



WORKFORCE DEVELOPMENT BOARD

July 25, 2024
Board Meeting Packet



COCONINO COUNTY

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WORKFORCE DEVELOPMENT BOARD MEETING AGENDA

Annual Board Advance

Thursday, July 25, 2024, 12:00 pm-3:00 pm Hybrid

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

Microsoft Teams: Join on your computer, mobile app, or room device

[Join the meeting now](#)

Meeting ID: 222 170 641 095 Passcode: XurdSK

1. CALL TO ORDER: 12:00 p.m.

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. Pledge of Allegiance
- B. Roll Call - *Armando Bernasconi, Secretary*

2. Call the public: 12:05 p.m.

3. Approval of Minutes: 12:10 p.m.

- A. Approval of minutes from the 5/23/2024 board meeting

4. Approval of Consent Items: 12:15 p.m.

- A. **Incumbent Worker Training Policy**
- B. **Selection of Title 1 Partner- Youth and Adult Dislocated Workers**
- C. **Updated Governance Agreement**

5. Introduction- Selected consultant to update draft WIOA Coconino Local Plan: 12:25 p.m.

- **Draft Local Plan** [Coconino-Workforce-Development-2020-2023-Workforce-Plan \(az.gov\)](#)

6. Committee Reports: 12:30 p.m.

- A. One Stop Operator updates – *Chicanos Por La Causa*
- B. Rapid Respond update -- *Regina Salas*
- C. Finance Report and ***Annual Budget** -- *Armando Bernasconi*
- D. Executive Director Report – *Billy Francis, Executive Director*

E. Chair update – *Bruce Sobczak*

7. WIOA Partners' Year in Review: 1:00 p.m. -1:30 p.m.

- Title 1 – Youth and Adult Dislocated Worker, Coconino Health and Human Services, George Ovalle
- Title 2- Adult Education: Coconino Community College, Donovan Weidmann
- Title 3- Arizona Department of Economic Security, John Diemer
- Title 4- Vocational Rehabilitation, Valerie Kelly
- Title 5- Senior Services, Anna Maria de Santiago

8. ADVANCE INTO NEW FISCAL YEAR AND BEYOND: 1:30 p.m. – 2:45pm

Discussion on Board Strategic Goals to be facilitated by consultant on Local Plan.

- A. Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment.
- B. Facilitate the development of career pathways.
- C. Facilitate the coordination of co-enrollment with ARIZONA@WORK partners.
- D. Improve access to activities leading to a recognized postsecondary credential including a credential that is an industry-recognized certificate or certification, portable, and stackable.
- E. Facilitate engagement of businesses, including small businesses and businesses in in demand industry sectors and occupations, in workforce development programs
- F. Support a local ARIZONA@WORK system that meets the needs of businesses in the LWDA.
- G. Better coordinate workforce development programs and economic development.
- H. Strengthen linkages between the local ARIZONA@WORK system and Unemployment Insurance programs
- I. Implement and strengthen Work-Based Learning: On-the Job Training, Work Experience, Registered Apprenticeships, Incumbent Worker Training
- J. Increase and strengthen service delivery to Coconino outlying and tribal areas

9. Upcoming Events – *Regina Salas*

- **SCHUFF STEEL Rapid Response/Workforce Reduction Support and *Hiring Event**
5055 N Ken Morey Dr, Bellemont, AZ 86015
August 7-8, 9am-2pm
- **Moonshot Flagstaff Campus Open House**
2225 N Gemini Dr, Flagstaff, AZ 86001
August 15, 9 am-3pm

10. Meeting Recap -2:50 p.m.

11. ADJOURNMENT

- A. Next Workforce Development Board Meeting, Thursday, September 19, 2024

COCONINO WORKFORCE DEVELOPMENT BOARD

Meeting Minutes

May 23, 2024

WDB Members Present

Beth Caplan
 Bruce Sobczak
 Kay Leum
 Armando Bernasconi
 Donovan Weidmann
 Gail Jackson
 Brent Neilson
 John Saltonstall
 Heather Bachicha
 Valerie Kelly
 Brenda sipe

Board Staff

Billy Francis
 Yanzi Liu
 Regina Salas

Guests

Andres Adame
 Heather Valdez
 James Betoney
 Andrea Merrihew
 Olivia Hendricks
 George Ovalle
 Steve Peru
 Richie Brevaire
 Dandra Darling
 Sonya Montoya
 Terence Pinkston
 David McIntire
 Patricia Sobczak
 Eilise Fisher

WDB Members Absent

Geoffory D. Lloyd
 Seth Gregar
 Julie Pastrick
 Judy Franz

- 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 did have a quorum.
- iv. **CALL TO THE PUBLIC** – No one from the public requested to comment.
- v. **Approval of Agenda**
 - Gail Jackson requested the agenda be sent out 72 hours ahead. The agenda was approved by Armondo and seconded by John Saltonstall.
- vi. **Approval of Minutes**
 - Gail requested a minor correction on page 3 about the commenting. Brenda requested a minor correction on Page 2 about the spelling of her name. The minutes from the 3/21/2024 board meetings were approved by John Saltonstall and seconded by Armando Bernasconi.
- vii. **Presentation** – Concept Presentation by Gordley Group, Richie Brevaire and Heather Valdez
 - Kay asked if the domain of coconinoworks.org has any conflict with the existing county website workforce page. Richie said this website is easier for users to navigate and will link to the current site. It is also easy to update since it's a smaller size.
 - Chair Sobczak asked once Gordley Group hands the keys over, who will be responsible for keeping this up? Richie said: "We're gonna keep ourselves on as collaborators, but

we're gonna give you the main, you know, decision-making tools." Gordley Group will train the staff who will maintain the website later. Billy commented: "will have several individuals will be knowledgeable on how to make those corrections, how to update."

- Dee from CPLC offered in charge of the website through Wix based on his experience with the website.
- Eilish Fisher, rapid response coordinator for the state said: "We are adhering to branding guidelines." Richie said that the demo is here to show the outline of the website, and the next step will be the proofing process.
- Donovan Weidmann asked if we had different designs that you presented. How did we decide on what design ultimately goes forward? Richie said: On this first campaign, awareness, we can start to tweak the design as we get going. Regina said: "The second phase will be programs specific program participant-specific."

viii. **Board Chair update.**

- The chair Sobczak thanked all the participants in the focus groups and the surveys for the campaign
- One-time funding update, 5 projects approved. The referral system, Katalyst internship, marketing, and branding are on track. Northern Arizona Regional Forestry Academy backed out and bowed out due to the short timelines involved in the requirements. Tynkertopia has a tight timeline but was able to move forward with multiple county departments.
- It's requested that service providers need to be sent out EFP. "Select and contract with providers based on competitive procurement process every four years." The RFP for Title 1B is posted now. Kay asked about MOU/IFA and agreement, which one needs to come to the board for a vote? Billy explained that MOU/IFA, local plan and agreements all need to be vote on by the workforce board. Then the board makes a recommendation to the BOS. Gail asked if the changed version of MOU/IFA would come back to the CCWDB for approval. Billy answered "Yes." Gail then requested all the different contracts when they're due, and when they're going to be renegotiated all in one place. Gail made a motion to have the board staff create a document that outlines every contract MOU that this board is responsible for overseeing. Documents that shall include a due date of when the contract expires and when we should be putting it out to bid. Kay seconded it. The due date for this document is 9/19/2024, two board meeting cycles.
- The 2nd Workforce Summit will be held in Flagstaff, Chair called to register.
- On May 10th the board staff moved to DES building with OSO together.
- Regina is proposing the 7/25 board meeting to start at 12 pm, and will engage in a board advance. Planning on the first 30 minutes for a year in review. "We will focus

on strategic goals for the board and also some performance measures for our board and our different programs,” Armando said he was willing to do that. So did Gail.

ix. **Committee Reports**

- Finance Report by Armando Bernasconi. The expenditures for the Workforce Development Board, which includes salaries, EREs, incumbent worker operations, travel, work-based learning, OSO ,and our One-time funding for the state have totaled \$357,054 for the year to date(Q1-Q3). The budget was \$717, 739, we are 50% using that. Title 1B’s expenditure total is \$628.112, at 42% of the budget. Gail asked why we have one quarter left but still have 50% of the budget remaining. Armando said: We are given new expenditures primarily of Regina's salary as our assistant director. We're goanna be spending down those work based learning funds, so we are on track given these new revenue or these new expenses. Also CPLC started getting paid in quarter three, which will accelerate our expenditures or increase them. Our projections, the funding that expires at the end of the year is nearly spent projections of expected expenditures such as payroll leave about 10,000. The finance team is hard at work finalizing the contracts and expenditures for the extra One-time Funding. Gail said: “I received an email from one of our employers, the new CDL course opened yesterday, and they are receiving an average of four to five new students every day, expecting 60 students by September 30th. And our WIOA dollars only cover about 10 to 14 students per year. So that's why I was asking about if there is any additional money, how do we get that in the hands of our training providers so that they can spend, we have five weeks left. So I just wanted to find out what that process is, if there's going to be additional money so that we can ensure that these students are taken care of.” Billy said:” Anytime we talk about training providers and we're talking about getting those students in the hands of the entity that's providing that training and the money available. We must refer them to Title 1B services. They must be enrolled in the program, so my recommendation to the individual that you're speaking to is to have them contact us at Arizona at work what's going to happen is we're going to connect them to Title 1B and if they are youth and they fall in those categories and it's \$10,000 worth of youth. I do see our Title 1B serving those youth and expanding those funding.”
- Executive Director Report was skipped due to short on time of this meeting
- One Stop Operator updates by Dee from CPLC, after monthly report from each title, Dee announced that effective May 31st, Tyson Knutsen, CPC's deputy Director of Workforce Solutions, will be stepping in as the interim one-stop operator. Tyson's plan of attack is to identify a successful candidate for the OSO position and get this individual fully trained, update the data collection tool so it looks more professional and collects all the

