



WORKFORCE DEVELOPMENT BOARD

March 21, 2024
Board Meeting Packet



COCONINO COUNTY

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Meeting Packet Table of Contents

Meeting Agenda	1
Meeting minutes from the 12/7/2023 and 1/25/2024 meeting	2
Brenda Sipe application	6
Rapid Response Draft Policy	16
High Poverty Rate Draft Policy	32
Protected Personally Identifiable Info draft policy	34
ETPL policy	39
Presentation - Center for the Future of Arizona	53

**WORKFORCE DEVELOPMENT BOARD
AGENDA**

Thursday, March 21, 2024, 1:30-3:00 pm Hybrid

Meeting Location: 211 W. Aspen Ave, Flagstaff, AZ 86001, Chamber Conference Room

Zoom: <https://us06web.zoom.us/j/84146444834?pwd=qdAcJJobweXJcpLuVm6BlbGhVA1RDh.1>

Meeting ID: 841 4644 4834 Passcode: 016565

1. CALL TO ORDER

Agenda items may be taken out of order. Pursuant to A.R.S. 38-431.03(A)(3) the Board may vote to go into executive session for legal advice from its attorney on any item listed on this agenda.

- A. Flag salute and Welcome
- B. Roll Call -- *Armando Bernasconi, Secretary*

2. Call to the public – *Chair Sobczak*

3. Approval of Agenda

4. Approval of Minutes

- A. Approval of minutes from the 12/7/2023 and 1/25/2024 board meeting

5. Consent Item

- A. Approval to submit new member's application for Brenda Sipe
- B. Rapid Response draft policy
- C. High Poverty Rate draft policy
- D. Protected Personally Identifiable Info draft policy
- E. ETPL policy

6. Presentation - Center for the Future of Arizona by *Jennifer Hernandez*

7. Board Chair update – *Chair Sobczak*

8. Committee Reports

- A. Finance Report -- *Armando Bernasconi*
- B. Executive Director Report – *Billy Francis, Executive Director*
- C. One_Stop Operator updates – *CPLC, Julian O. Van Gorden*

9. Meeting Recap -- *Bruce Sobczak, Chair*

10. ADJOURNMENT

- A. Next Workforce Development Board Meeting, Thursday, May 23, 2024

COCONINO WORKFORCE DEVELOPMENT BOARD
Meeting Minutes
December 7, 2023

WDB Members Present

Beth Caplan
 Regina Salas
 Bruce Sobczak
 Brent Neilson
 John Saltonstall
 Kay Leum
 Armando Bernasconi
 Diana White
 Valerie Kelly
 Gail Jackson
 Donovan Weidmann
 Julie Pastrick
 Heather Bachicha

Board Staff

Billy Francis
 Yanzi Liu
 Steven Reyna
 Kengatta Callen

Guests

George Ovalle
 Anne Newland
 Christian Hernandez
 Dee Pinkston
 Jennifer Dufresne
 Jennifer Hernandez
 John Diemer
 Katherine Kannenberg
 Mark Maciha
 Sandra Darling
 Lena Fowler
 Eilise Fisher

WDB Members Absent

Geoffory D. Lloyd
 Judy Franz
 Seth Gregar
 Lydia Rose Wielgus

- i. **CALL TO ORDER** – Agenda items may be taken out of order. Pursuant to A.R.S. 38-431.03(A)(3), the Board may vote to go into executive session for legal advice from its attorney on any item listed on this agenda. Chair Sobczak called the meeting to order.
- ii. **PLEDGE OF ALLEGIANCE** – Chair Sobczak led the pledge of allegiance.
- iii. **ROLL CALL** – Armando Bernasconi did the roll call. We had a quorum.
- iv. **CALL TO THE PUBLIC** – No one from the public requested to comment.
- v. **Approval of Agenda**
 - The agenda was approved by Julie Pastrick and seconded by Beth Caplan.
- vi. **Approval of Minutes**
 - The Minutes from 9/21/2023 was approved by Julie Pastrick and seconded by Beth Caplan.
- vii. **Consent items**
 - A. Service Agreement LWDB and CCHHS FY24
 - B. Training dollar allocation update
 - Regina asked about elaboration on performance measurement regarding increasing services in rural areas from the partner and service providers. Chair Sobczak said would consider adding rural area numbers to the dashboard.
 - Both items were approved by Regina Salas and seconded by Beth Caplan.
 - Armando asked about how possible to capture the metric for rural areas and implement it into the dashboard. George answered that HHS can run their report by zip code.

- Kay asked about MOU p24 says “Review and evaluate the performance of the Coconino County Local WDA and one-stop operator.”, how often this will happen? Billy answered: for the new OSO, we need to wait a full year to access their performance.
 - Kay asked about the time frame of MOU states from July, but we are approving it in December. Bruce explained that the draft had been modified by different parties which caused the delay. Gail said we are following the state statutes on how often we should review. Even though the MOU didn’t provide the time frame, it states we need to follow the State regulations.
- viii. Board Chair update
- CPLC is onboarding for our new One-Stop Operator
 - Attended local governance training provided by the state on 10/23
 - Two Communication meetings happened between the board executive team and our Title 1B partner (HHS) on 11/1 and 11/14
 - Performance “Dashboard” was created.
 - We are recruiting more business representatives of board members, and we need a chair for the performance and accountability committee which needs to be a current board member.
- ix. Finance report
- The report was presented by Finance Committee Chair Armando. The LWDB expenditures, FY2024 budget is \$880,828, total expenditures is \$102,475, used 12%. OSO budget is \$126,476, since they are not officially onboard, we don’t have expenditures. The Title IB program budget is \$1,600,000, total spending is \$210,276, used 13%.
- x. Executive Director report
- Billy Francis welcomed CPLC as the new OSO.
 - Meet with Deputy Workforce Administrator Tim Tucker from the Workforce Solutions Administration (WSA) Arizona Department of Economic Security.
- xi. Chair recap
- Chair Sobczak offered Sup. Fowler and other board members opportunity to update their work.
- xii. **ADJOURNMENT**–The meeting was adjourned at approximately 3:00 p.m. The motion was first approved by Julie and seconded by Beth.

COCONINO WORKFORCE DEVELOPMENT BOARD
Meeting Minutes
January 25, 2024

<u>WDB Members Present</u>	<u>Board Staff</u>	<u>Guests</u>	<u>WDB Members Absent</u>
Beth Caplan	Billy Francis	Jennifer Dufresne	Geoffory D. Lloyd
Bruce Sobczak	Yanzi Liu	Mark Maciha	Seth Gregar
Kay Leum	Steven Reyna	Sandra Darling	Brent Neilson
Armando Bernasconi		Eilise Fisher	John Saltonstall
Diana White		Zack Schwartz	Valerie Kelly
Donovan Weidmann		Andrea Merrihew	Gail Jackson
Judy Franz		Daniel Nickerson	Julie Pastrick
Lydia Rose Wielgus		Jeronimo Vasquez	Heather Bachicha
		Jess McNeely	
		Judy Begay	
		Julian Van Gorden	
		Melissa Shaw	
		Nicole Kelsheimer	
		Adam Hess	

- i. **CALL TO ORDER** – Agenda items may be taken out of order. Pursuant to A.R.S. 38-431.03(A)(3), the Board may vote to go into executive session for legal advice from its attorney on any item listed on this agenda. Chair Sobczak called the meeting to order.
- ii. **PLEDGE OF ALLEGIANCE** – Chair Sobczak led the pledge of allegiance.
- iii. **ROLL CALL** – Armando Bernasconi did the roll call. We didn’t have a quorum.
- iv. **CALL TO THE PUBLIC** – No one from the public requested to comment.
 - Supervisor Hess introduced himself as the new role of the county.
 - Supervisor Vasquez congratulated the board for the recent award.
- v. **Presentation - County Comprehensive Plan**
 - Jess McNeely, Assistant Director of the County Community Development, introduced the department and the plan.
 - Zack Schwartz gave the presentation of the Comprehensive Plan.
- vi. **Board Chair update.**
 - Announced that CCWDB received the 2024 Workforce Arizona Council Convening, best in Class for INNOVATION. Executive Director Billy Francis summarized the program. Chair Sobczak shared the information learned from the Convening.
 - Recruiting Business representatives for our board members.
 - Diana White shoutout to the board staff lead for the award.

vii. **Finance report.**

- The report was presented by Finance Committee Chair Armando. The LWDB expenditures, FY2024 Board budget is \$480828, total expenditures is \$224618.08, used 47%. The OSO budget is \$126,476, since they have not billed us yet, we don't have expenditures. WBL - Rapid Response budget is \$125,000; we have \$0 expenditure for now since the position just filled up. The Title IB program (HHS) budget is \$1,600,000, total spending is \$423,337.20, used 26%.

viii. **Executive Director report**

- Billy Francis presented the draft of the new version of the Dashboard.
- Incumbent Worker Activities report
- Reviewing the State Plan
- The board will create monthly newsletters and announcements for our social media platforms.
- The state is now having One-Time Funding available for applications.
- Introduced the new One-Stop Operator Julian from CPLC.
- The OSO monthly meeting will be resumed next month.

ix. **Chair Recap.**

- Chair Sobczak offered each attendance sharing news around them.

x. **ADJOURNMENT**—The meeting was adjourned at approximately 3:00 p.m.

From: noreply@civicplus.com
Sent: Thursday, March 7, 2024 9:09 AM
To: workforce development
Subject: Online Form Submission #51427 for Workforce Development Board Nomination Form

Workforce Development Board Nomination Form

First Name Brenda

Last Name Sipe

Position/Title Associate Vice President

Business/Organization Representing northern arizona university

Please check one: New Application

Representation – Complete One Section (1, 2, or 3) relevant to the category that you represent. All applicants must hold optimum policy-making authority or optimum hiring authority.

Please check one identifier: I hold optimum policy-making authority

Category 1: Business Representative *Field not completed.*

If Other is checked please describe policy making and/or hiring authority. Form business and educational partnerships and plan and advance programming for workforce development.

B. Select one of the following Business Types that you represent. Organization Representing Business

C. Describe the In-Demand Industry or Occupation represented by your business. Education and training for workforce development

D. Describe Employment Opportunities in the In-Demand Industry or Occupation provided by your business. NAU is the largest employer in Coconino County, hiring many levels and types of employees.

E. Describe the nature of your business and your position. Please include a description of your policy-making and hiring responsibilities within your organization, including the role you play in training and/or employee development. Northern Arizona University is one of the three public universities in Arizona. It offers degree programs at the bachelors, masters, and doctoral levels, training graduates in more than 200 fields of study. It also offers non-credit or community based workforce training programs and micro-credentials or digital badges aligned with industry skills. I oversee the Office of Workforce Development.

F. Select Organization Type nominating you. Local Business Organization (List Org Name)

List Organization name, if Local Business Organization is checked. Coconino County Workforce Development Board

List Organization Name, if Business Trade Association is checked. *Field not completed.*

Category 2: Workforce Representative

A. Select one or more of the following Organization Types that you represent. Community-Based Organization (CBO) providing services to individuals with barriers to employment

B. If you selected Registered Apprenticeship Program, select one of the following roles that you fulfill. Training Director

If Member of Labor Organization is checked, please give *Field not completed.*

the name of the organization.

C. If you selected Community-Based Organization above, describe the organization's demonstrated experience addressing employment, training, and education needs to those with barriers to employment.

Northern Arizona University has been educating students in degree-seeking programs in Arizona since 1899. Since the 1990s NAU has been providing education directly to the workforce through business and educational partnerships and since 2020 through the Continuing Education program. This enables workers to receive training to meet their needs at any level and at any location. At their place of employment, students enjoy the benefits of studying and achieving their goals along with colleagues.

