency. The local self-sufficiency policy was established by the WDB and the WDB reserves the right to make adjustments to reflect changes as reflected by Labor Market Information (LMI). The local self-sufficiency policy is accomplished through case file review and the WIOA eligibility process.

The WDB reviews LLSIL every two (2) years unless economic and budget impacts that would affect the self-sufficiency rate are apparent, such as the COVID-19 pandemic. Under those circumstances, NACOG will make a request to the WDB for immediate review. WDB approval is to be as inclusive as possible in determining eligibility based on the state's approval. (Updated Chart Below updated 4/28/22 following public comment received 4/25/22)

ARIZONA DEPARTMENT OF ECONOMIC SECURITY
Yavapai
 70% LLSIL, 100% LLSIL and Self-Sufficiency
 INCOME MATRIX FOR 2022

| FAMILY SIZE | HHS Poverty Guidelines | 70% LLSIL* METRO AREA | 100% LLSIL Used to determine self- sufficiency METRO AREA | SELF- SUFFICIENCY for Adults* 250% LLSIL METRO AREA | SELF-SUFFICIENCY for Dislocated Workers* or the 80% 250% LLSIL METRO AREA |
|---|--------------------------------------|------------------------------------|---|---|---|
| 1 | \$13,590 | \$12,385 | \$17,962 | \$44,905 | \$44,905 |
| 2 | \$18,310 | \$20,296 | \$28,995 | \$72,488 | \$72,488 |
| 3 | \$23,030 | \$27,866 | \$39,809 | \$99,523 | \$99,523 |
| 4 | \$27,750 | \$34,400 | \$49,143 | \$122,858 | \$122,858 |
| 5 | \$32,470 | \$40,593 | \$57,989 | \$144,973 | \$144,973 |
| 6 | \$37,190 | \$47,478 | \$67,826 | \$169,565 | \$169,565 |
| 7 | \$41,910 | \$54,363 | \$77,663 | \$194,158 | \$194,158 |
| 8 | \$46,630 | \$60,259 | \$86,086 | \$215,215 | \$215,215 |
| Poverty Level Additional Per Person > 8 | \$4,720 | | | | |
| LLSIL Additional Per Person > 6 | | \$6,885 | \$9,837 | \$24,593 | \$24,593 |

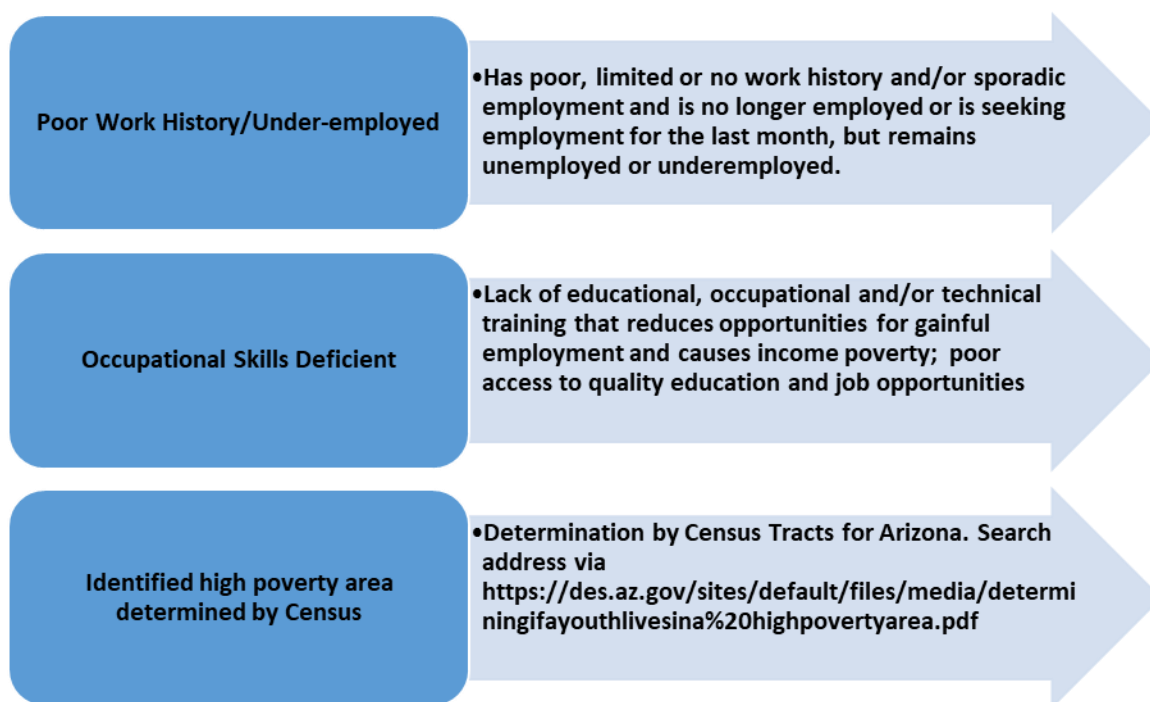
Q. WDB's definition and eligibility documentation for "requires additional assistance to enter or complete an education program, or to secure and hold employment" for:

1. Out-of-school youth

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

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

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



2. In-school youth

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

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

“Requires additional assistance to complete an education program or to secure employment and hold employment”, as follows:

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



Need Addition Assistance Criterion Limitation

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

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

Low Income Exception

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

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

The WDB retains contractual services to develop and evaluate any requests for proposals (RFP) for Yavapai County services from outside parties to ensure appropriate firewalls are in place. The WDB Executive Committee serves as the RFP Committee for all procured services so as to avoid potential perception of conflicts of interest. The selection of providers of Title I-B services includes:

1. Providers of youth workforce investment activities through competitive grants or contracts based on the recommendations of the youth standing committee (if such a committee is established); however, if the WDB determines there is an insufficient number of eligible training providers in a local area, the WDB may award contracts on a sole-source basis as per the provisions at WIOA Sec. 123(b).
 - a. The Yavapai County WDB Youth Council is appointed by the Executive Committee of the WDB and is comprised of members connected to local youth activities. Members may include WIOA partners, labor organizations, education, public safety, housing, public/private sector providers, and juvenile justice. Youth Council responsibilities include assessing needed changes in services and budget allocation to comply with youth program changes mandated by WIOA, youth activities and customer satisfaction ratings in Yavapai County Youth Council also develops the youth portion of the local plan, recommends and conducts oversight of youth service providers, establishes linkages with other youth service providers, and other duties as assigned by the Executive Committee. Youth Council falls under authority of the WDB Executive Committee. The Youth Council has a standing agenda items at WDB meetings. The Youth Council Chair reports outcomes and makes recommendations to the full WDB.
 - b. The Yavapai County Youth Council created a Scope of Work in 2021, consisting of their mission, vision, chair's initiative, purpose, goals/priorities, and responsibilities. A flowchart of the Scope of Work can be found on page 81
2. Providers of training services consistent with the criteria and information requirements established by the Governor and WIOA Sec. 122.
3. Through a competitive process the WDB will recommend to the Board of Supervisors (BOS) a selection of One Stop Operator to coordinate the service delivery of required one-stop partners and service providers in accordance with § 678.600 through 678.635. The Executive Director is not present and does not participate with procurement or selection of service providers.

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

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

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

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

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

Key strategic partners include:

Northern Arizona University (NAU) – Prescott Valley

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

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

ERAU is a private institution located in Prescott. The Prescott campus offers a selection of major and minors focused on aviation, aerospace, engineering, business administration, applied meteorology, cyber security and intelligence, and safety, to a name a few. Prescott also offers the only master of science in safety science degree in the U.S., which delivers a nearly 100% job placement rate after graduation.

