

Workforce Business Plan

Coconino County
Local Workforce Area

July, 1, 2014 – June 30, 2017



Contact: Coconino Career Center
110 East Cherry Avenue
Flagstaff, Arizona 86001
(877) 358-6714

TABLE OF CONTENTS

B. EXECUTIVE SUMMARY (p. 1-5)

At a minimum: counties covered; brief description of the characteristics of the local area; sector strategies area will focus on (include statewide sectors that exist in the local area plus local area specific sectors); educational information related to drop out rates and literacy information; vision and mission of the Local Workforce Area established by the Local Workforce Investment Board. Describe the involvement of the Chief Local Elected Official, the Local Workforce Investment Board and stakeholders in the development of the plan. Describe the process used to make the Plan available to the public, as well as key stakeholders, and the outcome resulting from review of public comments.

C. BUSINESS PLAN NARRATIVE (p. 6-9)

Local workforce system teams may choose to include additional information to provide more specific details as the Local Workforce Board deems appropriate. Graphics are encouraged to illustrate information or to provide fact-based data. Local Workforce Areas should ensure the local plan compliments and supports the State Integrated Workforce Plan and all applicable policies.

D. PLANNING DEVELOPMENT (p. 10-16)

WIA Section 118 requires that each Local Board, in partnership with the appropriate chief elected officials, develops and submits a comprehensive five-year plan to the Governor which identifies and describes certain policies, procedures and local activities that are carried out in the local area, and that is consistent with the State Plan.

SERVICE ACCESS SITES (SECTION D.1)

Provide the number and location (including address) of each of the following access sites including how the respective locations were selected.

- a. Comprehensive One Stop Center
- b. Affiliate
- c. Satellite
- d. Access Points

E. ADMINISTRATIVE STRUCTURE (p. 17-25)

The Local Workforce Board is appointed by the chief elected official(s) in the local area in accordance with State criteria established under WIA section 117(b), and is certified by the Governor every two years, in accordance with WIA section 117(c)(2).

Local boards must designate an operator that will ensure seamless service delivery within each One Stop Center. The operator must ensure seamless service delivery in all affiliate and comprehensive One Stop Centers to include details of the day-to-day functional supervision that may take the form of a site manager or other means as determined effective.

LEADERSHIP STRUCTURE (SECTION E.1)

Indicate who the One Stop Operator is and describe how they were selected – competitively bid or a consortium, of 3 or more partners. If a consortium – identify the partners.

YOUTH COUNCILS (SECTION E.2)

Describe the Local Workforce Area Youth Council, its membership, meeting schedules, purpose, and relationship to the Local Workforce Investment Board.

PROCUREMENT (SECTION E.3)

Describe the competitive and non-competitive process used to award grants and contracts for activities under WIA Title 1B, including how potential bidders are made aware of the availability of grants and contracts. Include the process to procure training services that are made as exceptions to the ITA process.

COMMUNICATION (SECTION E.4)

Describe how the Local Workforce Area will communicate performance results to stakeholders.

F. EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION (p. 26-28)

A system that includes compliance with WIA Section 188, Title IV of Civil Rights Act of 1964, Section 504 of Rehabilitation Act of 1973, Age Discrimination Act of 1975 and Title IX of the Education Act of 1972, and the current State of Arizona Method of Administration.

G. EVALUATION AND MARKET ANALYSIS (p. 29-54)

The Local Workforce Area Business Plan must describe the labor market and economic context in which the local workforce system (including all the programs in the State Integrated Workforce Plan) is operating, based on accurate and timely labor-market, demographic, and economic information, with particular attention given to high-need, under-served, under-employed, and/or low-skilled subpopulations.

WAIVERS (SECTION G.1)

Describe how state approved waivers will be used by the Local Workforce Areas delivery of services including methods of evaluation of effectiveness of the waivers.

H. INTEGRATED SERVICE DELIVERY (p. 55-79)

The Workforce Arizona Council will require three (3) Functional Teams in Comprehensive One Stop Centers:

- **Welcome Team** that greets and directs customers, conducts a triage assessment, collects registration information, and refers internally or externally for assistance. (Entry, Resource Room)
- **Skills and Career Development Team** that does skills analysis, facilitates assessment and testing, identifies support needs, provides career guidance, arranges for soft skills training, and refers to program specific occupational training. (Resource Room, Case Management, Pre-Employment Training)
- **Business Services Team** that provide services to job ready customers and to employers including job clubs, facilitating on-the-job training arrangements, job development, business development, job matching and customized recruitment efforts.

WORKFORCE AREA PROGRAM ALIGNMENT (SECTION H.1)

Describe the nature of the business conducted in the One Stop centers and include the Local Workforce Investment Board's vision, mission and core values. This portion of the Local Area Business Plan must describe the LWIB's strategic vision for the LWIA's economy and

overarching goals for the LWIA’s workforce system. This vision should provide the strategic direction for the LWIA workforce system and guide investments in workforce preparation, skill development, education and training, and major initiatives supporting the State Integrated Workforce Plan.

The Local Area Business Plan also must specifically address the LWIB’s vision for aligning efforts among workforce development partners to achieve accessible, seamless, integrated and comprehensive service, and how programs and activities described in the plan will support the LWIA’s economic development needs and the employment and training needs of all working-age youth and adults in the service delivery area.

BUSINESS SERVICES (SECTION H.2)

Describe the role and responsibilities of the Business Service Representatives in the Local Workforce Area. Include active local business partnerships and how collaborations between Local Workforce Area and Employment Service staff will be synthesized to coordinate business and employer services.

TRAINING SERVICES - ADULT AND DISLOCATED WORKERS (SECTION H.3)

Describe local individual Training Account (ITA) policy, including the current threshold for each ITA. Include procedures to ensure the exceptions to the use of ITAs, if any, are justified.

TRAINING SERVICES – ELIGIBLE TRAINING PROVIDERS (SECTION H.4)

Describe how the Local Workforce Board will:

Accept applications for initial eligibility from certain postsecondary institutions and entities providing apprenticeship training;

Carry out procedures prescribed by the State to assist in determining the initial eligibility of other providers;

Carry out procedures prescribed by the State to assist in determining the subsequent eligibility of all providers;

Compile a local list of eligible providers, collect the performance and cost information and any other required information relating to providers;

Consult with the designated State Administrative Agency in cases where termination of an eligible provider is contemplated because inaccurate information has been provided;

I. SERVICE DELIVERY TO TARGET POPULATIONS (p. 80-104)

The LWIA Business Plan must describe how all the programs described in the plan will work together to ensure that customers who needs a broad range of services receive them.

PRIORITY OF SERVICES (SECTION I.1)

In the event that adult funds are determined to be limited, the Local Workforce Board must have a priority of service policy in place. The policy, at a minimum, must grant priority to individuals who are receiving public assistance or are classified as “low income” in accordance with 20 CFR 663.600 (a). Veterans and covered entrants meeting low-income guidelines must receive priority of service.

Establishing a priority does not prohibit the Local Workforce Board from serving other eligible participants as well. Additional priorities may also be set for specific populations, such as individuals with significant barriers to employment. Information regarding priority of service must be outlined in the LWIA strategic plan.

DISLOCATED WORKERS (SECTION I.2)

The purpose of WIA Title IB dislocated worker program is to provide services to individuals who have been terminated or laid off, or have received notice of termination or layoff, from employment generally due to plant closures or downsizing; and who meet the dislocated worker definition of a displaced homemaker.

RAPID RESPONSE (SECTION I.3)

Rapid Response is a required activity designed to assist workers who are facing loss of employment through a permanent closure or mass layoff, or a natural or other disaster that results in mass job dislocation to obtain reemployment as soon as possible.

APPRENTICESHIP PROGRAM (SECTION I.4)

Registered Apprenticeship includes on-the-job learning from an assigned mentor combined with technical training provided by apprenticeship training centers, technical schools, community colleges, and institutions employing distance and computer-based learning systems. At the end of the apprenticeship, all apprentices receive a nationally recognized credential. Some apprenticeship programs offer interim credentials as apprentices achieve important milestones during their apprenticeship.

TRADE ADJUSTMENT ASSISTANCE – TAA (SECTION I.5)

The Arizona Trade Adjustment Assistance (TAA) program will provide seamless services to participants through a coordinated and functionally aligned effort between the Workforce Investment Act (WIA) and Wagner-Peyser (WP).

REEMPLOYMENT SERVICES (SECTION I.6)

Employment Services (ES) targets Unemployment Insurance (UI) claimants who are most likely to exhaust benefits before getting a job. All UI claimants who report as scheduled for orientation to ES via the Re-employment (RES) program receive the five mandatory core services:

- Assessment of skills, interests, abilities, and supportive service needs;
- Registration in the Arizona Job Connection (AJC) System;
- Labor market information;
- Job search and placement assistance; and
- Development of an employability plan.

MIGRANT SEASONAL FARMWORKER OUTREACH PROGRAM – IF APPLICABLE (SECTION I.7)

Employment Administration (EA) and Employment Service (ES) provides services through the One Stop Career Center/Labor Exchange System to empower Migrant and Seasonal Farm Workers and limited English proficient (LEP) individuals in: making career and labor market decisions; achieving economic self-sufficiency; and improving their living and working conditions.

SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM – SCSEP (SECTION I.8)

The Senior Community Service Employment Program (SCSEP) fosters useful part-time, work based training opportunities (community service assignments) for unemployed low-income persons who are 55 years of age or older who have poor employment prospects.

YOUTH SERVICES (SECTION I.9)

Each Local Workforce Investment Area (LWIA) coordinates with community partners to offer services to youth, especially youth with significant barriers to employment. In collaboration with their partners, strategies are developed by the LWIAs to provide initial intake, objective assessment, case management and individual service strategies and eligibility assessment.

VETERANS (SECTION I.10)

The primary objective of the Veterans Program is to develop and support programs that increase opportunities for veterans to obtain employment and job training in Arizona. Eligible veterans are entitled to receive priority services in job referrals and training as well as other employment-related services.

J. DESIRED OUTCOMES (p. 105-107)

The Local Business Plan must describe and provide specific quantitative targets for the desired outcomes and results for the programs included in the plan and how these were determined.

K. AGREEMENTS, POLICIES AND PROCEDURES (p. 108-110)

The plan must discuss how the LWIA will align policies, operations, administrative systems, and other procedures to assure coordination and avoid duplication of workforce programs and activities outlined in WIA Section 121(b).

L. COMPLAINTS, GRIEVANCES (p. 111-116)

Each local area, and direct recipient of funds under the title I of WIA, except for Job Corps, must establish and maintain a procedure for grievances and complaints. In addition, Local Workforce Areas must provide information about the content of the grievance and complaint procedures to participants and other interested parties affected by the local Workforce Investment System, including One Stop partners and service providers.

LOCAL BUSINESS PLAN ASSURANCES (p. 89-90)

SIGNATURE PAGE (p. 91)

APPENDIX 1 - PUBLISHED NOTICE

APPENDIX 2 - DISTRIBUTION LIST

APPENDIX 3 - PUBLIC COMMENTS

APPENDIX 4 - ORGANIZATIONAL CHART

ATTACHMENT A - BUSINESS PLAN DEVELOPMENT TIMETABLE

ATTACHMENT B - GOODWILL OF NORTHERN ARIZONA EMERGENCY PROCEDURES

ATTACHMENT C - ADMINISTRATIVE ENTITY AGREEMENT

ATTACHMENT D - DENIAL OF TRAINING SERVICES GRIEVANCE POLICY

ATTACHMENT E - RAPID RESPONSE BROCHURE

ATTACHMENT F - COCONINO COUNTY PY12 PERFORMANCE GOALS

ATTACHMENT G - ONE STOP OPERATOR CONSORTIUM AGREEMENT

ATTACHMENT H - COCONINO COUNTY MOU

ATTACHMENT I - CASE MONITORING FORMS: PURPOSE AND SCHEDULE OF USE POLICY



B. EXECUTIVE SUMMARY

“Coconino County is a land of vast and endless beauty, home to many cultures.”
Coconino County Mission Statement

OVERVIEW: The Coconino Workforce Investment System As It Exists Today

The current workforce system in Coconino County is an array of local, regional, private, Tribal, State and Federal programs. Local programs that support workforce and economic vitality offer training, education, economic development, employer services and re-employment activities. Enhanced by a history of collaborating to share and expand scarce resources, local workforce development organizations have traditionally cooperated well on initiatives to strengthen the economic well-being of County residents. However, local partnerships have also been hampered by conflicts between a variety of funding sources and jurisdictions that result in barriers to seamless service. Barriers include the following challenges: limiting services to specific target groups, differing eligibility requirements, dissimilar outcomes, unknowingly serving the same clients due to privacy prohibitions, varying program years, flawed databases, and a roller coaster of funding increases and declines. Although the Workforce Investment Act of 1998 was designed to address and reduce these barriers, after sixteen years, these issues continue to negatively impact collaborative planning and efforts to fund and streamline the provision of services.

The Workforce Investment Act (WIA), which is the foundation for the new Workforce Business Plan, has actually expired and is now overdue for Congressional reauthorization. The National Skills Coalition outlines a compelling analysis of the current situation that points to a need to re-engineer the systems envisioned in the Act: *“In the years since its passage, WIA has failed to keep pace with changing economic conditions. The law’s original emphasis on short-term training and rapid re-employment is increasingly inconsistent with growing demands for longer term training aligned to high growth and emerging industries. Administrative barriers make it difficult for local providers to help participants who require multiple services, undermining the law’s vision of cross-program alignment. Steady declines in funding have made it even more difficult to meet the need of participants.”* As the participants are the “product” the WIA is funded to “manufacture” for employers, there is obviously a gap that is difficult to bridge based upon the current situation.

Local workforce development leaders have teamed up to design and implement several initiatives that show promise as foundations upon which to build a more consolidated system. There are currently four One Stop Centers in the County that involve multiple partners. Coconino County, DES, Chamber of Commerce, Northern Arizona University (NAU), Sunnyside Neighborhood Association, Goodwill of Northern Arizona, the Economic Collaborative of Northern Arizona (ECoNA) and Coconino Community College all partner with each other to design training programs that meet employer needs, promote business retention and expansion, join together to realize success in Arizona Commerce Authority (ACA) projects, and offer Rapid Response services for downsizing or closing companies. The ACA Sector Strategy initiative is led in Coconino County by Rich Bowen, who is both a Vice President of NAU and the CEO of ECoNA. The Coconino County Workforce Investment Board WIA Director is a member of the ACA Sector Strategy committee which is called Strategic Initiatives. Coconino County is focused on the following Sectors¹: Advanced Manufacturing with an emphasis on Biomed, Astronomy, Forest Products, and Logistics and Transportation. A full calendar of job seeker resources and workshops being presented by One Stop Partners at various locations convenient to job seekers and employers will be developed and available online and at the Comprehensive One Stop.

Although Coconino County is the second largest geographic county in the US, it is sparsely populated with 134,511 residents spread over 18,608 square miles. Great distances between homes, schools, and places of employment characterize the service area, made more difficult by geographic barriers and severe seasonal climatic conditions. Rural isolation additionally makes managing employment training programs a complex and costly endeavor. There are 5 Native American Tribes that cover 46% of the County, and they manage their own workforce programs. Only 13% of the land in Coconino County is privately owned and much of that is owned by 7 ranchers with large land holdings. This distribution of land means that housing is very expensive, higher than most areas of the state. However, there is a mismatch as the average weekly wage is only \$728. Poverty rates are at 22% and over half of the students are enrolled in Free and Reduced Lunch programs. Coconino County has the highest advanced education rate in Arizona, and a 4% drop out rate from area high schools. English literacy rates are reflected in the statistic that 25% of students speak a language other than English at home, and area schools report at least 38 different languages represented by students in the county's school system.

The development of this Workforce Business Plan represents the active engagement of the Chairperson (Chief Local Elected Official) along with the other four Coconino County Board of Supervisors, which approved the Plan on November 19, 2013 and their Coconino Workforce Investment Board, which created this document with key stakeholders and One Stop Partners, and approved the Plan on November 21, 2013. Following these approvals, the Plan was posted following Coconino County procedures for a 30 day public comment period. It was the intention that all comments would be responded to by the Coconino County Career Center online, and any actions taken as a result of these comments would be outlined in **Appendix 3** of this Plan. However, there were no Public comments perhaps due to the extensive discussions that occurred before the Plan was approved. The development of this

¹ Sector Strategies are also addressed on Page 8, and a map of the AZ Sector Strategies with Coconino County initiatives can be found on Page 39.

Business Plan is just the start of work that will be an ongoing task for the Coconino County Board of Supervisors, their Workforce Investment Board, key stakeholders, One Stop Partner organizations and staff. This Plan was submitted six months before the concepts will be finally activated by the Coconino One Stop System Partners. That interim period will be used to refine and develop the strategies and actions, and staff cross training required to be ready for a new way of doing business on July 1, 2014.²

A SNAPSHOT: How the Coconino Workforce Development System Will Look in the Future

The Workforce Investment Act is now expired and is years overdue for re-authorization by Congress. Congress has explored multiple alternatives in an effort to revamp the system, build upon existing strengths and eliminate unnecessary barriers that impede the agility of the system to respond to customer demands. Millions of dollars have been spent on research to examine promising new strategies. Studies conducted by the General Accounting Office (GAO) offer insights for suitable enhancements to create a new local, state, and national platform to effectively meet workforce challenges. The ideal workforce system must respond to numerous local demands, yet maintain a focus on local employers as the primary customer.

One size does not fit all, and one system does not fit all. To be effective, a successful workforce strategy must allow the Coconino Workforce System to reflect the diverse area in which services are provided, to support the needs of the unique customers in this area and to include mechanisms that allow the leverage and coordination of local and area-wide assets and capacity. Former Assistant Labor Secretary DeRocco suggested that to be effective “*a new relationship among companies, government, educators and workers is needed to assure a 21st century economic environment that can successfully adapt and compete with global challenges*”. The Coconino County workforce system Business Plan includes strategies to activate the new direction offered by the Governor’s Workforce Arizona Council to create that “new relationship” which is a key to success for our region. This multi-year Plan is designed to be a flexible working document that allows local leaders to incorporate responses to new economic challenges and to implement the additional policies that are anticipated from the Governor. New policies and conditions will create the need to re-engineer the local system to meet both foundational mandates and grow with the evolving vision from the Governor’s Workforce Arizona Council. To assure that the Coconino One Stop System meets the Governor’s new One Stop Certification requirements, the four current One Stop Centers in the County will be repositioned so that only one Comprehensive Center, and two Satellite Sites will now exist. Given the right support and partners, the Coconino County Workforce System can truly transform to become a world-class partner.

² Detailed information about the development of this Plan and the involvement of the Board of Supervisors, their Workforce Investment Board, One Stop Partners and key stakeholders is further provided in the appropriate Sections of this Plan: Section D. Planning Development; Attachment A. Business Plan Work Plan & Timelines and Strategic Writing Team; and Appendix 2. Distribution List that notes 79 names to which this draft Plan was provided in addition to the website posting; Appendix 3, Public Comments during the 30 day posting period on the Coconino County Career center website.

Building upon the existing workforce foundation, while gaining capacity to align with Sectors in demand such as Astronomy, Biomedical, Forest products as well as Advanced Manufacturing will allow the Coconino County Workforce System to realize the Local Workforce Investment Board vision to **“Promote the well-being of citizens of Coconino County by developing and maintaining a quality workforce. Serving as the focal point of local and regional workforce investment initiatives, we support local and regional economic growth by linking workforce development with economic development.”** To this end, the Coconino County Workforce Investment Board has supported the development of a 2014-2017 Coconino County Workforce Business Plan designed to capitalize on the resources -both natural and intellectual- of the area. When their vision is realized, the Plan will support a demand driven, integrated workforce system that will promote economic well-being in Coconino County.

This bold vision will be achieved by aligning local goals and strategies with State, Private and Federal economic and workforce development goals. Local goals that support these broader goals include the following strategies:

- To coordinate employment and training programs into a single customer friendly system of integrated program services as well as organization and government structures.
- To create a world-class workforce system in Coconino County which enables employers to be globally competitive, and for citizens to enjoy a high quality standard of living.
- To transform and integrate the current workforce system and programs to continually anticipate and meet the needs of employers and workers in Coconino County by aligning education and training outcomes with employers and local industry in demand Sectors workforce needs.
- To provide adults, youth, incumbent and dislocated workers with the streamlined services needed to obtain and/or retain high paying jobs that allows for their economic prosperity.

We envision a system that involves all major workforce partners in achieving these goals through the seamless services offered either at a world-class One Stop Center, virtually, or in other convenient venues. One measure of success we expect to note in the future will be that our One Stop Center offers high quality services valued by employers, in addition to job seekers.

In summary, the future is bright as Coconino County workforce partners will offer workforce, education and training services that promote job seeker customer success and enhance the productivity and success of premier employers. In these times when the nature of the workforce and workplaces are constantly changing, a self-sufficient person or business must learn the skills of managing change to keep pace with the dynamic economy. In the end, we can strive for no better measure of success than this: **we will have empowered our customers with the capacity to successfully change, grow and prosper.**



C. BUSINESS PLAN NARRATIVE

1. Cross-Program Strategies

Coconino County has had a One Stop Delivery System in operation since September 1998. This current system will be modified and expanded in order to meet the expanded partners and services requirements of the Governor's vision and goals as defined in the Workforce Arizona Councils Policies and the Workforce Investment Act. The current One Stop System emphasizes integrating programs, streamlining procedures, reducing duplication, coordinating activities, and providing high quality customer services. These objectives will continue with the implementation of the Business Plan and new policies.

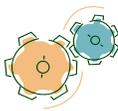
The Coconino Workforce Investment Board (WIB) will develop their cross-program strategies in concert with significant partners by adapting the New Day, New Way Workforce System building tool kit when the MOU is developed and partners are definitively identified. This method strengthens collaboration and the potential for success by bringing together partners who want to be at the table, not just those that are mandated to participate. The initial Coconino County Business Plan was written by December 31, 2013, but will not be activated until July 1, 2014. During that gap period, the WIB will lead a systematic effort to build a Workforce Development System based upon the Governor's concepts, yet customized to Coconino County using these steps:



CREATE AN EXPANDED LEAD PARTNERSHIP TEAM

January - February 2014

- * Invite key partners to participate
- * Form/Inform/Train lead team



DEVELOP A LOCAL VISION FOR AN INTEGRATED SYSTEM

January - March 2014

- * Differentiate "system" versus "center"
- * Describe integrated system characteristics with local and regional benefits



DEVELOP A TEAM ACTION PLAN – December 2013 - June 2014

- * Complete a system self-assessment
- * Develop and prioritize stages and steps for team action plans
- * Identify training and information needed for informed work and provide cross-training through One Stop Partners Meetings.



DEVELOP UNIFIED LOCAL WORKFORCE DEVELOPMENT PLAN

February- June 2014

- * Determine key local workforce issues
- * Develop solutions, goals and measures
- * Determine partner roles and resources to create a One Stop Memorandum of Understanding by April 1, 2014

- * Identify Local Policy changes in addition to the Governor’s Policy changes
- * Create a budget and/or in-kind resource arrangement for accomplishment of goals



IMPLEMENT UNIFIED LOCAL PLAN: 2014-2017

- * Train staff through monthly cross-training, and as they apply those news skills at work in the Comprehensive One Stop
- * Integrate augmented services
- * Make local and Governor’s Policy changes



SUPPORT CONTINUOUS IMPROVEMENT: 2014-2017

- * Determine feedback process in addition to existing Customer Satisfaction data
- * Use results from partners Performance Outcomes, Feedback Process and the Governor’s Balanced Score Card to improve the Coconino Workforce system

2. Partnerships

Partners are central to the expanded delivery of services envisioned in the Business Plan. However, no new funding is anticipated, and the possibility of another Federal Sequester will continue to decrease funding levels for multiple partners. Partners may not be able to contribute direct funds to support the operations of this system and the Comprehensive One Stop Center, but will contribute in other crucial ways such as providing office space, equipment, staff, technology, expertise and workshops.

Regional partnerships are an integral part of the workforce system with common goals and objectives binding workforce and economic development together. The Local area participates with the NACOG Economic Development District to develop planning and direct service partnerships with the three local workforce areas: Coconino, Apache/Navajo, and Yavapai Counties. Apache/Navajo County and Coconino County local Directors sit on the Economic Development Council (EDC) which serves the four counties. The Yavapai County WIA Director is also the Director for the Economic Development District. The LWIB has agreed to partner their planning efforts together with the District for mutual planning and sit on the EDC to keep the lines of communication open in the Region. The EDC has a Workforce Development Committee. Each of the LWIA Directors sits on this committee to define projects and services to our mutual customers on related issues. Events collaborated in the last two years included a four County business seminar where WIA was introduced along with other resources and services in the region. More recently business forums were conducted related to attraction and retention of Gen Y (youth) and mature workers. Following each of the forums was a job fair for these populations in each LWIA. These events were co-sponsored with the Small Business Development Centers in the four Counties. The Workforce Development committee is also in the completion stages of the Arizona Public Service B-3 program. The collaboration for this project was accomplished with the three local areas developing survey teams with workforce development and

economic development professionals participating with businesses to survey current and future workforce, business retention and expansion needs. Together with workforce areas, the Economic Development District will use these surveys to plan strategies and services for our local areas.