D. If you selected Youth Training, Youth Employment, or Youth Education Organization for Disconnected Youth, describe the organization's demonstrated experience addressing employment, training, and education needs to WIOA- eligible youth. State if the experience is serving in-school or out-of-school youth.

Field not completed.

E. If you selected Labor Organization or Registered Apprenticeship Program above, list the Local Labor Federation nominating you.

Field not completed.

Category 3: Other Representative

A. Select one of the following Organization Types in which you have optimum policy-making authority.

Higher Education (Providing workforce development activities)

B. Name of Organization nominating you. Coconino County Workforce Development Board

Additional Information:

Business/Organization Address 1900 S. Knoles Dr.

City Flagstaff

State AZ

Zip 86011

Phone 9285236826

Fax *Field not completed.*

Mobile 6164460244

Email address Brenda.Sipe@nau.edu

Website address nau.edu

Business license number *Field not completed.*

1. The Coconino County Board of Supervisors values member diversity reflecting the demographics of Coconino County. Briefly describe how your appointment would contribute to the diversity of the Workforce Development Board. (Response Optional) *Field not completed.*

2. Please list your current chamber and association memberships, the duration of each membership and the positions you currently hold.

I have been a member of the Westmarc Education and Workforce Development Committee since 2020.
I have been a member of the Ferris State University Steering Committee for the Doctorate in Community College Leadership since 2018.

3. Please list any professional award(s) or recognition you have received within the last 5 years.

Doctorate in Community College Leadership
Executive Leadership Institute The League for Innovation in the Community College
Publications include "Innovation in Challenging Times", a book chapter in Enhancing Performance: A Best Practices Guide for Community Colleges, and "Embedding Design Thinking in a Culture of Innovation at Two Community Colleges."

Coconino County WDB Related Questions

Please answer the following questions by attaching additional pages:

1. The purpose of the WDB is to provide strategic leadership and operational oversight to Coconino County's workforce development system through building partnerships, developing career pathways, and providing highquality workforce development services. What knowledge skills and abilities do you have that would assist the WDB in effectively achieving this?

I have experience:
Building and nurturing strategic business partnerships that lead to educational opportunities that serve individuals with barriers
Studying, interpreting, and presenting workforce data on Arizona and the United States
Developing programs and pathways that engage students in workforce development that meets their needs

2. Membership on the Coconino County WDB requires that each member attend a full WDB meeting every quarter, attend training sessions for board members and become an advocate for workforce development. The time commitment for these activities ranges from 4 to 6 hours per month. Can you make this time commitment?

Yes

3. Serving on a subcommittee of the Coconino County WDB is strongly encouraged. The time commitment for this activity ranges from 3 to 4 hours per month. Can you make this time commitment?

Yes

4. Why do you wish to serve on the Coconino County WDB? (Describe in 100 words or less).

I will email a separate document, this form does not allow it.

Additional Required Documentation:

- Nomination Letter: Please include a letter from a senior executive of the nominating organization you listed above in your category of representation.
- *Current Resume.*

Upload Nomination Letter

[CCWDB Board Member Invite--Sipe.pdf](#)

Upload Current Resume

[Brenda Sipe NAU 2024.docx](#)

Signature and Acknowledgement:

I, the undersigned, certify that the information on this application is true and correct to the best of my knowledge and that, if appointed to serve, I will do so to the best of my ability and in the best interest of Coconino County and its citizens.

Signature

Brenda S. Sipe

Date

3/7/24

To be completed by County official only

Field not completed.

Date Received By Coconino County

Field not completed.

Received By

Field not completed.

Field not completed.

Field not completed.

Email not displaying correctly? [View it in your browser.](#)

Brenda Sipe

2/20/2024

Dear Dr. Sipe,

I'm pleased to invite you to join the ARIZONA@WORK Coconino County Workforce Development Board for 2024-2026.

Coconino County Local Workforce Board (CCWB) is part of the Public Workforce System, a network of federal, state, and local offices that support economic expansion and develop the talent of the nation's workforce. State and local WDBs connect the U.S. Department of Labor and local American Job Centers that deliver services to workers and employers. The CCWBs' role is to develop regional strategic plans and set funding priorities for Coconino's local area.

The primary role of the local WDB is to serve as a strategic convener to promote and broker effective relationships between the CEOs and economic development, education, and workforce partners throughout the local area. CCWB also oversees the One-Stop Career Centers, where job seekers can get employment information, find out about career development training opportunities, and connect to various programs in their area.

The primary purpose of the Coconino County Workforce Board is to provide management advice about the direction of the local workforce and provide guidance to board staff and contractors on the path they should follow. Specific goals for this year include developing plans in outcomes to assist with creating a skilled workforce to meet the high wage/high demands of our local workforce both locally and regionally.

We would truly like to invite you to join our Local Workforce Development Board and share in our efforts to support and enhance the Coconino County communities throughout. Membership on the Coconino County WDB requires that each member attend a full WDB meeting every quarter, attend training sessions for board members and become an advocate for workforce development. The time commitment for these activities ranges from 4 to 6 hours quarterly.

Thank you for taking the time to read this letter and to consider being a part of the Coconino County Workforce

Sincerely,

Billy Francis

Billy Francis
Executive Director

BRENDA S. SIPE
11951 Hydrus Road
Bellemont, Arizona 86015
616.446.0244 (c)
928.523.6826 (w)
Brenda.Sipe@nau.edu

Education

2018, Ed.D., Ferris State University
1997, M.F.A., Michigan State University

Certifications

2020, Learning Resources Network, Certified Custom Contract Trainer
2019, The League for Innovation in the Community College, Executive Leadership Institute
2015, Learning Resources Network, Certified Program Planner

Professional Experience

2023 – Present Associate Vice President Workforce Development, Northern Arizona University

Leads the Office of Workforce Development, a unit of Academic and Workforce Alliances, focused on establishing partnerships and processes for workforce development programs. Oversees the offices of Business and Educational Partnerships and Continuing Education. Working on innovative solutions that address student barriers across the University, including advancing partnerships and programming, custom training, prior learning assessment, micro-credentials, and badging.

2020 - 2023 Founding Director of Continuing Education, Northern Arizona University

Founded and leads Continuing Education, focused on establishing partnerships and processes for non-credit programs, launching workforce development and custom training. Non-credit to credit transfer (PLA), badging, and micro-credentials are also being explored.

Responsibilities:

Strategic Planning

- Sets vision and develops a strategic plan for Continuing Education
- Leads efforts to socialize Continuing Education at NAU
- Recommends programs, processes, and policies for Continuing Education in alignment with existing University processes and policies
- Collaborates with NAU units that provide services such as billing, technology, enrollment services, and instructional design
- Leads Canvas Catalog transition efforts for Continuing Education, maximizing visibility, efficiency, and organization
- Collaborates with internal and external partners to identify new programs and opportunities for growth
- Works with the accessibility office to ensure the accessibility of courses and programs to all audiences
- Currently attends the Vice Provost's leadership team meetings

External Affairs

- Serves on University committees as the Continuing Education representative

Brenda Sipe 2

- Attends workforce events and meetings
- Develops and distributes budgets/proformas, addendums and MOUs for Continuing Education courses and programs
- Collaborates with University Marketing to develop advertising and communications for Continuing Education; recommends marketing tactics and a marketing schedule for the Continuing Education audience
- Approves Continuing Education marketing materials and website changes

Program Development and Management

- Develops and launches non-credit courses and programs, including custom workforce training
- Oversees program and partnership project management
- Arranges and oversees customer service and student service practices for Continuing Education programs

Supervision

- Supervises and leads one Senior Business Analyst and one Academic Program Coordinator
- Develops, evaluates, and mentors staff
- Recommends and hires new positions

Partnerships

- Seeks, recommends, and develops Continuing Education partnerships with industry and organizations; current external workforce partnerships include Tharaldson Hospitality Group, Parker Fasteners, The Guidance Center, and Advanced Team Leadership.

Workforce Reporting

- Leads academic program deep dive meetings with faculty and administrators
- Organizes and manages the workforce analysis queue
- Communicates with faculty, administrators, and vendor partners (EAB, Hanover, Lightcast™)
- Researches, writes, and edits comprehensive workforce analysis reports

Operations

- Creates internal partnership MOUs and addendums
- Works with NAU Contracts and Purchasing, and external partners to develop formal agreements

2002-2020 Director of Continuing Studies, Kendall College of Art and Design of Ferris State University

Led Continuing Studies at Kendall College of Art and Design of Ferris State University, focusing on innovative non-credit programs and partnerships, including workforce and custom training. Served on the College's Leadership Team and on Ferris State University's HLC Steering Committee (2019-2020).

Responsibilities:

Program Development

- Initiated, led, and managed educational courses and programs for adults, youth, and professionals, including workforce training
- Initiated and managed international programs

Strategic Planning

- Led (co-chair) of the College's Strategic Planning and Resource Council, 2014-2016
- Led creation of College's 2016 strategic plan
- Implemented focus groups and wrote a qualitative report for leadership for the 2016 strategic plan
- Established and balanced the Continuing Studies program budget
- Developed and presented a Continuing Studies annual report to administration
- Secured grants
- Developed MOUs for partnerships
- Collaborated with College programs to develop and track initiatives

Leadership and Supervision

- Served on the College's Leadership team 2019-2020
- Served on Ferris State University's HLC Steering Committee for Reaccreditation, 2019-2020
- Recruited, recommended for hire, trained, and mentored staff, faculty, and student employees; supervised 1 full-time coordinator, 2 part-time coordinators, lab technician, graduate student employees, and 120 part-time and full-time faculty when teaching for Continuing Studies

Partnerships and Collaboration

- Cultivated internal and external partnerships, including business and international partnerships; selected external partners included The Steelcase Corporation, Herman Miller, Grand Valley State University, Grand Rapids Community Foundation, Spectrum Health, Meijer Corporation, YMCA, Michigan Hospital Association, Michigan Art Education Association, Grand Rapids Christian Schools, Izzy Design, Union High School, SiteLab, Forest Hills Public Schools, and Studio Zero.

Marketing

- Created and supervised a comprehensive marketing and communications plan for Continuing Studies
- Spoke at civic organizations and in the media to promote Continuing Studies programming and the College

Conflict Resolution

- Resolved conflicts with students, customers, parents, faculty, and staff

Selected Community Service

- Doctorate of Community College Leadership, fundraising committee, 2019 to present
- Riordan Mansion State Historic Park, docent and educational tour guide, 2022 to present
- Trinity Lutheran Church, 2018-2019, orchestrated acquisition of major sculpture (Night Flight) donation by Grand Rapids Kiwanis Club
- BRAINS Foundation, fundraising committee member, 2008-2011

Organizations

- Westmarc Education and Workforce Development Committee
- UPCEA member

Selected Presentations

- "Student-centered and Design Driven Leadership: Shaping the Future," AACC Annual Convention, 2018 with Dr. Gunder Myran, Dr. Virginia Fraire, Dr. Paige Nieheis
- "Women in Leadership," ACE Women's Conference Lansing, MI, 2016 with Dr. Roberta Teahen
- "Cultivating Internal Leadership: How to Recognize It and How to Develop It," AACC Annual Convention, 2016 with Dr. Lori Sundberg, Dr. Dale Nesbary, Dr. Jasmine Dean
- "Leading Leadership Development: Is Gender-Specific Training Necessary?" 2016 poster presentation at Innovations for Community Colleges Annual Conference

Selected Publications

- "Innovation in Challenging Times," Chapter in "Enhancing Performance: A Best Practices Guide for Community Colleges," Sandra Balkema and Roberta Teahen, eds., Rowman, and Littlefield, 2021.
- "Embedding Design Thinking in a Culture of Innovation at Two Community Colleges," Community College Journal of Research and Practice, Taylor, and Francis online, June 20, 2019, DOI: 10.1080/10668926.2019.1631230
- "Book Review: Design Thinking for the Greater Good: Innovation in the Social Sector," by Jeanne Liedtka, Randy Salzman, and Daisy Azer, Foundation Review, April 2018
- "Emerging Leaders' Perspectives: Women in Higher Education," Perspectives, Ferris State University, Summer 2016
- "Emerging Leaders' Perspectives: Top 10 Legal Issues," Perspectives, Ferris State University, March 2016

ARIZONA@WORK Coconino County Local Workforce Development Board

Rapid Response Policy

Updated Staff Report, March 18, 2024:

The ARIZONA@WORK Coconino County Local Workforce Development Board Policy establishes guidelines and criteria to be used in Rapid Response (RR) services to assist participants and employers. The Coconino County Rapid Response Team is activated when a permanent closure, restructuring, downsizing, or layoff at a plant, facility, or enterprise has occurred or is about to occur. This can include natural or other disasters which can result in job dislocation.