Prescott College

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

Yavapai College

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

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

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

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

1. Yavapai County Title II education provider

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

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

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

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

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

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

- Prescott (Yavapai College campus)
- Prescott Valley (Yavapai College Campus)
- Clarkdale/Verde (Yavapai College campus)
- Chino Valley (Yavapai College campus)
- Sedona (Yavapai College campus)
- Yavapai College remote satellite campuses:
 - Ash Fork
 - Bagdad
 - Black Canyon City
 - Camp Verde
 - Yarnell
 - Yavapai Apache Nation – separate from Yavapai County

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

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

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

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

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

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

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

While Title III has implemented call centers as a means of providing wide range services, the Yavapai County Local Area continues to have at least one Job Center open to the public. Our primary coordination is with these on-site representatives.

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

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

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

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

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

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

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

Title III staff provides the following services at the Job Centers:

- Current labor market information
- Jobs currently in demand
- Assessment of skill levels, abilities, aptitudes
- Career guidance
- Career assessment for job seekers making career changes
- Unemployment Insurance assistance
- Reemployment Services and Eligibility Assessments (RESEA)
- Referrals to job openings and community resources

- Job search workshops
- Job fairs
- Customized recruitment services for local companies
- Assistance with resume building
- Priority of services for Veterans

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

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

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

- ARIZONA@WORK-Yavapai County
- Northern Arizona Council of Governments – EWD (Title I)
- Adult Education (Title II), Current Chairman of the One Stop Committee
- Department of Economic Security (VR and Veterans – Titles III & IV)

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

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

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

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

In order to facilitate access to system services, VR staff will be available virtually on an as-needed basis. VR staff will work cooperatively with Job Center staff in order to facilitate reciprocal referrals and joint service planning. Client data, such as demographic information and evaluation and testing results, can be shared between partners with client written approval to assist in reciprocal referrals and joint service planning. VR and Job Center services can be used as comparable benefits for mutually eligible clients. For customers needing Title IV services, the Job Centers will host Wi-Fi equipment and provide on-site space for virtual meeting protocols. Referrals for outside providers will be made to at risk individuals as applicable.

The ARIZONA@WORK-Yavapai County referral process is outlined within the Yavapai County Memorandum of Understanding. Referrals can be accessed by an NCR referral form or by an electronic referral form. Referrals are used among all ARIZONA@WORK partners for services requested by a partner agency and serve as a communication tool between partners to identify outcomes pertaining to clients.

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

IV. ARIZONA@WORK Job Center Delivery Description

A. ARIZONA@WORK Job Centers and Affiliate Site

The WDB continues to evaluate the accessibility and necessity of operating three Job Centers now that most partner staff, with the exception of Title I, are working remotely.

The current ARIZONA@WORK Yavapai County Job Center locations are:

Prescott:

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

Cottonwood:

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

The Yavapai County Job Center Affiliate location is:

Prescott Valley

Department of Economic Security
3262 Bob Drive Suite 342 B-1
Prescott Valley AZ 86314
Phone (928)759-1636

Programs and access systems and services are provided through two primary areas. First is the Orientation, which is held every Monday at Comprehensive sites. The Orientation is designed to give clients and potential customers a comprehensive overview of WIOA service options including job search, job placement, job training and case management. Core services are coordinated through the LWDB and provide direct service options to ensure customer choice. Policies between partner programs are aligned as much as possible, each partner program must adhere to their specific policies, but our effort is for these policies to be as seamless as possible, and not evident nor impeding to our customers. The One Stop Committee is set up to identify service gaps and overlaps to avoid duplication of services. Title I and III also access AJC where direct services are identified and managed to avoid duplication of services. Operations delivered at the Job Centers share administrative systems and procedures to assure coordination of workforce programs and activities.