Coconino County also sponsors the County-wide Sustainable Economic Development Initiative (SEDI). The Coconino Career Center Director serves on the SEDI Green Collar Workforce Committee. The SEDI Green Collar committee will promote the development of “green” jobs in the region. Green Collar jobs are defined well by Van Jones in the Green Collar Economy book: “blue collar employment that has been upgraded to better respect the environment; it is a family-supporting, career-track, vocational, or trade-level employment in environmentally friendly fields”. The Career Center will team up with SEDI in a new project to create a Business Assistance Center (BAC) based in Flagstaff, yet with a regional reach. The BAC has been accepted for placement on the NAGOG Comprehensive Development Strategy list for funding. Next steps will include seeking EDA funds to provide infrastructure support for the development of the Center. The Career Center has committed to fund work experience (WEX) internships to support the work of the Center, and their business clients.

Multiple One Stop Partners will also team up to support the emerging **Mercado of Dreams** project being led by the Coconino Workforce Investment Board Vice Chair to develop a new marketplace for local business and entrepreneurs. The lively location for this project will support community redevelopment in the old Weed and Seed federal model by being sited in a depressed neighborhood. The Mercado offers a foundation and a spring board for financial stability and new employment opportunities for disconnected youth and others.

Coconino County is one of several sponsors of the Economic Collaboration of Northern Arizona (ECoNA). The Coconino County Career Center Director serves as both a member of the ECoNA Business Retention & Expansion Committee, and as Chair of the ECoNA Workforce Committee. This crucial partnership enhances the ability of the workforce system to work with premier employers, and to be in the initial stages of working with new employers supports their workforce needs and success. One recent example of the value of this relationship was when the Career Center teamed up with ECoNA, the Flagstaff Chamber of Commerce and CAVIAT to sponsor a Monster.com Entrepreneurial Session for teens from all parts of the County. To promote the benefits of Interns to employers, WIB leaders would work with ECoNA to conduct a seminar on the topic: Interns - A Value to Your Business Success.

The Career Center and other Coconino Workforce system partners team up with the Northern Arizona Center for Entrepreneurship and Technology (NACET) on key initiatives. Some previous initiatives that provide a foundation for a successful future of collaboration include the following: Startup Weekend for young entrepreneurs, Advanced Manufacturing Youth Talent Pipeline Rebranding Campaign, the Manifesto Project, and a Manufacturing Month Open House featuring premier local employers. One initiative, Project Ignite, represented a partnership of Coconino County, the City of Flagstaff and NACET and won the Governor’s Award for Innovation.

The Flagstaff 40 STEM Initiative provides fertile ground for a variety of workforce partners to support projects that help youth see the value of pursuing academic classes that lead to high paying careers in STEM industries. A current regional partnership is developing an application to seek federal designation as an Investing in Manufacturing Partnership. Such a designation would engage multiple partners to seek federal grants to support the Bioscience Medical Manufacturing Sector in Coconino County. The emphasis on STEM career planning for youth and other job seekers will provide a talent pipeline for these employers.

There is an existing Sector Strategy partnership in Coconino County to support the Bio-Science industry. This work is led by the President of ECoNA, and involves workforce partners such as the Flagstaff Chamber of Commerce, the Flagstaff 40 Leadership, and Northern Arizona University, the Career Center, SEDI and premier local employers. The success of the Bio-science Sector in Coconino County has been applauded by the Battelle Bio-science Road Map report noted that this Sector in Flagstaff has “grown three times faster than that of the nation”. Premier Bio-science employers have benefited from the Career Center providing workforce resources and paid WEX internships over the past two years.

Specific strategies already in existence and longstanding partnerships continue to be a focus for integration into the current and new strategies of the Coconino County workforce system, and will be identified in-depth in Sections H and I of this Business Plan.

D. PLANNING DEVELOPMENT

1. Describe the involvement of the Chief Local Elected Official (CLEO), the Local Workforce Investment Board (LWIB) and stakeholders in the development of the Plan.

The planning system employed to develop the Coconino County Business Plan is an on-going process. The local planning process is always occurring and never ending. As President Dwight Eisenhower said, “Planning is everything, a plan is nothing.”

The Coconino Workforce Investment Board (LWIB) and the Chief Local Elected Official (CLEO) with the other members of the Board of Supervisors (BOS) of Coconino County have been involved in a continual review of procedures and processes to assure that quality programs are planned which are in compliance with the Workforce Investment Act (WIA). These two groups recently met for a Board of Supervisors Work Session February 25, 2014 to discuss the Local Workforce Area Business Plan, receive an update on steps and actions being taken during the interim period before the Plan is activated on July 1, 2014, and share their vision for the next four years. Additionally, the Board of Supervisors attend their Workforce Investment Board meetings where the continuing work on the Coconino Business Plan is a standing agenda item. To assure that the BOS direction is implemented in all work involved with implementing this new Plan, monthly internal meetings are conducted to empower the Coconino County Board of Supervisors staff designee, who is the Director of WIA programs for the County. Since the County has been the Fiscal Agent and Administrative Entity for these funds since 1998, this arrangement has proved to be of value. A member of the BOS participated in the new MOU development session that was conducted in March 2014. At this development session, Supervisor Art Babbott outlined the goals that the County Board of Supervisors charged this group to incorporate into the MOU when he said, “Today you can either engender what you will accomplish or hinder it. Let’s move beyond those old models and burdens that limit us.”

A new Administrative Entity/Fiscal Agent Agreement will also be developed to incorporate the new Policies created by the Workforce Arizona Council. This new Agreement will outline the direction of both Boards (WIB and BOS) in accordance with these Policies, yet customized to Coconino County. The new Agreement is enclosed as **Attachment C**.

The planning process has also involved the continued education of the CLEO, along with the BOS members and the LWIB, in order to build on their expertise to plan ways to incorporate the goals of the national and Arizona strategic direction for the workforce system including, but not limited to: increased state and local flexibility, increased integration for a strong One Stop System, streamlined governance leading to greater efficiencies, and increased access to post-secondary

education and the selected priorities of Governor Brewer’s vision for workforce investment in Arizona. A Business Plan development timetable and key partners listing is included at **Attachment A**, and was previously provided to the DES WIA Administration.

At the direction of the LWIB and CLEO, staff from the Coconino County Career Center developed a Plan for their review, working with the One Stop community members and other vested stakeholders, to create a comprehensive document that meets the requirements of the Governor’s Workforce Arizona Council. After approval of the Business Plan by the Board of Supervisors on November 19, and by the Coconino County Workforce Investment Board on November 21, suggested changes by these Boards, or the public, were incorporated before submission of the final document to the State on December 31, 2013.

- 2. Describe the process used to make the Plan available to the public, as well as key stakeholders and the outcome resulting from review of public comments. Describe measures taken to include all comments received within the review period. A copy of the published notice should be included as Appendix 1. (For Internet publication, a screen print is acceptable.) Also include a copy of any distribution list used for notification of key stakeholders as Appendix 2. Any comments related to the Plan should be included as Appendix 3.**

As previously described, the draft Plan was reviewed by the LWIB and CLEO and approved at their meetings in November of 2013 where approval and signatures that indicate their concurrence with the Plan were on their agendas. Following approval of the draft Plan by these Boards, the Business Plan was provided to stakeholders and the public through posting on the internet at the Coconino County Career Center website: www.coconino.az.gov/careercenter. A screen shot of the web page is included as **Appendix 1**. A distribution list used for notification of key stakeholders is included as **Appendix 2**. Comments were welcomed for a month. Any comments or ideas from stakeholders or the public would have been reviewed and included in the final Business Plan, if appropriate. All comments received, and any answers to those comments, intended to be included as **Appendix 3**. There were no public comments offered.

- 3. Identify the local self-sufficiency standards approved by the LWIB for employed adults and dislocated workers as a percentage of the Lower Living Standard Income Level (LLSIL). Describe how your LWIB ensures the self-sufficiency level in your area is reflective of the current labor market information available.**

Self-sufficiency, as determined by the Coconino County LWIB, is 400% of the Lower Living Standard Income Level (LLSIL). This level was also approved for the 2008 Plan and has remained in place during the recession. Current local LMI information on a County level is difficult to identify. An analysis was made of the US Census data fact finder covering the period from 2007-2011. Individuals who

are working and have not attained self-sufficiency as defined above would be considered for enrollment in Intensive and Training Services in the Adult and Dislocated Worker programs. It is the intention of the Workforce Investment Board and the Board of Supervisors to cast as wide a net as possible to enable us to serve a broader range of candidates.

Incumbent workers are individuals who are employed, but do not meet the eligibility requirements for Intensive and Training Services. Each individual situation is evaluated on a case-by-case basis to determine the most appropriate means to meet needs within the available local funding. Services would be provided to assist them with acquiring additional skills with the ultimate goal of attaining self-sufficiency.

The self-sufficiency policy was established by the LWIB and the LWIB reserves the right to make adjustments to reflect changes as needed according to current Labor Market Information. This policy is updated and reviewed as needed. Monitoring compliance with policy is accomplished through case review and the WIA eligibility process.

The Lower Living Standard Annual Income Levels (LLSIL) and poverty guidelines are used to establish low-income status for Workforce Investment Act (WIA) Title I Programs. The Coconino County LWIA currently is required by DES to use the LLSIL to determine eligibility for youth and unemployed adults, with self-sufficiency to determine eligibility for employed adults.

D.1. Service Access Sites

a. Number, type of sites (i.e. comprehensive, affiliate, satellite, electronic access, and site locations)

1. Comprehensive One Stop Center: Goodwill of Northern Arizona; 4308 E. Rt. 66; Flagstaff, AZ 86004.

In the Coconino County Workforce Investment Area, there is one Comprehensive One Stop Center that will be fully operational by July 1, 2014. A Comprehensive One Stop Center is where job seeker services, employer services and resources are offered. Core Services are also available to the general public and access to Intensive Services and Training are also available to candidates that meet the eligibility guidelines of the various programs offered by partners of the One Stop. The Comprehensive One Stop Center will be located at the Goodwill Job Connection office with hours of operation from 8 am to 5 pm, Monday through Friday, closing for all State of Arizona holidays. Staff representing multiple partners will be available to provide all levels of service to the general public with Core Services, and access to Intensive and Training Services as appropriate.

At this time, the Comprehensive One-Stop is located in a DES building that will become a Satellite site on July 1. During the transition period from May to July, a plan is already activated and in place to provide WIA Title IB services at the current location of the Comprehensive One-Stop at DES as the logistics of the move are addressed. This interim plan assures no disruption in services to job seekers.

2. **Affiliate:** No sites
3. **Satellite:** Flagstaff DES Employment Service Office; 397 Malpais Lane, Suite #9; Flagstaff, AZ 86001. Page DES Employment Service Office; 1057 W. Vista Ave; Page, AZ 86040.
4. **Access Points:** No sites

In addition to the Comprehensive One Stop Center, there are also Satellite Sites located in Flagstaff and Page with hours of operation from 8 am to 5 pm, Monday through Friday, closing for all State of Arizona holidays. A Satellite Site is one in which there are limited staff to assist the general public with Core Services, but online assistance through the Arizona Job Connection data base. Self-services are available through the One Stop System and other posted specialized services may be available depending upon staff and partner availability.

A new MOU that outlines services available at the One Stops to meet the mandates of the Governor’s Council Policies will be developed and added to this Plan before July 1, 2014.

The three sites have provided One Stop Services since 1998 and were selected to offer the advantage of geographic accessibility and the ability to target special interest groups such as the disabled and business owners. All Comprehensive and Satellite Sites have a resource room available for the general public, and online connectivity to the Arizona Job Connection.

b. How does the Local Workforce Board evaluate the needs of the community in determining that the locations and partner services meet the needs of job seekers and the employer community?

The Coconino Workforce Investment Board Chair and Vice-Chair secured funds from the AZ Workforce System to create a project called JOBS 2010. The intent of the grant was to analyze, enhance and market the services of the existing One Stop System, Partners and Sites. Focus groups were conducted with the customers of each site and provided information that was analyzed to determine future directions for the Coconino One Stop System.

The Comprehensive site at the Goodwill Job Connection is a new site and was selected as it provides many essential elements for a superior

customer experience: visibility due to being in a well-known location at a popular shopping mall just off the main street through Flagstaff, transportation connectivity through being on a bus route, excellent parking, a newly remodeled facility, an assessable facility with assistive devices, state of the art equipment and furniture for job seekers in the resource room, professional meeting rooms for employers, and most importantly; established, effective relationships with multiple organizations and workforce and economic stakeholders in the area.

The two DES sites that will become Satellite Sites in July 2014 were previously the Comprehensive Center and a Satellite Site. Due to the Governor's new Policies regarding levels of staffing and services that must be provided, it has been determined that the best approach in Coconino County was to focus our limited WIA funded staff and partner resources on one Comprehensive site that offers the best opportunity for meeting the requirements for Certification.

c. How is it decided if additional services and partners are needed and how will they be incorporated into the existing access site structure?

When gaps in services are identified, the One Stop Partners will encourage community partners to assist in meeting these gaps. Coconino County staff which are funded by WIA Title 1B have no authority to mandate that partners provide services at the Comprehensive One Stop. Our County is known for partners working well to ensure communities receive services needed for employment success ensuring confidence that needed assistance will be found.

d. Describe how the Local Workforce Area will ensure that each site complies with the state chartering and certification policies.

All partners were involved with the development of the MOU and by signature assured their own compliance with chartering and certification policies. The MOU has been developed to include concurrence with the existing Workforce Arizona Council Policies. If additional requirements are developed by the State or Director's Council, the One Stop Teams will work together to implement those policies. The One Stop Partners meet monthly, or more frequently if required, to provide the cross-training required to meet the goals of integrating multiple partner services at the Comprehensive One Stop.

e. Describe emergency procedures to ensure the safety of individuals working and using the sites.

The Comprehensive One Stop Site will be located at the Goodwill of Northern Arizona facility. Their Emergency Procedures, which will be the

basis for developing Comprehensive One Stop Policies, are included in **Attachment B**. All One Stop Partners will be involved in development and enforcement of emergency procedures that integrate partners and staff from all participating programs that provide services at this site. The monthly One Stop Partner meetings are already beginning to address this important task. The Site Manager will be hired by Goodwill and tasked with assuring that partners are trained in these procedures and identify steps to be taken in the event of an emergency. Policies will improve identification of any barriers due to procedures from different organizations and seek to address them. Part of the strategy to ensure safety will involve new staff orientation and training offered by the Coconino County Risk Manager and other partners in dealing with emergency situations.

f. Outline a marketing strategy for creating awareness of services provided and connecting with all job seekers and employers in the Local Workforce Area and steps to be taken to align with State Plan outreach strategies.

A strategy for creating awareness of services provided is accomplished through a system building process that will occur after the Business Plan is approved by the State Interagency Review Team that will complete their work by March 2014. The Governor's Workforce Arizona Council will not approve the local area Business Plans until June 2014, but Coconino will begin developing strategies for success and alignment in accordance with their existing policies. This timing acknowledges that the creation of new systems will be a dynamic process and that this Business Plan is a living document that will need to be enhanced, fleshed out and amended in the future. Many elements with which we are asked to align our Plan, such as the State Plan Outreach Strategies or the Balanced Score Card are not complete and will need to be evaluated in the future when those products have been created and approved to assure they also reflect a customized approach in Coconino County. In addition, any marketing effort would be activated to capitalize on local characteristics, and both local and federal stakeholder's direction. As an example, Federal marketing and branding initiatives should also consider that the Obama Administration has asked that the One Stop Systems be renamed American Job Centers. It is our understanding that the State has asked for funds to move forward with such a costly federal initiative, and since none were available, this effort has been tabled by the State. We are aware that WIA regulations frown upon funds spent on marketing, so WIA contributions to marketing strategies may be limited. The Coconino County LWIB will use a system building strategy modeled on the successful "New Day, New Way" to guide future direction and involve all key partners in creating the policies, service structure, and marketing strategy that best suits area local conditions and initiatives. The intent is to seek resources from the State, the WAC

and other local partners to develop an approach which will create a premier One Stop System that meets the Policies and requirements of the State Integrated Plan.

The Goodwill Comprehensive One Stop signage will comply with the Administrative Policy 03-2013 and the MOU ensures the continuance of the existing Consortium Agreement which has been in effect since 1998. It is unclear if One Stop Centers will continue to be called Arizona Job Connection or “America’s Job Centers” as directed by President Obama. The new Goodwill Building has “Job Connection” signage on the exterior; as the brand is developed and approved, signage will be added to the building to reflect the Governor’s vision.

E. ADMINISTRATIVE STRUCTURE

E.1. Leadership Structure

- a. **Identify the One stop Operator and how they were selected - competitively bid or a consortium of three or more partners. If a consortium, identify the partners.**

The Coconino County One Stop System with comprehensive, electronic and satellite offices was originally certified by the State in September of 1998. At that time, the One Stop Operator in Coconino County was designated by the LWIB and CLEO to be a consortium of the programs representing the initial three required partners who have staff in the One Stop Centers. The process was not competitive and there is no time period limiting the authority of the Operators group to oversee operations. The One Stop Operator in Coconino County has continued to be a three party consortium representing the operators of the Employment programs funded through the WIA Wagner-Peyser currently represented by Linda Brannock, DES Employment Service Coconino and Yavapai Supervisor whose Coconino office is located at 397 Malpais Lane, Suite #9, Flagstaff, AZ 86001, the WIA Title IB programs (Employers, Adult, Youth, Rapid Response. and Dislocated Workers) currently represented by Carol Curtis, Coconino Career Center Director located at 2625 N. King St., Flagstaff, AZ 86004 and Goodwill of Northern Arizona represented by their CEO, David Hirsch. This consortium, in partnership with the Local Workforce Investment Board and the local elected officials, oversee the One Stop System in the Coconino County Workforce Investment Area. The One Stop Operator Team, in conjunction with the local Workforce Investment Board and local elected officials, are responsible for overseeing activities at the Comprehensive and Satellite One Stop Centers. This oversight includes assuring coordination among all the One Stop Partners, compiling and reporting requested pertinent One Stop data to the local Workforce Investment Board and elected officials, and coordinating cross training along with team building activities among all the partners as needed.

In order to provide the best location for the Comprehensive One Stop, and to meet the new mandates of the Governor's Vision and One Stop Certification Policies, the LWIB and County Board of Supervisors have agreed to shift the location of the Comprehensive One Stop to the Goodwill of Northern Arizona location. The One Stop Operators Consortium team, including Goodwill of Northern Arizona, which is designated as the lead manager on behalf of the Operators Consortium, will work together to assure seamless and comprehensive services at the new location. It is further anticipated that in order to comply with the new mandates of the Governor's Workforce Arizona Policies regarding One Stop operations and certification, the other existing One Stops in Coconino County will be reduced to Satellite Sites.

- b. Provide an organization chart (Appendix 4) that delineates the relationship between the agencies involved in the workforce development system, including the CLEO, administrative entity, fiscal entity, One Stop Operator and the required/optional One Stop Partner Programs and lines of authority.**

An organizational chart delineating the relationship between the agencies involved in the workforce development system, including the CLEO, Administrative Entity, Fiscal Entity, One Stop Operator and the required/optional One Stop Partner Programs and lines of authority is attached as **Appendix 4**.

- c. Describe the Local Workforce Investment Board structure and its relationship to the Chief Elected Officials.**

The Coconino County Workforce Investment Board is structured in accordance with the Workforce Investment Act and Regulations. The LWIB is a business led board, as mandated by the Act, and all other required sectors are represented in the membership. Members are drawn from off-reservation Coconino County, and do not represent Board Districts, but rather represent the economic Sectors that the Act mandates be filled. The CLEO, the Coconino County Board of Supervisors, has designated their department, the Career Center, to manage the administrative support, and WIA system guidance, for both the LWIB and their Youth Council. Title 1B of the Workforce Investment Act pays for support staff for the Workforce Investment Board; no partners provide funding for the fulfillment of these tasks. The CLEO has designated the Career Center Director, who is an Appointed Official of the County, as their representative for oversight and necessary actions required by the Act and carried out by the LWIB. The Board of Supervisors is invited to all LWIB meetings and Youth Council meetings. The agenda and minutes that detail the actions of all LWIB meetings are posted on the Coconino County Career Center website. A Roster of LWIB and Youth Council members is also maintained by the County Career Center, and posted on the Coconino County Career Center website for public access to information.

As Coconino County is the WIA Title IB grantee and Fiscal Entity, the CLEO and Board of Supervisors oversee and approve the WIA Title IB budget annually. The Administrative Entity for Coconino WIA Title IB grants is the Coconino County Career Center. The Director of the County Career Center, and staff, are responsible for program performance, with oversight by the State WIA DES Director and staff.

- d. Describe the role of the Chief Local Elected Official (CLEO) in the governance and implementation of WIA in the local Area.**

Beginning with receipt of a letter from then Governor Jane Dee Hull, on April 2, 1999, regarding the designation of Local Workforce Investment Areas LWIA, the

CLEO and members of the Board of Supervisors (BOS) have taken an active role in the governance and implementation of the WIA in Coconino County.

The BOS adopted resolution 99-24 on April 5, 1999, requesting designation of Coconino County as a Service Delivery Area for the purpose of administering WIA Title IB programs and services as the beginning of providing governance and directing the implementation of WIA in Coconino County. The written response to Governor Jane Dee Hull requesting designation of Coconino County as an LWIA was sent on April 19, 1999. Certification of the Local Workforce Investment Board was approved by the Governor on October 13, 1999.

The Coconino County Board of Supervisors has continued to be the leadership authority for the governance and implementation of WIA in the area regarding the Workforce Investment Board, the Workforce Investment Board Youth Council, and the One Stop Operators Group. In addition, the Coconino County Board of Supervisors has designated their Career Center department to be the Administrative Entity for the WIA Title 1B Grant relating to services for Employers, Adult, Dislocated Workers, Rapid Response and Youth programs. Other One Stop Partners that receive funding directly from the federal WIA grant, such as the DES division that manages Wagner-Peyser grants, are responsible for their own fiscal and administrative governance. The roles and responsibilities are delineated in the CLEO / LWIB Agreement which is included as **Attachment C**.

e. Identify the entity responsible for the administrative functions in the delivery of WIA services.

Administrative Entity contact information and copies of the Agreement are included as **Attachment C**. The entity responsible for the administrative functions in the delivery of WIA Title 1B Services is the Coconino County Career Center. This Business Plan includes additional activities and strategies designed to incorporate three new Policies developed by the Governors Workforce Arizona Council; 01-2013, 02-2013, and 03-2013. By signing this Business Plan, both the County Board of Supervisors and their Coconino County Workforce Investment Board agree to comply with these Policies and assure that they are integrated into the One Stop functions. Other Coconino County One Stop Partners which manage their WIA funded grants are responsible for their own administrative functions and are not monitored by the Coconino County Board of Supervisors.

f. Identify the entity responsible for the disbursement of grant funds, as determined by the CLEO.

The Fiscal Entity responsible for the disbursement of WIA Title 1B Grant Funds is the Coconino County Career Center on behalf of the County Board of Supervisors. Fiscal Entity contact information and copies of the Agreement are included as **Attachment C**. This Business Plan includes additional activities and strategies designed to incorporate three new Policies developed by the Governors

Workforce Arizona Council; 01-2013, 02-2013, and 03-2013. By signing this Business Plan, both the County Board of Supervisors and their Coconino County Workforce Investment Board agree to comply with these Policies and assure that they are integrated into the One Stop functions. Other One Stop Partners WIA Grant Funds are distributed according to their statutory authority and fiscal regulations, and are not monitored by the Coconino County Board of Supervisors or their Coconino County Workforce Investment Board.

E.2. Youth Councils

a. Describe the Local Workforce Area Youth Council, its membership, meeting schedules, purpose and relationship to the Local Workforce Investment Board.

The Coconino Youth Council is a strong group of committed community leaders engaged in promoting the workforce success of area youth. The Vision of the Council is as follows: **The Coconino County Workforce Board's Youth Council partners to prepare youth for adulthood, successful careers and lifelong learning. The Council creates links between Youth Programs, communicates with, and educates, youth of our community with respect and integrity.** This Vision statement was developed by the Youth Council and represents both their vision for youth, and their guiding principles for concerted actions. The statement is printed at the top of every meeting agenda, and the 10 Required Youth Elements from the Workforce Investment Act are printed on the bottom of the page.

The membership of the Youth Council is prescribed by the Act and adhered to in Coconino County. Additional members may be placed on the Council to reflect local initiatives and needs. A Roster of the members and their affiliation is posted on the Coconino County Career Center websites. Membership is monitored for compliance with the Act by the Career Center, which staffs this Council, and the AZ DES WIA Section which is responsible for monitoring WIA Title IB program compliance.

Meetings are conducted quarterly and the yearly schedule is also posted on the Coconino County Career Center website. Career Center staff provides the meeting location, the meeting notice and invitation to members and the public, the written materials required for the meeting, and develops the written minutes from the session. The Chair of the Council, also a member of the Coconino County WIB, sets the Youth Council meeting agenda with input from the LWIB and Council members. Youth Council meeting schedule, agendas and minutes are located at the Career Center website page at www.coconino.az.gov/careercenter.