Its primary objective is to provide workers with the resources and services they need to allow them to find new jobs or get the training and education needed for new careers so that they can get back to work quickly. This policy will provide and identify the roles and responsibilities of the Coconino County Local Workforce Development Board (CCLWDB) relative to the delivery of rapid response services and identify topics that must be addressed at rapid response layoff orientations.

Rapid Response for the northern area will be monitored by CCLWDB Assistant Director and the Northern Rapid Response Project Manager.

The initial draft was developed by the Coconino County Local Workforce Development Board (CCLWDB) staff in consultation with the Northern Rapid Response Project Manager. Additionally, the indicators iterated in the new Rapid Response Monitoring Tools and Procedures issued by Quality Assurance and Integrity Administration, Division of Employment and Rehabilitation Services on March 1, 2024, were incorporated.

The revised draft Rapid Response Policy submitted to the Board and partners on **March 18, 2024**, is expanded to closely align with the State Rapid Response policy and with the State Quality Assurance and Integrity Administration (QAIA) Division of Employment and Rehabilitation Services monitoring. The new stipulations in the revised draft Rapid Response include:

- Acronyms
- Dislocation Events to Trigger Rapid Response Services and Notices
- Roles and Responsibilities
- Stages of Rapid Response
- Additional Rapid Response services to be made available
- Coordination with Trade Adjustment Assistance (TAA)
- Data Collection

-
- Rapid Response Monitoring

Staff Recommendation:

Coconino County Local Workforce Development Board (CCLWDB) staff recommends the approval of the ARIZONA@WORK Coconino County Local Workforce Development Board Rapid Response Policy by the Board at the March 21, 2024, board meeting to meet the State deadline of April 5, 2024.

Submitted to the Coconino County Local Workforce Development Board and partners for review and feedback: March 8, 2024

Revised draft to closely align with the State Rapid Response policy and with the State Quality Assurance and Integrity Administration (QAIA) Division of Employment and Rehabilitation Services monitoring: March 18, 2024

Staff Contact: Regina Salas, email: rsalas@coconino.az.gov cell: 928.890.4200

1201 APPLICABILITY/SCOPE

This policy applies to the Coconino County Local Workforce Development Board (CCLWDB) and all Workforce Innovation and Opportunity Act (WIOA) Title I B staff and contractors (if applicable) delivering workforce development Adult and Dislocated Worker programs and services.

1202 PURPOSE

The purpose of Rapid Response is to promote economic recovery and vitality by developing an ongoing, comprehensive approach to identifying, planning for and responding to layoffs and dislocations, and preventing or minimizing their impacts on workers, businesses, and communities. It is the cooperative effort of Coconino County’s workforce system, branded as ARIZONA@WORK Coconino County, and its partner programs.

1203 BACKGROUND

Rapid Response offers assistance and services to workers affected by layoffs, plant closures, or job loss due to natural or other disasters resulting in mass job dislocation as well as proactively mitigating potential layoffs or closings with layoff aversion strategies. Rapid Response promotes economic development and vitality while delivering crucial services to workers and businesses in transition.

1204 REFERENCE(S)

Worker Adjustment and Retraining Notification (WARN) of 1988: (P.L. 100-379)

<https://www.gpo.gov/fdsys/pkg/STATUTE-102/pdf/STATUTE-102-Pg890.pdf>

Workforce Innovation and Opportunity Act (WIOA) of 2014: (P.L. 113-128)

<https://www.gpo.gov/fdsys/pkg/PLAW-113publ128/pdf/PLAW-113publ128.pdf>

Federal Register: 20 CFR 639;

<https://www.law.cornell.edu/cfr/text/20/part-639>

TEGL: 3-15

https://wdr.doleta.gov/directives/attach/TEGL/TEGL_03-15.pdf

WIOA Section: 3(51), 134(a)(2)(A)

WIOA State Policy Manual, Chapter 2 – Section 900

https://des.az.gov/sites/default/files/media/rapidresponse5_22_18.pdf

1205 ACRONYMS

Arizona Job Connection.....(AJC)

Chief Elected Official.....(CEO)

Consolidated Omnibus Budget Reconciliation Act.....(COBRA)

Customized Training.....(CT)

Department of Economic Security.....(DES)

Eligible Training Provider List.....(ETPL)

Emergency Rental Assistance Programs.....(ERAP)

Federal Emergency Management Agency.....(FEMA)

Incumbent Worker Training.....(IWT)

Coconino County Local Workforce Development Board.....(CCLWDB)

National Dislocated Worker Grant.....(NDWG)

On-the-Job Training.....(OJT)

Participant Individual Record Layout.....(PIRL)

Registered Apprenticeship Programs.....(RAP)

Supplemental Nutrition Assistance Program.....(SNAP)

Temporary Assistance for Needy Families.....(TANF)

Trade Adjustment Assistance.....(TAA)

Work-Based Training.....(WBT)

Worker Adjustment and Retraining Notification.....(WARN)

Workforce Innovation and Opportunity Act.....(WIOA)

1206 DISLOCATION EVENTS TO TRIGGER RAPID RESPONSE SERVICES AND NOTICE

Employers who fall into one of the categories listed below shall submit a notification to the DERS Rapid Response team to inform the CCLWDB of the layoff or closure to begin the process for receiving Rapid Response services.

1. Worker Adjustment and Retraining Notification (WARN) Act

The WARN Act, effective February 4, 1989, requires employers covered by the act (“covered employers”) to provide 60 days advance notice of certain events such as plant closures or mass layoffs to affected workers, employee representatives, the DES State Rapid Response Coordinator, Coconino County Board of Supervisors and appropriate units of local government. Federal WARN guidelines include:

- A. Employers are covered by WARN if they are:
 - 1. Private, for-profit, and nonprofit entities; or
 - 2. Public and quasi-public entities that operate in a commercial context and are separate from the regular government; and
 - 3. Employ 100 or more employees, or is laying off at least 50 workers at a single site, not counting employees who:
 - a. Worked less than six months in the previous 12 months;
 - b. Work an average of less than 20 hours per week;
 - c. Retire, resign, or are terminated for cause; or
 - d. Are offered a transfer to another site of employment within a reasonable commuting distance if:
 - i. The closing or layoff is a result of a relocation or consolidation of all or part of the employer’s business;
 - ii. The transfer involves no more than a six-month break in employment; and
 - iii. The worker accepts the offer within 30 days of the offer or the closing or layoff, whichever is later.
- B. Employees entitled to WARN notice include:
 - 1. Hourly and salaried workers; and
 - 2. Managerial and supervisory employees.
- C. Employees who are not protected by WARN and not entitled to a WARN notice are as follows:
 - 1. Workers on a labor strike or who have been locked out in a labor dispute;
 - 2. Temporary workers who clearly understand the temporary nature of the work for which they were hired; and

3. Business partners, consultants, or contracted employees who are paid by another employer or who are self-employed.
- D. The employer must provide a WARN notice to:
1. The State Rapid Response Coordinator;
 2. Business partners, consultants, or contracted employees who are paid by another employer or who are self-employed.
 3. The Chief Executive Officer of the representative(s) or bargaining agency(ies) of affected workers, or potentially affected workers; and
 4. Individual workers who are not represented by a bargaining agency and who may reasonably be expected to experience an employment loss, including workers who may lose their employment due to “bumping” or displacement by other workers.
- E. The WARN must include the following information:
1. The business name and address of the employment site where the plant closing or mass layoff will occur;
 2. The corporate or company name and address, if different from the employment site;
 3. The name, email address, and telephone number of a company official to contact for further information;
 4. A statement as to whether the planned action is expected to be permanent or temporary and, if the entire plant is to be closed, a statement to that effect;
 5. The expected date of the first separation, and if applicable, the anticipated schedule for making separations;
 6. The job titles of positions to be affected, and the number of affected employees in each job title;
 7. An indication as to whether or not bumping rights exist; and
 8. The name of each union representing affected employees, and the name and address of the Chief Elected Officer of each union, if applicable.
- F. Any reasonable method of delivery to ensure receipt 60 days before a closing or layoff is acceptable. Notice may be given conditionally upon the occurrence or non-occurrence of an event only when the event is definite, and its occurrence or nonoccurrence will result in a covered employment action less than 60 days after the event.

2. Non-WARN Dislocations

Employers in Coconino County experiencing plant closures or layoffs who do not meet WARN requirements may voluntarily choose to report such plant closures or layoffs to the DES Rapid Response team or CCLWDB staff.

When an employer voluntarily chooses to report plant closures or layoffs to the DES Rapid Response team or the Coconino County LWDB, the CCLWDB Rapid Response team will ensure Rapid Response services are provided, regardless of the size of the employer or number of workers affected.

- A. Coconino County partner staff who are aware of pending business closures must report pending closures to the Coconino County Rapid Response Coordinator.
- B. The Coconino County Rapid Response will coordinate with the Business Services Team to offer Rapid Response services to the employer and document the closure in the AJC System.

3. Disasters

Any employer in Coconino County experiencing a mass layoff or closure due to natural or other disasters may seek Rapid Response services from DES and/or the CCLWDB.

4. Layoff Aversion Events

Employers in Coconino County seeking strategies and activities to prevent or minimize the duration of unemployment resulting from layoffs may request layoff aversion assistance.

5. Trade Adjustment Assistance (TAA) Events

An employer in Coconino County who is experiencing a dislocation for whom there has been or are plans to submit a Trade Adjustment Assistance (TAA) petition to the U.S. Department of Labor may also contact the State Rapid Response Coordinator for services. The Trade Act of 1974 (Pub. L. No. 93-618) established the TAA Program, to assist workers who have been laid off or whose jobs have been threatened because of foreign trade or competition (trade-affected workers).

1207 ROLES AND RESPONSIBILITIES

1. Coconino County Rapid Response Team:

- A. The Coconino County Rapid Response team consists of:
 - 1. The Coconino County Rapid Response Coordinator;

- 2. Coconino County Business Service Consultants;
 - 3. Coconino County One-Stop Operator;
 - 4. Representative of Coconino County Employment Service; and
 - 5. Representative of Coconino County Dislocated Worker Program.
- B. Assistance from other Coconino County partners will be requested on a need only basis to assist with staffing Rapid Response events.

2. State Rapid Response Coordinator and Team Assistance

The State Rapid Response Coordinator is responsible for the following:

- A. Serving as the point of contact for the State for notification of dislocation events by employers.
- B. Ensuring that WARNs and Non-WARNs are entered into the state system of record within two (2) business days of receipt.
- C. Ensuring that information on WARNs and Non-Warns received are shared with the Coconino County LWDB staff within two (2) business days of receipt.
- D. Coordinating additional staff assistance from DES upon request from the Coconino County LWDB staff, including:
 - 1. DERS Rapid Response team;
 - 2. DERS Business Services team;
 - 3. Representatives from Unemployment Insurance;
 - 4. Representatives for Supplemental Nutrition Assistance;
 - 5. Representatives of TAA; and
 - 6. Representatives for the Division of Technology Services for technology support.
- E. Assisting CCLWDB with the process of accessing state Rapid Response funds needed to address a dislocation event in their Coconino County.
- F. Providing extra staff and support at Rapid Response Hiring events, per request from CCLWDB staff.