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

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

- B. WDB monitoring of eligible service providers continuous improvement and ability to meet the employment needs of local employers, workers and job seekers (DES has been working on an ETPL updated policy but it has not been released at this time, most recent created in 2016)*

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

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

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

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

Yavapai County WDB and core partners in the One Stop delivery system are committed to providing access to all services, facilities and information to Americans with disabilities. As recipients of federal funds, the Local Board is required to comply with various regulations relating to non-discrimination and equal opportunity. The WDB is in compliance with the Americans with Disabilities Act (ADA) of 1990 (42 U.S.C 12101 et seq.), Section 188 of the Workforce Innovation and Opportunity Act (WIOA). Section 188, prohibits the exclusion of an individual from participation in, denial of the benefit of, discrimination in, or denial of employment or in connection with, any program and activities funded or otherwise financially assisted under Title I of WIOA because of race, color religion, sex, national origin, age, disability, political affiliation or belief, and

against beneficiaries on the basis of either citizenship/status or participation in a program or activity that receives financial assistance under the Title I of WIOA. To ensure that these criteria are met, an annual comprehensive state monitoring of EO Compliance is performed at each Yavapai County ARIZONA@WORK Job Center utilizing a checklist that encompasses all required areas, including parking lot access to the Job Centers. Findings are addressed as required and submitted for state review and approval.

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

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

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

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

2. *Process to request accommodation and ATE*

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

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

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

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

D. WIOA System Partner roles and resource contributions

The ARIZONA@WORK-Yavapai County Job Centers provide a central point of service at the comprehensive and affiliate Job Centers. The Center is the physical location where all of the relevant programs, services, and activities provided by the required partners are accessible. DES and NACOG manage technological resources such as websites, business networking software, on-line and testing services, leases, and utilities and associated costs at hosts for East and West Comprehensive Sites. All Core Partners contribute negotiated fair shares in the WDB budget.

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

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

- NACOG anticipates appointment as the One Stop Operator through a competitive procurement process in April 2022.
- NACOG is responsible for all Title I Direct Services for Adult, Youth, Dislocated Worker and Rapid Response. NACOG provides direct services to include core placement services and referral services utilizing OJT, WEX, Support Services and Occupational Vocational Training as applicable.

Wagner-Peyser Employment Services/Veteran Services

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

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

Rehabilitation Services Administration

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

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

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

Adult Education

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

These changes create an opportunity to leverage systemic changes across the currently disconnected education and training systems. Various meetings have taken place to discuss direct One Stop services along with infrastructure and cost sharing requirement for partners under WIOA. The series of meetings provided an opportunity to

highlight key points about the current state of practices regarding service delivery in the Job Centers and to identify areas for further planning and implementation.

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

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

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

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

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

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

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

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

1. Facilitating connections among the intake and case management information systems of the one-stop partner programs to support a comprehensive workforce development system in the local area. This is accomplished through the use of Arizona Job Connection and cross-training and referrals among service providers within the One Stop system. All partners are also requested to make regular presentations to the WDB for Board development as well as quarterly performance reporting by all One Stop partners.
 2. Facilitating access to services provided through the one-stop delivery system involved, including access in remote areas. The WDB has sponsored computer learning labs in remote areas throughout Yavapai County as an effort to make online distance learning and job search opportunities available for remote areas for all Title I services. Program staff is also assigned to all areas of the County and make regular contact with remote areas, including presentations through Community forums. ARIZONA@WORK information is also disseminated to all areas of Yavapai County.
 3. Identifying strategies for better meeting the needs of individuals with barriers to employment, such as recipients of public assistance, other low-income individuals and individuals that are basic skills deficient, including strategies that augment traditional service delivery, and increase access to services and programs of the one-stop delivery system, such as improving digital literacy skills; and
 4. Leveraging resources and capacity within the local workforce development system, including resources and capacity for services for individuals with barriers to employment.
- F. *WDB implementation of the waiver granted by the U.S. Department of Labor to the State of Arizona to use ITAs for youth who are in school, which will expire June 30, 2023.*

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

V. Performance and Continuous Improvement

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

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

We are improving and updating our process for orientation, intake and case management to a hybrid method to expand options for the community and increase client participation.