The purpose of the Youth Council is twofold and customized to reflect local conditions and local customers as is desired by the Act. So, while the focus is always on promoting youth success through supporting their education and employment success, as conditions change or new potential emerges for our areas,

the Youth Council will take on projects to capture that wave. In the past decade, the Youth Council has created and managed projects to engage members and serve unmet needs in the county:

- The Council conducted multiple Teen Job Fairs in all areas of the county by engaging teens as part of the planning and implementation of these events. The Youth Council identified that other groups were interested in staging their own Teen Job/Career Fairs, so they created a template that communities could use to replicate this peer driven model.
- When the need for financial literacy for teens was targeted as a strong need, the Youth Council teamed up with communities, and their educational and business leadership, to stage Reality Check events where teens learned about the real “cost of living” in an experiential and fun way. Insights gained from the Reality Check help teens identify a career path and educational steps that will help them meet their financial goals.
- As teen unemployment doubled that of adults during the recession, the Council formed the Teen Employment Corps (TEC), again using the model of peer to peer success, by training teens to become experts in securing employment and then training their peers in these job search techniques. As part of this project, a teen speaker’s bureau served to help employers understand Child Labor Laws. The impact of the Corps was well summarized by these words from the Youth Council Chair, Deidre Crawley, *“economic development and security begins with youth employment. When young people can secure summer employment, and beyond employment, the economic stability of a region becomes more stable. Through the efforts of TEC, young people from 14 to 21 will receive peer coaching that will assist them in securing employment. One barrier for youth employment is not being prepared with tools and skills for completing applications, interviewing and employment searches. Entering the adult world can be overwhelming.”*

The relationship of the Youth Council to the Workforce Board follows that which is circumscribed by the Workforce Investment Act. The Council is a committee of the LWIB, and the Chair is a LWIB member. Some member of the Council are also members of the LWIB, but Council members may represent an aspect of the community that do not meet the requirements of the Act, and still serve solely on the Council to bring their expertise and resources to the table. The Youth Council Chair has a standing agenda item on the LWIB agenda and reports on the Council activities at each LWIB meeting.

b. Describe how the Local Workforce Area Youth Council will provide guidance and oversight to ensure that the needs of youth are being met.

The Youth Council is focused on supporting initiatives regarding the workforce needs of youth as is appropriate from the directives of the Workforce Investment Act. The Council membership is strategically derived from youth focused

agencies that can provide resources, connections and insights on their workforce needs, then offer solutions for youth. Youth also participate on the Council, or provide guidance to Council members, to target initiatives to needs identified by youth. Each Council meeting includes a Roundtable for each member organization to share their projects, initiatives, and issues. The Roundtable becomes a time for generating solutions possible from the members of the Council.

c. Describe the role of the Youth Council in the procurement of Youth Services.

The Coconino Youth Council was involved in the previous processes to procure Youth Services solely with funds from the WIA Title 1B Youth Grant. The procurement process followed was that of Coconino County, which acts as the Fiscal agent for WIA Title 1B Funds. The Youth Council agreed to serve as the bid review committee. As that committee, they could recommend candidates for consideration of bid awards to Coconino County based upon established criteria. The Youth Council does not have the authority to award grant funds on behalf of Coconino County. The Youth Council will develop another process to procure Youth Services with WIA Title 1B Grants in PY2014, and work with the Department of Labor and the State WIA Workforce Section to assure that appropriate procedures are followed.

E.3. Procurement

a. Describe the competitive and non-competitive process used to award grants and contracts for activities under WIA Title IB, including how potential bidders are made aware of the availability of grants and contracts. Include the process to procure training services that are made as exceptions to the ITA process.

WIA Title IB funds are managed by the grant recipient, Coconino County, and have not been put out to bid, after 3 Request for Proposals were developed for which no bidders responded.

However, a Request for Quote for elements of WIA 1B youth funds will be put out to bid in PY2014 following the Coconino County Purchasing Policy as well as Department of Labor and the State WIA Workforce Section procedures. The Request for Quote (RFQ) will be put out by December 31, 2014. Coconino County will seek to procure Youth Services through an RFQ on a schedule of every three years.

Coconino County Purchasing Policy and open Requests for Quotes can be viewed at <http://coconino.az.gov/index.aspx?nid=316>.

b. Describe the criteria used for awarding grants for youth activities, including the criteria used to identify effective or ineffective youth activities and providers of such activities.

WIA Title IB youth grants have not put out to bid in Coconino County due to a smart waiver acquired by DES. This waiver was secured for all balance of state areas of Arizona. Although the Act requires youth funds to be put out to bid, that seems to be another mandate that fits metropolitan areas with large grants, and multiple youth providers, better than small rural areas with very small WIA allocations. To obtain this waiver, the County, and the Youth Council, were required to develop a full Request for Proposal and bid process, and offer the WIA Title IB youth grants out to bid three times. Each time, after a very lengthy process, no bids were received. Since no bids were received, the County was allowed to continue to manage these youth grants. The State DES staff is to be commended for their leadership in assuring that rural local areas were able to carry on the myriad tasks of Youth Programs without meeting unfunded bidding mandates that did not fit our state. However, it will now be required to put certain elements of Youth Programs funded by the WIA Title 1B out to bid. This work will be accomplished in PY2014.

The LWIB and Youth Council do not become involved with bid, contracts, or awards by other WIA or One Stop Partner youth providers.

- c. Describe the procedures established for providers of youth or training services to appeal a denial of eligibility, a termination of eligibility or other action by the Local Workforce Board or One Stop Operator.**

Contracts for youth or training services would be procured by Coconino County. As the grant recipient for these funds, any appeals would be handled by the County, which is the Fiscal Agent for WIA Title 1B Youth Funds, and their designated administrative entity the Coconino County Career Center. Grievance Procedures to address Youth Training Service Providers regarding a denial or termination of eligibility are included as **Attachment D**.

E.4. Communication

- a. Describe how the Local Workforce Area will communicate performance results to stakeholders.**
- b. Describe how the Local Workforce Area will communicate financial information and service information to stakeholders.**

Key stakeholders are invited to all Coconino County Workforce Investment Board meetings, or serve on the LWIB. The LWIB meetings include a variety of topics related to workforce, economic development and educational activities managed by One Stop Partners. Each LWIB meeting also includes a Standing Agenda item from the Site Manager of the Comprehensive One Stop. The One Stop Report covers actions, outcomes, performance and activities resulting from the One Stop partners work. In addition, each meeting of the LWIB contains a Members Snapshot where a workforce partner reports on their programs, financial information, and services. The LWIB Director is frequently asked to be a speaker

for local groups and uses this time to provide information about the services and resources available through the Coconino One Stop System.

The Career Center creates a calendar of events which is available to participants, partners, and stakeholders which gives information on services, workshops and events available to the public. The Career Center and partners have websites where information is readily available to the public. Many workshops and events are also advertised in the newspaper, radio or other media.

- c. Describe the communication protocol and how the Local Workforce Investment Board, local elected officials, partners and all staff are informed on a regular basis regarding activities, performance outcomes and budgets with at least one joint meeting held annually between the Chief Elected Officials and the local board.**

The Coconino County Workforce Area leaders includes LWIB members, Local Elected officials, partners and staff that meet often and in a variety of settings to discuss activities, results and opportunities for collaboration to benefit the workforce system in the county. As is normal in small communities, one person may serve in multiple capacities and serve on other Boards and committees together.

A joint meeting with all the people mentioned in the Business Plan instructions would require a significance space, especially to include “all staff” of the 17 mandated One Stop Partners and other Coconino workforce partners. However, such a meeting will be held once a year and during that time, each One Stop Partner would be asked to report on their activities, performance outcomes and budgets. This meeting would be scheduled by the Coconino LWIB in conjunction with the County Board of Supervisors, with an invitation issued to all groups mentioned in this Guidance. Unless some other partner wishes to take on this task, or share the costs, the Coconino Career Center would do the staff work to develop the meeting invitation, materials, and secure and pay for a meeting site which could accommodate hundreds of people.

The Coconino County Workforce Investment Board is not part of a Consortium.

- d. Describe in detail how the local board will resolve conflicts that may arise (but not limited to) between the following: Board members, Service Delivery partners, and consortium partners.**

The Coconino County Workforce Investment Board acts in accordance with their Bylaws. The Bylaws contain guidance that would be used to address conflicts between Workforce Investment Board members. The type of conflict would determine the steps the Board would take to address the situation. For example, Bylaw rules regarding Conflict of Interest could be employed to resolve such a situation. The Bylaws also contain guidance for the removal of members which

would be the ultimate solution to a conflict. As a result of the new State Policies, the Coconino County Bylaws will be reviewed by the County Attorneys and altered to reflect current conditions.

The Coconino Workforce Board has an Executive Committee which would be the team that addresses a conflict, unless the conflict is between the members of that Committee. Since the LWIB are appointees of the Coconino County Board of Supervisors, conflict resolution could also be managed by the County Board of Supervisors and their designees, again dependent upon the nature of the conflict. The LWIB does not make financial decisions on behalf of the County Board of Supervisors, so they are removed from the risks, liability and conflict that could arise from such a situation.

The Coconino County Workforce Investment Board would not become directly involved in addressing conflicts between Service Delivery partners. If appropriate the Board may delegate that task to the Career Center Director, the One Stop Operators Team, or seek guidance from the County Board of Supervisors. The situation or the type of conflict, or the entities involved, would determine which group could be designated to address the conflict and develop solutions for a resolution if such a task was suitable and legal for engagement of the Coconino Workforce Investment Board, which is an advisory group to the County Board of Supervisors.

The Coconino Local Workforce Investment Board is not part of a consortium.

F. EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION

A system that includes compliance with WIA Section 188, Title IV of Civil Rights Act of 1964, Section 504 of Rehabilitation Act of 1973, Age Discrimination Act of 1975 and Title IX of the Education Act of 1972, and the current State of Arizona Method of Administration.

1. Describe how each access site identified in D.1 will ensure compliance with the State’s Methods of Administration (i.e., Equal Opportunity and Americans with Disabilities Act requirements.)

Coconino County is committed to equal opportunity employment. All decisions made regarding recruitment, hiring, training, and other terms and conditions of program operations will be made without discrimination on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief and for beneficiaries only, citizenship or participation in programs funded under WIA, as amended, in admission or access to, opportunity or treatment in, or employment in the administration of or connection with, any WIA funded program or activity. The Career Center complies with WIA Section 188, Title IV of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, and current State of Arizona EO Methods of Administration as well as be in compliance with the ADA Checklist. This assurance will be incorporated into all grants, contracts, cooperative agreements or other arrangements whereby WIA funds are made available.

The Coconino County LWIB and fiscal agent are based within Coconino County, which operates under the aegis of an Affirmative Action Plan that contains a policy assurance that states “the program of affirmative action is the most effective way to achieve equal employment opportunities for all.” The Comprehensive One Stop at Goodwill Job Connection will comply with all requirements described above. There will be no affiliate locations, but DES Employment Service in Flagstaff and Page will continue to be Satellite points which will comply with the requirements described above per DES regulations and oversight.

2. Provide contact information and identification of the Local, State and Federal EO Officers available in all facilities used to conduct WIA Title 1B funded activities or trainings.

Please see the Equal Opportunity is the Law poster and Grievance Procedures below, which identifies the Local, State and Federal EO Officers. The Career Center Deputy Director is the EO Officer for the Coconino County Career Center WIA Title 1B funded activities and training offered to their customers. The EEO Officer for DES Wagner-Peyser/Veterans funded staff and training and activities offered to their customers is Lynn A. Nedella; WIAStateEEOOfficer@azdes.gov. The EEO Officer for Goodwill staff and training and activities offered to their customers is Jordan Hoffman;

Jordan.Hoffman@goodwillna.org. All partners from other organizations will be guided by their own EO Officers and Policies.

Equal Opportunity Is the Law

It is against the law for the State of Arizona, as a recipient of Federal financial assistance, to discriminate on the following bases:

- Against any individual in the United States, on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief; and
- Against any beneficiary of programs financially assisted under Title I of the Workforce Investment Act of 1998 (WIA), on the basis of the beneficiary's citizenship/status as a lawfully admitted immigrant authorized to work in the United States, or his or her participation in any WIA Title I-financially assisted program or activity.

The State of Arizona must not discriminate in any of the following areas:

- Deciding who will be admitted, or have access, to any WIA Title I-financially assisted program or activity;
- Providing opportunities in, or treating any person with regard to, such a program or activity; or
- Making employment decisions in the administration of, or in connection with, such a program or activity.

What to Do If You Believe You Have Experienced Discrimination

If you think that you have been subjected to discrimination under a WIA Title I-financially assisted program or activity, you may file a complaint within 180 days from the date of the alleged violation with either:

The Local Office

Janetta Beaumont
Local Area EO Officer
Coconino County Career Center
110 E. Cherry Ave.
Flagstaff, AZ 86001
Phone: (928)679-7400
Fax: (928)679-7419
Jbeaumont@Coconino.AZ.gov
TDD: (928)679-7131

Or

State of Arizona

Lynn A. Nedella
State WIA EO Officer
Employment Administration
Department of Economic Security
1789 West Jefferson, Site Code 920Z
Phoenix, Arizona 85007
Phone: (602) 542-3957
Fax: (602) 542-2491
TTY/TDD: 7-1-1
Email:
WIAStateEOOfficer@azdes.gov

Or

Civil Rights Center

Naomi M. Barry-Perez Director
Civil Rights Center (CRC)
U.S. Department of Labor
200 Constitution Avenue NW
Room N-4123
Washington, DC 20210
Phone: (202) 693-6502
Fax: (202) 693-6505
TTY: (202) 693-6516

- If you file your complaint with the State of Arizona, you must wait either until the State of Arizona issues a written Notice of Final Action, or until 90 days have passed, (whichever is sooner), before filing a complaint with the Civil Rights Center (see address above).
- If the State of Arizona does not give you a written Notice of Final Action within 90 days of the day on which you filed your complaint, you do not have to wait for the State of Arizona to issue that Notice before filing a complaint with CRC. However, you must file your CRC complaint within 30 days of the 90-day deadline (in other words, within 120 days after the day on which you filed your complaint with the State of Arizona).
- If the State of Arizona does give you a written Notice of Final Action on your complaint, but you are dissatisfied with the decision or resolution, you may file a complaint with CRC. You must file your CRC complaint within 30 days of the date on which you received the Notice of Final Action.

Equal Opportunity Employer/Program 12/2012
Auxiliary aids and services are available upon request to individuals with disabilities.



COCONINO COUNTY Arizona

Coconino Career Center

“Providing Successful Youth & Workforce Development Services Since 1976”

Coconino Local Workforce Investment Area
Workforce Investment Act

COMPLAINT PROCEDURES

The Nondiscrimination and Equal Opportunity provisions of the Workforce Investment act of 1998 (WIA), provides that registrants (applicants), participants and other direction beneficiaries of supportive services, training, or other assistance provided through WIA Title IB funds, may file a written complaint if they believe the Act, its regulations, grants, and/or other agreements under the Act have been violated. These provisions also apply to partner agencies and contractors formally allied with Coconino Workforce Connections’ One Stop system:

Should an individual or organization wish to file a complaint, the following procedures shall be followed:

A. Complaints alleging discrimination on the basis of race, color, religion, sex, national origin, age, disability, political affiliation, or belief may be filed with either of the entities listed below. Such complaints must be filed in writing within 19- days of the alleged violation:

The Coconino County Career Center
Janetta Beaumont,
LWIA EO Officer
110 E. Cherry Ave.
Flagstaff, AZ 86001
(928)679-7400
TDD (928)679-7131
Toll Free 1-877-358-6714
jbeaumont@coconino.az.gov

The State of Arizona
Lynn A. Nedella
State WIA EO Officer
Employment Administration
Department of Economic Security
1789 West Jefferson, Site Code 920Z
Phoenix, Arizona 85007
Phone: (602) 542-3957
Fax: (602) 542-2491
TTY/TTD: 7-1-1
Email: WIAStateEOOfficer@azdes.gov

The Civil Rights Center
Naomi M. Barry-Perez
Director
Civil Rights Center (CRC)
U.S. Department of Labor
200 Constitution Avenue NW
Room N-4123
Washington, DC 20210
Phone: (202) 693-6502
Fax: (202) 693-6505
TTY: (202) 693-651

B. An extension beyond the 180-day requirement may be granted via a written request to the U.S. Department of Labor’s Director of Civil Rights. The request for extension shall be submitted: The Civil Rights Center
Director – Civil Rights Center

C. Complaints other than complaints of discrimination as described in Section A, which allege a violation of the Act, regulations, grants, and/or other agreements under the Act shall be filed with the Coconino Career Center within one (1) year of the alleged violation. Complaints of criminal fraud, waste, abuse or other criminal activity must be reported immediately to Coconino County’s Workforce development Division as specified in Section 667,.630 of the Workforce Investment act (20 CFR Part 652 et al.) Upon receipt of a complaint, informal resolution will be attempted whenever possible. If the complaint is not resolved, the complainant will be given the opportunity to request a hearing before an impartial hearing officer/Equal Employment Officer. Such a hearing shall be schedule within thirty (30) days of the filing of the complaint. The complaints described in this section shall be submitted to:
Coconino County Career Center
Janetta Beaumont, EO Office (Section A)

Following the hearing and within ninety (90) days of the filing of the complaint, all parties of interest will receive a copy of the final decision, which will include the reasons for the decision. If the complainant does not receive a decision within ninety (90) days, or receives a decision that is unsatisfactory, the complainant may request a review of the complaint by the Governor’s Administrative Entity. The written request for review shall be submitted to:

The State of Arizona
Attn: State WIA EO Officer (Section A)

Such a request must be submitted in writing within ten (10) days of receipt of the final decision or within ninety (90) days of the filing of the original complaint.

D. Any Coconino County Career Center WIA program participant who has been placed in subsidized employment (e.g. On-The-Job Training and Work Experience) and wished to file a complaint (1) that is related to the terms and conditions of his/her employment and (2) does not fall within the complaint categories covered by Sections A, B, or C above, shall utilize the complaint procedure of the employer. An employer shall inform a participant of the complaint procedure to be followed. The employer’s system shall provide for, upon request by the complainant, a review of the employer’s decision by the Coconino Workforce Investment Board and the Governor’s Administrative Entity, if necessary. Such requests for I have read and received a copy of this page.

Received and understood by:

Applicant Signature _____

Date _____

Coconino Career Center Staff _____

Date _____



Mailing Address: 110 East Cherry Avenue • Flagstaff, AZ 86001-4627
928-679-7400 • Fax 928-679-7419

Toll Free 1-877-358-6714 • TDD 928-679-7131

Equal Opportunity Employer Program

Auxiliary aids and services available upon request to individuals with disabilities

01/2013

G. EVALUATION AND MARKET ANALYSIS

The Local Workforce Area Business Plan must describe the labor market and economic context in which the local workforce system (including all the programs in the State Integrated Workforce Plan) is operating, based on accurate and timely labor market, demographic, and economic information, with particular attention given to high-need, under-served, under-employed, and/or low-skilled subpopulations

1. Assessment of current situation and projected trends of the Local Workforce Area's economy, industries and occupations, including major economic regions and industrial and occupational sectors.

The Coconino County Workforce Investment Act service area consists of off-reservation Coconino County, the second largest county in the United States and the largest in Arizona. Coconino County contains part of the largest stand of ponderosa pine forest in the world. The County is a major tourism center with deep canyons of massive red rocks and six national parks and monuments. Although there are severe seasonal weather changes, the County is a year round mecca for outdoor activities such as hiking, mountain biking and snow sports. The mountain community of Flagstaff is the population center of the County and contains the government seat as well as serves as the regional center for economic and workforce sectors.

Approximately 50% of the County's population lives within the 35 square miles that constitutes the urban boundary of Flagstaff. Northern Arizona University, one of the three public state universities, is based in Flagstaff. Coconino Community College is also located in Flagstaff with a smaller Page campus and serves the entire County.

Coconino County was joined in 1993 with Kane County, Utah and together deemed the Flagstaff Metropolitan Statistical Area (MSA) by the U.S. Office of Management and Budget. It thereby became Arizona's fourth MSA, following Phoenix, Tucson, and Yuma. Commuting patterns and achievement of a required minimum population size, as determined from the 1990 Census, enabled it to be so designated.

The Coconino County Workforce Investment Act grants serve only off-reservation areas, as Tribal governments administer their own employment and training programs. However, the impact of five Tribal areas in the County is significant as their residents often relocate within the service area seeking training and employment opportunities. The County Tribal population exceeds 67,000 and Native Americans constitute the largest ethnic minority in the area. In addition, although Native Americans represent about 27% of the population, they represent 45% of the poverty rate.

The local labor market cannot be fully assessed without an understanding of land ownership and its impact on economic development. Tribal areas comprise 38% of the land and are home to the Navajo, Hopi, Paiute, Havasupai, and Hualapai Tribes. The U.S. Forest Service and Bureau of Land Management control 32.3% of the land, the

State of Arizona owns 9.5%, other public lands comprise 6.8%, and the remaining 13.4% is owned by private individuals or corporations. This distribution of land reflects some of the major industry sectors in the county related to tourism, such as government and hospitality.

Since the economic downturn in 2008, the County's unemployment rate has been approximately 8% to 10%. As of December 2013, unemployment in Coconino County was 7.8%, compared to the national rate of 6.7%. According to the U.S. Bureau of Labor Statistics, Flagstaff has gained approximately 72% of the jobs lost due to the Great Recession. Federal Reserve officials project national unemployment rates to fall to approximately 6.3% by the end of 2014. Unfortunately, the decrease may be largely due to unemployed individuals who have exhausted their unemployment benefits and thereby are no longer counted by the government as unemployed. In 2013, the employment-population ratio for Arizona dropped from 55.5% to 54.6%, while the national ratio stayed the same. Although some of this decrease may be attributed to retiring baby boomers, it also indicates that many people have given up on finding a job and are no longer participants in the workforce. Despite this paradox, rates may increase if the fragile recovery falters, or if the impacts of federal budget sequestration and other debt reduction tactics that decrease WIA funding as well as the uncertainty regarding the Affordable Care Act continue to be a deterrent to expansion.

During an NAU Economic Outlook Conference held on November 7, 2013, Economics Professor Ronald Gunderson, Ph.D. stated that "the national economy is highly likely to continue down the path of slow growth, in part, due to uncertainty and political gridlock on everything from health care, immigration reform, tax reform, Federal Reserve policies and weakness in the global economy," said Gunderson. He said that the local Flagstaff economy "seems to be moving forward at a reasonable pace . . . with strong growth in auto sales and better than expected increases in the hotel and restaurant sectors. Construction activity is picking up as well in many locations around town and on the NAU campus." However, all Economists at this conference predicted a period of economic stagnation for the next few years.

According to the most recent data from the U.S. Bureau of Labor Statistics (BLS) shown below, the greatest share of industry sectors in Coconino County are currently government, leisure, trades, education and health services and manufacturing. The Coconino County LWIA works with employers and invest Title IB monies to train participants to work in these key industries. The Coconino County LWIB is a business-led board composed of members representing private employers of health services, government, manufacturing, utilities and other mainstay industries in Coconino County.

Industry Share of County Employment	
QCEW 2012 Q4	
COCONINO	
Government	26.8%
Leisure & Hospitality	20.3%
Trade Transportation and Utilities	16.5%
Education and Health Services	15.2%
Manufacturing	7.4%
Professional and Business Services	4.9%
Construction	3.7%
Other Services	2.2%
Financial Activities	2.2%
Information	0.7%
Natural Resources and Mining	0.3%

Data Source: Bureau of Labor Statistics QCEW

As noted by Professor Gunderson, growth in the area of tourism is expected to trend upwards. Accordingly, special food services, travel arrangement and reservation services top the list of growing industries in Coconino County according to the Bureau of Labor Statistics (BLS). It is expected that occupations associated with the medical, bioscience, manufacturing, and transportation industries will continue to grow as well. Construction will likely experience some slow growth, but will remain at far lower levels than before the Recession.

Coconino County Growing Industries

- 1 Special food services
- 2 Employment services
- 3 Nonresidential building construction
- 4 Travel arrangement and reservation services
- 5 Nursing care facilities
- 6 Residential mental health facilities
- 7 Medical and diagnostic laboratories
- 8 Remediation and other waste services

Source: BLS Quarterly Census of Employment and Wages

The local area recognizes active and emerging sectors that have been identified by Arizona Commerce Authority (ACA) Sector Strategy Initiative, and confirmed by the Economic Collaboration of Northern Arizona (ECoNA). These include biomedical, advanced manufacturing, forestry, information technology, logistics and transportation, and astronomy, as shown in the map on page 39.