3. Coconino County Rapid Response Coordinators:

- A. The Coconino County Rapid Response Coordinators responsibilities include:
1. Designating staff to serve on the Coconino County Rapid Response team for dislocation events that affect workers in Coconino County.
 2. Coordinating and taking the lead for Rapid Response services in Coconino County, in collaboration with the county.
 3. Coordinating with local additional partners (other ARIZONA@WORK partners and other community partners) to serve on the Coconino County Rapid Response team, as needed.
 4. Notifying the State Rapid Response Coordinator of dislocation events in Coconino County, including WARN and Non-WARN events.
 5. Coordinating promotion of Rapid Response Job Fairs and other Rapid Response events.
 6. Requesting additional assistance from the State Rapid Response team, including but not limited to assistance with promoting events, staffing of job fairs and requests for additional Rapid Response funds.
- B. Coconino County Business Services responsibilities include:
1. Serving as the sole contact with the affected employer.
 2. Contacting other employers to sign up for job fairs and other hiring events to offer employment to affected workers.
 3. Building relationships with employers to increase awareness of Rapid Response services, including layoff aversion services.
- C. Coconino County Adult and Dislocated Worker Programs responsibilities include:
1. Registering affected workers in the AJC System and determining eligibility for the Coconino County Adult and Dislocated Worker Programs and enrolling affected workers whose assessment indicates a need for ARIZONA@WORK Adult and Dislocated Worker Programs services and providing appropriate Adult and Dislocated Worker Programs services.
 2. Providing support services funded under WIOA Title I in accordance with the Coconino County Support Services policy to affected workers enrolled in Coconino County Adult and Dislocated Worker Programs, whose assessment indicates a need for such services.

3. Following-up with job seekers who attended the Rapid Response events and have requested additional services.
4. Tracking outcomes of follow-up including the number of AJC registrations and enrollments.
5. Co-enrolling participants in the Rapid Response Program in the AJC System.

D. Coconino County Employment Service

The Coconino County Employment Service responsibilities include:

1. Providing Reemployment Services, job search assistance and job referrals to affected workers.
2. Assisting affected workers seeking assistance to register into the AJC System. Ensuring appropriate program enrollments and services for affected workers provided by Employment Service are entered into the AJC System prior to the community events and job fairs.
3. When not feasible prior to the community event or job fair, registration and services provided should be entered in the state system of record within two (2) business days of a Rapid Response service. Entry of services ensures the accuracy of PIRL reports.
4. Following-up with job seekers who attended the Rapid Response events, have requested additional services and tracking outcomes of follow-up to include the number of AJC system registrations and enrollments.

E. Other Coconino County Partners

Additional assistance from other Coconino County partners will be requested as needed. Partners that use the AJC System who use the AJC System may be asked to assist with AJC System registration.

1208 STAGES OF RAPID RESPONSE

In order to conduct layoff aversion activities or to prepare for and respond to dislocation events, the Coconino County Rapid Response Team may devise strategies or conduct activities that are intended to minimize the negative impacts of dislocation on workers, businesses, communities and ensure that workers impacted by dislocations are able to be reemployed as quickly as possible. Such activities include, but are not limited to:

- A. Connecting employers and workers with short-term, customized, or other training or apprenticeships before or after layoff to ensure appropriate skills for new employment;
- B. Facilitation of incumbent worker training for eligible workers based on state or local policy;
- C. Identification of heavily concentrated industries and sectors and related training needs in a geographic area;

- D. Proactive measures, such as business visitation or layoff forecasting programs, to identify indicators of potential economic transition and training needs in growing industry sectors or expanding businesses;
- E. Talent transfer events, which allow employers and workers to identify skills that may be transferred to other occupations, or reemployment boot camps, where employers and workers can take short and concentrated classes to learn how to look for employment in today's job market that will connect employers in growing industries or sectors with available talent;
- F. Effective partnerships with a wide range of organizations to support allowable strategies and activities, as defined in 20 CFR § 682.330 and 20 CFR § 682.340;
- G. Collection of data and intelligence related to economic transition trends within industries, communities, or at specific employers, and planning strategies for intervention;
- H. Development of an early warning network and system using data and intelligence gathered;
or
- I. Provision of additional assistance, as defined in 20 CFR § 682.350.

1. Layoff Aversion Activities

Coconino County must make Rapid Response resources available to proactively support employers and mitigate potential layoffs or closings, as applicable. Such activities may include the following:

- A. Early identification of plants or firms at risk of layoffs, assessment of the needs of and options for at-risk firms, and the delivery of services to address these needs;
- B. Continuing engagement, partnership, and relationship-building activities with businesses in the community;
- C. Funding feasibility studies to determine if a company's operations may be sustained through a buyout or other means to avoid or minimize layoffs;
- D. Connecting employers and workers with work-based training in compliance with the requirements set forth in the Coconino County Business Services Policy and the Coconino County Training Services Policy, which are as follows:

1. On-the-Job Training (OJT):

OJT, as described in 20 CFR § 680.700 and section 404.10.b.i of the Coconino County Training Services Policy, is training provided under a contract with an employer who is reimbursed a percentage of the wage rate of the participant being trained while engaged in productive work in a job and will be made available to workers affected by dislocations, as appropriate.

2. Registered Apprenticeship Programs (RAP):

RAPs, as described in Section 404.10.b.vi of the Coconino County Training Services Policy, is an industry-driven system of employment, OJT and related technical instruction (RTI), and will be made available to workers affected by dislocations, as appropriate.

3. Incumbent Worker Training (IWT):

IWT, as described in section 404.10.b.vii of the Coconino County Training Services Policy, is designed to meet the special needs of an employer (including a group of employers) to retain a skilled workforce, or to avert the need to lay off employees, by helping workers gain skills needed to retain employment and increasing the occupational competitiveness of the employee or the employer, and will be made available to workers affected by dislocations, as appropriate.

4. Customized Training:

As described in Section 404.10.3 of the Coconino County Training Services Policy, is designed to meet the specific needs of an employer or a group of employers committed to employing an individual upon the successful completion of the program, for which the employer pays a significant portion of the training and will be made available to workers affected by dislocations, as appropriate.

E. Connecting businesses to:

1. Short-term compensation (known in Arizona as the Shared Work Program) or other programs designed to prevent layoffs or to quickly reemploy dislocated workers;
2. Employer loan programs for employee skill upgrading; and
3. Other federal, state, and local resources necessary to address business needs that cannot be funded with Rapid Response funds.

F. Establishing linkages with economic development activities at the federal, state, and local levels, including Federal Department of Commerce programs and available state and local business retention and expansion activities;

G. Partnering or contracting with business-focused organizations to assess risks to companies, propose strategies to address those risks, implement services, and measure impacts of services delivered;

H. Conducting analyses of the suppliers of an affected company to assess their risks and vulnerabilities from a potential closing or shift in production of their major customer; and

I. Engaging in proactive measures to identify opportunities for potential economic transition and training needs in growing industry sectors or expanding businesses.

2. Immediate Employer Contact

After notice of a dislocation event, the Coconino County contact the employer and employee representatives (if applicable) within two (2) business days to:

- A. Verify the details of the layoff or plant closure;
- B. Provide info on Coconino County, Rapid Response services, Unemployment Insurance benefits and the Shared Work Program;
- C. Invite the employer to meet with the Coconino County Response Team to establish a plan to carry out Rapid Response services to the affected workers.

3. Initial Employer Meeting

Once the employer is engaged, the initial meeting of the Coconino County Rapid Response Team, employer, and employee representatives must take place as soon as possible, and may also be attended by a State Rapid Response team representative and other CCLWDB staff. The initial contact meeting will provide information and discussion of:

- A. Services available through Coconino County, and resources in Coconino County to meet the short-term and long-term assistance needs of the affected workers, including:
 1. Unemployment Insurance;
 2. Reemployment Services;
 3. Job Training;
 4. Trade Adjustment Assistance (TAA);
 5. Financial counseling; and
 6. Federal and state emergency management agencies, if the dislocation is due to a disaster.
- B. Rapid Response content, format, and benefits to the employer and affected workers.
- C. An assessment of the employer's layoff plan and schedule.

4. Information Sessions for Affected Workers

As soon as possible after the initial meeting with the employer, the Coconino County Rapid Response team will hold information sessions with the affected employees to provide, at a minimum, information and resources for the following:

- A. Unemployment Insurance benefits;
- B. Services available through Coconino County;
- C. Continuation of health insurance through COBRA;
- D. Employers currently hiring in Coconino County;

- E. Training and supportive services available through the Coconino County Adult, Dislocated Worker, and Youth Programs;
- F. TAA services, if applicable;
- G. Services available for veterans, including services available through the Jobs for Veterans State Grant and the GI Bill;
- H. Federal and state emergency management agencies, if the dislocation is due to a disaster;
- I. Services available in the community to meet basic needs, which include but are not limited to:
 - 1. Financial Counseling;
 - 2. Emergency Rental Assistance Programs (ERAP);
 - 3. Utility Assistance;
 - 4. Supplemental Nutrition Assistance Program (SNAP), including the Disaster Nutrition Assistance;
 - 5. Temporary Assistance for Needy Families (TANF);
 - 6. Other emergency assistance programs.

1209 ADDITIONAL RAPID RESPONSE SERVICES TO BE MADE AVAILABLE

The following services are to be made available by the Coconino County Rapid Response team as part of layoff aversion and dislocation events, based on the needs of the employers and affected workers.

1. Professional Outplacement Team

A professional outplacement team, composed of staff from partner agencies, may be coordinated by the Coconino County Rapid Response team, using resources from all partners, to support the reemployment efforts of affected workers, as appropriate. Services may be provided virtually, by phone, or in person and include:

- A. Assessments to identify transferable skills of the affected workers.
- B. One on one services between Employment Specialists and affected workers to assist with career guidance, job match and referral to employers in the system to meet the specific needs of the worker.
- C. Workshops, such as employment skills, resume writing, job readiness.
- D. Referrals to partners to provide job loss/grief counseling.
- E. Follow-up assistance for those affected placed in new employment.
- F. Referral to ARIZONA@WORK Coconino County partners, and local community partners for additional training, resources and/or support services assistance.

2. Work-Based Training

Work-based training, as described in 20 CFR § 680.700, the Coconino County Training Services Policy 400, are valuable business engagement activities which are to be made available as a Rapid Response service for any layoff aversion and any dislocation event

1. Transition Centers are fully equipped and staffed “mini job centers” with computers, a copier, and resource information, as necessary, for preparing a job search. It may be onsite at the employer’s location or in a building convenient to the affected employees.
2. The State Rapid Response team must be consulted prior to committing to setting up a transition center. Many factors must be considered, such as:
 1. Geographic proximity of the company to an ARIZONA@WORK Job Center;
 2. Capacity of the existing ARIZONA@WORK Job Center in (size, staffing, capability of staff) in closest proximity to the location of the dislocation;
 3. Size and impact of the dislocation (usually 100 or more impacted);
 4. Availability of local and state funds and whether it is cost effective; and
 5. Likelihood of reemployment by the affected workers in the same or similar occupations with little or no need for services.

3. Upskilling

Upskilling is the process of identifying skills gaps and then elevating the skills and knowledge to a new level, by acquiring new soft skills, competencies and certifications. Upskilling may be provided to affected workers through partnerships with ARIZONA@WORK Coconino County partner programs, employers, local community colleges or training providers on the State’s ETPL to meet in-demand occupation and credential needs for employers, through work-based learning activities, and using IWT for a layoff aversion activity.