- data points that are needed for the board, get additional training on Atlas and be ready to implement Atlas as soon as possible, including staff training and referral follow up, roll out and manage the Atlas system. Facilitate meetings between Title 1B, Title 2, and Title 3 to talk about how to improve communication, dual enrollments, and boost effective referrals. Also provide a desk aid that includes staff contacts and basic partner program services, as well as assess the current customer flow model and intake system at the one-stop and make suggestions on how to improve it as well as have initial meetings with all partner program managers to establish rapport and to continue to understand their needs, concerns and areas they feel they need to need training in. keeping board staff up to date on weekly meetings and weekly summaries of all Tysons weekly plans and goals and establishment of one month, three month and six month plan and disturbing that to the board staff as well as working with Regina to make sure the 28th event is a huge success and making periodic site visits and report all site visits.
- Vice Chair report on the conference in Washington, DC. By Gail. She said: “I went with staff: Regina, Billy, Yanzi and myself and Armando. It was fantastic. Some of the things that I learned was that the state of Massachusetts gives each high school student \$5000 a year, no questions asked. They know that that's going to go back into their system. You can volunteer for your local government. You can go to work whatever you want to do, and I highly encourage our state and our board to think like that. I think it's going to help raise the awareness of these dollars and what they can do for the youth. The other thing I wanted to bring up was that I met with a company that I'd like for them to come and give a presentation to our board. They're called Future Fit AI and what they do is they have AI tools that are built for workforce development, strategies for integrating AI into workforce systems, and building demand-driven talent pathways. I was really impressed with what they had to offer. I've seen one of their presentations and I know we're looking at bringing them in for our BR&E meetings to show so it there, but I think it would also be very relevant to this group as well, so I'm happy to connect with board staff to this company.”
 - Billy said: “I think it's important enough to say one more time that the workforce Summit has landed in Flagstaff, AZ. It will be on June 10th and 11th. We will have the governor here. We will have the CEO of the workforce of the board. We will have the Department of Labor here. We will have everyone that is interested in Northern Arizona in the move that we're doing, what employers and the concerns we have in Northern Arizona. So we encourage everyone to register.” “And then secondly, the Community resource event that we are coming together to serve our members of our community as something that is gonna be very important.” Regina added: “So said that in our inaugural Arizona, where Coconino jobs and Community Resources event is on Friday, June 28th 9:00 AM to 4:00 PM at Bushmaster Park. So far we have 18 employers signed

up to be there to recruit and 11 Community resources partners along with our many partners in the WIOA local system.”

- David McIntire made an announcement: “Former Council member Salas is one of the Council members who asked city staff to do a workforce development analysis to find out more about how we could support the board's efforts and also find out more ways for us to participate. The draft of that strategic plan, the workforce development, strategic analysis, which actually your board was a part of developing the scope and other pieces as well goes to Council on Tuesday the 28th as a draft discussion, I'll be sending out the PowerPoint presentation and the draft document to Billy and Regina and a number of others in the room. The intention is to come back July 2nd for actual adoption by the city and actually part of the conversation that we've had regarding the use of the ARPA funding has actually informed a couple of the strategies because it turns out there are ways that we can support that we hadn't thought of before. We were putting those in the document. We wanted to make sure you guys were aware that we'll be in front of the Council on Tuesday for a brief presentation and conversation, and then we'll have the document released as soon as the Council sees it.”
 - The chair announced our next meeting is 7/25.
 - Gail asked about the 6/28 event: “Is there a way to break it up in chunks because I know that I would love to help out but I won't be available nine to four. So, if you could provide chunks of time and what you need, that would be very helpful.”
 - Kay asked if the board retreat meeting is in person. Bruce explained that will be combined with our next board meeting. We will add an extra hour to our regular meeting.
 - Beth commented on the July board retreat meeting. “I know a lot of people go on vacation during the summer, so it might be a good idea to do a quick survey about when it might be a better time to have that retreat, whether it's July or September. Chair said that's a good point, we'll try to make it all work.
- x. **ADJOURNMENT**—The meeting was adjourned at approximately 3:00 p.m. The motion was first approved by John and seconded by Armando.

IWT Policy 400C

Coconino County LWDB Policy 400C – Incumbent Worker Training (IWT)

Policy 400C is taken from federal and state policy sources regarding the process of Incumbent Worker Training. This policy discusses business eligibility through Code of Federal Regulations as well as Training and Employment guidance letters. In an effort to avert layoff and assist with the economic development of Coconino County, it is important to establish a positive working relationship with surrounding businesses through funding for guidance and training of current employees. This offers the opportunity for other work based learning such as OJT and WEX.

Purpose of Incumbent Worker Training (IWT): This IWT policy aims to help workers acquire necessary skills to prevent layoffs or to enhance their skills for promotions, thereby maintaining a quality workforce and improving competitiveness for both workers and employers.

Key Insights:

- Employer Eligibility for IWT
- Employee Eligibility for IWT
- Funding and Cost Sharing
- Allowable Training Methods

Conclusion

The document outlines comprehensive policies and procedures for implementing IWT under WIOA, emphasizing eligibility criteria, funding requirements, and the importance of documentation and monitoring to ensure program effectiveness.

401C. BACKGROUND

Under WIOA, IWT provides both workers and employers with the opportunity to build and maintain a quality workforce and increase both participants’ and employers’ competitiveness. IWT is a type of work-based training and upskilling designed to ensure workers can acquire and develop the skills necessary to avert layoff or increase the skill levels of employees so they can be promoted within the company and create backfill opportunities for employers.

402C. REFERENCES

- *Workforce Innovation and Opportunity Act (WIOA)* (Public Law) Sections, 122(h)(i), 134(d)(4), 134(G)(ii), 134(c)(3)(H), and 194(4)
- Title 20 Code of Federal Regulations (CFR) Sections 680.780 – 680.820
- Training and Employment Guidance Letter (TEGL) 10-16, Change 1, Subject: *Performance Accountability Guidance for Workforce Innovation and Opportunity Act (WIOA) Title I, Title II, Title III and Title IV Core Programs* (August 23, 2017)
- TEGL 19-16: *Guidance on Services provided through the Adult and Dislocated Worker Programs under the Workforce Innovation and Opportunity Act (WIOA) and the Wagner-Peyser Act Employment Services (ES) as amended by title III of WIOA, and for Implementation of the WIOA Final Rules* (March 1, 2017)

403C. APPLICABILITY/SCOPE

This policy provides guidance and establishes the procedures regarding Incumbent Worker Training (IWT) as part of comprehensive regional sector pathway programs and strategies for developing a skilled workforce and income mobility.

404C. POLICY AND PROCEDURES

Definitions

For the purposes of this policy, the following definitions apply:

Business and Employer – A private sector, local government, for profit or not-for profit place of business. Business and Employer are used interchangeably in this policy.

Employer Identification Number – A nine-digit federal tax number issued to a registered employer, also known as federal tax identification number, State Employer Identification Number, or state ID. In addition, the employer will be required to submit a current W-9 to the county.

Eligible Employer – For an employer to be eligible for IWT services, the Local Board must consider the following:

- Whether the employer can provide a valid Employer Identification Number.
- The characteristics of the individuals in the program (see the IWT definition below).
- The relationship of the training to the competitiveness of an individual and the employer.
- Other factors the Local Board determines appropriate, such as the number of employees trained, wages and benefits including post training increases, and the existence of other training opportunities provided by the employer. [Reference: WIOA Section 134(d)(4)(A)(ii)]

Employer Share – Employers are required to pay for a significant cost of the training for those individuals in IWT. The minimum amount of employer share in IWT depends on the size of the employer.

Follow-up – Shall be performed six months after reported completion of IWT to determine outcomes (retained employment, advancement, and increased wages).

Incumbent Worker – To qualify as an Incumbent Worker, the employee must meet the following:

- Be a current employee of an eligible employer and have an established employment history with the employer for six months or more. An individual is not held to the six month employment requirement if the IWT is being provided to a cohort of employees. In this instance, not every employee must meet the employment history requirement as long as a majority of the employees being trained do meet the requirement.
- Meet the Fair Labor Standards Act requirements for an employer-employee relationship.
- Meet the Selective Service requirements. [Reference: Title 20 CFR Section 680.780]

IWT – The following characteristics define IWT:

- Designed to meet the special requirements of an employer (including a group of employers) to retain a skilled workforce, avert the need to lay-off employees by assisting the workers in obtaining the skills necessary to retain employment,

and/or provide training that will result in progression on a career pathway and income mobility.

- Conducted with a commitment by the employer to retain employees, avert the layoff(s) of the incumbent worker(s) trained for a period of six months following completion of the training, or promote incumbent workers to higher paying positions.
- Increases the competitiveness of the employer or employee.
- Gives employees the opportunity to progress on their career pathway by providing opportunities to obtain certificates or credentials based on the employer’s need. (Reference 20 CFR 680.790)

IWT Allowable Costs – The Local Boards’ share of the cost of training (trainer, books, materials, etc.) for the delivery of IWT. This amount excludes the cost of individual wages paid by the employer while the employee is attending/participating in the training. [Reference: WIOA Section 134(d)(4)(C)-(D)]

Qualified Trainer – Qualified training can be provided in-house, by a training agency, or by a third party. Training providers should be a reputable and recognized training provider. The choice and method of training are determined by the employer. [Reference: WIOA Section 134(d)(4)(C)-(D)]

Training Method – The following are types of training methods allowable for IWT:

- Classroom training is instruction in a classroom setting that is provided to a group of trainees and conducted by a qualified instructor.
- Laboratory training is hands-on instruction or skill acquisition under the constant and direct guidance of a qualified trainer. Laboratory training may require the use of specialized equipment or facilities. Laboratory training may be conducted in a simulated work setting, or at a productive work setting, also known as Productive Laboratory.
- Computer-based training is delivered through a computer program at a pace set by the trainee. There is no requirement for delivery by a live trainer and training does not have to be interactive.
- Video Conference training is live, interactive instruction provided by a trainer through a video communications session.
- E-Learning instruction is delivered through a web-based system, conducted in a virtual environment utilizing a web meeting/webinar. [Reference: WIOA Section 134(d)(4)(C)-(D)]

Eligibility for IWT

WIOA requires Local Boards to determine an employer’s eligibility for participating in IWT in order to evaluate whether training would increase the competitiveness of the employees and/or employers. Eligibility for participation in IWT is based on the following factors:

- The characteristics of the individuals in the program (e.g. individuals with barriers to employment).
- The relationship of the training to the competitiveness of the individual and employer.
- Other factors Local Boards determine appropriate, which may include, but are not limited to, the following:
 - i. The number of employees participating in the training.
 - ii. The employees’ advancement opportunities, along with wages and benefits (both pre-and post-training earnings).
 - iii. The existence of other training and advancement opportunities provided by the employer.
 - iv. Credentials and skills gained as a result of the training.
 - v. Layoffs averted as a result of the training.
 - vi. Utilization as part of a larger sector and/or career pathway strategy.
 - vii. Employer size.

[Reference: WIOA Section 134(d)(4)(A)(ii) and TEGl 19-16]

Additional factors identified by the Local Board must be included in the Local Board’s policy and procedures to ensure consistent application for all employers.