Emerging trends that invite consideration when assessing the labor market have been developed through the NACOG Focused Future planning process for the region. Trends that will impact workforce and economic development include the following:

- Growth management and citizen’s initiatives
- Indian gaming
- Demand for customer convenience/One Stop for services
- Increase in the speed of communication
- Increase of infrastructure needs
- Consolidation of businesses within industries
- Insurance changes
- Increase in electronic commerce
- Reduction in the work week and more leisure time
- Modes of transportation changing
- Sixty percent of the youth expected to move away seeking jobs and education
- Home based business and telecommuters due to computers and telecommunications
- Environmental issues will increase and exert pressure on development
- Potential out-migration
- Deregulation of electric power industry
- Aging population

2. An assessment of the workforce skills and knowledge individuals need to find current and future employment in the local area, particularly those skills and knowledge identified by employers as necessary for economic growth in the Local Workforce Area.

Robert Reich, educator and noted economist, said at a talk at the NAU Economic Outlook Conference in November 2013, “If you have the right education and skills, globalization and technology can be your friends”. He noted that customers do not always choose the products just because they are the lowest price, but that value-added quality makes a difference and this is where US companies can compete within the global economy. He stated that “public higher education is not a private investment – it’s a public good”.

A high level of skills gained through education and understanding of rapidly changing technology will help our workers compete. The emerging and active industry sectors identified above will be the basis for quality employment at a living wage within Coconino County. These jobs will require basic skills in math, problem-solving and science before job seekers can realistically enter training and education programs leading to employment in these demanding industries.

Examples of education and credentials that individuals may need to find employment in the industry sectors listed above are contained in the table below.

Education Required for Major Occupations

	Doctoral or professional degree	Master's degree	Bachelor's degree	Associate's degree	Post-secondary non-degree award	Some college, no degree	High school diploma or equivalent	Less than high school
Office and administrative support	-	-	4%	4%	-	-	91%	2%
Food preparation and serving related	-	-	-	-	6%	-	11%	83%
Sales and related	-	-	14%	-	-	-	59%	27%
Education, training, and library	4%	17%	63%	4%	4%	-	8%	-
Production	-	-	-	1%	2%	-	84%	13%
Transportation and material moving	-	-	6%	2%	2%	2%	42%	46%
Healthcare practitioner and technical	28%	13%	13%	24%	13%	-	9%	-
Building and grounds cleaning and maintenance	-	-	-	-	-	-	60%	40%
Management	-	6%	61%	6%	-	3%	24%	-
Personal care and service	-	-	3%	3%	18%	3%	55%	18%
Installation, maintenance, and repair	-	-	-	8%	29%	-	61%	2%
Protective service	-	-	-	-	9%	5%	86%	-
Construction and extraction	-	-	-	-	-	-	66%	34%
Business and financial operations	-	-	67%	-	3%	-	27%	3%
Life, physical, and social science	16%	21%	44%	19%	-	-	-	-
Healthcare support	-	-	-	13%	27%	-	53%	7%
Computer and mathematical	6%	13%	75%	-	-	6%	-	-
Community and social services	-	35%	53%	-	-	-	12%	-
Architecture and engineering	-	-	63%	34%	-	-	3%	-
Arts, design, entertainment, sports and media	-	-	46%	2%	5%	2%	44%	-
Legal	33%	-	22%	11%	11%	-	22%	-
Farming, fishing, and forestry	-	-	9%	-	-	-	64%	27%

SOURCE: October 2011 School Enrollment Supplement to the Current Population Survey, U.S. Bureau of Labor Statistics.

Although technical knowledge is vital to success in many occupations, employers in Coconino County continually stress the importance of soft skills in candidates. As shown the chart below from the National Association of Colleges and Employers, employers across the nation put a high value on soft skills that a candidate possesses. These qualities include the ability to work in a team, solve problems and communicate effectively.

The Coconino Career Center provides one-on-one job coaching to refine these skills. Participants are also provided the opportunity to develop these basic abilities through Work Experience (WEX) Internships and On-the-

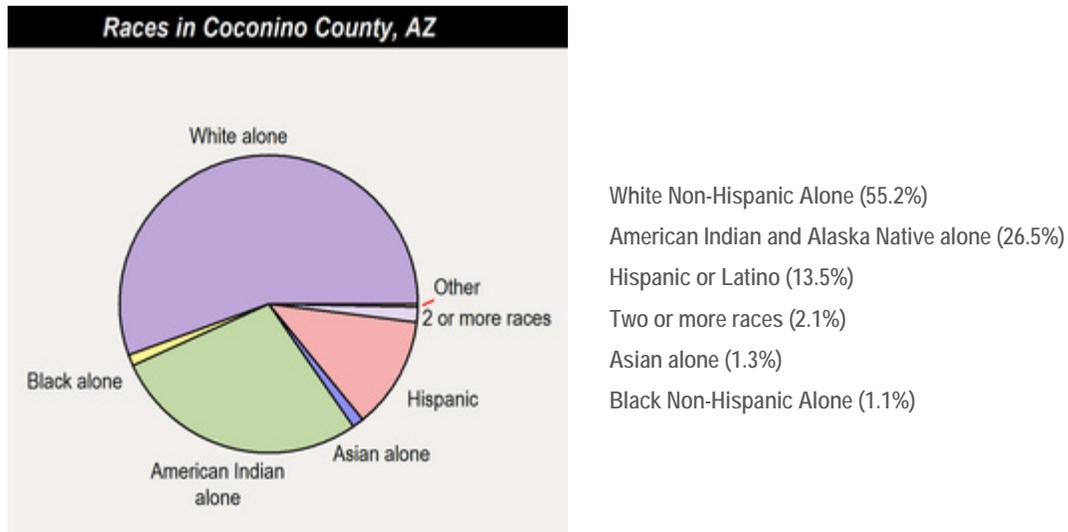


Job Trainings with local employers funded through WIA Title 1B.

In addition, the Native Americans for Community Action, Inc. (NACA) Workforce Investment Act (WIA) Program is committed to working as a partner in the Coconino One Stop System. The NACA WIA Program relies on the information generated by the local experts to identify what is needed for workforce in local areas. To assess the skills and knowledge of job seekers, they utilize the assessment tools available at local educational institutions, Northern Arizona University and Coconino Community College or other partners, to assess the skills and knowledge of individuals it is working with. When needed, further training can be provided to help individuals achieve the skills and knowledge base levels necessary to apply and obtain available jobs.

3. A description of the characteristics and employment-related needs of the Local Workforce Area’s population and diverse sub-populations, including those from racial, ethnic, linguistic groups, older persons and individuals with disabilities.

Coconino County is a region of diversity among its citizens. The area is comprised of the following characteristics.



Source: http://www.city-data.com/county/Coconino_County-AZ.html, accessed 2/2014

Coconino County, Arizona

Linguistics

Language other than English spoken at home	23.9%
--	-------

Source: US Census Bureau (2008-2012)

Age

5-14	24.6%	25-54	42.6%
15-19	11.0%	55 years and over	14.2%
20-24	8.7%		

Source: US Census Bureau (2000)

Disabilities

Residents with Employment Disability	7,647
Residents with a Sensory Disability	4,226
Residents with a Physical Disability	6,979
Residents with a Mental Disability	4,821

Source: http://www.city-data.com/county/Coconino_County-AZ.html, accessed 2/2014

As shown above, approximately 27% of the population in the county is comprised of Native Americans. The Native Americans for Community Action (NACA) and Coconino County Career Center WIA Title 1B Programs serve this population in Coconino County off-reservation areas. The majority characteristics of the population served are low-income, unemployed or underemployed. Many of the individuals served moved to the area in search of employment, educational attainment, or even through forced relocation. However, it has been the case that at least 1 in 5 people have Native American heritage and statistics show that at least 50% of Native American populations are now living away from their Tribal areas.

Local employers continue to say they struggle finding workforce with the skills needed for their openings. The increasing use of technology in the workplace and the growing complexity of skills needed to effectively use new advances which are added every day make it challenging to continually meet new employer expectations. Training and re-training will be needed to be skilled at current and future jobs. Jobs which didn't exist a short time ago, or don't yet exist, will require new skill competencies to fill. Our diverse sub-populations of racial, ethnic, linguistic groups, those who are mentally or physically challenged, have less than a high school education, poor English skills, or over age 55 face even greater employment challenges in this high-tech environment. It is expected that it will take longer to assist those populations' to move into employment than in the past. As a result, they may need longer-term training and supportive services to gain skills needed in our current work environment. This worthy investment to increase and upgrade long term services will increase the Cost per Employment that will now be calculated by the Governor's Workforce Arizona Balanced Score Card.

An important partner in the Coconino County One Stop System is the Senior Community Service Employment Program (SCSEP). SCSEP works with people 55 and over and also with people with disabilities. The training offered is designed to help people in those categories gain employment more readily. These barriers are difficult to overcome however, especially the age barrier since it is perceived by the employer that they do not have the updated skills necessary to be successful. As it relates to SCSEP, participants apply for a wide variety of employment opportunities in the local area. The participants in the program seem to need more than basic computer skills and recent work experience in order to be competitive in the job market. SCSEP participants often do not have current computer skills. Often their education is perceived as outdated. SCSEP also offers classroom training as needed as well as referring participants to other services that the mandated One Stop Partners offer.

The current Temporary Assistance for Needy Families (TANF) Job Opportunities and Basic Skills (JOBS) Program participant cohort in Coconino County is quite small. An analysis of this population finds the following:

- 28% do not have a high school diploma or GED
- 55% have a high school diploma or a GED
- 17% have a higher education certificate or degree
- 39% have children under the age of 6
- 61% reside in Flagstaff
- 39% reside in other communities within Coconino County
- 28% are deferred from participation in work activities due to short or long term disabilities

For those individuals who do not have a high school diploma or General Education Development (GED), it is critical to refer them to available resources to obtain this objective. Many employers require a high school diploma or GED as a condition of eligibility for employment. As a result, a comprehensive list of resources is available for case managers to make appropriate referrals.

For those individuals with children under the age of 6, child care must be available in order for them to be able to pursue employment. TANF recipients are eligible to receive child care assistance through the Department of Economic Security, Child Care Administration. The need for child care is identified at the initial case management appointment and a referral is made to the Child Care Administration to enable the individual to arrange for suitable child care.

Individuals who reside in Flagstaff will have access to the public transportation system in the community. For those who do not reside in Flagstaff, transportation may be a major barrier to success in obtaining employment. The Jobs Program offers transportation assistance; however, in the smaller communities the options are limited.

Individuals with disabilities are deferred from participation in work activities; however, the Jobs case manager continues to meet with the individual at least monthly to determine their current status, activities they have completed to either become employable or to determine if the nature of the disability would preclude them from becoming employable. In this case, the individual is referred to the Social Security Administration to apply for disability benefits.

4. Based on the assessments above, an analysis of the skill and education gaps for all individuals within the Local Workforce Area, particularly for those individuals targeted by the programs included in the Local Workforce Area's Business Plan.

The LWIA works with the local Workforce Investment Board, Coconino Community College and other critical partners such as the Economic Collaboration of Northern Arizona (ECoNA) to partner with local employers in the identification of the most important gaps in skills and training. As noted in Question 2, these employers consistently communicate that the workforce lacks well-developed soft skills. The top ten skills gaps that local employers have identified in their workforce through local work

sessions and surveys are noted below. Also listed are the top ten skills gaps that job seekers believe hinder them from gaining employment.

TOP TEN SKILLS GAPS	
Employers	
1.	Paying attention to detail
2.	Thinking and acting on their own with minimal supervision
3.	Applying good listening skills
4.	Maintaining records completely and accurately
5.	Demonstrating a work ethic consistent with the employers needs and expectations
6.	Exhibiting work ethics and behavior essential for success on the job
7.	Handling responsibilities reliably
8.	Handling stress
9.	Demonstrating appropriate listening skills
10.	Punctuality in arriving to work on time
Employees	
1.	Developing management or supervisory skills
2.	Developing leadership skills
3.	Handling stress
4.	Using technology to present and analyze data
5.	Improving oral communication skills
6.	Communicating with customers and clients
7.	Developing listening skills
8.	Improving writing skills
9.	Maintaining records clearly and accurately interpreting and evaluating data
10.	Interpreting and evaluating data

Employers also communicate that applicants lack basic computer skills. Coconino One Stop and Career Center WIA Title 1B staff have noted that an alarming portion of individuals are not able to perform fundamental computing tasks such word processing, email, and navigating the internet. Many participants require staff assistance to fill out a basic online job application. The LWIA will continue to strive to raise the level of computer literacy and skills as they are critical to almost any position within the current technological environment.

Training is not always available locally for specialized high-demand skills and occupations. Job seekers interested in learning specialized skills may not be able to attend training in other areas of the state due to housing and transportation restraints, leaving a small gap in attracting qualified employees when occasional openings do exist. Examples of this are x-ray technicians, medical procurement and regulating medical devices.

The skills and education gaps in Coconino County have always lagged behind the general population according to US research studies. Although more of the Native American

population is turning to obtaining education, there is even a higher rate of the general population doing the same. This coupled with very few jobs and careers available on their Tribal lands adds to a more successful employment outlook and job opportunities in the border town urban areas.

5. An analysis of the challenges associated with the Local Workforce Area’s population attaining the education, skills and training needed to obtain employment.

The workforce in Coconino County is highly educated. The presence of Northern Arizona University attracts many students of all ages. Residents already participating in the workforce seek degrees from this institution for professional or personal advancement. Approximately 31% of Flagstaff citizens hold a Bachelor’s degree or higher, 4% more than the state average.

EDUCATIONAL ATTAINMENT FOR RESIDENTS 25 AND OVER		
	Coconino County	Arizona
High school graduate or higher	87.1%	85.4%
Bachelor's degree or higher	30.7%	26.6%

Source: US Census Bureau QuickFacts (2008-2012)

The presence of a highly educated labor pool bears both benefits and a challenges. Many applicants are seen by employers as over qualified when applying for entry-level or mid-level positions. Employers are sometimes hesitant to hire these individuals due to concerns of losing them to a higher paying position when it becomes available. Some graduates with a Bachelor’s degree lack experience on the job in order to secure an entry-level position. They may still lack specialized training or certifications that would give them an edge over their competition.

Many college graduates and young families struggle to reside in Coconino County due to the high cost of living. The Massachusetts Institute of Technology Living Wage Calculator declares the monthly “living wage” income required for a family of four to live in Flagstaff at \$43,463, which is 8% higher than in the entire state of Arizona. In contrast, the average household income 4% lower than the state average. Unfortunately, this imbalance forces qualified workers to leave the area. Coconino County experienced an increase of 1.2% in population from 2010 to 2012, compared to an increase of 2.5% in the entire state (US Census Bureau QuickFacts).

Transportation can be a challenge for job seekers in Coconino County. With 50.4% of the population residing outside of Flagstaff city limits, many individuals do not have access to public transportation. If those living in rural areas do not own a vehicle, obtaining reliable transportation to either secure a job or commute to one proves to be an obstacle.

One of the challenges for SCSEP is finding local agencies that will offer the type of training needed by the participant to fulfill the requirements of local employers. There is a 48 month durational limit for the program and it is often the case that all of that time is

needed for the participants to gain the experience and skills necessary. Because it is a performance measure for this program that participants gain unsubsidized employment, the measure is not always met. Since there are many applicants for any given job in this market, age is a large barrier due to the perception of the employer that the applicant may not be a good investment of time and training and that their skills are not as current as may be needed. The program also offers Supportive Services that often can overcome some barriers. By being low income they may need assistance with eye glasses, work clothes and shoes, transportation etc.

The challenges for Native Americans include, on the part of individuals in need, the lack of knowledge of services and programs available for financial aid and assistance, lacking in providing correct data to support necessary information needed to apply for services, transient status between border town and Tribal areas, high cost of living for the local area, and sporadic employment opportunities because of a stalled economy and related challenges.

6. A discussion of the ability of Local Workforce Area Workforce programs to meet the skills needs of employers in the state and close any skill gaps.

Coconino County meets the needs of jobs seekers and employers through the Coconino One Stop System. The Coconino County Career Center, Employment Service, Goodwill Industries and other One Stop Partners provide Core Services for job seekers to address skill gaps mentioned above. These include job readiness workshops, interviewing workshops, basic computer classes, computer tutoring and Microsoft Office workshops. The Coconino County WIA Title 1B Adult, Youth and Dislocated Worker programs provide (WEX) internships, On-the-Job Training and job coaching to hone the soft skills of job seekers. The LWIA offers many trainings and certifications for in-demand occupations as, determined through individual assessments and the development of the Individual Employment Plan.

The Career Center funds training for the Health Services industry sector through its partnership with the Coconino Community College and NAU School of Nursing. They assist individuals obtain the certifications in this field such as Certified Nursing Assistant, Registered Nurse, Medical Assistant, Pharmacy Technician, Medical Billing & Coding and Caregiver.

Recently it was learned that the hospital Patient Care Technicians must have additional training to meet new employment standards soon going into effect. Incumbent worker training for these valued employees will be necessary. The Coconino Career Center plans to work with the local medical center and providers to find a training solution for this identified gap.

Under the leadership of Richard Bowen at ECoNA, employers and stakeholders of the biomedical sector have held two meetings to discuss the biggest needs and challenges of employers and brainstorming ideas to address these gaps. The biggest need suggested at the first meeting was for laboratory technicians with the skills and understanding of the biomedical field to accomplish the research or carry out diagnostic tests leading to

desired information. It was suggested that the companies work with NAU or the community college for positions requiring less skill to attract interns nearing graduation or as part-time paid employees, using skills learned to build their resumes for employment after graduation. A gap that was identified by this group was the lack of knowledge of in-demand laboratory technician positions and other biomedical careers available in Flagstaff among high school students. Employers and workforce staff will work with our local schools to share this exciting local field with outstanding opportunities for their students.

Trade transportation and utilities represents the third largest industry sector in Coconino County. The Coconino LWIA has developed a relationship with a truck driver training program to attract and train local participants, providing them with a Commercial Driver License (CDL) and job opportunities. Most participants of this program have secured positions quickly upon completion. Local opportunities in this sector include local transport, highway and road construction, regional trucking, and long haul trucking,

A new Sector Strategy team that will focus on Manufacturing is being developed with the leadership of ECoNA, and the Greater Flagstaff Chamber of Commerce. The LWIA will be a strong partner in this emerging effort. The Career Center also participates in the Greater Flagstaff Chamber of Commerce Manufacturing Roundtable composed of local employers and stakeholders to identify workforce needs. These collaborations will continue to be key in filling skill gaps within this sector.

There has been a discussion to keep young Native American talent in the local area, and the NACA WIA program supports that concept. NACA and its partners have shown the ability in the recent past to pool efforts together to address the local employer needs and to give local residents the training needed to fulfill them. It is a continuous process to define and redefine the local needs.

- 7. The Workforce Investment Act under 2134(d)(4)(E) states that in the event that funds allocated to a local area for adult employment and training activities are limited, priority for Intensive and Training Services funded with Title IB Adult Funds must be given to recipients of public assistance and other low-income individuals in the local area. In the federal regulations 20 CFR 663.600, the U.S. Department of Labor (DOL) further specified that funding is generally limited and therefore directs states and local areas to assure that low-income adults receive priority unless the availability of other funds can be demonstrated. Describe the criteria to be used by the local Board, in compliance with 20 CFR 663.600, to determine: whether funds allocated to a local area for adult employment and training activities under WIA sections 133(b)(2)(a) or 133(b)(3) are limited, and the process by which any priority will be applied by the One Stop Operator. Local Workforce areas are to submit a declaration of either “limited” or “unlimited” Adult Program funding in accordance with WIA Guidance Letter No. 04-09.**

The Coconino County LWIB adopted the process cited in the new DES Guidance Policy 04-13 regarding the Declaration of “Limited” and “Unlimited” Workforce Investment

Act Funds for Adult Services and declared WIA Title 1B Funds for Adult Services in Coconino County to be Unlimited. As required by the Policy, this declaration must be stated in the LWIA Business Plan. The LWIB, in conjunction with the Chief Local Elected Official, submitted a declaration to the state administrative entity of unlimited resources in accordance with 20 CFR 663.600. The process used by the Board to declare funds to be unlimited followed that outlined in the DES WIA Guidance Letter 04-13 and funds will be unlimited until 75% of the WIA Title 1B Grant is expended in a Program Year. If after that time, WIA Adult fund expenditures exceed 75%, then funds must be declared as Limited. The One Stop Operators Consortium do not have the authority to apply a Priority of Service mandate to other One Stop Partner non-WIA funds.

8. What changes are anticipated in the regional economy and local workforce that will have workforce development implications?

Robert Reich, nationally renowned Economist and keynote speaker at the Northern Arizona Economic Outlook Conference in November 2013 cited health and biomedical manufacturing as growing occupations in this region. This is also reflected in the growth of major employers in these occupations.

Coconino County has growing sectors in the advanced manufacturing and biomedical industries. To support these emerging and growing industries, workers must obtain higher level training to be considered for employment. WIA Title 1B Programs will accept participants who have the capacity for training in higher level skills for in-demand positions.

Another growing field which will need more employees as aging employees retire and our growing elderly population needs more care is the health care field. According to the Georgetown University Center on Education and Workforce, health care represents 18% of the US Economy and is on an upward trajectory.

9. What industries are growing? Declining?

According to documents prepared by the ADOA Office of Employment and Population Statistics, the industries listed below showed growth between 2009 and 2012.

Coconino County Growing Industries

- 1 Special food services
- 2 Employment services
- 3 Nonresidential building construction
- 4 Travel arrangement and reservation services
- 5 Nursing care facilities
- 6 Residential mental health facilities
- 7 Medical and diagnostic laboratories
- 8 Remediation and other waste services

Source: BLS Quarterly Census of Employment and Wages

Due to the region's natural beauty and recreational offerings, tourism continues to be a vital industry in Coconino County. Leisure and hospitality jobs currently constitute 20% of the local workforce opportunities. The #1 growing industry listed above is special food services and #3 is nonresidential building construction. These increases can be explained by the surge of new construction of restaurants, hotels, and other attractions in the area, such as the Flagstaff Extreme Adventure Course.

In line with the national growth, the health care industry continues to grow in Coconino County. This is demonstrated by the uptick in positions associated with nursing care facilities, residential mental health facilities and medical and diagnostic laboratories. Growth in biomedical employers in the region will also contribute to an increase in employment in this industry.

Travel arrangement and reservation services represent the fourth highest industry with growth in Coconino County. The LWIA currently provides Employer Services to a travel agencies and touring companies. Local entrepreneurs are investing in this industry as they see substantial opportunities for profit. For example, the LWIA recently funded a WEX internship for an emerging company that provides accommodation arrangements and concierge services for international Olympians who seek training in the high-altitude environment of Flagstaff.

Retail sales have grown tremendously in the last few years and continue its upward trajectory. This field can be a challenge because of lower wages offered at the beginning of the career path that will not sustain a family in Coconino County. In addition, the transitory nature of many positions may make promotion difficult for families settled in our community. Nevertheless, the retail sector remains an integral part of the tourism industry in Coconino County. Many college students are willing to fill these jobs as they offer a flexible schedule and require minimal experience.

Local informant's share that the lumber industry has been declining for some time, but it is anticipated that the work beginning for the Four Forest Restoration Initiative (4FRI), will allow this industry to grow again. 4FRI is an accelerated restoration program that has been implemented to reduce the risk wild land fire, restore watershed function and natural forest structure in four national forests, including Coconino National Forest. Most of the local jobs that will be created due to this initiative will be with an Arizona company contracted through the United States Forest service. The LWIA will work with this company to identify and fill their workforce and training needs. Jobs with the Forest Service jobs continue to remain, but it appears more openings are being listed to replace retiring workers or workers filling the higher-level jobs on a career ladder leaving lower level jobs open for new hires than new positions created.