4. Reskilling

Reskilling is the process of learning that is needed to do an entirely different job for those affected workers who must find new careers as their jobs are no longer in-demand. Reskilling may be provided through partnerships with Coconino County partner programs, employers, local community colleges or training providers on the State ETPL to meet in-demand occupation and credential needs for employers, through work-based learning activities, and using IWT for a layoff aversion activity.

5. Community Transition Teams

Rapid Response Teams may provide guidance and/or financial assistance to establish community transition teams to assist the impacted community in organizing support for

dislocated workers, and in meeting the basic needs of their families. Such assistance may include, but is not limited to, providing heat, shelter, food, clothing, and other necessities and services that are beyond the resources and ability of the Coconino County partners to provide.

1210 COORDINATION WITH TRADE ADJUSTMENT ASSISTANCE TEAM

If it appears the dislocation is due to an employer’s inability to compete with foreign imports or the outsourcing of jobs to another country, the state TAA Coordinator will be notified by the State Rapid Response Coordinator.

- A. When possible, the TAA State Coordinator or a TAA designated staff member will be present at any meetings with the employer to provide information on the program benefits and services.
- B. A petition will be completed by TAA designated staff and submitted to the Department of Labor, as described in Title 20, Chapter V, Part 618, Subpart B of the Code of Federal Regulations, preferably prior to the commencement of any layoffs.
- C. TAA staff will participate in any information sessions held for affected employees to present the TAA Program benefits and services.

1211 DATA COLLECTION AND PERFORMANCE

Coconino County Rapid Response is responsible for timely entry of Rapid Response services into the system of record and ensuring accuracy in the reports submitted to DOL by reviewing the quarterly reports. Data must be validated for any participant enrolled in Rapid Response service in compliance with Coconino County policy.

1212 RAPID RESPONSE MONITORING

Coconino County LWDB staff must monitor county partners and service providers for compliance with the Rapid Response policy and Standard of Work.

Service providers will also be monitored for fiscal compliance for Rapid Response activities when they are allocated Rapid Response funds.

ARIZONA@WORK Coconino County Local Workforce Development Board
Policy 900 – High Poverty

Staff Report:

The High Poverty policy offers a quick overview for the understanding of the demographics of the Coconino County area. Within Coconino County are five recognized tribal groups: Navajo, Hualapai, Hopi, Havasupai, and Kaibab. Currently, 17.6% of the population of Coconino County is considered below the poverty line. The Local Workforce Development Board and its entities must be cognizant of these factors as we assist with employment and training for the individuals in our local communities.

Key Insights

- Recognition of low-income individuals as the LWDB prominent individuals in need of services
- A link offering direct information regarding the eligibility criteria for the LWDB
-

Staff Recommendation:

Coconino County Local Workforce Development Board (CCLWDB) staff recommends the approval of the ARIZONA@WORK Coconino County Local Workforce Development Board Policy 900 – High Poverty) in the March 21, 2024, Board Meeting.

Staff Contact: Steven Reyna, sreyna@coconino.az.gov (928) 606-2562.

900 Purpose

To assess and account for youths that live in a High Poverty Area for low-income eligibility purposes for participation in programs funded by the Workforce Innovation and Opportunity Act (WIOA).

901 Policy

In accordance with WIOA sec. 129 (a)(2) and 20 CFR §681.260, a youth who lives in a High Poverty Area is automatically considered to be a low-income individual. A High Poverty Area is a Census Tract, a set of contiguous Census Tracts, a Native American Reservation, tribal land, or a Native Alaskan Village or county that has a poverty rate of at least 30 percent as set every 5 years using an American Community Survey 5-Year data.

All In-School Youth and certain Out-of-School Youth who: (a) have a secondary diploma or its recognized equivalent and are either basic skills deficient or an English language learner, or (b) require additional assistance to enter or complete an educational program or to secure or hold employment must be low income to be eligible for WIOA program services. In-School Youth and the Out-of-School Youth who live in a High Poverty Area are considered low-income.

902 Process

The following website is to be used in the determination of whether youth live in a "High Poverty Area" for the purposes of satisfying the low-income eligibility criterion:

Goto:

<https://www.census.gov/quickfacts/fact/table/coconinocountyarizona,AZ/IPE120222>

903 References

- Workforce Innovation Opportunity Act (WIOA) Title 1 Sec. 129 (a)(2)
- Title 20 CFR §681.260

ARIZONA@WORK Coconino County Local Workforce Development Board
Policy 700B – Protected Personally Identifiable Information (PII)

Staff Report:

The proposed Policy 700B – Protected Personally Identifiable Information (PII) is a required policy taken from federal and state mandates regarding the process of protecting documents submitted to staff and all members within purview to establish program eligibility. Policy 700B highlights the importance of protected information that is utilized for the eligibility process that clients undergo. Much of the sensitive information that is obtained cannot be shared for whatever reason without express permission from the individual and can be stored for a specific period.

Key insights

- The collection of client sensitive information, social security numbers, etc.
- Where and how this information is stored, and necessary duration
- Information that is processed through local partners and providers within the Coconino County local area
- Signature page documenting receipt and understanding of PPII policy

Staff Recommendation:

Coconino County Local Workforce Development Board (CCLWDB) staff recommends the approval of the ARIZONA@WORK Coconino County Local Workforce Development Board Policy 700B – Protected Personally Identifiable Information (PII) in the March 21, 2024, Board Meeting.

Staff Contact: Steven Reyna, sreyna@coconino.az.gov (928) 606-2562.

701 PURPOSE

This policy provides guidance in handling Protected and Sensitive Personally Identifiable Information (PII).

702 SCOPE/APPLICABILITY

To protect client data entrusted to ARIZONA@WORK Coconino County Local Workforce Development Board, Title I-B staff, partners, and area programs. All pertinent staff and partners will be required to read and understand TEGL 39-11 and by reading and acknowledging this local policy, agree to comply with the requirements herein.

703 POLICY

Requirements

To follow and satisfy the requirements of TEGL 39-11 and all applicable laws.
https://www.dol.gov/sites/dolgov/files/ETA/advisories/TEGL/2012/TEGL_39_11.pdf

To safeguard Protected PII, the LWDB will require staff and partners to abide by this policy and agree in writing to comply with the requirements therein. The requirements of this Policy include:

- All Staff and Partners shall collect only Sensitive or Protected PII which is necessary to determine program eligibility. Collection can be performed in-person, by uploading onto a secure document storage device, directly into Arizona Job Connection (AJC), or by encrypted email.
- All Staff and Partners will safeguard Sensitive and Protected PII. Only Authorized Staff shall have access to any document storage system/device (file cabinets and/or AJC), email, desktop files, or documents for scanning. Photocopies shall be destroyed immediately after use.
- All Staff and Partners will ensure that Sensitive or Protected PII shall not be stored on office/laptop workstations, personal computing devices, phones, non-encrypted external storage devices, cloud storage (Google Workspace, Microsoft One Drive, etc.) or other non-approved method. The only approved storage methods for Sensitive or Protected PII are AJC and on-site, IT-managed storage (Y drive).
- All Staff and Partners will ensure that Sensitive or Protected PII is transferred only to authorized users. Transfer may be accomplished via the AJC system, Virtru

secure email or other method of secure email, encrypted storage devices (USB storage device, et al) or person-to-person.

- All Staff and Partners will store Sensitive or Protected PII for a minimum of 3 years after a participant exits from a given program. Storage systems will have up to a 3-year purge date to identify and ensure documents are purged on a regular basis.
 1. *Records of applicants, registrants, eligible applicants/registrants, and participants must be retained for a minimum of 3 years after exit from the program.* This includes eligibility documents, medical documentation, assessments, employment plans, records of activities, documentation of credentials, case notes, sign-in sheets at ARIZONA@WORK Job Centers, and all other records that indicate participation with a WIOA Title I-B program.
 2. *Records of terminees, employees, and applicants for employment administering a WIOA Title I-B program must be retained for a minimum of 3 years.* This includes eligibility documents, assessments, documentation of credentials, sign-in sheets, employee records and all other records that indicate application or employment with an ARIZONA@WORK Job Center.
 3. *Records that are related to a discrimination complaint, including actions taken on the complaint, must be retained for a minimum of 3 years from the date of final action related to the resolution of the complaint.*
 4. *Records that are related to any compliance review that uses WIOA Title I-B funding (programmatic, fiscal, equal opportunity, One-Stop Certification, Eligible Training Provider List (ETPL), etc.) must be retained for a minimum of 3 years from the date of final report.*
 5. *Financial records, statistical records, accounts, reports, files, and supporting documents, agenda and minutes of open meetings, and all other records pertinent to WIOA Title I-B funds or contract relating to the furnishing of goods, equipment, labor, materials, or services must be retained for a minimum of 3 years from the submission of final financial expenditure report.*
 6. *Records that are related to training providers that apply for or are listed on the ETPL must be retained for a minimum of 3 years.* This includes applications, Training Provider Credential Checklist, performance reports, monitoring reports, and communication with training providers, including denial letters and emails.

7. *When records having one retention period cannot be separated from records having a longer retention period, records must be retained for the longer retention period.*

- All Staff and Partners agree and understand that Federal, State or local monitors/auditors may inspect computers/storage systems for legally allowable purposes, including inappropriate retention of Sensitive or Protected PII.
- This Policy is intended as a statement of intent and is not expected to be complete and thorough for every situation. The source of this document is DOL TEGL 39-11, included as an imbedded interactive pdf within this policy, and other applicable privacy laws, including FERPA and HIPAA.
- Staff and Partners found to be in violation of this policy shall be subject to disciplinary action, up to and including termination. Civil and Criminal penalties may also apply.

Coconino County Local Workforce Development Board Protected Personally Identifiable Information (PII) Policy

Violation of TEGL 39-11 and the Protected Personally Identifiable Information (PII) Policy will lead to disciplinary action by the LWDB Council up to and including termination of employment. Infractions will be reported to Human Resources.

I, (printed name) _____, acknowledge that I have read and understand the TEGL 39-11 and the Protected Personally Identifiable Information (PII) Policy. I further understand that failure to follow the provisions of the Policy may lead to loss of IT resources and privileges. I also acknowledge and understand that, depending on the seriousness of the specific violation and / or damage caused to the LWDB resources, disciplinary action, up to and including termination, may be imposed.

By signing below, I agree to abide by this Policy:

Signature: _____

Date: _____

This document will be placed in your personnel file

ARIZONA@WORK Coconino County Local Workforce Development Board
Policy 1100 – Eligible Training Provider List

Staff Report:

Coconino County LWDB Policy 1100 provides a breakdown of requirements and steps that are necessary for businesses to be listed as training providers for the local area. This policy is a requirement for all local areas that work with the local businesses and places of higher education to ensure community members and employees have the highest standard of training and education.

Key Insights

- Training provider requirements
- Training provider application process
- Provider performance measures
- Attachments are included for the Training Program Credential Checklist as well as Training Provider Assurance Form which is detailed in the policy.

Staff Recommendation:

Coconino County Local Workforce Development Board (CCLWDB) staff recommends the approval of the ARIZONA@WORK Coconino County Local Workforce Development Board Policy 1100 – Eligible Training Provider List in the March 21, 2024, Board Meeting.

Staff Contact: Steven Reyna, sreyna@coconino.az.gov (928) 606-2562.

1100. BACKGROUND

WIOA requires the State of Arizona to maintain a list of Eligible Training Providers (ETP), whose occupational skills training qualifies for funding through the WIOA Title 1B (Adult and Dislocated Worker training services). Arizona’s Eligible Training Provider List (ETPL) is available on www.azjobconnection.gov (AJC), Arizona’s case management and reporting system.