The One Stop Committee meets on a bi-monthly basis to solve pressing or time-sensitive issues and will provide One Stop partners with opportunities to examine current service delivery practices and to assess whether they are moving along the WIOA integration continuum. This robust planning process to re-design the local system includes the following:

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

One Stop partners believe that an integrated, technology-enabled intake and case management system is essential to the success of programs carried out under the Act by the One Stop partners. The system must have processes in place to verify data accuracy, monitor data collection, correct errors, improve data collection and entry on an ongoing basis, and focus on continuous improvement of data quality. Currently, the

Arizona Job Connection serves as data system for Title III DES, RAA and Title I-B programs, with exception of Title II Adult Education and Title IV Vocational Rehabilitation. The www.azjobconnection.gov website functions as a reporting platform to ensure conformity to standard classification, valid and reliable data, internal consistency, and user-friendly access and security of the primary data.

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

B. PY2022-2023 Proposed Performance Levels

Title I performance negotiations will include the Executive Director for the WDB working with the State to review past performance and current economic conditions, using state reported Local Area labor market research and any other relevant data, that may influence future area performance while achieving state goals for performance. Final negotiations are reviewed and agreed upon between the WDB and BOS, per Public Law 128 (c)(2). The Local Area utilizes AJC as a data source to document earnings gain, credential rates, employment for the 2nd and 4th quarters, and measurable skills gains.

YAVAPAI COUNTY PROPOSED PERFORMANCE LEVELS PY2022-2023

| | PY21 Actual as of 7/21/2022 | LWDA Predicted from the Model | State Targets PY22** | State Targets PY23** | Yavapai Proposed for PY22 | Yavapai Proposed for PY23 |
|---|--------------------------------------|--|----------------------------|----------------------------|---------------------------------|---------------------------------|
| WIOA Adults | | | | | | |
| Employed 2nd quarter after exit | 78.9% | 80.0% | 70.0% | 70.0% | 70.0% | 70.0% |
| Employed 4th quarter after exit | 73.6% | 79.7% | 70.0% | 70.0% | 70.0% | 70.0% |
| Median Wage | \$8,278 | \$6,963 | \$6,800 | \$6,800 | \$6,800 | \$6,800 |
| Credential | 83.0% | 78.7% | 80.0% | 80.0% | 80.0% | 80.0% |
| Measurable Skills Gain | 60.9% | 55.0% | 66.0% | 66.0% | 66.0% | 66.0% |
| WIOA Dislocated Worker | | | | | | |
| Employed 2nd quarter after exit | 93.2% | 86.0% | 79.0% | 79.0% | 79.0% | 79.0% |
| Employed 4th quarter after exit | 87.2% | 73.2% | 76.0% | 76.0% | 76.0% | 76.0% |
| Median Wage | \$8,770 | \$6,231 | \$8,700 | \$8,700 | \$8,700 | \$8,700 |
| Credential | 89.9% | 71.0% | 75.0% | 75.0% | 75.0% | 75.0% |
| Measurable Skills Gain | 72.0% | 50.0% | 70.0% | 70.0% | 70.0% | 70.0% |
| WIOA Youth (14-24) | | | | | | |
| Employed, in education, or in Occupation Skills Training 2nd quarter after exit | 81.8% | 80.0% | 75.0% | 75.0% | 75.0% | 75.0% |
| Employed, in education, or in Occupation Skills Training 4th quarter after exit | 82.4% | 78% | 71.0% | 71.0% | 71.0% | 71.0% |
| Median Wage | \$4,888 | \$4,635 | \$5,200 | \$5,200 | \$5,200 | \$5,200 |
| Credential | 73.7% | 55.6% | 62.0% | 62.0% | 62.0% | 62.0% |
| Measurable Skills Gain | 41.7% | 45.0% | 63.0% | 63.0% | 63.0% | 63.0% |