The top declining industries seen during 2009-2012 include elementary and secondary schools and government. In 2010, four of the nineteen schools in the Flagstaff Unified School District closed due to reduced state funding. The Great Recession also prompted major government employers such as the City of Flagstaff and Coconino County to enact hiring freezes and furlough employees. During this time, vacated positions were not

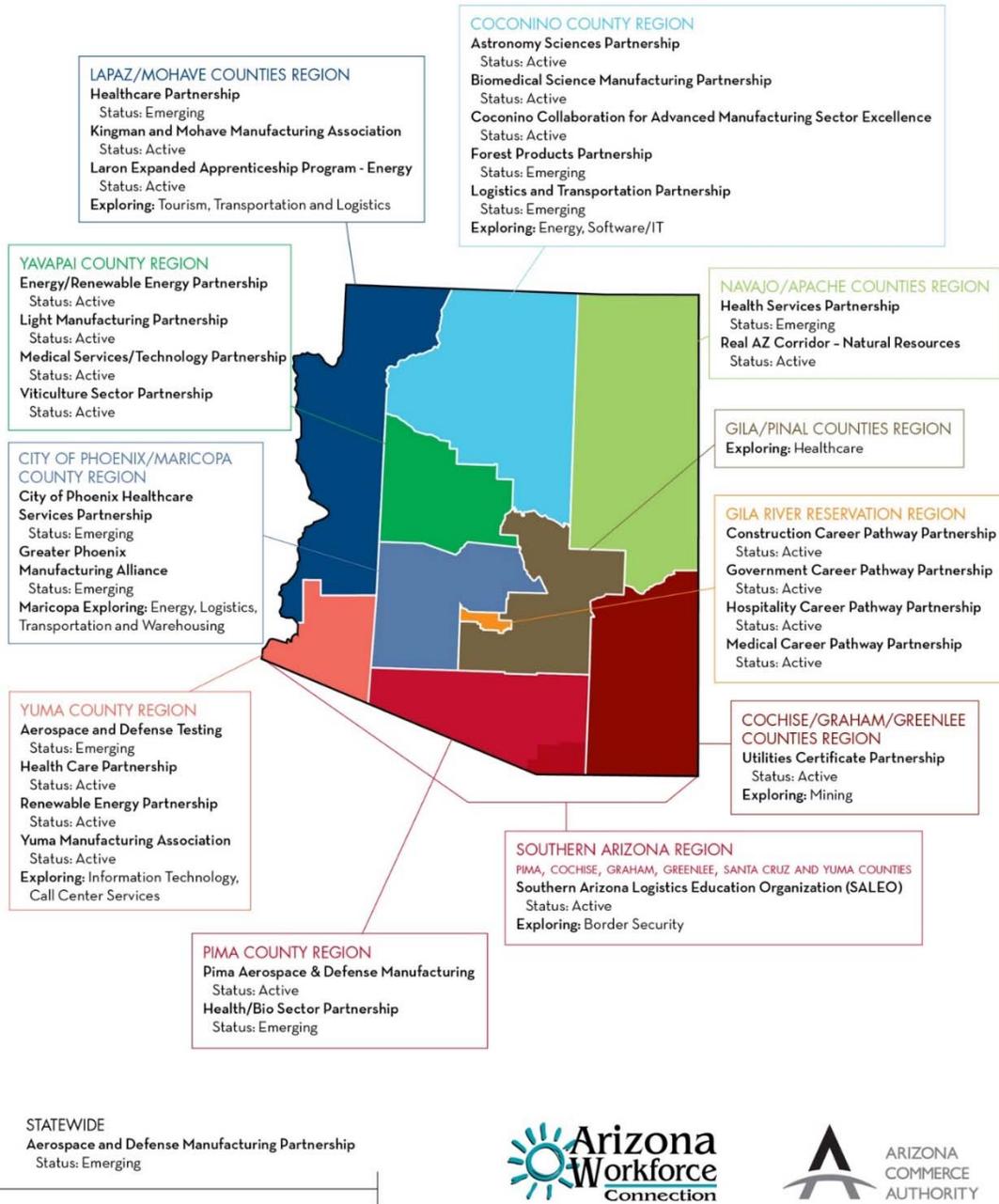
filled, with the exception of a few critical roles. These closures and hiring restrictions no doubt explain the decline of this industry.

10. Identify existing and/or emerging industry sectors in which the local area will focus its workforce efforts. Identify those that are statewide chosen sectors as outlined in the State Plan.

Coconino County will continue to focus on the 2013 Arizona Sector Partnerships unidentified by the ACA:



2013 Arizona Sector Partnerships



Coconino Collaboration for Advanced Manufacturing Sector Excellence
 Coconino County is home to several large manufacturing plants, which manufacture a variety of products, ranging from heart stents at W.L. Gore and Associates to ice cream cones at Joy Cone. A growing number of businesses such as Prent Thermoforming, which makes precision packaging for technology giants like Apple, are choosing to make the area their home due to the quality of life enjoyed by residents. Flagstaff also offers

manufacturers convenient access to major markets due to its proximity to Interstate 40 and railway. As shown in the table on page 41, manufacturing jobs are predicted to increase 12% by 2016.

The Coconino County Career Center has partnered with established and emerging manufacturing employers, the Northern Arizona Center for Entrepreneurship and Technology (NACET), ECoNA, and the Greater Flagstaff Chamber of Commerce to create the Coconino Collaboration for Advanced Manufacturing Sector Excellence. This sector strategy group supports businesses in the growth an infrastructure of interventions to address the employer-identified problem of an under-supported manufacturing workforce. The focus aligns with the Governor’s Sector Strategy Initiative and promotes their targeted Northern Arizona strategy on Advanced and Bioscience Manufacturing.

Through Greater Flagstaff Chamber of Commerce Manufacturing Roundtable work sessions, LWIB meetings and other alliances, the collaboration has worked with the Coconino Community College to develop high tech manufacturing curriculum to provide academic and hands-on training for unemployed and incumbent workers to qualify for manufacturing jobs.

The Career Center, using a Department of Labor grant, targeted \$513,000 over the past two years to support the productivity of the local advanced manufacturing sector partners by investing in workforce development and training strategies that met identified employer needs, gaps and demands. The Coconino Collaboration for Advanced Manufacturing Sector Excellence believes the future needs of employers can be met by developing a youth talent pipeline. Through this grant, the Career Center, NACET and Greater Flagstaff Chamber of Commerce partnered to launch a rebranding campaign that targets youth and their parents to become aware and excited about the many careers offered through Manufacturing. The brand for the project Manufacturing Matters is shown below.



Other initiatives that the collaboration have established foundation for a successful future are Startup Weekend for Young Entrepreneurs, Advanced Manufacturing Career Expo, and a Manufacturing Month Open House featuring premier local employers.

Coconino County Manufacturing Industry Overview

Description	2012 Jobs	2016 Jobs	Change	% Change	Openings (2012 to 2016)	Annual Openings	Median Hourly Earnings	Regional Completions (2012)	Education Level
Team Assemblers	1,182	1,322	140	12%	242	61	\$9.83	0	Moderate-term on-the-job training
Packers and Packagers, Hand	596	605	9	2%	89	22	\$10.13	0	Short-term on-the-job training
Inspectors, Testers, Sorters, Samplers, and Weighers	340	396	56	16%	90	23	\$18.40	0	Moderate-term on-the-job training
First-Line Supervisors of Production and Operating Workers	243	273	30	12%	44	11	\$21.79	0	Work experience in a related occupation
Welders, Cutters, Solderers, and Brazers	152	160	8	5%	27	7	\$19.47	0	Postsecondary non-degree award
Assemblers and Fabricators, All Other	113	134	21	19%	31	8	\$10.54	0	Moderate-term on-the-job training
Civil Engineers	112	120	8	7%	20	5	\$34.97	41	Bachelor's degree
Helpers--Production Workers	79	90	11	14%	17	4	\$9.56	0	Short-term on-the-job training
Electrical and Electronic Equipment Assemblers	67	75	8	12%	12	3	\$8.86	0	Short-term on-the-job training
Engineering Technicians, Except Drafters, All Other	59	57	(2)	(3%)	6	1	\$20.07	7	Associate's degree
Machinists	55	76	21	38%	26	7	\$18.55	0	Long-term on-the-job training
Electrical and Electronics Engineering Technicians	46	46	0	0%	4	1	\$20.49	5	Associate's degree
Mechanical Engineers	42	49	7	17%	13	3	\$31.04	57	Bachelor's degree
Surveying and Mapping Technicians	32	33	1	3%	4	1	\$23.29	17	Moderate-term on-the-job training
Electronics Engineers, Except Computer	31	30	(1)	(3%)	3	1	\$33.59	27	Bachelor's degree
Molders, Shapers, and Casters, Except Metal and Plastic	29	29	0	0%	5	1	\$10.04	0	Long-term on-the-job training
Production Workers, All Other	28	37	9	32%	13	3	\$26.89	0	Moderate-term on-the-job training
Industrial Engineers	26	39	13	50%	16	4	\$43.21	0	Bachelor's degree
Engineers, All Other	21	22	1	5%	5	1	\$32.17	16	Bachelor's degree
Structural Metal Fabricators and Fitters	20	27	7	35%	9	2	\$23.03	0	Moderate-term on-the-job training
Biomedical Engineers	19	31	12	63%	15	4	\$23.25	0	Bachelor's degree
Industrial Engineering Technicians	19	24	5	26%	7	2	\$63.64	0	Associate's degree
Electrical Engineers	18	20	2	11%	4	1	\$18.41	27	Bachelor's degree
Civil Engineering Technicians	13	15	2	15%	3	1	\$12.81	0	Associate's degree
Computer-Controlled Machine Tool Operators, Metal and Plastic	13	22	9	69%	11	3	\$21.69	0	Moderate-term on-the-job training
Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	13	19	6	46%	7	2	\$18.29	0	Moderate-term on-the-job training
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	12	16	4	33%	4	1	\$12.61	0	Moderate-term on-the-job training
Electromechanical Equipment Assemblers	11	15	4	36%	5	1	\$8.80	0	Short-term on-the-job training
Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	11	13	2	18%	3	1	\$23.97	0	Postsecondary non-degree award
Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	10	11	1	10%	2	1	\$26.26	0	Moderate-term on-the-job training
Total	3,560	3,990	430	12%	789	197	\$15.73		

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.3 Class of Worker

Astronomy Sciences Partnership

Active: The LWIA has worked more closely with the Astronomy Sciences Partnership and hopes to support new positions as the Sector continues to grow. It is expected new positions will require higher level training so it will be necessary to attract participants with many skills already achieved to assist them in specific training to move to the next level of expertise on their career path. An emerging opportunity in this Sector is connected to the Cherenkov Telescope Array (CTA) project. This international consortium is investigating areas within Coconino County to build a gamma-ray telescope array. If selected, this would provide a tremendous opportunity for job expansion in the astronomy sciences field. In addition, the Career Center Director who serves on the NACOG Economic Development District Council has placed the CTA Project on the Comprehensive Economic Development Strategy List to designate it for potential EDA funding. The LWIA will work with the astronomy partnership to identify and fill their workforce and training needs. The Career Center currently works with youth education providers to promote STEM education within the local high schools to prepare the future workforce for jobs in developing industries such as this.

Forest Products Partnership

Emerging: As noted in Question 9, forest restoration is recognized as a need growing to alarming levels. Wildfires have proven catastrophic in the region and any fire may quickly produce disastrous effects with the potential of destroying businesses, homes and whole communities. The 4FRI project work is desperately needed to alleviate this grave issue and has the potential to provide many jobs and a boost to the local economy. Once the contractor for this project begins to ramp up, the LWIA will partner with them to identify and fill their workforce and training needs. These needs may be met through employer services such as hiring fairs, candidate screening and the funding of specialized training.

Biomedical Science Manufacturing Partnership

Active: There is an existing Sector strategy partnership in Coconino County to support the bioscience industry. This work is led by ECoNA, and involves workforce partners such as the Greater Flagstaff Chamber of Commerce, NACET, the Flagstaff 40 Leadership, and Northern Arizona University, the Coconino County Career Center, SEDI and premier local employers.

The success of the Bioscience Sector in Coconino County has been applauded by the Battelle Bioscience Road Map report which noted that this Sector in Flagstaff has “grown three times faster than that of the nation”. Battelle researchers also state that Flagstaff is highly specialized in medical devices and equipment, with more than 18 times the national employment concentration in this field. They noted that employment growth for work with this specialty grew 152% from 2002 to 2011.

Emerging companies such as Senestech, Inc., have experienced growth and success due to support and resources from NACET, a business incubator located in Flagstaff. NACET and the Career Center have partnered to develop a core lab that serves as a training site for entrepreneurial biomedical and companies. The Career Center will

continue to support to these employers through workforce training, employer resources, and paid WEX internships.

Logistics and Transportation Partnership

Emerging: Flagstaff sits between Interstates 40 and 17, commercial and passenger rail service, and area airports that provide one stop air service to almost anywhere in the world. Rail spurs are available throughout much of the region’s industrial parks, providing cost efficient shipping and receiving. Because of these benefits, Flagstaff is home to distribution centers for major companies such as Walgreens and Pepsi-Cola Bottling Group. The region’s proximity to California continues to provide value for national and international clients who want access to California markets without California prices and regulations. The Career Center provides training for individuals to attain a CDL in order to be considered for employment as a truck driver in this field. As noted in earlier, past participants of this program have secured positions quickly upon completion.

Energy, Software/IT

Exploring: Energy, Software/IT sector has slowed with the recession and its aftermath. It is expected this sector will grow again as the economy improves. Some of these positions are independent of the physical location of the employer, so may be done through telecommuting from the desired location of the employees.

11. Using the most current Labor Market Information provide the percent of jobs that exist in each sector in the local area and the number that are projected to exist in the next five years.

The following table explains the breakdown of job percentages in Coconino County. The Sectors above are represented in a number of the occupations listed below.

Industry Share of County Employment	
QCEW 2012 Q4	
COCONINO	
Government	26.8%
Leisure & Hospitality	20.3%
Trade Transportation and Utilities	16.5%
Education and Health Services	15.2%
Manufacturing	7.4%
Professional and Business Services	4.9%
Construction	3.7%
Other Services	2.2%
Financial Activities	2.2%
Information	0.7%
Natural Resources and Mining	0.3%

Source: Bureau of Labor Statistics QCEW

The Arizona Department of Administration (ADOA) Office of Employment and Population Statistics only offers occupational projections for the Phoenix MSA, Tucson

MSA and Balance of State. Coconino County is included in Balance of State figures. Unfortunately, these projections are not an accurate reflection of Coconino County due to the diversity of natural resources, economic conditions and demographics within the State of Arizona. As requested, Balance of State statistics are shown below.

Arizona Balance of State* Employment Forecast		
(In Thousands)		
	Historical 2010	Forecast 2020
Total Nonfarm Employment	339.0	383.8
<i>Numerical Change</i>		44.8
<i>Percent Change</i>		13.2%
Manufacturing	13.8	15.7
<i>Numerical Change</i>		2.0
<i>Percent Change</i>		14.2%
Natural Resources & Mining	6.1	7.2
<i>Numerical Change</i>		1.1
<i>Percent Change</i>		18.1%
Construction	14.1	18.6
<i>Numerical Change</i>		4.6
<i>Percent Change</i>		32.4%
Trade, Transportation, & Utilities	65.3	76.3
<i>Numerical Change</i>		11.0
<i>Percent Change</i>		16.8%
Information	4.7	4.7
<i>Numerical Change</i>		0.0
<i>Percent Change</i>		0.4%
Financial Activities	8.8	9.2
<i>Numerical Change</i>		0.4
<i>Percent Change</i>		4.4%
Professional & Business Services	23.4	28.2
<i>Numerical Change</i>		4.8
<i>Percent Change</i>		20.7%
Educational & Health Services	47.4	57.3
<i>Numerical Change</i>		9.9
<i>Percent Change</i>		21.0%
Leisure & Hospitality	42.4	49.0
<i>Numerical Change</i>		6.6
<i>Percent Change</i>		15.5%
Other Services	9.9	10.3
<i>Numerical Change</i>		0.3
<i>Percent Change</i>		3.4%
Government	103.3	107.3
<i>Numerical Change</i>		4.1
<i>Percent Change</i>		3.9%
Note - All figures are annual averages rounded to the nearest tenth for percentage change or the nearest hundred for employment. Numerical change and percent change are based on the difference from the forecast year annual average employment and the base year annual average employment.		
*Balance of state includes all areas in Arizona outside of the Phoenix and Tucson Metro areas (MSAs)		

12. Identify the level of educational attainment needed for the sectors selected and the recognized credentials that can be expected to be attained.

Educational attainment and credentials identified for current thriving industries as well as emerging sectors are described below.

Manufacturing		
Related Careers	Educational Attainment	Credential
Industrial Maintenance Technology Degree	Associate in Applied Science	Educational Degree
Industrial Manufacturing Technology	Associate in Applied Science	Educational Degree
Industrial Technology	Associate in Applied Science	Educational Degree
Manufacturing Maintenance & Operations Electrical	Associate in Applied Science	Educational Degree
Manufacturing Maintenance & Operations Technology	Associate in Applied Science	Educational Degree
Manufacturing Equipment Maintenance & repair Technology	Certificate	Postsecondary Educational Program Certificate
National Center for Construction and Education Research	Certificate	Postsecondary Educational Program Certificate
Civil Engineering Technology	Associate in Applied Science	Educational Degree
Construction/Industrial Safety	Associate in Applied Science	Educational Degree
Other positions	Experience as identified by the employer	On-The-Job Training & Internships

Logistics and Transportation		
Related Careers	Educational Attainment	Credential
Logistics Supply Chain Management	Associate in Applied Science	Educational Degree
Logistics Advanced	Certificate	Postsecondary Educational Program Certificate
Logistics Basic	Certificate	Postsecondary Educational Program Certificate
Commercial Driver		Commercial driver license with various endorsements
Various Positions	Experience as identified by the employer	On-The-Job Training & Internships

Healthcare		
Related Careers	Educational Attainment	Credential
Medical Office Specialist	Certificate	Postsecondary Educational Program Certificate
Medical Coder & Biller	Certificate	Postsecondary Educational Program Certificate
Nursing	Associate in Applied Science	Educational Degree
Nursing Practical	Certificate	Postsecondary Educational Program Certificate
Nursing Assistant	Certificate	Certified Nurse Assistant/Occupational License
Pharmacy Technician	Certificate	Postsecondary Educational Program Certificate
Phlebotomy Technician	Certificate	Postsecondary Educational Program Certificate
Direct Care Worker	Certificate	Arizona Health Care Containment System (AHCCCS) and Arizona State Board for Private Postsecondary Education
Medication Assistant	Certificate	Postsecondary Educational Program Certificate

In some circumstances, individuals can secure a biomedical job such as Veterinary Technician or Medical Equipment Repair Person with an Associate's Degree. However, the Biomedical Science Manufacturing Partnership largely looks for employees with a Bachelor's Degree in Science in Biological Sciences, or a similar degree in chemistry, math, physics, engineering, computer science as a basis to move into the field. These degrees allow individuals to hold positions such as laboratory technician, research associate, and quality assurance technician. A Ph.D. is necessary to qualify one to perform independent research as a biomedical scientist. Further, all biomedical scientists are required to have a Medical Degree if they wish to pursue clinical work with patients.

Entry level positions with 4FRI will require a certificate in forestry machinery. Some positions require a Bachelor's Degree in Forestry, Engineering, or Computer Science.

Positions within the astronomy sciences field generally require a Bachelor's degree as the basis to move into entry-level jobs. Many professional astronomer positions, including college faculty members, require a Ph.D.

13. Identify the resources available for training in the workforce development area, including primary and secondary education systems, colleges, adult workforce centers, private training providers, local One Stop Centers, etc.

Local Workforce Investment Area schools offer opportunities to learn about careers embedded within their curriculums. The high schools offer technical training through CAVIAT which prepares students for a number of occupations. They can extend the capacity of classes by co-enrolling with Coconino Community College. Opportunities to learn about training and occupations is available through extra-curricular groups such as MITE and Coconuts which challenge students to use skills learned in class to solve science, technology, engineering, and math (STEM) problems on practical projects. The LWIA may offer WEX internships to assist students in exploring career options. NACET has a wonderful training program for budding entrepreneurs in high school.

Coconino Community College offers technical and career education leading to Certificates as well as Associate's degrees which can also be transferred to NAU for Bachelor of Arts and Bachelor of Science degrees seamlessly through the CCC2NAU program. The LWIA may assist in paying for training or WEX internships leading to employment.

NAU offers numerous degrees as well as the ability to take online classes at either of the other state schools. The LWIA may offer assistance with training, certification costs or WEX internships for obtaining employment. NACET and NAU partner to offer entrepreneur experience and training as well as WEX internships to begin building a business.

Coconino County has private training providers such as College America and Aspen Dental Assisting, as well as online training opportunities which offer specialized training leading to employment.

The local One Stop Centers include the Flagstaff and Page DES Employment Service locations; and the Goodwill Comprehensive One Stop. In addition, Coconino County libraries, Native Americans for Community Action WIA Programs and the Coconino Career Center offer job skills training. The Comprehensive One Stop offers labor market information and online research through ONETonline.org, Careeronestop.org, and Wanted Analytics access or referrals to learn what training may be required for employment options along with how much the industry is growing and what range of pay can be expected.

G.1. Waivers

Describe how state approved waivers will be used by the Local Workforce Areas delivery of services including methods of evaluation of effectiveness of the waivers.

The Waiver removing the mandate that elements of WIA Title 1B Youth Programs must be put out to bid is being used to great effect and benefit for youth and employers in the Coconino LWIA. The Act mandates that funds must be put out to bid, instead of this decision being a local choice when conditions warranted such an approach, was not an avenue to providing effective youth workforce services in Coconino County. Coconino County is the largest geographic County in the state, and the second largest in the country. However, due to the fact that the county is sparsely populated, with widely distributed population centers and vast rural areas, providing cohesive services in this large area by different Contractors would have been a challenge that required more funds than are available, and increased time devoted to supervision of Providers by the Career Center, which is the grant recipient for WIA Title 1B Youth Grants. Due to the presence of 5 Native American Tribal areas in the County, the overall WIA grant to Coconino County is reduced by 46% as this portion is distributed to the Tribes for their own WIA programs.

To justify the need for this waiver, which was secured for all rural counties in Arizona, a process was followed to identify the lack of bidders for these program services. The Coconino County Youth Council was requested to work with the County Purchasing department to set up a Bid process, release three separate bids, and after three separate bids received no bidders, was granted approval to operate Youth Programs by the WIA grant recipient, the County Career Center. However, the Career Center will place additional elements of youth Title 1B Programs out to bid in PY 2014, and complete the process, with the RFQ documents to be provided by the DOL by December 2014.

The County Career Center has a long successful history of managing federal Youth Programs. Twice winning the AZ Governor's Award for Youth Program Leadership, and once winning the NACO Award for Youth Programs, the Center also is skilled at securing other funds and bringing in additional partners that generate additional resources for youth workforce services in the County.

WIA Youth Programs are administratively top heavy, complex, and targeted to low income youth with multiple barriers. By having one grant manager that delivers

cohesive services, the youth of the County benefit from a holistic approach and long term strategies that are not interrupted by a yearly bidding process that could bring in new providers. This mandate that an area must put youth funds out to bid appears to be a policy that may work well in larger metropolitan areas with established youth providers, and financial and physical infrastructure for the delivery of services. For rural areas, it proved to be a poor fit; addressing this mismatch was a smart use of the Waiver system.

The list of State Waivers below may be used by the Coconino LWIA as appropriate and necessary. The waivers currently used include Adult – Dislocated Worker Funds Transfer. This waiver is used when we have fewer Dislocated Workers and more Adults seeking funds; the waiver enables us to use a better distribution of funds to serve more people over the age of eighteen.

We are still waiting for our DOL partners to send a sample RFQ to enable us to move forward in attracting applicants to bid on the parts of the Youth Program which must be offered. This process will start and be completed in the PY2014 year and we look forward to finding an excellent template which will enhance the bidding process.

Coconino Providers continue to resist adding performance and cost for programs they wish to continue to offer on the ETPL List. We will continue to encourage them to add this information as the date for Provider program reauthorization draws near.

When a large lay-off occurs, the LWIA would like the option to offer Incumbent Worker Layoff Aversion as a tool to quickly move DW's, who have been with a company for a long time, to obtain new skills for re-employment.

The Coconino LWIA, along with the rest of the State, moved into Common Measures, nearing the end our first year with these measures. We will also use the LWIA Incentive Grant Exemption to allow us to receive incentive grants based on Common Measures instead of Legacy Measures. This waiver allows our programs to concentrate on these important new measures that are more reflective of our labor pool and employer demand.

At this time, Coconino LWIA will not use the following waivers: Customized Training – Employer Contribution; Sanctions for Consortium of Local Areas; Uniform Performance Measures for Consortium of Local Areas; High Concentration of Eligible Youth Exemption or Increase the employer reimbursement for on-the-job training. We may wish to use waivers not currently used in the future if appropriate.

The following list includes all of the current waivers in the Arizona State Plan:

- Adult – Dislocated Worker Funds Transfer
- Competitive Procurement for Youth Program Elements
- Customized Training – Employer Contribution
- Eligible Program Performance and Cost for ETP
- Rapid Response – Incumbent Worker Layoff Aversion Waiver Request
- Sanctions for Consortium of Local Areas (REPAC)

Uniform Performance Measures for Consortium of Local Areas (REPAC)
Replacement of Performance Measures with Common Measures
LWIA Incentive Grant Exemption
High Concentration of Eligible Youth Exemption
Increase the employer reimbursement for on-the-job training

State waivers other than those discussed already or those which may be added in the future may be utilized as necessary to provide the services needed to meet customer choice that may be affected by different waivers. State waivers are very helpful to provide the best services for participants throughout the Arizona workforce system.

H. INTEGRATED SERVICE DELIVERY

H.1 Workforce Program Alignment

- a. **Describe the nature of the business conducted in the One Stop Centers and include the Local Workforce Investment Board’s vision, mission and core values. This portion of the Local Area Business Plan must describe the LWIB’s strategic vision for the LWIA’s economy and overarching goals for the LWIA’s workforce system. This vision should provide the strategic direction for the LWIA workforce system and guide investments in workforce preparation, skill development, education and training, and major initiatives supporting the State Integrated Workforce Plan.**

The Local Area Business Plan must also specifically address the LWIB’s vision for aligning efforts among workforce development partners to achieve accessible, seamless, integrated, and comprehensive service, and how programs and activities described in the Plan will support the LWIA’s economic development needs and the employment and training needs of all working-age youth and adults in the service delivery area.

The Coconino County Workforce Investment Board’s Strategic Plan outlines their Vision, Mission, Core Value and overarching strategic Goals for the economy and the local workforce system.