For an employer to receive IWT funds, the individual(s) participating in the IWT must meet the following:

- Be employed.
- Meet the Fair Labor Standards Act requirements for an employer-employee relationship.
- Have an established employment history with the employer for six months or more. This may include time spent as a temporary or contract worker performing work for the employer. It should be noted that an individual is not held to the six month employment requirement if the IWT is being provided to a cohort of employees. In this instance, not every employee must meet the employment history requirement as long as a majority of the employees being trained do meet the requirement.

[Reference: Title 20 CFR Section 680.780]

An eligible individual participating in IWT is not required to meet the eligibility requirements for the Adult or Dislocated Worker program, unless they are also co-enrolled as a participant in the WIOA Adult or Dislocated Worker program and will receive WIOA funded services in addition to the IWT.

Funding

IWT is part of a comprehensive business engagement strategy designed to meet the special requirements of an employer (including a group of employers) to upskill current employees. To implement this strategy, Local Boards can use up to 20 percent of their Adult and Dislocated Worker formula allocations for IWT activities. This 20 percent can only be used for programmatic activities and cannot be used for administrative functions.

Generally, IWT should be provided to private sector employers, but there may be instances where non-profit and local government entities may receive IWT funds. For example, IWT funds may be used in the health care industry where nursing upskilling opportunities are available in a hospital operated by a non-profit organization.

Under WIOA, layoff aversion is now a required Rapid Response activity (Title 20 CFR Section 682.330). Local Boards can leverage Rapid Response funds by including IWT as part of a robust layoff aversion strategy for the Local Workforce Development Area (Local Area).

Local Boards have flexibility to determine which strategies and activities are applicable in a given situation, based upon the specific needs, policies, and procedures within the state and Local Areas.

The WIOA defines IWT as a business service, therefore, the delivery of IWT does not require the use of an Individual Training Account or that the training program be listed on the Eligible Training Provider List.

Employer Share

Local Boards are required to establish policies regarding the non-federal share of the cost of IWT. Employers are required to pay for a significant cost of the training for those individuals in IWT. This can be done through cash payments and fairly evaluated in-kind contributions. The wages paid to individuals while in training may include the wages the employer pays to the individual while they are attending the training.

The Local Board must consider the number of employees participating in the training, the wage and benefit levels of the employees (at the beginning and anticipated upon

completion of the training), the relationship of the training to the competitiveness of the employer and employees, and the availability of other employer-provided training and advancement opportunities. The minimum amount of employer share in IWT depends on the size of the employer and are as follows:

- At least 10 percent of the cost for employers with 50 or fewer employees.
- At least 25 percent of the cost for employers with 51 to 100 employees.
- At least 50 percent of the cost for employers with more than 100 employees.

[Reference: WIOA Section 134(d)(4)(C)-(D)]

The Local Board’s policy must be applied to each employer to ensure consistent determination of the employer’s eligibility to receive funding for IWT, and the Local Board’s rationale/reasoning to support the IWT initiative.

Documentation

The Local Board’s IWT policy and the documentation for each IWT initiative must be retained by the Local Board. It is the Local Board’s responsibility, in partnership with the employer, to ensure all training is completed and certificates of completion are obtained for each trainee and retained locally. This documentation will be subject to monitoring.

Introduction

This report recommends awarding Request for Proposal (RFP) 2023-105 and approving Eckerd Youth Alternatives, Inc. d/b/a Eckerd Connects (Eckerd) as the Coconino Workforce Development Area (WIOA) Service Provider for Adult, Dislocated Worker, and Youth Programs.

Selection Process and Rationale

The ARIZONA@WORK Coconino County Local Workforce Development Board (LWDB) sought a qualified service provider for Title 1B programs through RFP 2023-105. A rigorous evaluation process, involving WIOA expertise across Arizona, identified Eckerd Connects as the top candidate.

The evaluation consisted of two rounds:

- Round One: A committee comprised of WIOA Executive Directors from other Arizona Workforce Boards assessed proposals based on pre-defined criteria aligned with WIOA program requirements.
- Round Two: Coconino County's LWDB Executive Committee and County Finance Department met with Eckerd Connects to review their proposal in detail and discuss their approach to service delivery.

Evaluation Results

Eckerd Connects' proposal demonstrated a strong understanding of the needs of adult, dislocated worker, and youth populations in Coconino County. Their proposal outlined a comprehensive service delivery plan that aligns with WIOA program goals and incorporates best practices in workforce development. During the in-person meeting, Eckerd Connects provided clear and detailed answers to questions from the evaluation committee, further demonstrating their qualifications and commitment to program success.

Qualifications of Eckerd Connects

- National Leader in Workforce Development: Eckerd Connects is a leading provider of WIOA funded programs nationwide, with extensive experience delivering services to the target populations (<https://eckerd.org/jobs-training/workforce-development/>).



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- Proven Track Record: Their programs are designed to lead to positive outcomes, such as job placement or further education.
- WIOA Expertise: All programs are aligned with the 2015 WIOA, ensuring services meet federal guidelines and address specific needs. For youth programs, they offer services aligned with the 14 WIOA Youth Elements.
- Strong Network: Eckerd Connects has a strong network of community services, which can be leveraged to connect participants with additional resources and support systems.

Recommendation

Based on the rigorous evaluation process and Eckerd Connects' strong qualifications, the staff recommends the Board approve the following motion:

- Award RFP 2023-105 and approve Eckerd Connects as the Coconino WIOA Service Provider for Adult, Dislocated Worker, and Youth Programs.

Next Steps

Following Board approval, staff will work with Eckerd Connects to finalize a contract that aligns with program requirements and budget. This contract will then be submitted to the Board of Supervisors (BOS) for final approval. We will keep the Board informed throughout the negotiation process and present the final contract for your review and formal approval at a future meeting.

Coconino County Chief Elected Officials
and
Local Workforce Development Board Governance Agreement

I. PURPOSE

WHEREAS, Coconino County was designated to serve as Chief Elected Official, fiscal agent and administrative entity for the Coconino County Local Workforce Area.

WHEREAS, the Coconino County Local Workforce Development Board, hereinafter referred to as LWDB, has been appointed by the Coconino County Board of Supervisors, hereinafter referred to as Chief Elected Officials (CEO), in accordance with the requirements in the Workforce Innovation and Opportunity Act of 2014 (WIOA).

WHEREAS, the **CEO AND LWDB GOVERNANCE AGREEMENT** is required by the Workforce Arizona Council to acknowledge LWDB membership and to specify the relationship between the CEO and LWDB.

II. LOCAL BOARD MEMBERSHIP

The WIOA Section 107 (c)(1) authorizes the CEO to appoint the members of the LWDB in accordance with the criteria established under Section 107(b)(1) of the WIOA and the guidelines in Workforce Arizona Council Policy 01-2019 entitles Workforce Innovation and Opportunity Act (WIOA) Local Governance.

The CEO must appoint business representatives that meet the criteria established by the Workforce Arizona Council on behalf of the Governor. The authority to appoint members to the LWDB lies solely with the CEO.

A. Terms

LWDB members are appointed for staggered 2-year term. Members may be reappointed upon completion of their term. All members were set on staggered terms in 2019 ensuring only a portion of terms expire in any given year. Local Board members replacing out-going members' mid-term will serve the remainder of that term. Completion of out-going members term will ensure the integral staggered terms.

B. Nomination

The composition of the LWDB should reflect the demographics of the Local Workforce Development Area (LWDA) in accordance with the most recent US Census and represents the diverse geographic areas within the local area. Board members from urban

and rural locations within Coconino County will be represented in proportion to their influence on the local area; Board members from these areas must exhibit the demographic diversity within their respective local area.

Fair and equitable appointments across Coconino County LWDA will be achieved by selection requirements. Three types of board representatives require uniquely mandated nomination. These are representatives from business, labor, and education. Only organizations specifically involved with these three classifications may nominate such respective board members.

Nominations for these three types of board representatives specifically require a Chief Executive Officer or head official from one of the organizations pertaining respectively to business, labor or education to provide the nomination. The following will be needed for each nominee to the board.

- (a) A CEO signed letter identifying the individual being nominated by his or her organization. This letter must also acknowledge the nominee's optimum policy making authority and include documentation in the form of curriculum vitae, resume' or work history supporting the qualifications of the nomination; and
- (b) A Coconino County LWDB completed application.

Discretionary representative – The LWDB may include such other individuals or representative of entities as the CEO in the local area may determine to be appropriate.

The LWDB must not include members who are staff to the LWDB, staff or board members of the One-Stop Operator, and/or WIOA Title IB adult, dislocated worker, and youth providers, or staff of the grant recipient/administrative entity or fiscal agent.

The department responsible for the direct provision of services cannot manage the LWDB member nomination process or conduct other management responsibilities delegated under WIOA to the Chief Elected Official.

C. Appointment

LWDB appointments must be made by the Coconino County Board of Supervisors as designated CEO. CEO will make appointments based on recommendations submitted to the local administrative entity either in the form of a letter, evidenced within minutes of meetings, or other official communication. An email from the Coconino County Board of Supervisors or their designee will serve as one form of official communication.

LWDB must not include members who are staff to the LWDB, staff or board members of the One-Stop operator, and/or direct service providers.

D. Change in Status

LWDB members who no longer hold the position or status that made them eligible board members must resign or be removed by the Coconino County Board of Supervisors as

designated CEO immediately upon notification to the LWDB Chair of the change of status as a representative of that entity.

E. Vacancies

The required LWDB representation shall be maintained when filling vacancies. Recommended nominees shall be submitted by the appropriate organizations to the Coconino County Board of Supervisors, as designated CEO, for formal appointment. LWDB vacancies must be filled within 120 days of the vacancy. Coconino County Board of Supervisors, as designated CEO, is authorized to make all reappointments of members. Reappointments must be made within 120 days of the term expiration. In the event a vacancy cannot be filled within 120 days, the CEO must request a waiver in writing to the Director of the Workforce Arizona Council with an explanation of why a vacancy was not filled in the 120 day timeframe and a description of the process underway to fill the vacancy. The CEO must maintain written approval of the waiver request by the Director of the Workforce Arizona Council and will be monitored according to the process outline in their approved waiver request.

F. Removal

LWDB members must be removed by the Coconino County Board of Supervisors, as designated CEO, if any of the following occurs:

- a) Documented violation of conflict of interest.
- b) Failure to meet LWDB representation requirements defined in the WIOA and Workforce Arizona Council policy.
- c) Documented proof of malfeasance, fraud or abuse.

In addition, LWDB members may be removed from the LWDB for cause, as outlined in the LWDB by-laws, if a majority of the LWDB approves such actions at a legally constituted meeting. Such action must be confirmed by a majority of the Coconino County Board of Supervisors, as designated CEO.