C. Yavapai County Performance Goals

Yavapai County has demonstrated resilience during the pandemic by being available on-site and meeting clients where they are to ensure access to services. We expect to achieve the following goals for Program Years 2022-2023 in the Title I Adult, Youth and Dislocated Worker programs:

TITLE I-B ADULT

| | Title I-B – Adult Program | | | |
|---|---------------------------|------------------|--------------------|------------------|
| | Program Year: 2022 | | Program Year: 2023 | |
| | Expected Level | Negotiated Level | Expected Level | Negotiated Level |
| Employment (Second Quarter after Exit) | 70.0% | 70.0% | 70.0% | 70.0% |
| Employment (Fourth Quarter after Exit) | 70.0% | 70.0% | 70.0% | 70.0% |
| Median Earnings (Second Quarter after Exit) | \$6,800 | \$6,800 | \$6,800 | \$6,800 |
| Credential Attainment Rate | 80.0% | 80.0% | 80.0% | 80.0% |
| Measurable Skill Gains | 66.0% | 66.0% | 66.0% | 66.0% |

TITLE I-B DISLOCATED WORKER

| | Title I-B – Dislocated Worker Program | | | |
|---|---------------------------------------|------------------|--------------------|------------------|
| | Program Year: 2022 | | Program Year: 2023 | |
| | Expected Level | Negotiated Level | Expected Level | Negotiated Level |
| Employment (Second Quarter after Exit) | 79.0% | 79.0% | 79.0% | 79.0% |
| Employment (Fourth Quarter after Exit) | 76.0% | 76.0% | 76.0% | 76.0% |
| Median Earnings (Second Quarter after Exit) | \$8,700 | \$8,700 | \$8,700 | \$8,700 |
| Credential Attainment Rate | 75.0% | 75.0% | 75.0% | 75.0% |
| Measurable Skill Gains | 70.0% | 70.0% | 70.0% | 70.0% |

TITLE I-B YOUTH

| | Title I-B – Youth Program | | | |
|---|---------------------------|------------------|--------------------|------------------|
| | Program Year: 2022 | | Program Year: 2023 | |
| | Expected Level | Negotiated Level | Expected Level | Negotiated Level |
| Employment (Second Quarter after Exit) | 75.0% | 75.0% | 75.0% | 75.0% |
| Employment (Fourth Quarter after Exit) | 71.0% | 71.0% | 71.0% | 71.0% |
| Median Earnings (Second Quarter after Exit) | \$5,200 | \$5,200 | \$5,200 | \$5,200 |
| Credential Attainment Rate | 62.0% | 62.0% | 62.0% | 62.0% |
| Measurable Skill Gains | 63.0% | 63.0% | 63.0% | 63.0% |

VII. Public Comment

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

The Yavapai County Workforce Development Plan Draft 2020-2023 was made available for public comment from March 31, 2022 through April 30, 2022. The Public Comment Period was announced in The Daily Courier (print version and e-version) and the Verde Valley Independent (print version and e-version). The plan was published on the NACOG website at www.nacog.org and on the ARIZONA@WORK website at www.arizonaatwork.com. Written comments were received via:

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

Fax: (928)778-1756

Email: jsawyer@nacog.org

The WDB will continue to encourage State partners to review the Yavapai County Plan Updates within the Public Comment period to avoid delays in finalizing the Plan.

The WDB will meet on a date to be publicly announced to review all comments received on the Plan, and will submit all comments as an attachment to the Plan.