VISION: To promote the well-being of citizens of Coconino County by developing and maintaining a quality workforce. Serving as the focal point for local and regional workforce investment initiatives, we support local and regional economic growth by linking workforce development with economic development.

MISSION: Offer workforce, education and training services that promote job seeker customer success and enhance the productivity and success of premier employers.

CORE VALUE: We empower our customers with the capacity to successfully adapt and prosper.

The WIB will live up to their Vision, Mission and Core Value and achieve these goals by serving in leadership roles on local and regional workforce and economic development initiatives. Members of the WIB already serve on work groups, teams, committees, other Councils and Boards that target resources available for workforce development. The widespread distribution of WIB members in other efforts assures linkages between professionals working to meet the goals of impacting workforce development and, by coordinating, avoids duplication of effort.

Strategic Goals

1. To coordinate employment and training programs into a single customer friendly systems of integrated program services and government structures.
2. To create a world-class workforce system in Coconino County which enables employers to be globally competitive and citizens to enjoy quality living.
3. To transform and integrate the current workforce system and programs. To continually anticipate and meet the needs of employers and workers with the services needed to obtain and/or retain employment that allows for economic prosperity.

Attaining the Strategic Goals

1. Provide high quality services: appropriate training will be designed and provided to One Stop staff. Customer surveys will be used to monitor results & assure quality.
2. Integrate services for seamless delivery: collaborative planning sessions and team building sessions will be conducted with all One Stop Partners.
3. Assure universal access & customer choice: customers will be able to access our services at various locations throughout the Coconino County Workforce Investment Area and in a variety of ways (Internet, phone, in-person, etc.)
4. Obtain and implement state of the art technology: technology training will be provided to all One Stop staff and necessary equipment will be purchased.
5. Model cooperative and collaborative community wide teamwork: marketing efforts will reflect team effort and teamwork between all One Stop Partners.
6. Promote streamlined services: existing policies and procedures will be continuously reviewed and modified to assure maximum integration and non-duplication.
7. Encourage private sector leadership: WIB private sector members will be involved in all areas of planning and review of the Coconino One Stop System.
8. Improved Youth Programs: the Youth Council will continually review and monitor Youth Programs, measure their success, and seek best practices to improve results.

b. Describe how subject matter experts for each funding source will be identified.

Subject matter experts will be identified by each funding source to be part of the Comprehensive One Stop Team. It is recognized that in rural areas that it may be difficult to identify local subject matter experts for every funding source, but their supervisors will take responsibility for training to provide mandated services. These experts may go through a competitive selection process, including

interviews by the One Stop Operator Team to ensure continual excellent customer service. Interviews will be coordinated by local supervisors and the Comprehensive One Stop Site Manager. The Coconino County Operators Team will identify Core Competencies that the One Stop staff should possess and will work with each funding source to ensure competence in the local team.

c. Describe how training and capacity building will enhance service delivery.

The Business Plan prescribes new staffing arrangements and cross functional team work that has not formally existed in the current Coconino Comprehensive One Stop setting. The identification, development and implementation of the training and capacity building required to meet these new mandates will be a focus, already referred to in Section C of the Plan, beginning in January, 2014 and continuing for the duration of this Plan. A Partner Training Notebook with pertinent information concerning populations served and services provided by each One Stop Partner is developed by the Coconino One Stop Partners. Each partner is responsible for contributing current information and keeping it up to date as changes occur. The training notebook will be an ongoing resource as staff changes take place within the One Stop staff. This will ensure that correct information is available for every staff person working in the Comprehensive One Stop and continuity will be maintained. The intent and benefit of training and capacity building is that staff from different agencies and levels of expertise and education, with different organizational cultures, will be well trained in the basics required to perform these additional tasks beyond their job descriptions for which they were hired, and therefore acquire enhanced capacity to confidently deliver seamless, correct services with a professional polished approach. A benefit to staff providing enhanced services at the One Stop that the Career Center will promote is an increase in wages for staff that develop new competencies. Since all staff work for different organizations, pay levels would not be an area that the One Stop Operators, or the LWIB, could mandate.

d. Describe how the Site Manager will be determined for each Comprehensive Center and the roles and responsibilities of the Site Manager.

There will be only one Comprehensive One Stop Center in Coconino County. The Center will be managed by Goodwill of Northern Arizona, and they will hire the Site Manager. The person selected by the Coconino County Operator Team was an existing staff member with the Operator, Goodwill and is familiar with the operations of the existing One Stop Facility at their site. As the new Comprehensive One Stop is developed at the Goodwill location, new responsibilities will be identified through Operator meetings and the role and responsibilities will be adapted as the site grows and as necessary. The roles and responsibilities of the Site Manager will be in accordance with the Governor's Service Integration Policy, Item B.2. The Manager's duties will include working with the Supervisors of the staff who will be out stationed from their agency to provide services at the One Stop.

Site Manager Tasks:

- (1) Responsibility for day to day operations of the One Stop
- (2) Create staffing plans that provide adequate One Stop Resource Room coverage at all times in a manner that allows for fair and equitable opportunity for time off
- (3) Ensure all staff follow One Stop internal policies and procedures
- (4) Ensure all staff present a professional and positive image while working at the One Stop
- (5) Maintain a customer flow chart that meets the expectations of both staff and customers
- (6) Ensure consistent One Stop communication procedures are followed while working at the One Stop.

Site Managers for Satellite One Stops will be designated, supervised and paid by the operator of that site. The Coconino system does not have the capacity to support Affiliate Sites.

e. Provide information on staff job titles and roles and responsibilities.

The One Stop Operators Team, and the LWIB, will convene planning sessions to identify the configuration of staff needed to meet the mandates of the new Polices from the Governor regarding Comprehensive One Stop Operations and Service Integration. As already mentioned in Section C of this document, this process has been initiated but will not be finalized until after the Plan is approved, and will involve the support of the Consultant who has been requested to assist the Coconino LWIA in developing the new MOU for the One Stop. Included in the MOU will be the identification of resources and capacity to build an integrated One Stop staff team needed to meet the Governor's Vision for integrated service provision. Their job titles are already determined by their organization for which they work and by whom they are paid. However, their roles and responsibilities in the One Stop will be identified as a result of the development of the Comprehensive One Stop MOU.

Staff job titles, roles and responsibilities will continue to be developed as the Comprehensive One Stop opens at Goodwill and will be in accordance with the State and Local Business Plans. Each partner will designate the specific job title for staff assigned to work at the Comprehensive One Stop through cooperation with the staffing needs as identified by the Operator Team. Each partner will be responsible for substitute staff or appropriate coverage to ensure smooth operation of the One Stop if staff assigned to the One Stop is ill or on vacation.

f. Describe the local approach to ensuring cross-training exists as needed for functionally aligned services including staff development and capacity building to ensure staff working with customers have the skills and knowledge needed to provide exemplary customers service.

Cross-training for staff working together as part of three teams required at the Comprehensive One Stop will be a focus of the development and implementation of the Work Plan that the One Stop Operators and the partner teams will create to assure effective customer service and build upon a foundation of an aligned approach. From January through June, leading up to the initial implementation of the new Business Plan on July 1, 2014, the LWIA will convene cross-training sessions, as either part of the monthly One Stop Partners meetings or at other times convenient to the team. An array of topics for cross-training has already been identified and includes, but is not limited to the following:

1. Basic eligibility, program services information, and outcomes for each program participating in the One Stop System for correct referrals.
2. AZ Job Connection data base training provided by State DES personnel
3. Training in the One Stop Referral system for partners and community resources
4. Business Services available at the One Stop, and from other community resources
5. Customer Focused Services team building training
6. Talking Down Frustrated People training (County Risk Manager)
7. Working With People with Disabilities training (Goodwill) and Cultural Diversity Training (NACA)
8. Core Services training workshops in basic employment skills
9. EEO and Preventing Sexual Harassment Training

A Cross-training notebook with all materials from each topic will be kept at the Comprehensive One Stop to train new staff as they join one of the One Stop teams. Partners may keep copies of training notebooks for their own staff involved in the One Stop if desired.

g. Describe reward and recognition strategies for staff and partners

The task of aligning staff from multiple organizations means identifying rewards and recognition strategies that are already in place within their workplace, and developing a customized One Stop System that builds upon this foundation. For example, the DES organization uses a method called **Pride On The Spot** Awards that recognize categories such as Team Work, Customer Service, Innovation, Morale Building, Quest for Quality, Community Involvement, Integrated Service and Other.

As part of the design process to link and align partners and staff in the integrated setting at the new Comprehensive One Stop, staff will identify reward categories that match the values that will be developed to guide team work at the One Stop. When a strategy is agreed to, a budget will be developed that includes cost contributions from all partners, and considers time and materials costs for such a

system. The Coconino County Workforce Investment Act Director will not place the Board of Supervisors in a position of liability for costs of other partners.

h. Provide the staffing plan for each center along with functional alignment roles and responsibilities and protocols.

Due to the expanded requirements for staffing and services at the One Stops as required in the new Governor's Polices, coupled with reduced budgets of all partners, the Coconino One Stop System will also reduce their One Stop System to one Comprehensive One Stop Center in Flagstaff at the Goodwill Job Connection. The Staffing plans will be in compliance with the Polices, and include Welcome Team members, Skills/Career Development Team members, and Business Services team members. The services of the Governor's Consultant have been requested to develop a Comprehensive One Stop Memorandum of Understanding (MOU) that will bring the mandated and voluntary partners together to identify resources and staff available to contribute the staff and services required by these teams. Once the MOU is developed under the guidance of ACA consultant, Mary Ann Lawrence, and agreed to by the WIB, the County Board of Supervisors, and partner agencies, One Stop Partners will identify the various organizations' staff and the funding to actualize this strategy. Subsequently, roles, responsibilities and protocols will be developed and will be designed in accordance with State and new local policies and staffing plan.

i. Describe the supervision of each Center. Local Workforce Area One Stop Operators will be required to present a plan of how each will address formal and functional supervision that does not violate any merit staff requirements, but provides customer-focused service delivery.

All out-stationed staff providing services in a One Stop setting in reality work for their own organizations, not the Comprehensive One Stop. All employees of partner organizations have their own work requirements, personnel rules, protocols, holiday schedules, grievance procedures, supervisors, union rules if applicable, and time cards which are signed by their supervisor, not the One Stop Site Manager. The One Stop Operators team will work with the Site Manager to develop a plan that will assure that the mandated functions are covered, and that integrated services are offered where feasible. The One Stop Operators will collaborate to assure that staff stationed at the Center work together at the One Stop to provide services mandated both by the Governor, and by their specific funding source. Staff from each agency will still be accountable to their own Supervisors who will be responsible for assuring that their staff live up to the policies and protocols of the Comprehensive One Stop Center.

The Comprehensive One Stop Site Manager, working in concert with the Operators team and partner organizations' leadership, will develop a staffing plan with adequate Center coverage at all times, guiding out stationed staff in adhering to the One Stop Policies and procedures that the Operators team has developed,

requesting that staff present a professional and polished image while serving their hours at the Center, and supporting consistent communication protocols. The preferred method of working together at the Coconino County One Stop will be to set an example for success, but realize that an individual from one organization has no statutory authority over the actions and behaviors of another. Staff concerns and supervision will be an on-going topic for the operator team, with policies to be developed as best meet the needs of the One Stop. Basic staffing of the Comprehensive One Stop will be assured by each mandated partner by July 1, 2014 and adjustments will be made as needs become apparent.

j. Describe how the required teams (Welcome, Skills and Career Development, and Business Services) will be configured within each Comprehensive Center.

The new Policies (01-2013, 02-2013, 03-2013,04-2013) developed by the Governor’s Workforce Arizona Council clarify that these three functions do not require any particular number of staff and that in some instances, one staff person may perform multiple functions. It is anticipated that the move to the new Goodwill facility for the Comprehensive One Stop Center will bring in additional partners who did not station staff at the former site. A configuration and staffing/services plan to assure that these functions are fulfilled has been developed as part of the MOU process that identifies the resources available to the Coconino One Stop System.

The Welcome Team will consist of at least one staff person from each of the Operator teams (Goodwill, DES Employment Service, and Coconino Career Center), and other voluntary partners. The greeter will rotate between the staff to ensure coverage at all times of each day. Other partners may contribute to the welcome function as they are available.

The Skills and Career Development Team will consist of at least one staff person from each of the Operator teams, with one person available at all times to provide resource room assistance and Core Services. Intensive and Training Services will primarily be provided by Career Center staff with assistance from other partners as available.

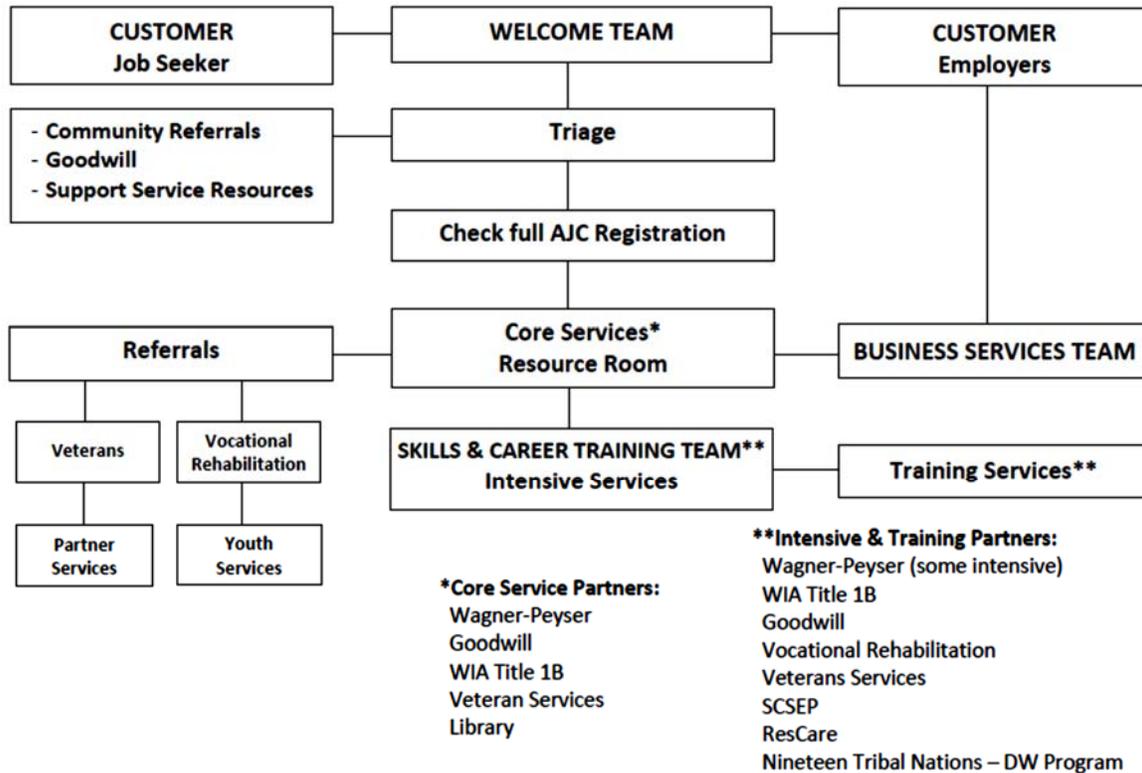
The Business Services Team will be chosen through an application and interview selection process and will have one staff person on site at all times to serve employer and business needs. Referrals to the appropriate agency will be made if no one from that agency is available on site at that time. Any partner may have a Business Services Team member as chosen above.

Every team will be cross-trained to provide information on the services of all three teams and may provide services when a member of another team is not available.

k. Provide a Customer Flow Chart for job seekers and employers for each comprehensive center.

Please see the chart below of the customer flow which was developed during the MOU process.

Coconino Comprehensive One Stop Customer Flow Chart



l. Provide a plan on how the Local Workforce Area will move toward a single point of contact for a business customer and provide a tiered approach for recruitment, screening, assessment and referrals that meets the needs and expectations of its business customers.

After the Business Services team is selected and trained by July 1, 2014, developing a Single Point of Contact Plan in the largest County in Arizona, and the second largest County in the US, will be identified, while realizing that this may not be the preferred approach for local employers from the varied communities in the County. Online single point of contact for partners of the current One Stop System exists. However, with the integration of different online and social media strategies already in use by the various partners, linkages can be incorporated into the outreach from the Business Series team. Tiered approaches

are already in use in Coconino County due to different labor markets, labor pools unique to one area, and staffing shortages.

The One Stop Partners team will develop a flow chart which will explain the tiered approach and will include:

- A. Questions about job or hiring fairs, employer resources, internships and other general items will be answered by the team member present
- B. Questions or desire to enter a job order – refer to DES Employment Service
- C. Questions about WEX/OJT or Training Services – refer to WIA
- D. Company downsizing or closure, lay-offs or lay-off aversion – refer to WIA
- E. Questions concerning Training Tax Credits – refer to WIA
- F. Questions concerning hiring Vet’s Tax Credits or other assistance – refer to Vet’s representative
- G. Hiring assistance for individuals with disabilities– refer to Goodwill, Career Center or RSA

In Coconino County, the Business Services Team is often called upon to work in a larger geographic area than just off-reservation Coconino County. Depending on the employer’s needs, staff sometimes team up to work with other counties, Tribal areas or larger regions. In addition, the Coconino County Business Services staff currently works with Private Sector economic development groups, not just government staff. It is recognized that a private single point of contact can open doors that can be closed to Government employees.

A Business Services Strategy Plan will be developed within the next year in concert with significant economic development stakeholders such as the Economic Collaboration of Northern Arizona (ECoNA), the Chambers of Commerce, the Northern Arizona Center for Entrepreneurialism and Technology (NACET), the Mercado and the Sustainable Economic Development Initiative (SEDI) to assure that the Business Services team is offering cutting edge resources that meet the needs of local employers, and that the staff on this team offer services in a professional manner that is valued by business. The Career Center, and other One Stop Partners, will be partnering up with the Sunny Side Neighborhood Association, a Community Based Organization, to aid in the development of their Mercado of Dreams. The Mercado is an initiative to develop business assistance services that will help entrepreneurs develop strategies and expertise needed to launch or run businesses in an economically challenged area of Flagstaff.

m. If applicable, describe how the Local Workforce Area will use the rubrics process to assess and teach the soft skills employers are looking for when hiring quality talent.

Although Coconino County partners and employers are aware of the value of soft skills and actively promote the acquisition of these skills, this is not a process that

will be approached as a system, and therefore is not applicable in Coconino County.

The soft skills that employers indicate are in demand may be taught as workshops or trainings at no cost to the participants by One Stop Partners in the Comprehensive One Stop. Business Services Team partners will work with educational partners to offer soft skills training for job seekers or for new hire cohorts within Sector strategies. Payment for acquisition of some soft skills offered by an educational facility may be covered by employers, partners, or educational facilities.

As already referenced and answered in Section G of this Plan, questions 2 and 4, employers have identified skills gaps and these are listed in a chart that identifies the top 10 skills gaps, most of which are “soft” skills.

n. Describe how job seekers, youth and employers will be provided with an orientation to the workforce system and local access points.

The Welcome Team members will provide a verbal overview to job seekers, youth and employer customers that briefly shares information on the local workforce system and resources available to them at the Comprehensive One Stop Site. The Satellite Sites will follow State Plan Policies developed for DES One Stop staff for their offices without oversight by the LWIA or Comprehensive One Stop staff. A Marketing Plan will also be developed that capitalizes on the marketing work being developed by the Governor’s Council Marketing Committee and will provide an orientation using a variety of methods such as written, online and as part of speakers teams, regarding the resources available in the Coconino system for specific groups. Again, the development of the One Stop Partners MOU will be the vehicle to identify the resources that will be available and subsequently shared in an orientation.

o. Describe each level of service, Core/Intensive/Training, and the specific steps describing the activities and services available under each, who will qualify for each and how screening will occur to ensure suitability and eligibility for each. Break out services by adult, dislocated worker and youth.

Core, Intensive and Training Levels of Service

1. Triage and Initial Assessment

The Welcome Team at the Comprehensive Center will be trained to offer an important triage and initial assessment evaluation of customers that is intended to identify whether the individual is in crisis, has basic needs, or is ready to work and/or get on a path towards a career. Triage to identify basic needs is already a practice at the Goodwill One Stop and their existing system and forms will be integrated to align with the four new WAC Policies.

2. Core Services

Core Services for youth, adults and dislocated workers will be mainly handled by the Comprehensive One Stop Welcome Team which will begin with a verbal assessment of services desired and needs. All customers may access Core Services of registration into universal services in AJC, resource room with job listings, computers to begin development of a resume, online job applications and interview tips, (all part of independent job search), or may be referred directly to the appropriate partner to meet their expressed needs. Information and referral to the programs a customer may be eligible for will be part of Core Services. This partnership continues an arrangement already in existence at the current One Stops as partners serve client groups that are eligible for their services and attempt to co-case manage client services when appropriate for customers that are eligible for more than one program. The Coconino Career Center, DES Employment Service in Flagstaff and Page all provide many electronic Core Services. The Wagner-Peyser and WIA Title 1B Programs also offer some staff assisted Core Services which may include workshops and labor market information.

Core Services which are required under WIA Title 1B and which will be available at the Comprehensive Center through DES Employment Service and One Stop Partners include an initial determination of eligibility to see if individuals can receive Title I services. Provision of services will be accomplished by having information accessed via self-service or from staff. Staff that will offer this information include workers from either WIA funded staff, DES Employment Services staff and partner volunteers on the Welcome Team. Information will be offered in brochures, flyers, online or through discussion with staff. Provision for accurate information relating to the availability of supportive services, including childcare and transportation, is provided by DES Employment Services staff, Coconino Career Center staff, and referral among One Stop Partners to utilize their supportive services for the most appropriate individual services needed.

All individuals who come to the One Stop may be served through Core Services, including youth, adults and dislocated workers. All employers may use One Stop Services. Core Services are listed in detail in another part of this Plan and references specific Core Services that would be of value to employers such as; Job matching, Labor Market information, access to interview rooms, and Hiring Fairs.

The Arizona Job Connection, a web-based system, allows anyone to access job openings.

Persons physically accessing a local One Stop may use any and/or all of the following resources: the information library, fax, phone, computers, copy machine, and may request assistance with preparing a resume.

The following Core Services are available to anyone seeking employment:

- Labor market information
- Job Placement assistance
- Resume writing assistance
- Work readiness workshops
- Orientation to One Stop Services initial needs assessment (Triage)
- Employer network access to computers, fax, copy machine
- Resource areas

Core Services without Significant Staff Involvement

- Resource room - staffed
- Job matching
- Job search
- Labor Market Information
- Standardized skills assessment
- Job seeker workshops
- Self-directed/Computer-based job search information
- Group workshops
- Follow-up contact after job placement

Core Services with Significant Staff Involvement

- Resource room - staffed
- Job matching
- Job search
- Staff administered and interpreted standardized skills assessments (e.g. TABE for youth)
- Job referral when combined with staff help in the decision-making process
- Scheduling appointments with appropriate community based organizations

3. Intensive Services

After completion of Core Services without success in obtaining employment, qualified youth, adults and dislocated workers are invited to participate in Intensive services verbally by staff and through provision of written materials describing services offered. Intensive services are provided by WIA Title 1B and Goodwill to eligible

qualified youth, adults and dislocated workers who are unsuccessful in their work search based upon receipt of Core Services. Intensive Services may include identification of obstacles and barriers to employment, assessments, counseling, testing, workshops, assistance with career planning, job clubs and assistance in preparing individual employment plans, and short term pre-vocational services. Workshops are delivered by WIA Title 1B staff, DES Employment Services staff and partner staff which will include such topics as the following: Job Search, Time Management, Choosing a Career, and Application, Resume, and Interview Skills. The WIA operator, the Coconino County Career Center, conducts an in depth assessment process for customers that includes activities such as the following: Holland tests, Basic skills testing, other testing and information, Job shadowing, and other staff-assisted services. These assessments are employed in the development of an Individual Employment Plan (IEP) for adults or Dislocated Workers or Individual Service Strategy (ISS) for youth through WIA Title 1B Programs. A Work Experience (WEX) Internship is another WIA Intensive Service.

Additional Intensive services for Dislocated Workers will be available including relocation assistance, labor market information for jobs in demand, WEX and job clubs. At the Comprehensive center, Core and some Intensive Services will also be available to the general public including migrant and seasonal farmworkers, unemployment insurance claimants and long-term unemployed, individuals with disabilities, limited English proficiency, older workers and Veterans. As required under WIA Title 1, whenever possible, Veterans and spouses will be provided priority service. The Coconino Career Center will also pursue access to other sources of funds to provide even more comprehensive services to Coconino WIA clients for which available resources are not adequate. The Coconino Career Center has developed a partnership with the Nineteen Tribal Nations Dislocated Worker Program to broaden resources available to their clientele.

4. Training Services

Training Services are primarily directed toward youth, adult or Dislocated Worker customers who have been unable to secure employment through Core or Intensive Services. One-on-one meetings between staff and customers will identify barriers and the need for other supportive and employment services. Based upon the Individual Employment Plan (IEP) or Individual Service Strategy (ISS) which is developed during the Intensive Service phase of registration for WIA Title 1B eligible applicants, an appropriate plan of training will be developed. Training Services may include education, vocational classes, occupational skills training with Individual Training Account (ITA), On the Job Training (OJT), other subsidized employment, and

customized training to match employer needs. The WIA Title IB operator, the Coconino Career Center, has a successful history of working with business and training partners to develop customized training for new and expanding business opportunities in the area.