III. RELATIONSHIP BETWEEN CEO AND THE LWDB

The Coconino County Board of Supervisors, as designated CEO, provides the following guidance to the LWDB. In the case of required partnership or approval by the CEO, the LWDB shall get in writing, either through official communication or evidence in minutes of Chief Elected Official involvement.

The LWDB shall in accordance with an agreement with the Chief Elected Officials and according to the Workforce Innovation and Opportunity Act legislative requirements:

A. In partnership with the Chief Elected Officials, LWDB shall:

Develop and submit a local workforce business plan consistent with WIOA, Arizona State Integrated Plan, Workforce Arizona Council and other state administrative entity requirements. The local workforce development business plan is developed in partnership with the LWDB, the CEO, the Core Programs, and required partners identified in WIOA. LWDB Staff shall convene key stakeholders and oversee the local workforce business plan development process to ensure input from all partners and consensus on strategy and service delivery. Upon completion of the draft workforce development plan it shall be submitted for review and approval of the LWDB and the CEO.

B. Approval required by the Chief Elected Officials:

Develop a budget for carrying out the duties of the LWDB.

The LWDB will develop both an operating and an administrative budget for carrying out all Title 1 activities, including the duties of the LWDB which is approved by the CEO. LWDB staff develops a draft operating budget for each fiscal/program year that includes line items for carrying out the duties of the LWDB and allocating funds for service delivery. Once the draft budget is developed, it is submitted to the LWDB and CEO for review and discussion; any required changes are made by staff and then submitted to LWDB and CEO for final approval. Any revisions to the original budget are re-submitted to the LWDB and CEO for approval. LWDB staff provides LWDB with monthly updates on year-to-date spending progress. The LWDB shall be notified in advance if funds are projected to be reverted to the State at the end of the two-year performance period. **A draft budget will be submitted by May 1 of the previous fiscal year.**

C. Selection of operators and providers.

The LWDB will utilize Coconino County's established guidelines and Request for Proposal process for the selection of operators and providers in the local area in accordance with WIOA 107(d)(10)(A) through (E) and the Workforce Arizona Council policy, including the CEO agreement on the selections. Coconino County, as the administrative entity, conducts all procurements at the request of the LWDB according to the County procurement policy. The Coconino County Finance Department is responsible for facilitating the procurement process, including the process documentation and scoring of proposals. A selection committee LWDB members and staff is convened to complete the proposal review, scoring, and selection of the top respondent. The recommendation is presented to the full LWDB for approval. Upon approval by the LWDB, a contract is drafted and presented to the CEO for execution, agreement, and signature. The Fiscal Agent oversees the procurement process to ensure compliance with 2 CFR Part 200.

D. Youth activities

The LWDB does not have a standing youth committee. The LWDB has retained the responsibility to select providers and oversee the youth activities under youth formula programs. The LWDB will carry out its responsibilities for youth activities under formula funds by developing a Youth Program Design framework that includes an outreach and marketing plan, career pathway models for in-demand and emerging industries and occupations, partnerships with community-based organizations that serve young adults with barriers to employment, and a youth participant framework tool for ARIZONA@WORK partner staff. The Youth program service provider will be responsible for implementation of the Youth Program Design framework.

E. Mid-Term appointment

LWDB Members replacing out-going members mid-term will serve the remainder of the out-going member term. This process ensures that the initial staggered 2-year terms are consistent and that only a portion of WDB memberships expire in any given year.

F. Program Oversight

The LWDB provides oversight of the Adult, Dislocated Worker, and Youth programs through annually scheduled program monitoring utilizing AZ DES monitoring tool. These monitors will be conducted by local LWDB staff. Additionally, all service providers are required to provide monthly reports to LWDB staff. The process of reviewing, monitoring, and evaluating the Adult, Dislocated worker, and youth programs will be completed in a manner to ensure compliance with the Uniform Guidance on an annual basis. The outcomes of this review will be presented to both the WDB and the CEO to ensure alignment with the Coconino County Workforce vision. Both the WDB and the CEO will provide recommendations for continuous improvement.

The One-Stop Operator will coordinate with LWDB staff and service providers to provide quarterly reports to the LWDB on the performance of the ARIZONA@WORK Coconino County One-Stop System. The One-Stop Operator reports will include updates on activities and performance of the Adult, Dislocated Worker, and Youth programs. LWDB Staff will provide quarterly budget updates to the LWDB that include expenditure reports for the Adult, Dislocated Worker, and Youth programs. Service provider management staff will attend quarterly LWDB meetings to answer any questions that may arise from the One-Stop Operator and/or LWDB Staff reports. At the annual joint LWDB/CEO board meeting, the local board staff will provide a monitoring report to the LWDB and CEO.

G. Performance accountability measures

The LWDB and CEO are responsible for performance accountability measures and give authority to LWDB staff to negotiate performance measures with the state. After performance measures have been negotiated, the LWDB staff will provide details to the LWDB and CEO.

H. Local Board policy

The CEO is involved in overall strategic direction of the LWDB and designates responsibility to the LWDB to develop local board policy. Local workforce policies shall be developed by the LWDB Staff and Executive Committee and presented to the full LWDB for input and final approval.

I. LWDB By-Laws

The CEO must establish by-laws for LWDB which are consistent with the provision of this agreement between the parties. In the event that any such by-laws or procedures shall be found to be in conflict with the provisions of this agreement, the provision of said agreement shall prevail.

Amendments to by-laws may be proposed at any regular meeting of the LWDB by a majority vote, provided notice of the proposed amendment has been given at least one week prior to the meeting at which voting takes place. Amendments to LWDB By-Laws proposed by the LWDB will not be valid nor take effect until approved by the CEO.

J. Memorandum of Understanding

The LWDB, with the agreement of the CEO, shall develop and enter into a Memorandum of Understanding (between the LWDB and each of the partners), concerning the operation of the One-Stop delivery system in the local area:

- a) In coordination with the LWDB, the board staff shall develop the Memorandum of Understanding with the core programs;
- b) The LWDB shall review and approve the Memorandum of Understanding;
- c) The Chair of the LWDB shall sign the Memorandum of Understanding; and
- d) The LWDB will submit the Memorandum of Understanding to the CEO for approval and signature.

K. Other LWDB roles and responsibilities:

- a) Select a private-sector business representative as LWDB chairperson; and

- b) Create an annual report that must be submitted to the Workforce Arizona Council as per guidelines established by the Workforce Arizona Council; and
- c) Promote One-Stop Center programs and activities; and
- d) Assist the state administrative entity in developing the statewide employment statistics system under the Wagner-Peyser Act; and
- e) Coordinate with economic development strategies and establish employer linkages with workforce development activities; and
- f) Carry out regional planning responsibilities as required by the Workforce Arizona Council and the state administrative entity, and the Workforce Investment Act in Section 107 (d)(6); and
- g) Per WIOA Regulations 679.370, promote private sector involvement in the statewide workforce investment system through effective connecting, brokering, and coaching activities through intermediaries, such as the One-Stop Operator in the local area, the local business services function, or through other organizations to assist employers in meeting hiring needs; and
- h) Conduct business in an open manner by making available to the public information about the activities of the LWDB; this includes the local plan before submission, membership, designation of the local workforce system operator, the awards of grants or contracts, and minutes of LWDB meetings; and
- i) Ensure that partner staff will be governed by their respective personnel laws and collective bargaining agreements in a One-Stop Center.

Other LWDB Requirements

Authority to hire LWDB Staff: WIOA Section 107(f) grants the LWDB authority to hire an Executive Director and other staff to assist in carrying out the functions of the LWDB in agreement with the CEO.

1. LWDBs must establish and apply a set of qualifications for the position of Executive Director that ensures the individual selected has the requisite knowledge, skills, and abilities to meet identified benchmarks and to assist in carrying out the functions of the LWDB.
2. The LWDB Executive Director and staff must be subject to the limitations on the payment of salary and bonuses described in WIOA Section 194(15).
3. In general, LWDB staff only may assist the LWDB to fulfill its functions (20 CFR 679.400 (d)).
4. Salary ranges, bonuses, and wage increases for staff positions shall be consistent with Coconino County policy and are determined by the Executive Committee in agreement with the CEO and approved by the full LWDB.
5. The LWDB Executive Director, who is staff to the board, functionally reports only to the LWDB and, per the attached organizational chart, reports to **the Coconino County Manager** for county payroll signature requirements only. The LWDB

- has full oversight, hiring and dismissal responsibilities for the LWDB Executive Director. All other staff to the board report directly to the LWDB Executive Director.
6. All LWDB staff have a separate reporting structure from program staff and do not have supervision or control over the program staff.

Conflict of Interest

The Coconino County Board of Supervisors (CEO) in partnership with the LWDB have designated to their respective staff the development of an Organizational Chart (see Exhibit A) depicting the staff that perform the governance functions and the associated chain of command as well as the staff that perform the operation functions and the associated chain of command. The Organizational Chart is attached to this document as Exhibit "A".

The designation of different departments within Coconino County and the associated chains of command create the firewalls required by WIOA and corresponding regulations, Uniform Guidance (2 CFR part 200), the State's conflict of interest policy (20 CFR 679.430) and State Workforce Policy (#8), State Workforce Policy #4 (ARIZONA@WORK One-Stop Operator and Service Provider Selection), and State Workforce Policy #1 (Local Governance).

The following description of duties and chains of command shall identify a clear separation of duties and required firewalls as required by 20 CFR 679.430.

LWDB Staff

LWDB Staff shall perform those duties associated with the LWDB's governance and Oversight role. Specifically, LWDB staff is responsible for supporting the Local Workforce Development Board in performing its Roles and Responsibilities: As stated in WIOA Section 107 (d). 20 CFR 679.370, and 20 CFR 679.310 (b), the LWDB must:

1. **Local Policy:** In partnership with the CEO, the LWDB sets policy for the portion of the statewide workforce development system within the Local Workforce Development Area (LWDA) and consistent with State policies (20 CFR 679.310 (b)).
2. **Local Plan:** Develop and submit a 4-year local plan for the LWDA by convening local workforce development system stakeholders to assist in the development. System stakeholders will individually provide information for areas of the plan that they directly oversee. A committee will then provide oversight to all groups to ensure the plan becomes a cohesive, living document that will provide direction to all Coconino County workforce development stakeholders.

In partnership with the CEO and consistent with WIOA Section 108 (20 CFR 679.370 (a)); if the LWDA is part of a planning region that includes other LWDA as designated by the Governor under 20 CFR 679.200 and 679.210, the LWDB in partnership with the CEO must develop and submit a regional plan in collaboration with the LWDBs and CEOs from other areas. (WIOA 106 (c)(2) and 20 CFR 679.510). The regional plan must incorporate the local plans from each LWDA in the planning region per 20 CFR 679.540 (a).