B. Comments received in disagreement with the Local Plan

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

Itemized as follows:

4/25/2022 – Leah Cickavage, Northern Arizona Council of Governments Economic and Workforce Development Division Operations Manager – WIOA Title I Operator:

Please accept this email as public comment to the LWDB Plan. DES recently announced the LLISL levels for 2022. For Yavapai County, the LLSIL is as follows:

| Family Size | HHS Poverty Guidelines | 70% LLSIL | 100% LLSIL | 250% LLSIL Adults | 250% LLSIL Dislocated Workers |
|--|------------------------|-----------|------------|-------------------|-------------------------------|
| 1 | \$13,590 | \$12,385 | \$17,962 | \$44,905 | \$44,905 |
| 2 | \$18,310 | \$20,296 | \$28,995 | \$72,488 | \$72,488 |
| 3 | \$23,030 | \$27,866 | \$39,809 | \$99,523 | \$99,523 |
| 4 | \$27,750 | \$34,400 | \$49,143 | \$122,858 | \$122,858 |
| 5 | \$32,470 | \$40,593 | \$57,989 | \$144,973 | \$144,973 |
| 6 | \$37,190 | \$47,478 | \$67,826 | \$169,565 | \$169,565 |
| 7 | \$41,910 | \$54,363 | \$77,663 | \$194,158 | \$194,158 |
| 8 | \$46,630 | \$60,259 | \$86,086 | \$215,215 | \$215,215 |
| Poverty level additional per person greater than 8 | \$4,720 | | | | |
| LLSIL Additional Per Person greater than 6 | | \$6,885 | \$9,837 | \$24,593 | \$24,593 |

Appendix 1: Performance Measures

For Program Years (PY) 2020-2023 Plans, Title I programs (Adult, Dislocated Worker, and Youth) will have two full years of data available to make reasonable determinations of expected levels of performance for the following indicators for PY 2022 and PY 2023:

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

Negotiated performance levels are demonstrated below:

| | Title I-B – Adult Program | | | |
|---|---------------------------|------------------|--------------------|------------------|
| | Program Year: 2022 | | Program Year: 2023 | |
| | Expected Level | Negotiated Level | Expected Level | Negotiated Level |
| Employment (Second Quarter after Exit) | 70.0% | 70.0% | 70.0% | 70.0% |
| Employment (Fourth Quarter after Exit) | 70.0% | 70.0% | 70.0% | 70.0% |
| Median Earnings (Second Quarter after Exit) | \$6,800 | \$6,800 | \$6,800 | \$6,800 |
| Credential Attainment Rate | 80.0% | 80.0% | 80.0% | 80.0% |
| Measurable Skill Gains | 66.0% | 66.0% | 66.0% | 66.0% |

| | Title I-B – Dislocated Worker Program | | | |
|---|---------------------------------------|------------------|--------------------|------------------|
| | Program Year: 2022 | | Program Year: 2023 | |
| | Expected Level | Negotiated Level | Expected Level | Negotiated Level |
| Employment (Second Quarter after Exit) | 79.0% | 79.0% | 79.0% | 79.0% |
| Employment (Fourth Quarter after Exit) | 76.0% | 76.0% | 76.0% | 76.0% |
| Median Earnings (Second Quarter after Exit) | \$8,700 | \$8,700 | \$8,700 | \$8,700 |
| Credential Attainment Rate | 75.0% | 75.0% | 75.0% | 75.0% |
| Measurable Skill Gains | 70.0% | 70.0% | 70.0% | 70.0% |

| | Title I-B – Youth Program | | | |
|---|---------------------------|------------------|--------------------|------------------|
| | Program Year: 2022 | | Program Year: 2023 | |
| | Expected Level | Negotiated Level | Expected Level | Negotiated Level |
| Employment (Second Quarter after Exit) | 75.0% | 75.0% | 75.0% | 75.0% |
| Employment (Fourth Quarter after Exit) | 71.0% | 71.0% | 71.0% | 71.0% |
| Median Earnings (Second Quarter after Exit) | \$5,200 | \$5,200 | \$5,200 | \$5,200 |
| Credential Attainment Rate | 62.0% | 62.0% | 62.0% | 62.0% |
| Measurable Skill Gains | 63.0% | 63.0% | 63.0% | 63.0% |