Title 1B Contractor staff ensure customers in need of training are equipped with the skills and qualifications required to successfully complete WIOA funded training. Only approved Training Providers on the ETPL may be used for WIOA-funded training. On-the Job Training, Contracted Training and Customized Training are exempted from the ETPL policy.

1101. APPLICABILITY/SCOPE

The purpose of this policy is to establish the process and procedure to be utilized to include training programs/providers on the Statewide Eligible Training Provider list (ETPL).

This policy applies to all training providers delivering programs approved and funded by the Workforce Innovation and Opportunity Act (WIOA) and impacts all internal and external partners who are part of service delivery.

1102. DEFINITIONS

None

1103. CONFLICT OF INTEREST POLICY

I. STATE, LOCAL WORKFORCE DEVELOPMENT AREAS AND TRAINING PROVIDER RESPONSIBILITIES

1. Role of the State: Designated agency for administration of WIOA, Department of Economic Security ETPL:
 - a. Establish criteria for initial eligibility and performance standards for subsequent eligibility
 - b. Develop and maintain the ETPL throughout Arizona
 - c. Review Training Provider applications and programs approved by the local areas; place those approved on the ETPL within 30 Calendar Days
 - d. Notify Training Providers and local areas of Training Provider and program denials

- e. In consultation with LWDA, verify program performance and remove those failing to meet performance
- f. Take appropriate action against ETPL Training Providers intentionally providing inaccurate information or violating WIOA requirements

Refer to the DES ETPL Policy for details:

https://des.az.gov/sites/default/files/media/etpl_policy_final10_3_16.pdf

2. Role of Local Workforce Investment Area (LWDA) and Title 1B Contractors:

- a. Assist in determining the initial eligibility of Training Providers
- b. Review programs for initial eligibility and coordinate with DES to ensure placement on the ETPL
- c. Notify DES of program denials including reason for denial
- d. Ensure dissemination and appropriate use of the ETPL throughout LWDA system
- e. Monitor Training Providers for compliance and performance by collecting performance data
- f. Assist in determining subsequent eligibility by evaluating performance data
- g. Consult with DES if removal of a training program or provider is necessary due to lack of performance, compliance, or non-use of program(s) by participants
- h. Make recommendations to DES on initial and subsequent eligibility process, forms and policies

3. Role of Training Providers: Training Providers who apply to have their programs listed on the ETPL:

- a. Fully complete the on-line AJC application for the appropriate local workforce development area
- b. Provide documentation as requested by the State or LWDA
- c. Submit initial and subsequent performance information

- d. Collect information on **all students** attending a training program for WIOA annual reports to DOL
- e. Update changes to provider and program information in AJC. It is the responsibility of the provider to ensure program information is accurate and updated consistently through regular review of what is published.
- f. Provide progress reports on WIOA training participants; including copies of credentials received by WIOA participants to LWDA Career Advisors and contractor staff as requested
- g. Provide access to student records for DES and/or LWDA reviews

II. TRAINING PROVIDERS MUST MEET THE FOLLOWING QUALIFICATIONS TO BE ELIGIBLE

1. Be a Postsecondary Educational Institution eligible to receive federal funds under Title IV of the Higher Education Act of 1965; or, a registered apprenticeship program; or, other public/ private provider of training programs including community-based organizations.
2. Be licensed by the appropriate Arizona or Federal licensing authority such as the Arizona Board of Nursing, Arizona Board of Cosmetology, Federal Aviation Agency, etc. for a period of 12 months directly prior to application
3. Private post-secondary institutions not licensed by an Arizona or Federal authority must be licensed by the Arizona State Board of Private Post-Secondary Education www.azppse.state.az.us
 - a. Specific occupations have governing boards that issue licenses, such as the Arizona Board of Cosmetology, Arizona Department of Transportation, and Arizona Board of Nursing. Training providers must be licensed by the appropriate governing board to offer training for the occupation.
 - b. Private post-secondary institutions and training providers must be licensed by a federal or Arizona authority as specified in Section 603.02.A. Private post-secondary must be licensed by the Arizona State Board of Private Postsecondary Education (<http://azppse.state.az.us/>).
 - c. Private post-secondary training providers, who apply for an Arizona Private Postsecondary license and are denied due to a determination that the training program is not vocational in nature, are not eligible to be listed on the ETPL.

- d. For training providers of adult education and literacy activities that are provided in combination with occupational skills training, the training provider of the adult education must be listed on the Arizona Department of Education’s list of Adult Basic Education (ABE) in Basic Reading, Writing, and Mathematics Skills and GED® Preparation Classes. No additional licensing is required for the provider of the adult education. The list can be found online at [Welcome to Adult Education Services | Arizona Department of Education \(azed.gov\)](https://www.azed.gov/Welcome-to-Adult-Education-Services). The provider of the occupation skills training must be licensed if a training license is required by law.
 - e. Apprenticeships are not licensed but must be registered with the Arizona Office of Apprenticeship.
4. Have a physical and permanent Arizona mailing address (Post Office boxes are not considered a physical address). This requirement does not apply to third-party Providers.
 5. Be a legal entity authorized to conduct business in Arizona
 6. Have been in licensed operation at least 12 months prior to application (apprenticeship programs are exempted from this requirement) and can demonstrate a proven record of students successfully completing programs in accordance with the performance standards specified in the Performance Standards Section.
 7. Have a written and published refund policy. A policy stating no refunds is not acceptable.
 8. Comply with nondiscrimination and equal opportunity provisions of all Federal and State applicable laws:
 - a. Section 188 of the Workforce Investment Act of 1998
 - b. Section 188 of the Workforce Innovation and Opportunity Act of 2014
 - c. 29 CFR 37, Title VI of the Civil Rights Act of 1964
 - d. Age Discrimination Act of 1998
 - e. Sections 504 and 508 of the Rehabilitation Act of 1973
 - f. Title IX of the Education Amendments of 1972
 - g. Title II Subpart A of the Americans with Disabilities Act of 1990

h. The Genetic Information Nondiscrimination Act of 2008

9. Training Providers that have been debarred by any state or by the federal government are not eligible to be on the ETPL
10. Training program must result in an Industry Recognized Credential as defined by the Department of Labor in TEGL 15-10

III. TECHNOLOGY-BASED TRAINING

Technology-based training (on-line learning) Training Providers must meet the following requirements in addition to those previously mentioned:

1. Be licensed to provide training in Arizona or be included on the ETPL of a state with which Arizona has a reciprocal agreement. This does not apply to third party Providers.
2. Have a mechanism for tracking and reporting student participation in the training program
3. Have a mechanism for student interaction with an instructor or instructors
4. Ensure periodic assessment of each student
5. Policy in place describing the responsibilities of the Training Provider and participant in the distance learning experience
6. Provide LWDA Career Advisors and contractor staff with student progress reports and a certificate of completion

IV. SUBCONTRACTING OF TRAINING SERVICES (THIRD PARTY TRAINING PROVIDERS)

ETPL Training Providers may partner with third party Training Providers under the following circumstances:

1. ETPL Training Provider must disclose the program is offered through a third-party Training Provider and identify the name of the third party in the Program Synopsis in AJC
2. All third-party Training Providers must be licensed for post-secondary training by the appropriate state or federal agency as required
3. Out of state third party Training Providers must be on that state's ETPL

4. ETPL Training Provider ensures that third party Training Providers comply with all WIOA and ETPL requirements and make information available during monitoring
5. Credential received by a participant’s successful completion of the program must be issued by the Arizona ETPL Training Provider and display that Provider’s name, not the third-party Provider
6. ETPL Provider is responsible for collecting initial and subsequent program performance data and entering the data into AJC in the timeframes as specified by DES and / or LWDA
7. Third party Providers will assist the ETPL Provider in collecting and submitting performance data
8. ETPL Provider must provide participants and third party Providers a description of the responsibilities related to the program of the ETPL Provider, third party Provider and participant
9. When partnering with third party Training Providers, verification of school’s license, liability insurance, performance data, instructor qualification requirements, testimonials of other schools that subcontract with the Provider (minimum of two), must be provided
10. ETPL Training Providers must make information on the third-party vetting process available for review by the State ETPL Coordinator and LWDA during monitoring activities
11. ETPL Training Providers cannot partner with third party Providers located outside of the U.S.

V. CREDENTIALS

Training programs on the ETPL must result in an industry-recognized credential. The Training Credential Checklist (Attachment A) will be used by the LWDA ETPL Coordinator to determine if a program meets the definition as outlined in the DOL TEGl 15-10 and DES WGL 2-13.

1. Approval of Training programs must meet the following definition of a credentialed program:
 - a. Educational Diplomas, Certificates, and Degrees
 - b. Apprenticeships Certifications or Certificates

- c. Personal Certifications
 - d. Occupational Licenses
 - e. Other Skill Certificates
2. Training programs must meet one or more of the following credential attributes:
 - a. Industry Recognized
 - b. Stackable
 - c. Portable
 - d. Accredited
 3. Definitions of each credential and their attributes are on the Training Credential Checklist.

VI. RECIPROCAL AGREEMENTS

Arizona currently has reciprocal agreements with several other states. As a result, LWDA customers have access to other training programs through these states’ ETPL systems **if a comparable training program is not available on Arizona’s ETPL**. Currently the states that have established reciprocal agreements are: Nevada, Utah and New Mexico.

These agreements allow WIOA participants in Arizona to use the approved training providers in the states listed. Likewise, participants in the reciprocal states can enroll in programs on Arizona’s ETPL.

In rare cases, where a comparable training program is not available on Arizona’s ETPL or on the reciprocal states’ ETPLs, WIOA participants can be referred to training programs on another state’s ETPL.

VII. TRAINING PROVIDER APPLICATION PROCESS

Training Providers must complete the on-line application in azjobconnection.gov. (see Attachment A - Training Program Credential Checklist). The State ETPL Coordinator will send the training provider a Training Provider Assurances (See Attachment B - Training Provider Assurance Form) after receiving the application.

1. Training providers may apply for inclusion on the Arizona ETPL at any time.

2. Training should be limited to those occupations that have been determined to be in demand in the local area. The Local Workforce Development Board should determine which in-demand occupations to invest WIOA training dollars based on the local/regional economy.

<https://www.azcommerce.com/oeo/labor-market/workforce-analysis/>

3. Training providers must apply to the LWDA that has jurisdiction over the area where the training provider address is physically located. The training provider’s geographical location dictates which LWDA will review the program for inclusion on the ETPL.
4. LWDA’s may request that a training provider’s program that is located outside of the local area be evaluated for the ETPL by the LWDA that has jurisdiction. The program must be evaluated based on state and local criteria of the area that has jurisdiction.
5. Training providers must enter one initial program on the AJC website to be evaluated. Additional programs can be entered when the training provider’s user account is approved.
6. Registered apprenticeships are identified as eligible providers and are not subject to the requirements to initial and continued eligibility requirements in this policy.
 - a. In Arizona, Registered Apprenticeships remain eligible for the ETPL as long as they remain registered with the Arizona Apprenticeship 11 Issue Date: August 1, 2014; Revised Date: October 3, 2016 Office. Registered Apprenticeships are required to add their program on AJC, and the following information:
 - i. Occupations included within the registered apprenticeships;
 - ii. The name and address of the registered apprenticeship sponsor;
 - iii. The name and address of the Related Technical Instruction Provider, and the location of the instruction if different from the program sponsor’s address;
 - iv. The method and length of instruction; and
 - v. The number of active apprentices.
 - b. The State ETPL Coordinator must verify that the apprenticeship is registered and authorize the Registered Apprenticeship as an eligible training provider. The LWDA ETPL approver must verify that the required information is listed in AJC and authorize

- c. the Register Apprenticeship program at the local level.
- d. Unlike Registered Apprenticeships, pre-apprenticeship programs must be evaluated and meet criteria for initial and continued eligibility to be added and to remain on the ETPL. Pre-apprenticeship programs are not exempt from requirements in this policy.