3. **Labor Market Analysis:** Workforce and economic development programs and policies that are informed by labor market intelligence are better and more efficient at helping customers achieve employment success. To ensure that Coconino County LWDB is utilizing the most up-to-date labor market research the LWDB will reach out to experts in labor market intelligence. These partners will include but are not limited to State experts such as the Governor’s Workforce Arizona Council; local experts such as Northern Arizona University Economic Policy Institute; and the local business communities ensuring that in-demand and growing sectors are included.

In order to assist in the development and implementation of the local plan, conduct workforce research and regional labor market analysis to include:

- a) Analysis and regular updates of economic conditions, needed knowledge and skills, workforce, and workforce development (including education and training) activities to include an analysis of the strengths and weaknesses (including the capacity to provide) of such services to address the identified education and skill needs of the workforce and the employment needs of employers.
 - b) Assistance to the Governor in developing the statewide workforce and labor market information system under the Wagner-Peyser Act for the region.
 - c) Other research, data collection, and analysis related to the workforce needs of the regional economy as the LWDB, after receiving input from a wide array of stakeholders, determines to be necessary to carry out its functions.
4. **Convening, Brokering, leveraging:** To ensure there is active participation from all partners and system stakeholders, a convening will be hosted to identify areas of expertise from each partner that will assist in the development of the local plan under WIOA Section 108 and 20 CFR 679.550. This convening will then set the stage for building outreach teams, developing structured conversations and understanding the support needed. These experts will also assist in identifying non-Federal expertise and resources to leverage support for workforce development activities. Such stakeholders may assist the LWDB and standing committee in carrying out, convening, brokering, and leveraging functions at the direction of the LWDB.
 5. **Employer Engagement:** Coconino County LWDB will utilize branding concepts, tap into communication technology, and improve outreach and engagement methods to

increase awareness of programs and services. This will provide leverage to lead efforts to engage with a diverse range of employers and other entities in the region in order to:

- a) Promote business representation (particularly representative with optimum policymaking or hiring authority from employers whose employment opportunities reflect existing and emerging employment opportunities in the region) on the LWDB;
 - b) Develop effective linkages (including the use of intermediaries) with employers in the regions to support employer utilization of the local workforce development system and to support local workforce investment activities;
 - c) Ensure that workforce investment activities meet the needs of employers and support economic growth in the region by enhancing communication, coordination, and collaboration among employers, economic development entities, and service providers; and
 - d) Develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers (such as the establishment of industry and sector partnerships), that provide the skilled workforce needed by employers in the region, and that expand employment and career advancement opportunities for workforce development system participants in in-demand industry sectors or occupations.
6. **Career Pathways Development:** A Career Pathway system will better meet the needs of key industries and provide opportunities for workers. A Career Pathways system will be developed by engaging education, training, workforce partners and industry. This system will then be used to develop a Career Pathway program in Coconino County in-demand sectors. Each program will then provide in-demand sectors with a workforce that has industry relevant skills, certifications, and credentials, with the goal of advancing to higher levels of education and employment.

Coconino County will engage representatives of secondary and post-secondary education programs, lead efforts to develop and implement career pathways within the LWDA by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment as defined in WIOA 3(24).

7. **Proven and Promising Practices:** The LWDB shall engage the Business Services Team to understand local business bottlenecks and areas of concern. By utilizing a comprehensive business engagement conceptual model, the Business Services Team will ensure businesses are met in an organized, aligned manner with the least burden. Efforts will focus on solutions for business rather than individual program goals, building long-term relationships, and provide delivery of valuable solutions. This will also include planning for and responding to layoffs and minimizing impacts of

economy downturns wherever possible using the Rapid Response system. To provide this service all staff who interact with businesses will be fully trained across programs, will understand the needs of the business, and will know how to target solutions. Though this engagement they will lead efforts in the local area to an:

- a. identify and promoting proven and promising strategies or initiatives for meeting the needs of employers, and workers and jobseekers to the One-Stop delivery system;
- b. identify and disseminate information on proven and promising practices carried out in other local areas for meeting such needs; and
- c. provide physical and programmatic accessibility, in accordance with Section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.), to the One-Stop delivery system.

8. Technology: The WDB will develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, and workers and jobseekers. The process will begin by determining the outcomes that will enhance the overall services of the Coconino County Workforce system. At all stages, program partners will be part of the process since commitment to change comes as a natural outcome of involvement. Outcomes of the process will support the following:

- a) Facilitating connections among the intake and case management information systems of the One-Stop Partner programs to support a comprehensive workforce development system in the LWDA;
- b) Facilitating access to services provided through the One-Stop delivery system involved, including access in remote areas;
- c) Identifying strategies for better meeting the needs of individuals with barriers to employment, including strategies that augment traditional service delivery, and increase access to services and programs of the One-Stop delivery system, such as improving digital literacy skills; and
- d) Leveraging resources and capacity within the local workforce development system, including resources and capacity for services for individuals with barriers to employment.

9. Program Oversight: Provide program oversight, in partnership with the CEO for the Local Workforce Development Area (LWDA):

- a) Conduct oversight of youth workforce investment activities authorized under WIOA Section 129 (c), adult and dislocated worker employment and training activities under WIOA Sections 134 (c) and (d); and the entire One-Stop delivery system in the LWDA. The LWDB will report to the CEO no less than twice per program year on the current LWDB initiatives and workforce investment

activities designed to further Coconino County workforce development goals as outlined in the local plan and negotiated MOU; and

- b) Ensure the appropriate use and management of the funds provided under WIOA subtitle 1B for the youth, adult, and dislocated worker activities and One-Stop delivery system in the LWDA. The designated fiscal agent will document the use of funds provided, including relevant information described in the IFA, and report to the Coconino County LWDA no less than 4 times per program years at regularly scheduled LWDB meetings. Such documentation will be made available to the CEO in a manner agreed upon by the CEO and the WDB; and
- c) Ensure the appropriate use, management, and investment of funds to maximize performance outcomes under WIOA Section 116. Use of available funds will be outlined in the local plan. The LWDB will report to the CEO no less than twice per program year the status of the expenditure of funds allocated to Coconino County for adult and dislocated worker employment and training activities under WIOA Secs. 134©, youth workforce investment activities authorized under WIOA Sec. 129©, and performance outcomes of the entire ARIZONA@WORK Coconino County service delivery system.

10. Local Performance Accountability Measures: Negotiate and reach agreement on local performance measures with the CEO and the Governor (WIOA Section 116 (c)).

11. Infrastructure Costs: Recognizing that successful integration is directly related to coordinated and joint use of resources and that WIOA also requires each partner to contribute its proportionate share of costs required for operation of local One-Stop delivery system, the Coconino WDB will:

- a. Negotiate with CEO and required partners on the methods for funding the infrastructure costs of One-Stop centers in the LWDA in accordance with Section 678.715 and State Workforce Policy #5 MOU and Infrastructure Costs Policy;
- b. Ensure that the local MOU reflects the shared vision and commitment of the local workforce board and partners to a high-quality workforce system;
- c. Empower all required partners to make commitments for that organization including staff and local representation; and
- d. Encourage required partners to give priority to those shared costs which bring about integration, streamline service delivery and lead to better outcomes.

12. Selection of One-Stop Operators and Providers: The LWDB is responsible for the selection of the following operators and providers in the LWDA, and where appropriate terminates such operators and providers in accordance with 2 CFR part 200:

- a) Providers of youth work investment activities through competitive grants or contracts based on the recommendations of the youth standing committee (is such

a committee is established). However, if the LWDB determines there is an insufficient number of eligible providers of youth workforce investment activities in a LWDA, the LWDB may award grants or contracts on a sole-source basis in compliance with State Workforce Policy #4 ARIZONA@WORK One-Stop Operator and Service Provider Selection Policy. The LWDB may terminate for cause the eligibility of such providers.

- b) Eligible providers of training services consistent with the criteria and information requirements established by the Governor and WIOA Section 122.
- c) Providers of career services through the award of contracts in compliance with State Workforce Policy #4 ARIZONA@WORK One-Stop Operator and Service Provider Selection Policy, if the One-Stop Operator does not provide such services.
- d) Designate or certify One-Stop Operators through a competitive process as described in WIOA Section 121 (d)(2)(A), 20 CFR 678.600 – 678.635, and State Workforce Policy #4 ARIZONA@WORK One-Stop Operator and Service Provider Selection Policy. Also, the LWDB may terminate for cause the eligibility of such operators and providers.
- e) Consumer Choice Requirements:

The LWDB will satisfy the consumer choice requirement for training services by:

- Determining the initial eligibility of entities providing a program of training services, renewing the eligibility of providers, and considering the possible termination of an eligible training provider due to the provider's submission of inaccurate eligibility and performance information or the provider's substantial violation of WIOA;
- Working with the State to ensure there are sufficient numbers and types of providers of training services (WIOA §107(d)(10)(E));
- Ensuring the dissemination and appropriate use of the Eligible Training Provider List (ETPL) through the local one-stop delivery system;
- Receiving performance and cost information from the ETPL and disseminating this information through the one-stop delivery systems, and;
- Providing adequate access to services for individuals with disabilities.

The LWDB will satisfy the consumer choice requirement for career services by:

- Determining the career services that are best performed by the One-Stop Operator consistent with 20 CFR §678.620 and §678.625 and career services that require contracting with a career service provider, and,
- Identifying a wide array of potential career service providers and awarding contracts where appropriate including to providers to ensure:
 - Sufficient access to services for individuals with disabilities, including opportunities that lead to integrated, competitive employment for individuals with disabilities; and
 - Sufficient access for adult education and literacy activities

- 13. Coordination with Education Providers:** The most successful relationships offer “win-win” benefits for the education and business partners. LWDB will facilitate a dialogue between educators and local business groups to serve as a venue for determining the qualities of partnership that both parties deem valuable. The LWDB will then coordinate activities with education and training providers in the LWDA, including:
- a) Reviewing applications to provide adult education and literacy activities under Title II for the LWDA to determine whether such applications are consistent with the local plan;
 - b) Making recommendations to the eligible agency to promote alignment with such plan; and
 - c) Replicating and implementing cooperative agreements to enhance the provision of services to individuals with disabilities and other individuals, such as cross-training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. Cooperative agreement means an agreement entered into by a State-designated agency or State-designated unit under subparagraph (A) of Section 101(a)(11) of the Rehabilitation Act of 1973.

The LWDB shall coordinate activities with education and training providers in the local area to develop and implement Career Pathways by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment.