In order to maximize consumer choice in the selection of a provider of training services who has met the Educational Training Provider List (ETPL) program requirements, the LWIB, through the One Stop System, will make available:

- A description of the programs through which the providers may offer training services.
- Performance information, including cost, placement and success rate as well as potential wage information relating to the eligible provider training programs will be provided to potential trainees when available.

Supportive services to enable successful completion of training may include assistance with costs of housing, utilities, transportation, child care, clothing/uniform, or tools necessary for employment. Supportive services may be requested from One Stop Partners to ensure needed support is offered through any means possible within partner programs. All applicants for WIA Title IB programs are informed about the availability of WIA Title IB funded Supportive Services and the Career Center maintains a written list of support services, and the funding levels available for registered participants, and those in customer follow up after completion of program activities. In addition, every monitoring appointment by Career Center Staff with a registered participant offers an opportunity to check in with the participant, and determine if a new need for supportive services has arisen, and to identify if the need can be addressed with existing resources. The provision of supportive services is also reviewed during every Program and Fiscal Monitor by the DES Employment Administration.

Services offered specifically to WIA Title 1B Adult, Dislocated Workers and Youth by program

Triage and Initial Assessment

- The Welcome Team at the Comprehensive Center will be trained to offer an important triage and initial assessment evaluation of customers that is intended to identify whether the individual is in crisis, has basic needs, or is ready to work and/or get on a path toward a career.

Verification of Youth Eligibility under the WIA:

- To be eligible for Youth Services under the WIA, young people must be between the ages of 14 and 21, low-income, and meet at least one of the six specified barriers to employment: deficient in basic skills, a school dropout, homeless, a runaway or a foster child, pregnant or parenting, an offender, or require additional assistance to complete their education or secure employment.

Suitability for WIA Title 1B Youth Programs:

An eligible youth is met with to determine if:

- The youth's goals are a good match with the goals of the WIA youth program;
- Available services match the youth's goals;
- The youth is likely to benefit from the services offered;
- The capacity exists, through youth program or through partner programs, to meet the youth's employment and training needs.

A youth is determined suitable if, after an informal assessment, he/she has one of one or more of the following goals/needs as they relate to employment and training:

- Attain a high school diploma or its equivalent, an industry-standard certificate, or a post-secondary degree
- Be successful in unsubsidized employment and/or post-secondary education or advanced training

Initial Assessment:

During the enrollment process, applicants will take certain assessments to meet program requirements provided by Career Center staff.

- All youth seeking WIA Title 1B resources will be TABE tested. TABE is an adult basic education test to provide a solid foundation for effectively assessing the skills and knowledge. This will show if they are basic skills deficient.
- Career Center youth clients will take the Holland inventory. This assessment focuses on career and vocational preferences.
- Career Center youth clients will take a Learning Style Inventory. Learning style influences the way learning and problem solving optimally takes place. There are three primary learning styles: Visual, Auditory, and Kinesthetic.

Core Services for youth applicants for WIA Title 1B resources consists of activities such as:

- Determining eligibility to receive assistance under WIA Title IB if requested. (Career Center Staff)
- Outreach, intake and orientation to the information and other services available through the community.

- Initial assessment of skill levels, aptitudes, abilities, and referrals to the most appropriate programs
- Job search and placement assistance and where to obtain appropriate career counseling.
- Provision of employment statistical information relating to the local, regional and national labor market areas, youth activities, adult education, post-secondary vocational education, vocational education activities available to school dropouts, and vocational rehabilitation, and information regarding filing claims for unemployment compensation.
- Core Training - Employment-focused interventions, which address basic vocational skills deficiencies that prevent the participant from accessing appropriate jobs and/or occupations.

Intensive/Training Youth Services for applicants seeking WIA Title 1B resources:

- Developing an Individual Service Strategy (ISS) for WIA-eligible youth. The ISS is the plan that identifies the educational and/or employment goals, and prescribed appropriate services for the participant. The ISS is essential in identifying the needs of participants and is a critical component when it comes to assisting in a young person's development.
- Case Management – A client centered approach in delivery of services designed to:
 1. Prepare and coordinate comprehensive employment plans, identifying barriers to participation and employment; devise service strategies for participants to ensure access to workforce investment activities and supportive services, using computer-based technologies, where feasible.
 2. Assist in the enrollment of participants into allowable activities designed to enhance employability (i.e. motivation, assessment, job preparation workshops, educational classes and/or training, and/or employment services), providing job development and placement services, and assisting individuals and families in accessing community services, addressing emergency assistance and crisis intervention and immediate needs (i.e. food, housing, clothing, and transportation).
 3. Provide job and career counseling during program participation and after job placement.

Core Services

- **Adult, Dislocated Worker and Youth Programs:**
The provision of Core Services is addressed above in the previous section on Core Services. Core services may be offered to any adult, Dislocated Worker or youth applicant. The existing One Stop Partners Memorandum of Understanding (MOU), outlines how partners currently work together to provide Core Services and information about their various programs.

The One Stop Operators and One Stop Partners meet every month and follow an agenda that allows the partners to integrate services, avoid duplication, share program news and opportunities, and develop ways to fill gaps due to disruptions caused by reduction in or loss of funding levels, or changes in the local economy. This cooperation between partners is expected to continue during the duration of the Business Plan.

Intensive Services

- **Adult and Dislocated Worker Programs:**
Measures to ensure the provision of Intensive Services are addressed in the previous section on Intensive Services. To reiterate, after the provision of Core Services, and if an adult or Dislocated Worker job seeker still needs additional services to become employed, Intensive Services will be provided to those applicants who are eligible and are suitable for registration into WIA Title 1B Services which will enable them to meet their employment goals. An Individual Employment Plan (IEP) is developed with the aid of the applicant, and based upon assessments offered by the Career Center, or those provided by an applicant when appropriate. The IEP will outline an employment strategy to help the participant meet his/her goal. If the IEP is suitable for the participant, and if there is available funding, the Plan can be put into action. If the Plan creates a strategy that is not appropriate for WIA Title IB funding, the applicant is given appropriate referrals to other One Stop or local partners, to allow them to pursue their goals.
- **Youth Programs:**
For youth participants, an Intensive Service of a Work Experience (WEX) Internship to gain work experience and skills for employment while obtaining a diploma or degree is often a step written into the Individual Service Strategy (ISS).

Training Services

- **Adult and Dislocated Worker Programs:**
Training services offered by WIA Title 1B Programs is described above and are offered to participants unable to secure employment through Intensive Services and whose employment goal is in demand and can be achieved through training offered on the ETPL list. Training may include On the Job Training (OJT) as well as education and occupational skills training offering degrees, certificates or licenses leading to the employment goal on the IEP.
- **Youth Programs:**
Youth participants may need advanced education or training to reach an employment goal after the diploma is achieved. They also must have an employment goal that is in demand and can be achieved through training

on the ETPL list. OJT training may be their first necessary step to reach the employment goal developed in the ISS.

p. Include a comprehensive menu of partner services available as described in the One Stop Certification Process Policy.

A Comprehensive Services Matrix, identifying services available from partners at the Comprehensive One Stop was developed as part of the creation on the 2014 MOU and is included in **Attachment H** that includes the MOU.

H.2. Business Services

a. Describe the role and responsibilities of the Business Service Representatives in the Local Workforce Area. Include active local business partnerships and how collaborations between the Local Workforce Area and Employment Service staff will be synthesized to coordinate business and employer services.

The Business Service Team will include members who are competitively selected due to their existing expertise in this area, professionalism, and their capacity to develop new core competencies through an interview process to assess each member's ability to provide services identified by businesses and "fit" for the team identified by the One Stop Operators Group. Members of this team will include staff from the Career Center, including the Rapid Response Coordinator, Employment Service staff which may include Veterans representatives, Goodwill, employers and other community partners. Economic development groups such as Economic Collaborative of Northern Arizona (ECoNA), Sustainable Economic Development Initiative (SEDI), Northern Arizona Center for Entrepreneurship and Technology (NACET), the Sunnyside Neighborhood Association and City of Flagstaff Economic Vitality Team plus business organizations such as Chambers of Commerce will also share ideas with the Business Services team.

Business partnerships that promote local economic vitality include the Career Center participating as a member of the Chamber of Commerce in each community in Coconino County. In addition, the Career Center Director serves on the Greater Flagstaff Chamber of Commerce Board of Directors. Another important collaboration is membership in SEDI and on their workforce subcommittee which promotes economic development in County communities while specializing in sustainable "green" strategies. NACET, the business incubator for Coconino County is an important economic driver in the area. The Career Center will provide training and Work Experience (WEX) Internships to their businesses. The Arizona Association of Economic Development (AAED) has a northern group in which the Career Center and several One Stop Partners take an active part.

The NACOG Regional Economic Council has a Workforce Committee on which the Career Center Director and several One Stop Partners are members. This

committee has presented employer seminars, a Job Fair, and participated in a regional assessment through the APS sponsored Building Bridges to Business (B3) survey. They have attracted or managed several economic vitality grants leading to business retention or expansion as well as new jobs.

- Arizona has leveraged funding opportunities for specialized programs, such as the State Energy Sector Partnership (SESP) grant received in 2009. By partnering with the Local Workforce Investment Areas in the WIA programs, the SESP funding was used to enhance and expand training opportunities for participants and leverage the resources across multiple State agencies, such as the Arizona Department of Education (ADE), Governor's Office of Energy Policy, ACA and DES.
- The forming of new and enhanced Local Business Services Teams will also leverage resources by splitting out among partner agencies the work required to research, recruit and work with businesses.

As the Business Team is formed and begins working together, the function of the team will become better defined. Members will meet regularly and be involved in the following activities:

- Assist with developing, writing and entering job orders in Arizona Job Connection
- Conduct outreach to employers
- Organize employee recruitments, job fairs and hiring events
- Coordinate and facilitate employment related workshops
- Work with employers to fill openings, use WIA Program funds to support WEX Internships or OJT and assist employer access to ACA Arizona Job Training Funds
- Provide services to employers and employees affected by company closure or downsizing

- b. Describe how the local Workforce Area will coordinate efforts of the multiple programs included in the Plan to meet the needs of the business customers of the One Stop System in an integrated fashion, such as hiring plans, training needs, skill development, or other identified needs. The Local Business Plan would also describe how the local workforce area will use program funds to expand the participation of business in the local/regional workforce investment system.**

Business Services are already provided to employers in communities in Coconino County separately by the One Stop Partner Organizations if their grants allow for this activity. Each organization has their own manner of providing services, unique training to enable their staff to deliver work with business in a professional manner, and long term connections with their existing business clientele. When the new Business Services Team begins to function in a collaborative manner, aligned procedures will be developed to meet the customized needs of business

using Best Practices from each organization. It is anticipated that the team will meet often to discuss victories, concerns, and specific needs that employers request to be met. Roles within the team will be defined to assure integrated, seamless services. Subject matter partners or industry experts may be brought in to address new requests or Sector-wide needs. This team will evolve as it strives to meet employer desires for employee retention or growth. Inter-team training will be developed as needs arise for better service coordination or communication.

The use of partner program funds to increase business participation, and meet the needs of business, will be examined by this team to identify the resources available from each One Stop Partners funds for Business Services. The acquisition of additional grants targeted to employer services, such as from the Governor's Workforce Arizona Council or the federal Department of Labor, would be a valuable vehicle to provide regional services to business as all partner grants have been reduced, and some partners are prohibited from proving such services with their grant funds or the organization by which they are employed. Coconino County Workforce Investment Act funds will not be used for economic development.

c. Describe how the Local Workforce Area will utilize On-the-Job Training (OJTs) to engage businesses in WIA training and hiring of participants.

The Coconino County Career Center which has management of the WIA Title 1B Grant that provides funding for OJT agreements will have staff on the Business Services Team. Career Center staff will facilitate completing eligibility for job seekers from the Adult or Dislocated Worker Programs to enable payment of OJT reimbursements to employers. Business Team members will be trained to explain the benefits of this service to both employers and customers. Supportive services of appropriate clothing or equipment for the OJT position may be the key to success or failure for the customer in their new employment setting, and those costs can also be covered by the Career Center or another partner if they have the funds for this element. Availability of OJT's will be prioritized according to the Coconino Industry Sector partnerships but will also include emerging industries and will honor customer choice as well as required by the Act.

H.3 Training Services (Adult and Dislocated Workers)

a. Describe local Individual Training Account (ITA) policy, including the current threshold for each ITA. Include procedures to ensure that exceptions to the use of ITA's, if any, are justified. Describe measures to leverage resources to provide increased access to training opportunities.

- Coconino Career Center works with any local provider that is on the Eligible Training Provider List (ETPL).
- A collaborative effort with Coconino Community College has begun to help participants receive skills training leading to employment. Coconino

Career Center develops training or works with education partners to create customized training.

Individual Training Accounts

- **Innovative strategies to fill skill gaps:**

The ITA voucher system at education facilities such as Coconino Community College and Northern Arizona University (NAU) allows the Career Center to commit to providing customers access to quality education and training tailored to their individual learning and workplace needs.

Work continues with NAU WEX internship coordinators to provide WEX internships at the end of academic programs which help students move smoothly into high growth/high demand employment.

- **Policy on limitations in amount or duration of ITAs:**

Education and training vouchers are limited \$4,000 per year per student after the PELL award or other scholarships or federal grants for public institutions. Setting the ITA limit at \$4,000 allows the WIA Title IB program to serve a maximum number of customers. Career Center staff help customers access interim part-time employment and other funds and grants to pay for their training. In addition, support services are available to education trainees.

- **Exceptions to the use of ITAs:**

If specific Certification Training is needed, which is nationally recognized and transferable anywhere in the US and only offered outside the ETPL from a private training institution, funds may be approved to pay up to \$1,000 to the provider of the training. This more often occurs with Dislocated Workers who possess good skills, but need an up-to-date recertification to ensure reemployment.

b. Describe the process for determining an approved level of Individual Training Accounts and the levels established by the local workforce board.

Coconino WIA Title IB programs follow established Training and Service Guidelines which are updated annually. These guidelines ensure fair and consistent services for each participant, but allow for exceptions in extenuating circumstances to ensure success of individuals within each program. The Comprehensive One Stop staff will offer training opportunities which may be available through other partners when appropriate or customers are not suitable for WIA Title 1B Funds.

Included as **Attachment I** is a copy of the Case Management Forms Purpose and Schedule of Use Statement which is the basis of the Training and Service Guidelines for WIA Title 1B Funded Training.

c. Describe measures to leverage resources to provide increased access to training opportunities.

Each participant going into training, and any One Stop visitor interested in training, is given information regarding potential funding for which they qualify. Co-casing with other partners when possible allows for expanded training funds for the participant. Knowing potential partner funding resources assists both partners and the customer.

d. Describe how the Local Workforce Area will ensure that training providers consider the availability of other sources of grants to pay for training costs such as Welfare-to-Work, State-funded training funds, and Federal Pell Grants, so that WIA funds supplement other sources of training grants.

Integrated Services at the Comprehensive One Stop with cross-training for each team will ensure that sources of funding are understood by each team member assisting customers. Co-casing as mentioned above will be facilitated within the One Stop. One example is that Veterans Services may have outside funding possibilities that can leverage training options for Veterans. One Stop Partners meetings are another good way to continually stay abreast of funding opportunities and leverage possibilities. The WIA Title 1B Programs have a policy that their funds are spent after Pell and other grants, encouraging a close relationship with training partners such as Coconino Community College, NAU and other schools offering these grants. An excellent relationship is maintained with ACA partners to ensure that employers know about Arizona Job Training Grants for employees and potential employees. Coconino County is not aware that the Welfare to Work Programs are still in existence in Arizona.

e. Describe the process for determining how training is approved or denied for each eligible participant.

WIA Title 1B Training is offered to eligible and suitable participants if Core and Intensive Services have not resulted in gaining employment. The participant must possess the pre-requisite skills, experience and certifications needed to enter the desired training. The training must lead to employment for an in-demand occupation in Coconino County and the training provider must be on the ETPL. Training may be denied if the requested service does not meet these criteria. In such cases, other resources are offered to candidates in order to seek their requested training through other partners.

f. Describe the Grievance Policy established for participants denied requested training.

A Grievance Policy for Denial of Services is offered to all applicants for Career Center WIA funded services, and that policy will be followed should a candidate wish to file a grievance regarding being denied training. A copy of the Grievance

Policy is included as **Attachment D**. Other One Stop Partners will follow their own Grievance Policies for denial of training services.

H.4 Training Services (Eligible Training Providers)

Describe how the Local Workforce Board will:

- a. Accept applications for initial eligibility from certain postsecondary institutions and entities providing apprenticeship training.**

Coconino County is the most highly educated county in Arizona. For a candidate to be competitive in this labor market, advanced education and training is crucial for their employment success. Applications from postsecondary institutions and entities providing apprenticeship programs will be encouraged. Information and guidance to complete the ETPL application process will be provided by the Coconino County Career Center. Coconino County apprenticeship programs are offered through a State Apprenticeship offer that supports all local areas in the County.

The workforce staff will be encouraged to contact the State Apprenticeship Office for training on the apprenticeship program within the workforce system. The Coconino Business Service representatives will then contact employers to promote apprenticeship, the ETPL and WIA. By implementing these measures, proper steps to strengthen our ties with the apprenticeship office and the potential employers/sponsors in our area are accomplished.

When a jobseeker has applied for an apprenticeship program and is eligible for WIA, the Career Center may create an Individual Employment Plan to include an apprenticeship for that person. The Apprentice will be made aware of all sources of potential funding from WIA. The employer may also be entitled to help from WIA in the form of OJT funds. Job seekers are encouraged to seek out Apprenticeship Programs as a viable training option to support their individual employment goals. Coconino County is a vast area to cover and currently does not have many apprenticeship opportunities. Our Business Service representatives with the help of the Arizona Apprenticeship Office look forward to expanding the apprenticeship opportunities and employer programs in Coconino County.

- b. Carry out procedures prescribed by the State to assist in determining the initial eligibility of other providers.**

When awareness is raised of a training program not on the ETPL or if a provider contacts the LWIB about approval for their programs, the provider is encouraged to apply if training leads to employment of an in demand occupation in Coconino County. Local approval for the ETPL begins with the application process, which is available at www.azjobconnection.gov/resources/trainingproviderregistration. The State ETPL Coordinator receives, reviews and approves or denies the new user and provider. The Coconino Career Center ETPL Coordinator receives notice of the application, reviews and approves or denies initial program by local

criteria. The Training Program Credential Checklist is completed to ascertain approval for WIA training programs. Those approved are reviewed by the State ETPL Coordinator for final approval.

The State ETPL Coordinator must ensure that the provider has a current license from an appropriate Arizona licensing authority or Federal licensing authority. The provider must have a certificate of Liability Insurance. The provider must provide results from the latest financial audit or a cover letter from the last financial review. They must have a student Grievance Policy and a Refund Policy with procedures.

The synopsis requirements include a program description, cost breakdown, length of program and a refund policy or link to where the refund policy can be found online. The cost breakdown must include: total cost of the program, tuition fee, registration fee, cost of books, all exam/testing fees, graduation fees, other associated fees, contact and enrollment status/credential verification, a website link to the program and additional information may be required.

A team of LWIB members convenes to identify if training is in local demand, if that information is not available from DES Research Administration LMI. However, a Dislocated Worker may need to seek employment for a job outside the area, which is not locally in demand. Relocation assistance is offered by the Career Center when applicable.

To respond to the needs of business, local employers and industry, the Career Center, and other One Stop Workforce and Education Partners work with the LWIB to identify training needs and skills gaps. Those were identified by the LWIB in the existing Strategic Job Training Plan, and remain in force as compelling issues to be addressed. In addition, every meeting of the WIB and Youth Council offers opportunities to examine changes in the local labor markets and develop strategies to address those shifting needs and demand. Further, the Coconino Career Center has helped to sponsor a Workforce Study that identified needs of business, employers and industry, and developed action steps to address those concerns.

The Coconino ETPL Coordinator works closely with the State ETPL Coordinator to assist in developing this ETPL system which remains a work in progress. Currently the ETPL workgroup focuses on information sharing needed to correct deficiencies, improve processes, enact new protocols, and to consider how to avoid termination of an Eligible Provider if inaccurate information was provided.

c. Carry out procedures prescribed by the State to assist in determining the subsequent eligibility of all providers.

To remain eligible, providers must meet or exceed performance based information relating outcomes described by the State localities. For initial eligibility, the

provider must have a program performance and cost waiver for Eligible Training Providers. They must provide performance outcomes and potential wage information for subsequent eligibility. Potential students can compare costs and performance to make informed decisions about training they wish to receive.

d. Compile a list of eligible providers, collect the performance and cost information and any other required information relating to providers.

Coconino County works closely with local providers, assisting them with information on the ETPL provider application. Not all providers have kept performance information on their program graduates in the past, which has made it difficult to comply with this requirement. The ETPL Coordinator stresses the importance of collecting and reporting this information with its local providers. One of the larger providers has had concerns that posting income information in ETPL could result in a lawsuit if the graduates do not earn the posted income and the income range allowed may be too broad to supply accurate information to prospective students. Work continues with this provider, but the low percentage of students paid through WIA funds makes collecting and reporting this information a lower priority and costly in their estimation. Understanding the value of possessing this information for potential enrollees, the Career Center staff continue to connect with local providers, encouraging them to spend the time and expense to collect all information needed for subsequent approval as ETPL providers.

e. Consult with the designated State Administrative Agency in cases where termination of an eligible provider is contemplated because inaccurate information has been provided.

The Coconino ETPL Coordinator works closely with the DES ETPL Coordinator to receive guidance whenever removing an eligible provider from the list is contemplated. Removal may be considered for inaccuracy of information, non-compliance with provisions of WIA, failure to meet goals or enter performance data, or lack of demand for a training program as well as business closure. It is a time intensive challenge caused by these tasks, which are provided by the Career Center, to continually offer training programs that may be in emerging industries and new positions developed by employers, as well as to remove outdated programs which are no longer classified as in demand. Providers may also be challenged by changing costs and certificate/credential requirements which may inadvertently put them out of compliance. Continuous communication between state or local coordinators and training providers must be maintained to ensure the Coconino County Eligible Training Provider List continues to provide accurate information.

I. SERVICE DELIVERY TO TARGET POPULATIONS

The LWIA Business Plan must define how all the programs described in the Plan will work together to ensure that customers who need a broad range of services receive them.

I.1. Priority of Service

In the event that adult funds are determined to be limited (see Section G), the Local Workforce Board must have a priority of service policy in place. The policy, at a minimum, must grant priority to individuals who are receiving public assistance or are classified as “low-income” in accordance with 20 CFR663.600(a). Veterans and covered entrants meeting low-income guidelines must receive priority of service. Establishing a priority of service does not prohibit the Local Workforce Board from serving other eligible participants as well. Additional priorities may also be set for specific populations, such as individuals with significant barriers to employment. Information regarding priority of service must be outlined in the LWIA Strategic Plan.

The Coconino LWIB will adopt the new DES Policy 04-13 regarding the Declaration of “Limited” and “Unlimited” Workforce Investment Act funds for Adult Services and declare funds for the WIA Title 1B Grants as Unlimited. This proposed Policy only applies to the WIA Title 1B Grants managed by the County Career Center. Other WIA and One Stop Partners have their own Priority of Service Policies and those are also provided in this part of the Business Plan in acknowledgement that a systematic approach and awareness of One Stop Services will benefit from multiple partners services and strategies being considered in this Plan, not just WIA Title 1B.

SCSEP Priority of Service – Most In Need

DES Priority of Service – Eligible Veterans and spouses, including Disabled Veterans Outreach Program (DVOP) and Local Veterans Employment Representative (LVER) services which are under one Vet outreach position in Coconino County. The Veterans representative will provide office hours at the Comprehensive One Stop in accordance with a schedule to be determined by DES.

NACA Priority of Service – Native Americans for Community Action, Inc. (NACA) has been an established community-based organization serving the Native American community and others in need for over 42 years. The WIA Programs serves Native American adult individuals living in Coconino County off-reservation service area.

NACA WIA appreciates that Native Americans have cultural preferences and norms that differ from tribe to tribe. As a result, native participants will have varying degrees of views, values, education levels, social status, on and off reservation experiences, religions, and levels of involvement in ceremonial, traditional and political tribal matters. Dealing with some participants may require additional knowledge and if feasible accommodating for special circumstances (such as participation in traditional ceremonies or family and extended family obligations). The program will take into consideration any

cultural awareness issues, and further delineate to participants that dealing with outside Tribal Area entities may require adaptation or changes on their behalf.

NACA WIA utilizes a first-come first-serve process/basis in reference to access to services, based on low-income, unemployed, and underemployed eligibility (most conditions will fall under one of these categories), and contingent on availability of funds. The program will not be established as a low-income program and will be in place to foster assistance to eligible and qualified individuals who have been screened and documented in priority basis. Native American applicants must be descendants of federally recognized tribes and must present documentation to provide as proof and the participant's names must be on such documents. State recognized tribes who've traditionally been served and were grandfathered into the WIA system are also eligible.