VIII. TRAINING PROGRAM REVIEWS AND TIMEFRAMES:

Once a Training Provider has been approved by the State, the LWDA ETPL Approver will review **programs** submitted for inclusion on the ETPL. The Training Provider has **30 calendar days** to submit a complete application (includes required information in AJC and Training Credential Checklist [Attachment A] for each program submitted).

The Local ETPL Coordinator must approve or deny the program within **30 calendar days of receipt of the completed application**. After the LWDA ETPL Approver has reviewed and approved a program, it is submitted to the State ETPL Coordinator for final approval. The State has **30 calendar days** to review the program and make final approval if requirements are met. Programs will not appear as WIOA-approved in AJC until final approval by the State. Programs are approved initially for one year and are reviewed annually for subsequent eligibility by the LWDA ETPL Approver.

IX. SUBSEQUENT ELIGIBILITY OF PROGRAMS:

All ETPL programs will be reviewed Biannually for subsequent eligibility from the approved date to ensure that Training Provider and program information is up-to-date and performance standards are met. The Local ETPL Coordinator will notify Providers of the process and request that Providers review program information and make necessary changes, add performance data, etc. Training Providers must keep information in AJC current. Failure to do so may result in removal. LWDA will determine if programs meet all performance measures and recommend approval or denial of subsequent eligibility. The State will verify data for final approval. LWDA will notify Training Providers in writing if performance goals are not met; in which case that Provider and/or program(s) will be removed from the ETPL within 30 calendar days. Removal will not affect participants currently enrolled in the program(s).

X. PERFORMANCE MEASURES:

- 1. Training Providers must collect and enter program-specific performance data

into AJC for all students, (WIOA and non-WIOA), during the evaluation period—the last program year beginning July 1 through June 30 to include the following measures and goals:

- a. The number of students participating in the program
- b. The number of students completing
- c. The number of students employed after completion
- d. The average hourly wage at placement in employment

XI. MONITORING TRAINING PROVIDERS:

LWDA will monitor approved Training Providers at least every two years. In addition to the above performance measures, monitoring includes verification of the information in AJC, compliance with items on the Training Provider Assurances (Attachment B), verifications of licenses, accreditations, and certificates of liability insurance, along with a random selection of programs to be reviewed. The State ETPL Coordinator will monitor local areas for compliance with the ETPL policy.

XII. DENIAL OR REMOVAL OF TRAINING PROVIDERS AND PROGRAMS:

Non-placement of a participant for a period of two years, the program will be removed. The denial of a training program is sent to the provider by email via the AJC website. When a training provider or program is denied for any reason other than lack of documentation or information, the training provider must wait 6 months to reapply.

1. A Training **Provider** or program may be denied initial eligibility for the following reasons:
 - a. The application is not complete or not submitted within an appropriate time frame.
 - b. Programs from Providers that do not submit required documentation within 30 calendar days of request will be removed.
 - c. The program does not meet the definition of WIOA training services.
 - d. Performance data is not included with the application or does not meet the minimum performance standard. As some Training Providers will not have this information, this requirement may be waived for the year of initial eligibility in

order to give the Training Provider time to develop a data system.

- e. Training program does not support the demand occupations for the area.
- f. The Training Provider is out of compliance with the Act, regulations, or any agreement executed under WIOA
- g. The Training Provider is not accredited, licensed, or certified by the proper agency overseeing training by the organization or loses its accreditation, license, or certifications.
- h. It is determined that the Training Provider intentionally supplied inaccurate information.
- i. The Training Provider substantially violated any requirement under WIOA
- j. The Training Provider misrepresented WIOA or LWDA in any capacity.
- k. When a Training Provider or program is denied for any reason other than the lack of documentation or information, the Training Provider must wait six months to reapply.

2. A training **Program** must be removed from the ETPL for the following reasons:

- a. The State or LWDA has determined the Training Provider supplied inaccurate information
- b. The training program no longer meets the WIOA definition of training services
- c. The program does not meet minimum performance standards
- d. No WIOA participants have been enrolled in the program for a period of two years
- e. The occupation is no longer in demand in the local area

3. A Training **Provider** must be removed from the ETPL for the following reasons:

- a. All of the Training Provider’s programs have been removed
- b. The Training Provider has not maintained required licenses and liability insurance or is found to be non-compliant with the Training Provider Assurances

- c. The Training Provider is out of compliance with the Act, regulations, or any agreement executed under WIOA
- d. The Training Provider is found knowingly to make false claims to prospective participants about costs or WIOA eligibility

XIII. APPEALS:

An Appeal Process has been created and may be utilized if you feel the above policy has been adhered to and an error has been made resulting in an unfavorable decision. Please refer to the ETPL Procedures for further instruction of the Appeal process.

XIV. TRACKING OF TRAINING PARTICIPANT COMPLAINTS:

The Local ETPL Coordinator will track complaints by WIOA participants related to ETPL Training Providers on the ETPL Complaint Log. All complaints related to ETPL Providers and programs will be submitted to the State ETPL Coordinator by the end of the month.

1104. POLICY MANAGEMENT REQUIREMENTS

- 1. Administrative revisions to the policy may be made by the Local Workforce Development Board or other designated officiates (as specified through the LWDB) and approved through the Coconino County Workforce Development Board.

1105. ATTACHMENTS and LINKS

- 1. Attachment A- Training Program Credential Checklist
[WIO-1031A-TRAINING PROGRAM CREDENTIAL CHECKLIST \(az.gov\)](#)
- 2. Attachment B – Training Provider Assurance Form
[WIO-1040A- TRAINING PROVIDER ASSURANCES \(az.gov\)](#)

Coconino County Workforce Development Board

Arizona Pathways to Prosperity

CENTER
FOR THE FUTURE OF
ARIZONA

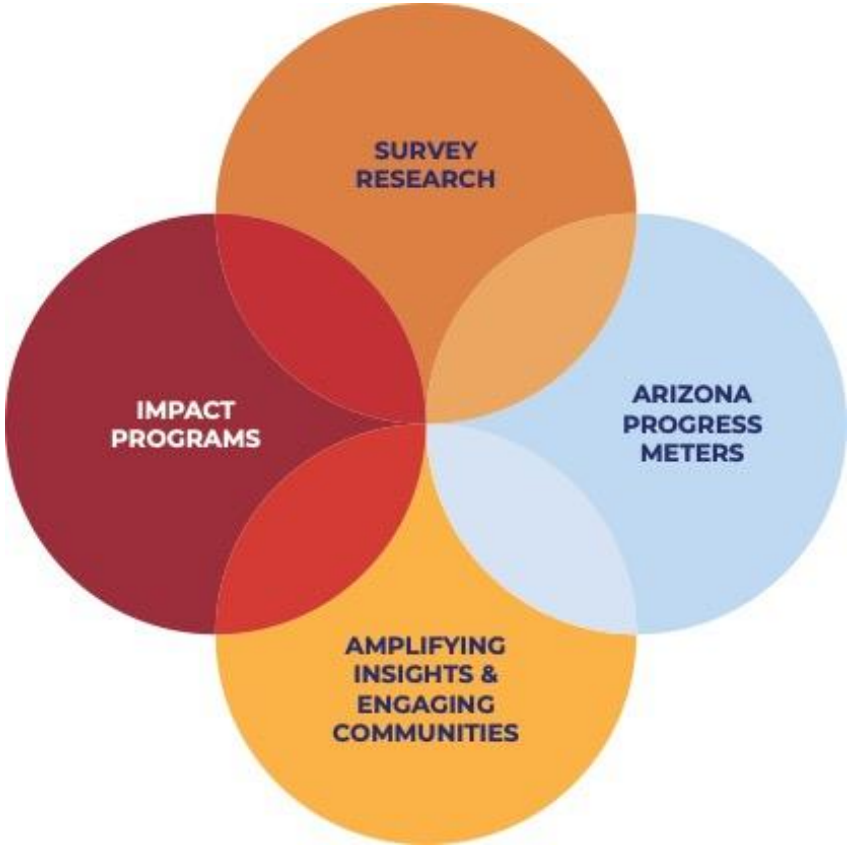




**Center for the Future of Arizona
brings Arizonans together
to create a stronger and brighter
future for our state.**



Advancing What Matters Most to Arizonans



Arizona Pathways to Prosperity

Agenda

- Pathways Overview
- Key Elements
- Leveraging existing resources
- Gaps in Pathways

Our Approach

Identify Jobs

Work with industry to identify the jobs, knowledge and skills, and degrees/credentials that business needs to grow and thrive

Leverage Industry Partnerships

Maximize representation and minimize asks of industry through industry sector partnerships

Collaborate & Implement with K-14+

Partner with higher education and K-12 to design and implement pathways responsive to industry needs

Advance Strategically

Focus on strategic alignment and bolstering of existing pathways and talent pipeline efforts



60+

**Industry
partners**

60+

**Education
partners**

Student-Driven

Insights Driving Action

Student and parent survey and interview sessions were conducted to gain an understanding of students' perspectives and experiences to inform our pathways



Arizona Pathways to Prosperity



**CAREER CONNECTED
PATHWAYS**

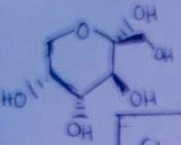
Systems of career pathways that span grades K-14+, enabling students to transition smoothly through high school, into higher education, and onto family-supporting careers particularly in high-demand sectors like information technology, energy, healthcare, and advanced manufacturing

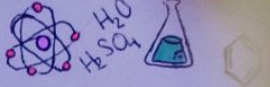
Career Exploration

How are Color technologists and Chemical Engineers Related? How are they different?
(I love the picture!!)

average annual income 132,450... how long I need to work in to receive higher amounts.

Chemical Engineer





Chemical engineers design chemical plant equipment and design processes for manufacturing chemicals such as gasoline, synthetic rubber, plastics, detergents, cement, paper, and pulp, by applying principles and techniques of chemistry, physics and engineering.

Average Annual Income

\$132,450

Education

- Bachelor's degree in chemical engineering at a 4-year university (ASU has this program)
- Schools: Arizona State University, University of Arizona, Stanford, MIT, Cal Tech, UC Berkeley, etc.

Certification


Engineers in Training pass the Fundamentals exam & graduate with an engineering curriculum. Professional Engineers graduate from an accredited curriculum and pass a certification exam as well as have 4 years experience.

Related Jobs

Biotechnologist, Chemical engineer, Color technologist, Energy engineers, Nuclear engineers, Petroleum engineer, Product/process development scientist, etc.

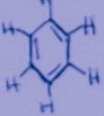
Did you know?


- * Chemical engineers are the backbone of process industries.
- * Chemical engineers are responsible for the safety of millions of products.
- * Chemical engineers often work with computer software such as CAD to make their designs as accurate & efficient as possible.
- * Some key skills required to work as a chemical engineer are strong knowledge in chemistry, physics, & structural engineering; analytical & programming skills; and creative and quick problem solving skills.
- * There are many branches of chemical engineering (ie biotechnology, food engineering, pharmaceutical engineering).




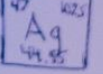
How does chemical engineering use cyber security?


Because chemical engineers often use computers to store data and make their designs more accurate, it is important for them to avoid things like phishing emails and make sure they have strong passwords to keep their own information as well as their company's information protected. Also, in some cases, chemical engineers may be working on classified projects, so they must understand how to keep information protected.