- 14. Budget and Administration:** Develop a budget for the activities of the LWDB, with the approval of the CEO, and consistent with the local plan and the duties of the LWDB. The LWDB budget includes all activities of the LWDB including the Title I budget amounts to be allocated for youth (Section 133) and adult and dislocated worker (Section 128) career services. The LWDB will also assess needed changes in services and budget allocation to comply with youth program changes mandated by WIOA. The LWDB determines how much of the budget to allocate for these services and how to procure these services.

Budget Disbursal: The local grant recipient or an entity designated as the grant recipient shall disburse the grant funds for workforce investment activities at the direction of the LWDB, pursuant to the requirements of WIOA. The local grant recipient or entity designated as grant recipient shall disburse the funds immediately on receiving such direction from the LWDB (WIOA Section 107 (d)(12)(B)(i)(III)).

- 15. Accessibility for Individuals with Disabilities:** Assess, on an annual basis, the physical and programmatic accessibility of all One-Stop centers in the LWDA, in

accordance with WIOA Section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.). Accessibility will be assessed yearly by LWDB at the same time, as the yearly EO Monitoring Review and utilizing the EO Monitoring Review Guide.

16. ARIZONA@WORK Job Center Certification: Certification of ARIZONA@WORK job centers in accordance with 20 CFR Section 678.800 and State Workforce Policy #6 Certification of the ARIZONA@WORK Job Centers. Certification will be conducted every two years by LWDB utilizing the Workforce Arizona Assessment Tool part one and part two for all Job Center sites.

LWDB staff report to the LWDB Executive Director. The Executive Director functionally reports to the LWDB. LWDB Staff have a separate reporting structure from program staff and do not have supervision or control over the program staff.

Adult, Dislocated Worker, and Youth Program Provider Staff: Program provider staff shall only perform those duties associated with direct provision of the Adult, Dislocated Worker, and Youth Programs. Staff will not perform any roles listed above as LWDB staff duties.

Program staff report to the Deputy Director of Coconino County Health & Human Services, Office of Community and Career Services. As evidenced on the attached organizational chart, the reporting structure for the Director of Coconino County Health & Human Services has a separate and distinct chain of command from the LWDB Executive Director.

Fiscal Agent: The Coconino County Public Affairs Director oversees and is responsible for fiscal oversight of the Fiscal Agent for the LWDB. Coconino County has one financial system that operates a fund accounting system. Separate funds have been established for program staff to track expenditures. Program staff do not have access to the overall budget and funds associated with the LWDB. The LWDB Business Manager serves as staff to the LWDB, preparing and submitting expenditure reports and requests for reimbursement for the Arizona Department of Economic Security. The LWDB Business Manager has access to view the program staff funds for oversight and monitoring purposes.

IV. AMENDMENTS/CHANGE TO AGREEMENT/ELECTION

This **AGREEMENT** may be amended or changed with a written notice by the CEO to the LWDB. Election notice of a new LWDB Chair or Chief Elected Official will require this agreement to be amended.

V. MAINTENANCE OF AGREEMENT

The original **AGREEMENT** and any modifications shall be maintained and available for monitoring at the Coconino County Administrative Entity office.

VI. COMMUNICATION

LWDB meeting notices and minutes of meetings will be provided to the Coconino County Board of Supervisors. Coconino County Board of Supervisors, in official capacity as CEO of the local workforce area, will be invited to a joint meeting with the LWDB annually wherein performance information and financial information will be shared. The LWDB will make available to the public, on a regular basis through open meetings, information regarding the activities of the LWDB.

VII. JOINT REPRESENTATION

The parties to this agreement have agreed to joint representation in this matter by the Coconino County Attorney’s Office. Both parties understand the advantages and disadvantages of joint representation, including the potential loss of confidentiality, and have determined that the advantages of joint representation outweigh the risks and hereby consent to joint representation.

REQUIRED SIGNATURES

By: _____
Date
Chair, Board of Supervisors

By: _____
Date
Chair, Workforce Development Board

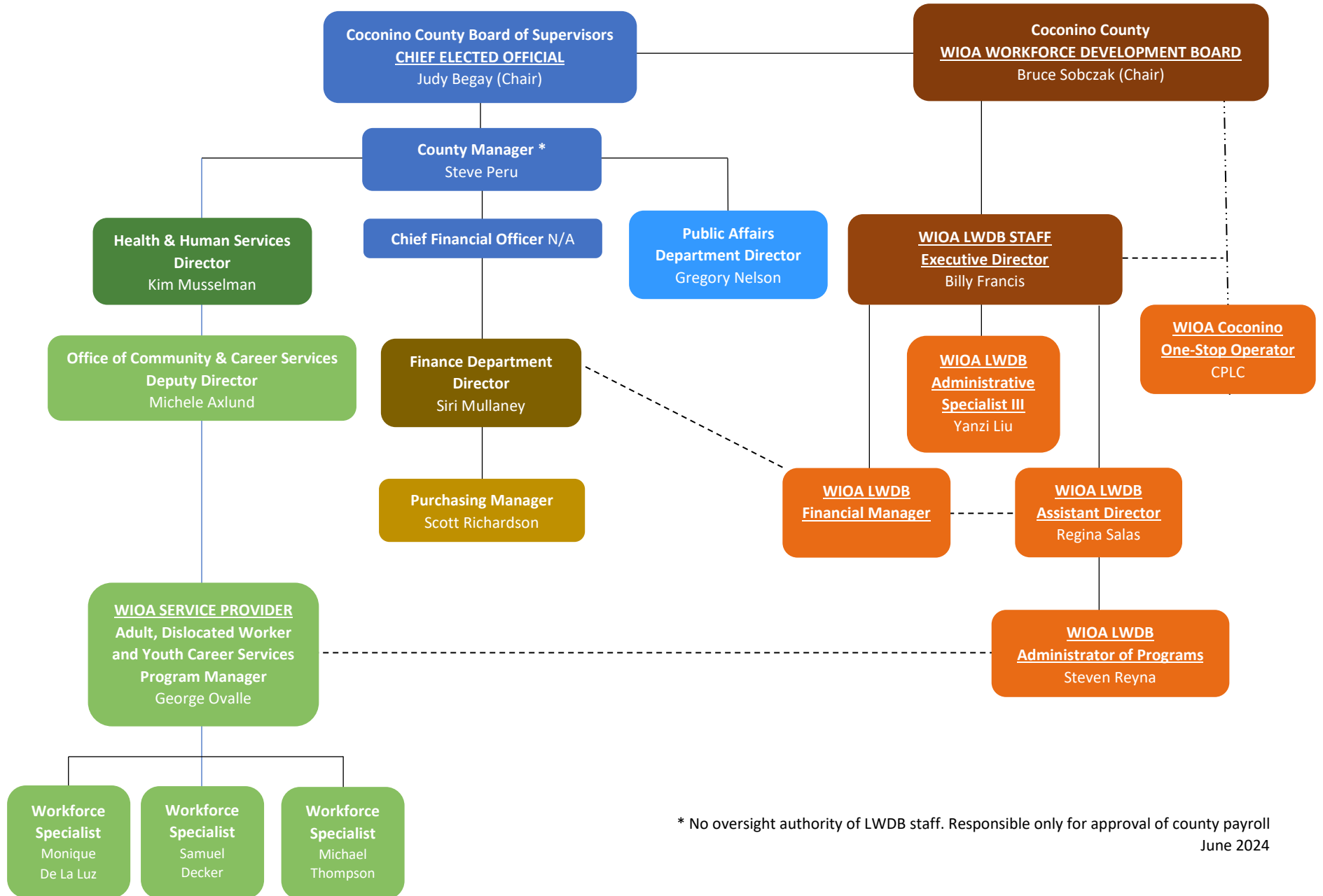
ATTEST:

Approved as to form:

Lindsay Daley Date
Clerk of the Board

Deputy County Attorney Date

Coconino County Local Workforce Development Board P
 Chief Elected Officials and LWDB Governance Agreement Exhibit A

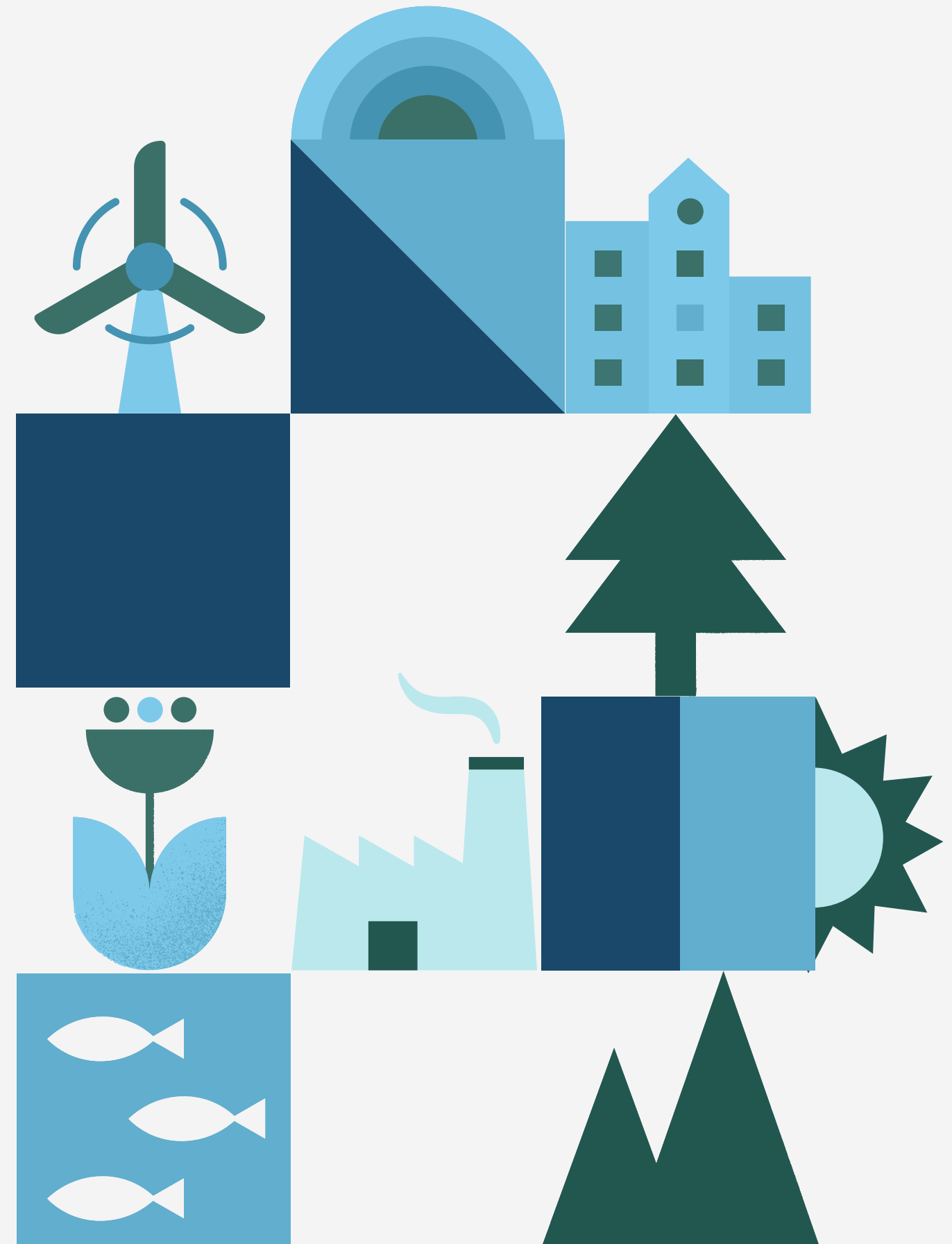


* No oversight authority of LWDB staff. Responsible only for approval of county payroll
 June 2024



ONE-STOP OPERATOR REPORT:

Program Year 2023/2024



ARIZONA@ WORK
COCONINO COUNTY
MAKES AN IMPACT ON
THE COMMUNITY THAT
CHANGES LIVES BY
EMPOWERING OTHERS.