Appendix 2: In-Demand Industries and Occupations

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

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

In-Demand Occupations in Yavapai County

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

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

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

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

Source: Arizona Job Connection

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

Workforce Plan

The State Modified 2020-2023 WIOA Unified Workforce Development Plan focuses on expanding business leadership in the workforce system and increasing system wide unity across workforce partners. Adaptations due to the COVID-19 pandemic changed the needs of ARIZONA@WORK system clients and businesses. Local job centers creatively provided drive-through and remote services in ways not utilized in the past. Communication and coordination between DES and ADE effectively administered ten various employment and education programs to the communities we serve. ARIZONA@WORK identified strengths and weaknesses in workforce development activities by surveying the state and local partners on system-wide performance areas. The following goals, strengths/weaknesses and strategies were determined to be the most important to focus efforts over the plan's duration.

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

Arizona's Priorities Established by Governor:

- Government working at the speed of business
- Equal access to education
- Opportunity for all
- Pro-growth economy

Arizona's Goals:

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

- Strengths:
 - Utilize partnerships between core partners, ACA/OEO, and the LWDB's
 - Common focus to support In-Demand Industries
- Weaknesses:
 - Lack of effective, extensive engagement strategy
 - Insufficient coordination between workforce and economic development efforts

Goal 2: Support Business Needs – Serve Arizona job creators by understanding, anticipating and helping them meet workforce needs

- Strengths:

- Current sector strategies and related education to individuals to support employer needs
- Weaknesses:
 - Lack of coordinated, consistent business effort support efforts across the state

Goal 3: Prepare Job Seekers; Defend Against Poverty - Prepare and match job seekers to a job creator for a successful career that provides amply

- Strengths:
 - Efforts to support participants as early as possible to obtain core employment and basic skills services
- Weaknesses:
 - Lack of statewide model for career pathways
 - Insufficient service integration across partners making it harder to support individuals with barriers

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

- Strengths:
 - Standards and expectations of delivery system (unified support of four target areas)
- Weaknesses:
 - Inconsistent and/or limited co-enrollments across ARIZONA@WORK programs, including adult education providers
 - Data system and reporting improvements needed by ARIZONA@WORK programs. Insufficient interoperability of data systems across ARIZONA@WORK programs. Insufficient data reporting to enable data-driven decisions that support continuous improvement (e.g., reporting the employment success rate in education and training provided)

Arizona's Strategies:

1. Promote industry sector partnerships/projects
2. Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system
3. Increase and improve coordination between workforce, education, and economic development efforts at the state and local level
4. Ensure training provided to job seekers and workers has a focus on transferrable skills
5. Create a comprehensive business engagement plan to support consistency and availability of services

6. Implement framework for supporting a statewide model for career pathways based on the identified In-Demand industries and occupations, connecting the education and incorporating appropriate flexibility for regional variation
7. Improve processes for co-enrollment across partners to share costs and case management to better serve customers
8. Enhance initiatives supporting populations with barriers to employment to ensure customers are receiving needed services efficiently including populations identified in section (a)
9. Create a consistent system for continuous improvement
10. Identify data system solutions to enhance the interoperability and quality of data for use across ARIZONA@WORK programs

A link to the State Modified 2020-2023 WIOA Unified Workforce Development Plan may be found on www.azdes.gov.

Appendix 4: Required One Stop Partners

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

Department of Labor (DOL)

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

Department of Education (ED)

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

Department of Housing and Urban Development (HUD)

- A. Employment and training programs;

Department of Health and Human Services (HHS)

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

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

Additional Partners

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

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

Appendix 5: Additional Resources

Regulation and Policy Links

Federal Regulations

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

Workforce Arizona Council Local Plan Modification Policy

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

Workforce Arizona Council Conflict of Interest Policy

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

Research Tools

Office of Economic Opportunity's

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

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

Other Resources

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