Career Exploration

Students

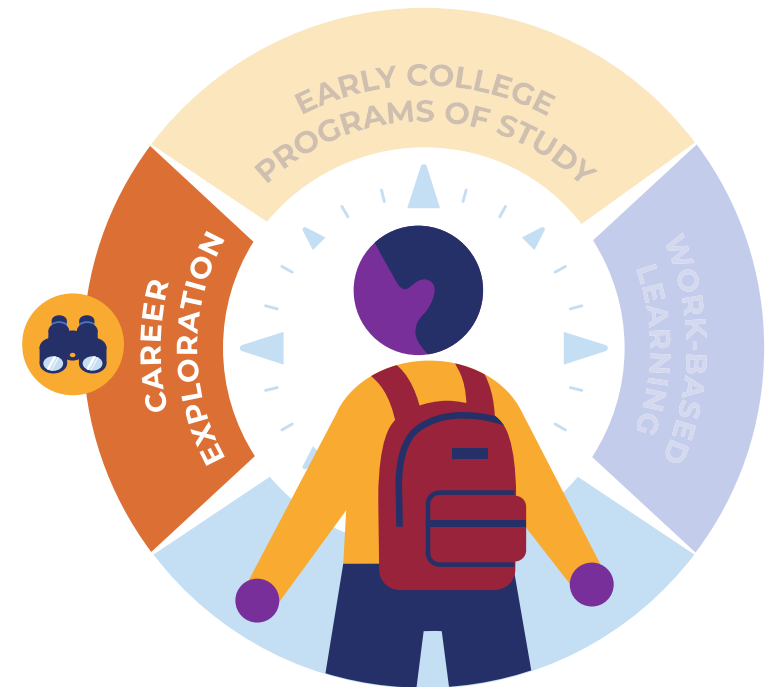
Most young people get little advice about education pathways to careers, and career possibilities

Families

Few families understand the future labor market—or even the current one

Teachers

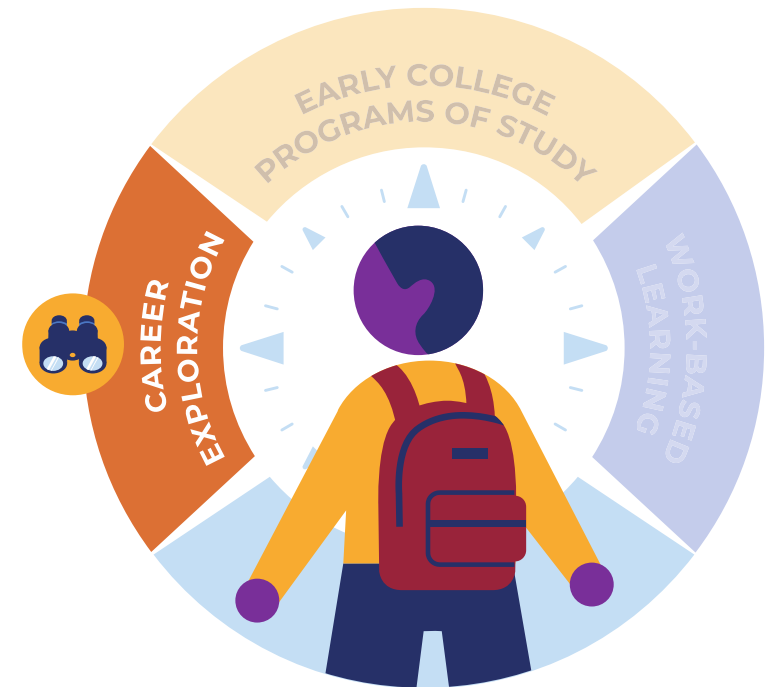
Teachers typically have little experience of contemporary high-growth industries and know little about labor market data and shifts in education and workforce



**CAREER CONNECTED
PATHWAYS**

Career Exploration

- ✓ K-5 Career Exploration Curriculum
 - ✓ 6-10 Career Exploration Curriculum
 - ✓ District/School level career exploration program planning and supports
 - ✓ Career Exploration Summer Camps
 - ✓ 8th Grade Education Career Action Plans
 - ✓ MyFutureAZ Implementation
 - ✓ Externships for Educators
- [Link](#)



**CAREER CONNECTED
PATHWAYS**

A photograph of students in a classroom or computer lab. In the foreground, a student's hands are typing on a laptop keyboard. The laptop screen displays a web browser with a colorful interface, possibly a learning management system or a social media page. Other students are visible in the background, some looking at their own laptops. The overall atmosphere is one of active learning and technology use.

Early College Programs of Study

Early College Programs of Study

Dual Credit Pathways

Result in students earning a minimum of 12 college credits while in high school

"Best Bet" Courses for All Students

Courses that result in no "dead-ends" such as Writing, Math and foundational CTE courses

Embedded Industry Credentials

Industry credentials act as an opportunity multiplier



A photograph of two students in a workshop. On the left, a male student with curly hair, wearing a green t-shirt with 'PEARSON PLANT' visible, is focused on measuring a white cabinet with a yellow tape measure. On the right, a female student wearing a white baseball cap and a dark blue t-shirt is also working on the cabinet. The background shows a workshop environment with wooden panels and blue storage bins.

Work-Based Learning

Work-Based Learning

Career Exposure

Participants are in the workplace for a short period of time- shadows, tours, and simulations

Career Engagement

Extended opportunities to increase knowledge including entry level technical skills- Internships, service learning, and pre-apprenticeships

Career Experience

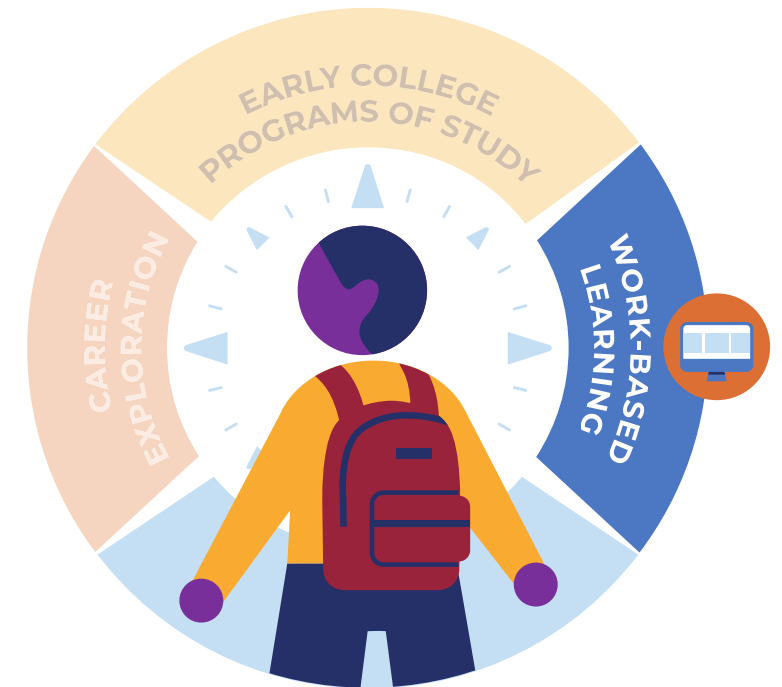
Paid work to gain specific skills and reach permanent employment- Apprenticeship, youth apprenticeship, and transitional jobs



**CAREER CONNECTED
PATHWAYS**

Work-Based Learning

- ✓ Virtual Career Shadows-
Schoolwide and Individual
- ✓ Hybrid Career Shadows
- ✓ Virtual Internships
- ✓ Registered
Apprenticeship/Youth
Apprenticeship
- ✓ Virtual and In-Person Educator
Externships



**CAREER CONNECTED
PATHWAYS**

Arizona Post-secondary and Career Literacy | Best Practices

Each student should have an individualized learning plan to help make decisions about career and post-secondary (PS) education or training, to plan a course of study, and to make financial aid assessments with family members.

By the end of 8th grade	By the end of 9th grade	By the end of 10th grade	By the end of 11th grade	By the end of 12th grade
<p>Student should be supported to:</p> <ul style="list-style-type: none"> complete a career cluster survey attend a career day complete a unit on education planning be exposed to a financial literacy unit in a course or workshop <p>A student should know:</p> <ul style="list-style-type: none"> the concept of career clusters of interest relationship between community service/extracurricular activities and PS /career goals engage in quality career exploration curriculum be exposed to LMI related to workforce needs locally and nationally 	<p>Student should be supported to:</p> <ul style="list-style-type: none"> revisit career cluster interest survey and take a career interest survey complete an orientation to career clusters attend a PS options workshop meet with a counselor to discuss coursework and PS/ career plans begin determining eligibility for AP courses outline a plan for community service and extracurricular activities related to PS plans complete a financial aid assessment with a family member engage in at least one WBL opportunity <p>A student should know:</p> <ul style="list-style-type: none"> one or two career clusters for further exploration and development the relationship between HS coursework, attendance, and grades to PS plans importance of community service and extracurricular activities to PS and career plans general cost ranges of various PS options 	<p>Student should be supported to:</p> <ul style="list-style-type: none"> visit at least one workplace aligned with career interests complete an orientation course to a particular career cluster or cluster grouping select a career pathway (CP) within a career cluster of interest continue determining eligibility for AP courses identify 2-3 adults to support the student through the PS and career selection process review coursework, and PS/ career plans understand PS affordability and make adjustments to plan appropriately engage in at least two WLB opportunities <p>A student should know:</p> <ul style="list-style-type: none"> educational requirements, cost, expected entry level, and midpoint salary for occupations in selected CP different types of PS credentials and institutions general timing of PS entrance exams and applications benefit of early college credit opportunities to PS access and completion 	<p>Student should be supported to:</p> <ul style="list-style-type: none"> revisit the career survey participate in a mock job interview create a resume and personal statement identify an internship opportunity related to CP determine readiness for college-level coursework in math/ELA and enrollment in either “catch up” or “speed up” course complete or enroll in at least one early college credit opportunity attend a college fair visit at least 3 PS institutions take at least one college entrance exam Research scholarship opportunities <p>A student should know:</p> <ul style="list-style-type: none"> application deadlines, test timing, cost, and preparation for industry-based certification for CP career attributes related to career interests entrance requirements, including application deadlines, for expected PS programs of study 3-5 match schools, one safety, one reach school for PS program of study financial aid deadlines for chosen PS options deadlines and application process for scholarships negative impact of remediation on PS goals 	<p>By 12/31 of 12th grade a student should have:</p> <ul style="list-style-type: none"> completed 3 or more admissions applications to PS institutions met with a school counselor to ensure all steps in the PS admissions process are completed on time attended a FAFSA completion workshop completed the FAFSA <p>The end of 12th grade a student should be supported to:</p> <ul style="list-style-type: none"> address any remedial needs in math/ELA obtain an internship opportunity related to CP if applicable, receive industry-based certification(s) related to CP complete one or more team-based challenges or projects related to CP attend a financial aid award letter workshop <p>A student should know:</p> <ul style="list-style-type: none"> how CP courses and experiences articulate to degree programs at PS options estimated cost of each PS option affordability of PS options in relation to expected entry-level career salary and anticipated debt terms and conditions of any scholarship or loan

Key:

- Advanced Placement = AP
- Career Pathway = CP
- Concurrent Enrollment = CE
- Dual Enrollment = DE
- Labor Market Information = LMI
- Post-secondary = PS
- Work-based Learning = WBL

Thank you

Call to Action

What are the gaps in Pathways?

- Lack of student/parent feedback to understand needs
- Multiple efforts and organizations with little coordination
- K12 frequently not at the table
- Varying definitions of quality, career exploration, work-based learning, etc.

What can you do?

- Consider the ultimate outcomes, and the steps to get there
- Recognize intermediary organizations as a key lever for developing and implementing pathways
- Utilize student, family, and participant feedback in pathways design
- Consider the student/participant experience from end to end





For more information, contact:

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