JOB PLACEMENTS:

242



STUDENTS GRADUATING:

36



ONE- STOP TRAFFIC:

>3,600



WEX/ TRAINING:

64 Title 1B



WEALTH CREATED:

~\$6,070,000



OSO ROLES

One of the questions most frequently asked by staff to the OSO: What do you do?

Communicator Communicates information from board to staff and from staff to board. Facilitates communication between partner programs.

Identifier Identifies ways to make the system work better and needs of partner programs so they can be most effective.

Trainer Identify training needs, train, and re-train. A lot of this will occur with ATLAS implementation.

Leader Lead through words and example. Lead staff to come together as ARIZONA@WORK and establish a culture of excellence.



ATLAS

Benefits of ATLAS:

- Closed-loop referral system
- Referral status knowledge and accountability
- Ability to make and receive referrals from community partners
- Eliminates paperwork
- Provides quality data
- Aides in determining possible co-enrollment opportunities.

CULTURE

“One of my fears is being this big, slow, constipated, bureaucratic company that's happy with its success”. - Mike Parker, Nike

- Understand needs of all stakeholders
- Lead by example
- “Yes, WIOA can!”
- Open, effective communication
- Come together as one within the workforce system

“If you get the culture right, most of the other stuff will just take care of itself”. - Tony Hsieh, Zappos



ARIZONA@ WORK COCONINO COUNTY

“Connect the dots between individual roles and the goals of the organization. When people see that connection, they get a lot of energy out of work. They feel the importance, dignity and meaning in their job”. - Ken Blanchard

- ARIZONA@ WORK Coconino County as one system
- Putting the client experience first
- Team - building opportunities
- Knowing how to help and knowing who can help



CONTACTS

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One-Stop Operator, ARIZONA@WORK Coconino County

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QUESTIONS?

Tyson Knudsen

Deputy Director, Workforce Solutions, CPLC

tyson.knudsen@cplc.org



Year in Review

A review of the year has brought a lot of positive changes and movement towards a more solid foundation for the Local Workforce Development Board.

From the Administrator of Program's perspective, the focus has been entirely on establishing the LWDB's policies and administrative guidance.

Key areas of focus have been:

- The primary focus has been to gain a firm footing with the Incumbent Training Program by adapting and utilizing the WIOA outlook to assist businesses with funding for training. Some of the businesses we have assisted have been:
 - Joy Cone
 - Katalyst Space Technologies, LLC
 - Superior Propane, Inc.
 - Cozy Home, LLC
 - Axolotl Biologix, Inc.
 - Restoration Forestry Products

This has been an excellent team effort that has produced great results in assisting the local businesses which is sure to grow with this continued effort

Other businesses that the Local Workforce Development Board has been seeking to assist with training funds as the discussion continues:

- ExecuTech
 - WL GORE & Associates, Inc.
 - Housing Solutions of Northern Arizona
 - NAU, College of Engineering, Informatics, and Applied Science
 - Family Food Center, Food Bank and Kitchen
 - Moonshot/NACET
- Another area of focus has been Policy retooling and clarification
 - I have been working diligently to refine and improve the current policies for our local area
 - Along with the policies, we have been preparing for a new undertaking and advancement of the Title I-B contractor development in assisting the community as a whole
 - We have been making efforts to move beyond the Flagstaff area to incorporate other county areas such as Fredonia, Williams and Tusayan as well as the local tribal areas around Page and Tuba City.

- The ETPL has been a continued focus for the Administrator of Programs in continuing to understand the current climate of the Arizona Office of Economic Opportunity and the in-demand industry which assists in building a training guideline for schools and businesses alike

Rank	NAICS Code1	Industry	Employment (Q3 '23)	3-Year Employment Change (Q3 '2..)	Avg. Weekly Wage (Q3 '23)	Avg. Wage Ann. Chg. (Q3 '20-'23)	Projected Annual Job Chg. ('23-'25)
1	62	Health care and social assistance	8,722	1.5%	\$1,342	2.8%	1.6%
2	23	Construction	2,821	1.7%	\$1,129	7.4%	0.9%
3	21	Mining, quarrying, and oil and gas extraction	41	17.9%	\$1,296	32.2%	2.2%
4	55	Management of companies and enterprises	520	51.0%	\$1,063	-0.6%	4.7%
5	54	Professional and technical services	1,772	5.7%	\$1,029	3.8%	1.5%
6	31	Manufacturing	3,964	1.4%	\$1,259	-4.1%	1.7%

It is important for the Local Workforce Development Board to follow the state standards in recognizing the needs of the surrounding communities based on the Arizona state industry information.

- As Administrator of Programs with the Local Workforce Development Board, the recertification process has been completed. The One-Stop Comprehensive Center recertification occurs every 3 years to ensure:
 - 1. Physical accessibility
 - 2. Programmatic accessibility
 - 3. Career services
 - 4. Business services
 - 5. Employment and training
 - 6. Youth measures
 - 7. Continuous improvement

**Coconino County Workforce Development Area
YTD Expenses
Fiscal Year 2024**

Expenditures	Budget	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Expenditures	Budget	% Used
	FY2024	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total	Remaining	
Local Workforce Development Board (LWDB)								
Salaries	\$ 314,534	\$ 66,405	\$ 84,487	\$ 73,232	\$ 87,099	\$ 311,223	\$ 3,311	99%
ERE	114,685	25,157	29,884	27,558	30,572	113,171	1,514	99%
Incumbent Worker Training/WDB Initiatives	55,000	-	-	-	14,032	14,032	40,968	26%
Operations	214,521	7,394	8,056	13,784	2,712	31,945	182,576	15%
Travel	18,999	3,956	7,545	9,596	3,219	24,316	(5,317)	128%
Work-Based Learning (RR)	125,000	-	-	16,844	32,530	49,374	75,626	39%
One-Stop Operator	58,969	-	-	3,954	48,746	52,701	6,268	89%
One-Time Funding State Admin	658,200	-	-	-	529,342	529,342	128,858	80%
Total WDB Expenditures	1,559,908	102,912	129,972	144,968	748,252	1,126,104	433,804	72%
Health and Human Services Program (HHS)								
Salaries	289,927	46,560	70,547	76,008	99,886	293,000	(3,073)	101%
ERE	124,015	30,454	27,200	29,935	32,782	120,371	3,644	97%
Indirect Costs to County	55,086	-	-	-	-	-	55,086	0%
Operations	190,224	335	14,681	7,592	2,402	25,011	165,214	13%
Travel	15,209	1,733	1,539	2,477	218	5,967	9,242	39%
Summer Youth State Admin	155,351	109,578	877	4,162	-	114,617	40,734	74%*
Direct Client Expenditures								* Summer Youth State Admin funding period has ended
In-School Youth Training & Support	45,516	-	-	67	2,289	2,356	43,160	5%
Out-of-School Youth Training & Support	130,804	583	6,121	18,113	24,019	48,836	81,968	37%
Youth WEX	163,867	10,087	17,153	14,227	56,392	97,859	66,008	60%
Adult Training & Support	141,109	57,424	30,779	41,696	31,440	161,339	(20,230)	114%
Dislocated Worker Training & Support	173,172	5,495	5,495	10,990	3,710	25,690	147,482	15%
Total Program Services Expenditures	1,484,280	262,249	174,393	205,266	253,138	895,046	589,234	60%
Total Budget and Expenditures	\$ 3,044,188	\$ 365,161	\$ 304,365	\$ 350,235	\$ 1,001,390	\$ 2,021,151	\$ 1,023,038	66%

Youth Requirement Tracking			
Out-of-School Youth % of Total Youth Expenses (should be at least 75%)	Total Youth Expenses YTD	Actual YTD	
		Total OSY Expenses	YTD %
	\$ 396,312	\$ 340,577	86%
PY22 WEX % of Youth Allocation (should be at least 20%)	Total Alloc	Total WEX	YTD %
	\$ 396,220	\$ 97,859	25%

COCONINO COUNTY TITLE 1B SUMMARY





TOTAL CLIENTS

07/01/23-06/30/24

- Adults: 41
- Dislocated Worker: 6
- In-School Youth: 4
- Out-of-School Youth: 16

TRAINING SERVICES

	Total Enrolled	Completions	Completion Rate
CDL	39	33	85%
CAMT	6	5	83%
WEX	18	16	89%
Medical Billing	1	1	100%

TRAINING EXPENDITURES

Program	Total
Adult	\$227,804.80
Dislocated Worker	\$33,526.00
In-School Youth	\$21,720.00
Out-of-School Youth	\$99,807.80
Total	\$382,858.60

SUCCESS STORIES

- John applied for the WIOA program and started his training at High Country Law Enforcement Training Academy at Coconino Community College on 4/3/2023. He received his certificate on 8/24/2023 and started with Flagstaff Police Department on 8/28/2023. He is making \$28.20 an hour with benefits.
- Lester applied for the WIOA grant. He started his training with Phoenix Truck Driving school on 7/10/2023. He received his CDL on 8/10/2023. Lester was hired by X-press Trux Inc. on 9/7/2023. He is making \$28 an hour.
- Mary applied for the WIOA program and started the CAMT program at Coconino Community College on 3/24/2023. She received her CAMT certification on 6/9/2023. She now performs maintenance for her rental properties under the name AZ Escape.
- **Client testimonial:** “I have a few words to say. I was homeless and working a part time job. I went to the Phoenix Truck Driving School and talked to Kevin K. I told him I was on assistants, he sent me over to Arizona Department of Economic Security. I meet with Sam D. And my life changed for the better. am explained about, (WIOA) Program. He helped me with everything and always gave me support. Then I was told , that Michael T. Was my case Manager. He helped me so much, I don't have the words. I Graduated and got my C.D.L. A I have a job now and I have a room and board. I really wish I could show you how I feel, but Thank you all so much. Phoenix Truck Driving School. Sam D. Michael T. WIOA Program I didn't know what I would be doing. My life is back on track. Not a hand out. A HAND UP 🎉🙌 THANK YOU ALL.” -Butch Davenport

Thank you for helping us make a difference in Coconino County using WIOA funding. It has been an honor to serve Coconino County for **19 years!**

George Ovalle



COCONINO COUNTY

A proud partner of the [americanjobcenter](#) network

Serving Employers, Youth, Adult & Dislocated Workers with WIOA funding from the U.S. Department of Labor Title 1-B. Equal Opportunity employer/program. Auxiliary aids/services available upon request to individuals with disabilities.



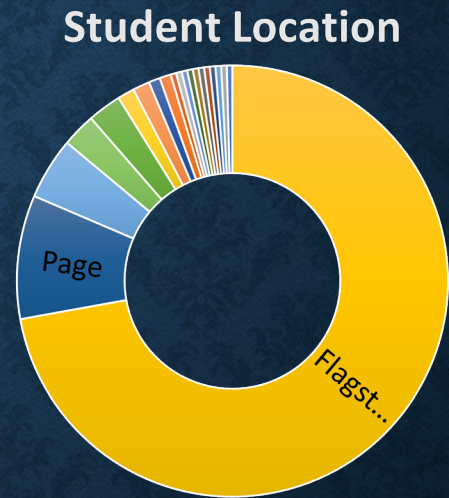
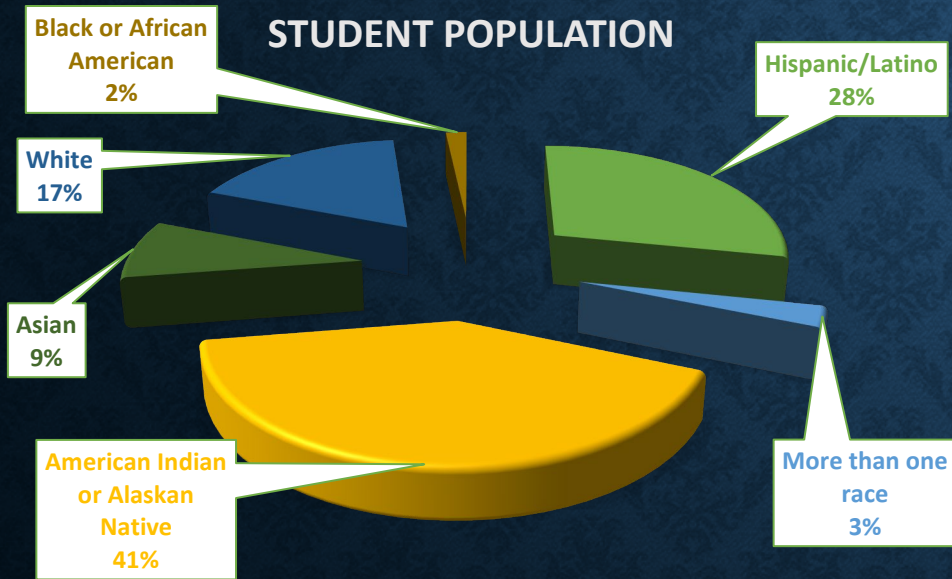


Offer **FREE** High School Equivalency (HSE) GED Test-prep, English as a Second Language (ESL) classes, and Integrated Education and Training (IET) to residents of Coconino County

- Open to anyone at least 16 years old and legally present in the U.S.
- Our mission is to help individuals develop the skills needed to:
 - Obtain High School Equivalency
 - Improve English language proficiency
 - Secure gainful family sustaining careers
 - Pursue higher education and/or workforce training

OUR STUDENT POPULATION

We had 237 students with twelve or more hours of enrollment for the 2023-2024 program year



- | | | | |
|------------------|--------------|-----------|-------------|
| ■ Bellemont | ■ Cameron | ■ Chinle | ■ Flagstaff |
| ■ Glendale | ■ Kaibeto | ■ Kayenta | ■ Leupp |
| ■ Marble Canyon | ■ Munds Park | ■ Page | ■ Parks |
| ■ Saint Michaels | ■ Shonto | ■ Supai | ■ Tonalea |
| ■ Tuba City | ■ Williams | ■ Winslow | ■ Yuma |

HOW WE MEASURE SUCCESS



- Measurable Skill Gains (MSGs)
 - Effective Functioning Level: Increase in standardized test performance
 - **31.65%** of all students, **26%** of HSE, and **46.86%** of EFL
 - HSE Attainment: Pass the GED Exams and earn an HSE
 - Up **52.94%** from last program year
 - IET Progress/Completion: Demonstrate clear progress of complete training
 - Began expanding this year, doubling the choices and adding more
 - **9.82%** of program participants entered an IET

CLOSER LOOK: ESOL

- **Four Basic English Language Classes**
 - True Beginner, High Beginner, Intermediate, & Advanced level mixed skills classes
- **Civics Class**
 - Learn about U.S. history and government while also improving English language skills to prepare for the citizenship exam
- **College & Career Success Class**
 - Gain knowledge, skills, and strategies for success in future college and/or career goals
- **Student Leadership Group**
 - Learn about advocacy and representational leadership while also improving their communication and employability skills



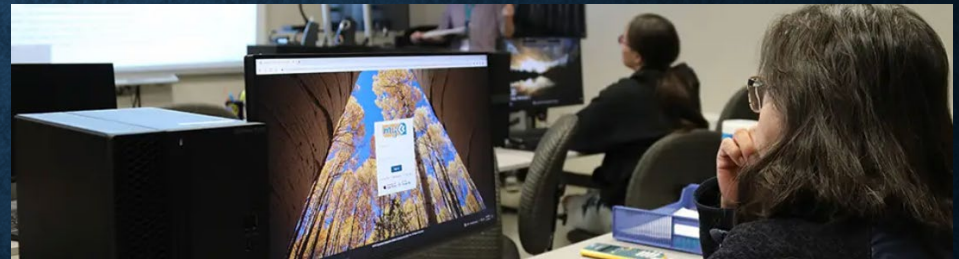
ESOL SUCCESSES THIS YEAR

- 4491 Hours of instruction provided this year
- 10% of all students transitioned to ABE and earned a credential through an IET



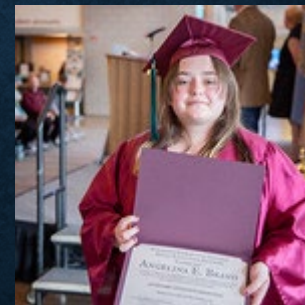
CLOSER LOOK: ABE/HSE

- GED Math
 - GED Language Arts
 - GED Social Studies
 - GED Science
 - GED Success Coaching
 - Computer Basics
-
- GED-Prep classes are offered in three modes:
 - In-Person: CCC 4th Street and Page campuses
 - Available to Supai students via the Learning Center
 - Virtual via Zoom
 - All in-person classes are offered in a hybrid mode
 - Independent Online Lessons



ABE/HSE SUCCESSES THIS YEAR

- 6973 Hours of Instruction
- 486 Individual Success Coaching Sessions
- 29 HSE Graduates



CLOSER LOOK IETS

- Ten Offerings available right now
 - A+ Computer Technician
 - Caregivers Certification
 - Certified Apartment Maintenance Technician (CAMT)
 - Commercial Driver License (CDL)
 - Cybersecurity – No Cost
 - Data Analytics – No Cost
 - IT Support Professional – No Cost
 - Microsoft Office Specialist
 - Project Management – No Cost
 - User Experience (Website) Design – No Cost
 - U.S. Entrepreneurship – No Cost



IET SUCCESSES THIS YEAR

- Entrepreneurship and related training was the most requested IET training to be added to our offerings
- CAMT has the largest ROI for students and best indicator for success
 - 40% also earned an HSE
 - 60% also earned an EFL
 - 80% employed at the end of training
- 47% completed all training and earned certification
- 29% demonstrated progress to their milestone (earned sub-certification)
- 82% in IET programs also earned an MSG in one or more areas



GOALS GOING FORWARD

- Increase HSE achievements
- Expand IET offerings
- Strengthen ESOL transitions to ABE/HSE and citizenship attainment
- Maintain and improve current performance with increased enrollment despite decreased funding



Rapid Response
Workforce Reduction Support



It's about upscaling, finding talent, skills training & **BUSINESS.**

Attention, recruiters and employers! Find experienced and skilled talent who will be affected by the Schuff Steel - Bellemont closure. Help Coconino County's workforce thrive. ARIZONA@WORK Coconino County is here for YOU.

SCHUFF STEEL WORKERS Workforce Reduction Support & Hiring Event

August 7-8 | 9am-2pm

5055 N Ken Morey Dr., Bellemont, AZ 86015

Contact Regina Salas at
rsalas@coconino.az.gov | 928-890-4200
to participate in the Hiring Event.

Find
skilled:



Welders



General
Repairmen



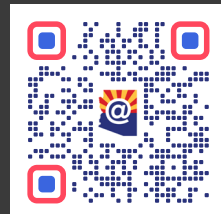
Electricians



General
Laborers



Heavy Machine
Operators



ARIZONA@WORK Coconino's WorkForce Innovation and Opportunity Act (WIOA) program is 100% funded by the U.S. Department of Labor through awards totaling \$1,202,165.

CoconinoWorks.org

Rapid Response
Workforce Reduction Support



A proud partner of the americanjobcenter network

It's about job leads, career coaching, vocational training & YOU.

If you have recently been laid off and need access to a statewide job database, educational programs, career coaching and more, ARIZONA@WORK Coconino County is here to help YOU.

SCHUFF STEEL WORKERS Workforce Reduction Support & Hiring Event

August 7-8 | 9am-2pm

5055 N Ken Morey Dr., Bellemont, AZ 86015



**Comprehensive
Career
Counseling**



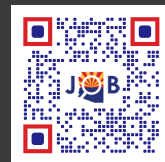
**Arizona
Job Connections
101**



**Resume Writing
& Job Interview
Coaching**

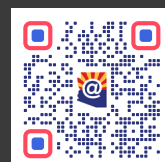


**Hiring
by Local
Employers**



Create an account
at Arizona Job
Connection

AZJobConnection.gov



Or learn about other
support services &
training at

CoconinoWorks.org



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