Veterans and/or their spouses who are eligible will be placed on a priority list for assistance. Every effort will be made to coordinate local agencies that are appropriate for our Veterans. We can also refer to tribal veteran offices or advocacy programs. The nearest tribes to our vicinity are the Navajo, Hopi, Yavapai-Apache, Hualapai, and Havasupai Nations.

As NACA WIA is a partner in the local One Stop Partnership, NACA WIA is committed to maintaining the coordinated specific timeframes at the newly proposed One Stop Center, Goodwill Industries, in order to recruit and deliver information on NACA program services to job seekers and targeted populations.

TANF Priority of Service – TANF recipients who meet the requirements for mandatory participation in the Jobs Program are referred upon approval of TANF assistance. Upon receipt of the referral, an initial case management appointment is scheduled. During the initial case management appointment, the Jobs Program case manager completes an assessment with the TANF recipient to determine the education level, prior employment history, and current preparedness for employment. At that time a Self-Sufficiency Plan is developed with the recipient. The Self-Sufficiency Plan includes the employment goal, the activities that will be assigned to assist them to reach the employment goal, the location of the assigned activities, the beginning and ending date for each assigned activity. The employment goal is based on the individual's skills and current situation. The Jobs Program will refer all participants to the Comprehensive One Stop at the initial case management appointment to enroll in Arizona Jobs Connection and to access the other services available to assist them to achieve the identified employment goal. Supportive services are provided based upon the individual's current need. These may include assistance with basic needs, transportation, health related needs, education and employment assistance. In addition, referrals are made to other available community resources to assist the individual with any other services that may remove barriers to success in becoming employed. Written referrals to the individual agencies are made and the Jobs Program case manager will follow up with the participant to determine the outcome of the referral. The Self-Sufficiency Plan is modified as needed to reflect changes in the individual's circumstances and to ensure ongoing progress is made toward achievement of the employment goal.

TANF recipients with disabilities may be deferred from participation in work activities for the period of time as determined by the physician or mental health care professional. Recipients are referred to agencies that can assist the individual to overcome their employment barriers. This would include referrals to Rehabilitation Services Administration and Goodwill Industries. Written referrals are made and the Jobs Program case manager will follow up with the individual to determine the outcome of the referral.

Jobs Program participants are required to complete a minimum of 20 hours per week in core work activities as a condition of eligibility for the TANF Program. Core activities include unsubsidized employment, subsidized employment, on-the-job training, job search and job readiness, unpaid work experience, community service, and vocational education training. For participants who do not have a child under the age of 6, the individual must complete a minimum of 30 hours per week, 20 in a core work activity and an additional 10 in a non-core work activity which may include job skills training directly related to employment, education directly related to employment and attendance in high school or GED preparation classes. Case managers contact Jobs Program participants at least monthly to determine their progress.

a. Describe how the LWIA will coordinate with workforce system partners to ensure job seekers receive a broad range of services for the following target populations:

- Unemployment insurance claimants
- Long-term unemployed
- Under-employed
- Dislocated workers (including trade-impacted dislocated workers and displaced homemakers)
- Low-income individuals (including recipients of public assistance)
- Migrant and seasonal farmworkers
- Veterans
- Individuals with limited English proficiency
- Homeless individuals including Veterans
- Ex-offenders
- Older workers
- Individuals training for nontraditional employment
- Individuals with multiple challenges to employment

There has always been close cooperation between Wagner-Peyser and WIA Title 1B to serve job seekers who come through the door of a One Stop Center. Job Service does an excellent job of assisting many of these job seekers to find jobs by providing initial Core Services. Those who are unable to find jobs in this way are referred to WIA Title 1B or an appropriate partner for Intensive, then Training Services for employment.

As Integrated Services are initiated in the new Comprehensive One Stop location, these procedures will continue as the Welcome Team and Skills and Career

Development Teams are formed. The Welcome Team will assess each customer to ascertain the best partner to provide services, then refer the customer to the appropriate partner. The Skills and Career Development Team will provide Intensive and perhaps Training Services for those not employed through Core Services. One Stop Partners may provide some Intensive Services if their program parameters allow provision of these services. LWIA eligibility and suitability must be determined before enrollment into WIA Title 1B Programs for some Intensive and all Training Services. Less duplication of services and more collaboration to ensure each customer receives the correct level of services for him/her from the appropriate partner will result.

b. Describe strategies and partnerships that will focus on serving individuals with disabilities.

The Vocational Rehabilitation Offices have served this special population with distinction and will continue to do so. They have indicated interest in moving into the new Comprehensive One Stop to provide services and they would be welcomed as valuable partners. They already enjoy a close relationship with Goodwill because of their shared interest in serving these special individuals. The Comprehensive One Stop and VR will share adaptive equipment and services already in place to provide to those who need special assistance.

The Department of Economic Security, Rehabilitation Services Administration (RSA), provides employment and independent living services to individuals with disabilities. Depending on eligibility, a wide variety of services are available to clients depending upon their employment / independent living goals. There are four requirements for eligibility for our Vocational Rehabilitation (VR) program:

1. The individual must have a documented disability.
2. The documented disability must present a barrier to employment.
3. The individual must require the services of the VR program to prepare for, secure, retain, or regain employment.
4. The individual must be able to benefit from the services provided by VR in terms of achieving or maintaining employment.

RSA can provide a multitude of services customized to the needs of an individual and based on the individual's job goal. Some of the services RSA can provide through our VR program may include but are not limited to the following: vocational guidance and counseling, training, work site evaluations, job development, job placement services, rehabilitation technology services and other support services. Following the successful rehabilitation of an individual and placement of an individual in employment, RSA will maintain the client open for services for a minimum of 90 days to ensure the stability of the placement.

The RSA office in Flagstaff currently serves 821 clients in Flagstaff and many surrounding areas within Coconino County to include both the Hopi and Navajo Tribal Areas. These 821 clients are served through our Vocational Rehabilitation (VR) program. The following is a breakdown of individuals served:

- General Disabilities- 42.97%
- Traumatic Brain Injury- 2.16%
- Seriously Mentally Ill- 12.97%
- Transition High School to Work- 41.9%

RSA has partnerships with many State and community agencies or programs to promote employment for individuals with disabilities. Those agencies and programs include but are not limited to the Flagstaff Unified School District, the Division of Behavioral Health Services, the Division of Developmental Disabilities, and the Coconino County One Stop.

Over the years, Flagstaff RSA has provided a VR Counselor to co-locate at the Coconino County One Stop to serve individuals with disabilities approximately two days per month. Currently, office space at the One Stop location at Malpais Lane is limited and there is not space available for a VR Counselor to co-locate. However, RSA does have an administrative office right next door to the current One Stop where individuals with disabilities can speak with RSA staff to receive information and make appointments to meet with a VR Counselor.

It is the hope of Coconino County and RSA to have the One Stop relocated to the new Goodwill Industries of Northern Arizona which is located on the east side of Flagstaff. This facility has been completely remodeled and will be an excellent location for the new Comprehensive One Stop site. RSA has met with the CEO of Goodwill, David Hirsh, and we have agreed to have a VR Counselor present at least two days per month. This may be increased as RSA staffing allows and as the need of the One Stop mandates. VR Counselors can provide information on RSA services, receive referrals from interested clients, meet with clients for orientations and intakes and develop the Individual Plan for Employment (IPE) for eligible applicants. All that is required is temporary availability of one work space with computer, internet connection and printer. Goodwill has agreed to provide this. RSA staff will have signature pads by the end of Spring 2014. These signature pads can be used to obtain client signatures without the need to print and scan client documents into our case management system, creating an easy way for VR Counselors to work outside of the local RSA office. RSA is excited to be able to provide VR services to the participants of the new Comprehensive One Stop Site.

I.2 Dislocated Workers

Describe how the Local Workforce Area coordinates the delivery of services to eligible dislocated workers.

Services at the Comprehensive One Stop will provide a three tiered format that will be modified and expanded under the Local Business Plan in order to accommodate the Core, Intensive and Training Services required under the Guidelines.

Welcome Team Services are primarily those accessed through self-service registration, orientation, initial assessment tools, labor market information, or self-assisted job referral and placement; these will be managed by the Welcome Team staff in the Comprehensive One Stop. The DES Employment Services staff will be an integral part of the Welcome Team. When a dislocated worker or displaced homemaker is identified through this team, he or she will be referred to the WIA Dislocated Worker program for immediate assessment and services offered through this program. Veterans or family members who may be eligible as dislocated workers or displaced homemakers will also be referred.

The Skill and Career Development Team provide services for customers that desire or require more than informational and self-directed services. This team is responsible for assisting with Intensive, Training and Supportive Services for eligible customers, including dislocated workers and displaced homemakers. These services may include more in-depth workshops, staff-assisted job search and career development plans, work experiences leading to employment or to gain specific skills for employment along with support services needed for success. Customers are guided to the best partner to meet their education, training or employment needs, with co-casing between partners when appropriate.

The Business Services Team may also work with customers to find the best fit for employer positions or to advise concerning training needed to fit employer openings. They are the bridge between business and job candidates. The Rapid Response Coordinator will be a member of this team. Dislocated Workers or Displaced Homemakers may have transferable skills in demand by other employers, making for a quick transition to new employment, so this team is also important to the success of these job seekers.

The Coconino Career Center provides additional Intensive Services for Dislocated Workers at its location, including relocation assistance if appropriate. At the Comprehensive and Satellite Centers, Core and some Intensive Services will also be available to Veterans, as well as Dislocated Worker services when they fit the definitions and as required under WIA, Veterans will be provided priority of service. The Coconino Career Center will also pursue accessing other sources of funds to provide even more comprehensive services to our Coconino residents. Already, the County Career Center has developed a partnership with the Nineteen Tribal Nations to coordinate efforts and resources on behalf of Dislocated Workers in their coverage area.

Training Services are primarily directed toward those customers who have been unable to secure employment through Core or Intensive Services. One-on-one meetings between staff and customers will identify barriers and the need for other supportive or Training Services necessary for employment. An Individual Employability Plan (IEP) will be developed either during the provision of Intensive Services or at this stage of service by WIA Workforce Specialists. Based upon customer choice, an appropriate plan of training will be developed to assist the individual obtain employment. Training Services may include education, vocational classes, skills training, On Job Training, and customized training to match employer needs. The Career Center has a successful history of working

with business and training partners to develop training for new and expanding business opportunities in the area to optimize placements for Dislocated Workers.

I.3 Rapid Response

a. Identify the local Rapid Response Coordinator who is responsible for connecting dislocated workers to WIA Title 1-B resources.

The Coconino LWIA Rapid Response Coordinator is Janetta Beaumont. She facilitates Rapid Response Task Force Team (RR Team) meetings every other month to accomplish the vision and mission of the team.

b. Identify how the local Rapid Response Coordinator works with additional stakeholders through integrated partnerships to form a Rapid Response Team.

The mission and vision of the Rapid Response (RR) Team were developed by the stakeholders and is part of the agenda for every meeting. The mission is: *The Rapid Response team proactively serves employers and employees to prevent or respond to layoffs or closes by connecting them with customized resources in a timely, professional manner.* The vision is: *A dynamic, prosperous workforce community in Coconino County.* The mission and vision guide our actions and activities through proactive contacts with employers before a layoff or downsizing occurs whenever possible. Team members meet monthly or bi-monthly to share employer information about potential downsizing or layoff so the team may offer services which could avert or lessen the impact of a layoff. If notified of a company closure or down-sizing, team members are activated to provide a rapid response event according to the desires of the affected employer. The Coconino LWIA will use the State waiver to provide incumbent worker training when applicable to increase worker skills, which may avert a layoff. When working with a small employer, the opportunity for re-training to move to another position within the company may not be an option. If a layoff date has been set, the team offers rapid response activities and information to assist both employer and employees facing layoff. Sharing registration for UI benefits and enrollment into the Career Center Dislocated Worker program are main goals of these activities. A company that closes their doors without notice is contacted by Career Center staff as soon after the event as possible to elicit cooperation in reaching laid off workers to offer services and ascertain how to assist managers until the closure is complete.

c. Identify the local area's Rapid Response Team and their roles and functions.

The RR Team members are invited to join the team because of their interest in serving employers and employees experiencing a layoff. It includes many of the seventeen One Stop Partners who bring a wide range of services to employees and employers experiencing layoff, downsizing or closure. The team includes key members of the One Stop Partners: DES Employment Service, Goodwill

Industries, Coconino Community College, NAU, ECoNA, Educational Opportunity Centers and Native Americans for Community Action WIA programs. Other current members include large employers, City of Flagstaff and Coconino County as well as Flagstaff Chamber of Commerce, United Way of Northern Arizona, Consumer Credit Counseling Services and the Sunnyside Neighborhood Association, which may broaden services to be made available as requested by planners of the Rapid Response (RR) event. Other partners may be invited to join a RR event when appropriate to present services based on the specific needs of an industry or employer. These other resources may include providers of mental and emotional support, educational training providers, non-profit financial training and planning groups, or social service agencies who may offer additional needed support services. Each Rapid Response is customized to the desires and needs of the affected employer and employees, but DES Job Service staff are always invited to attend in order to explain UI benefits. The Coconino County Career Center facilitates the event on behalf of themselves and other partners to share information, resources, and to encourage participation in the Dislocated Worker Program. Included as **Attachment E** is the Rapid Response Brochure that identifies team members and employers represented

- d. Identify the local Rapid Response policies, including the minimum threshold number of affected workers the LWIB has approved for Rapid Response services to be provided to a company experiencing a layoff, reduction in force or closure.**

The local policy determines the composition of the RR Team which responds to a particular layoff, downsizing or closure. The RR Team for each event will vary according to the needs of those affected. Customizing services offered expands the range and quality of services by providing for the specific needs of the company and workers affected through specified community resources. If individualized services are called for, partners or stakeholders best suited to offer these services are called in to meet specific needs.

The threshold for a Rapid Response in Coconino County is set at 10 employees due to the number of smaller businesses in the local labor market. The local area has a Rapid Response Team comprised of Career Center Dislocated Worker staff, DES/ES staff and other appropriate workforce partners as requested by the affected employer. This team makes contact with employers and employees within 48 hours of the Worker Adjustment and Retraining Notification (WARN) communication or communication regarding the layoff. This team provides a quick and positive response providing information, supportive services and/or services on employment and training opportunities. The RR Team is coordinated by the Coconino Career Center, meets every other month to build the capacity of the unit, and for members to identify any pending issues that call for action. Services are provided to assist employers, employees and families as well as communities that are facing a large plant closure, mass layoff, or a substantial layoff due to business curtailment created by economic slowdown or foreign

competition. Proactive services may also be offered taking advantage of several potential forms of assistance or strategies to avert employee layoff.

e. Describe services to be provided to those affected by a mass layoff including planned strategies for incumbent worker training focusing on layoff aversion.

As a rural area, when informed of a mass layoff through a WARN notice or shared information, the Rapid Response Coordinator makes immediate contact with the affected employer and plans a meeting to learn how the team may best assist the employer and affected employees. Incumbent worker training may be offered if funds are available and this action will avert layoffs, with the State waiver utilized for this purpose whenever possible. Job sharing may be suggested if it appears the downturn in business will be brief enough to move employees back into full-time positions within a reasonable length of time. A very effective RR technique promoted in Coconino County where very small companies are much more common than large businesses is to bring potential new employers to a RR event when employees are being notified of their layoff. Having potential new employer's onsite offers a benefit to both the employer who is closing down and to their dislocated employees. This can diffuse the anger of employees by offering them quick potential new sources of income and limits the impact on the employer's unemployment account by assisting their laid off employees to become rapidly re-employed. It also offers Dislocated Workers immediate avenues to become employed and to focus on their next steps, in just "one stop".

I.4 Apprenticeship Program

a. Describe how the Local Workforce Area will coordinate efforts with the State Apprenticeship Program.

The Coconino LWIA is in contact with the State Apprenticeship Program coordinator and willing to partner for more apprenticeship opportunities in Coconino County. The value of apprenticeships for stable employment which includes living wages for families and opportunity for continued job growth is recognized as a strong reason to encourage these programs whenever possible. Growth of apprenticeship opportunities as the partnership with the State apprenticeship coordinator grows is an outcome expected to be achieved in the next four years.

b. Describe current and planned use of WIA Title 1B Funds for Apprenticeship Training.

The Coconino Career Center will work with businesses or educational entities interested in starting an apprenticeship program, facilitating a meeting with State Apprenticeship programs when applicable. If training begins in Coconino County, the Career Center will meet with applicants for eligibility and suitability

for WIA Title 1B Funding for the training and assist the training provider in application to be approved for inclusion on the ETPL.

Any opportunity to support apprenticeship programs approved for ETPL in Coconino County through OJT or other training and support services is appreciated and will be encouraged through use of Title 1B Funds to assist as many trainees as possible who are eligible and suitable for entrance into WIA programs.

I.5 Trade Adjustment Assistance

Describe how TAA services will be delivered. LWIAs must describe how they will ensure enrollment of TAA participants into the WIA Title 1B Dislocated Worker Program.

The Trade Adjustment Assistance Program was created to provide benefits and support to workers who become unemployed due to the impact of international trade. The Trade Adjustment Act Program seeks to provide U.S. workers who are adversely affected by trade with the opportunity to obtain the skills, resources, and support they need to become reemployed. Effective October 21, 2011, President Obama signed the Trade Adjustment Assistance Act of 2011, which made some changes to the 2009 Trade Adjustment Act program amendments. The Trade Adjustment Act program works closely with Workforce Development partners to provide these services and achieve the goal of returning workers to suitable employment as quickly as possible.

The Trade Adjustment Act program is a federal program that is operated through each State. Applicants are approved for the program using a two-step process: 1) applying to the United States Department of Labor for certification for program eligibility for a group of workers at a specific company and 2) applying within a worker's State for individual benefits and services based on a DOL certification.

Arizona Trade Adjustment Assistance (TAA) is handled by a case manager in the Phoenix DES Office. The LWIA will co-case with this manager when working with a participant as a Dislocated Worker who is eligible for TAA through layoff from a company that is downsizing or closing because the jobs were impacted by international trade.

Program Benefits and Services Training

Allowable types of training include: classroom training, on-the-job training, customized training designed to meet the needs of a specific employer or group of employers, apprenticeship programs, post-secondary education, prerequisite education or coursework and remedial education, which may include General Educational Development preparation, literacy training, basic math, or English as a Second Language. The cost of training is paid to the training provider by the State with Trade Adjustment Act Program funds.

Training may be approved on a full-time or part-time basis, although full-time training is required in order to meet income support eligibility requirements. Workers covered by a certification may enroll in a Trade Adjustment Act-approved training program when they are still working but have been threatened with a lay-off.

To receive training paid for under this program, the following six criteria must be met:

1. No suitable employment is available.
2. The worker would benefit from appropriate training.
3. A reasonable expectation of employment exists.
4. Training is reasonably available.
5. Worker is qualified to undertake and complete such training.
6. Training is available at a reasonable cost.

Income Support

A Trade Readjustment Allowance is available to continue to provide income support while an individual is participating in Trade Adjustment Act Approved Training and attending training full-time. The amount of each weekly Trade Readjustment Allowance payment is based on the weekly unemployment insurance benefit amount the person has already received. A Trade Adjustment Act participant must have been entitled to receive UI benefits before they may receive Trade Readjustment Allowance and must have exhausted their UI entitlement.

Reemployment Trade Adjustment Assistance (RTAA)

These benefits are available if a Trade Adjustment Act participant is age 50 or older and obtains a new job which does not pay more than \$50,000.00 annually and is paying less than the job the participant was laid-off from. Participation in Reemployment Trade Adjustment Assistance allows a person to receive a wage supplement.

Reemployment Trade Adjustment Assistance payments may total 50% of the difference between the old and new wages, with a maximum of \$10,000.00 paid over a period of up to two years. An individual who is receiving Reemployment Trade Adjustment Assistance, is also entitled to receive employment and case management services and the Health Coverage Tax Credit, and may be eligible to enroll in Trade Adjustment Act-approved training. Workers may qualify for Reemployment Trade Adjustment Assistance while employed full-time, or when working part-time, employed at least 20 hours a week, and participating in a Trade Adjustment Act-approved training program.

Employment and Case Management Services

These services are available at a local Employment Service Office or One Stop Career Center to help an individual evaluate training and career options that are available. Specific case management services may include: assessment of skill levels; development of individual employment plans; information on available training; information on how to apply for financial aid; short-term prevocational services; individual career counseling; information on employment statistics; and information relating to the availability of supportive services.

Employment Service has dedicated Trade Adjustment Act Counselors that provide services as needed. Per Employment Services Policy all eligible Trade Adjustment Act applicants must be referred to Workforce Investment Act, Title 1B for co-enrollment. Workforce Investment Act, Title 1B Guidance Letter #02-08 dated November 13, 2008, address co-enrollment of all Trade Adjustment Act participants.

Job Search Allowances

This monetary benefit is available to cover expenses incurred while seeking employment outside a person's normal commuting area, if employment in a suitable job, where they are likely to remain employed and earn family-sustaining wages is not available in their area. Job search allowances reimburse 90% % of the costs of allowable travel and subsistence, up to a maximum of \$1,250.00.

Relocation Allowances

This monetary benefit is available to reimburse a Trade Adjustment Act participant for approved expenses when they must move to a new area to earn family-sustaining wages in employment outside of their normal commuting area. Relocation allowances may include 90% of the reasonable and necessary expenses involved in moving the Trade Adjustment Act participant, their family, and household goods to a new area following re-employment. In addition, they may receive a lump sum payment equal to three times their average weekly wage, up to a maximum payment of \$1,250.00.

I.6 Reemployment Services

Describe how Reemployment Services will be coordinated within the operations of the One Stop Centers.

Employment Services (ES) provides these services already and will continue to develop an appropriate policy as the Business Plan is unfolded. ES will continue to provide Core Services and will refer anyone not successful in obtaining employment to LWIA or partners for Intensive then Training Services as needed to re-gain employment.

The American Recovery and Reinvestment Act of 2009 provided additional workforce funding to increase employment and Training Services. Arizona Employment Service implemented the Reemployment Services Program. Reemployment services are provided to Unemployment Insurance claimants to maximize resources and enhance the workers' opportunities to return to the workforce. Claimants are selected each week to meet one-on-one with an Employment Services staff member to assess their employability status. All claimants are provided Core Services to include full registration in Arizona Job Connection, the State Workforce System and referrals to program partners and community providers as appropriate.

Arizona is participating in the Unemployment Insurance Reemployment and Eligibility Assessment Initiative. The program is designed to get Unemployment Insurance claimants into the One Stop Career Centers for the purpose of: 1) reviewing their eligibility for unemployment compensation; and 2) developing a reemployment plan that connects them to One Stop Career Center Services.

There are five components included in the Reemployment and Eligibility Assessment model:

1. The claimant must receive an Unemployment Insurance eligibility assessment;
2. The claimant must physically report to the One Stop Career Center;
3. The claimant must receive labor market information;
4. The claimant must receive assistance in developing a reemployment plan that includes work search activities; and
5. There must be feedback from the One Stop back to the Unemployment Insurance system regarding the claimant's receipt of services, which are a condition of eligibility.

Claimants that are selected for Reemployment Eligibility Assessment services are in the ninth (9th) week of benefits and are identified as likely to exhaust Unemployment Insurance benefits. They are notified to report to the local One Stop Facility for a one-on-one in-person assessment. Claimants are required to provide their work search log and a copy of their resume for review and discussion. During the one-on-one assessment potential barriers are identified through the use of the Layoff-to-Employment Action Planner (LEAP) and appropriate referrals to support services are made and included in their reemployment plan.

I.7 Migrant Seasonal Farmworker Outreach Program

Where provided, describe how Migrant Seasonal Outreach Program services will be delivered and coordinated within the operations of the One Stop Centers.

The DES staff which manage this program reports that Sheep Herding is the only Seasonal Farmworker program at this time. The dedicated Migrant seasonal Farmworkers staff person in Casa Grande, Arizona will provide outreach services to any Agricultural Employer in the area on an as-needed basis. If necessary, a policy will be developed by DES at a later date and will be added and implemented when received.

The Migrant Seasonal Farmworkers Program was established by a US District Court Judge, Charles R. Richey, August, 1975, mandating specific actions be taken to correct inequities that were going on in early 1970 against Migrant Seasonal Farmworkers. Among the charges were discriminatory and unequal treatment and services by State employment security agencies and Department Of Labor officials were not effectively enforcing the law and Department Of Labor regulations.

By issuing this court order, Civil Action No. 2010-72, it was established that all State Employment Service agencies and all local offices, regardless of (agricultural) activity level, to provide Migrant Seasonal Farmworkers the full range of employment services, benefits and protections.

I.8 Senior Community Service Employment Program (SCSEP)

Describe how the local workforce system will ensure integration of the Senior Community Service Employment Program (SCSEP) into the Local Workforce Area Business Plan.

When possible a representative from SCSEP will be present in the Comprehensive One Stop. In-lieu of that staff from the One Stops is provided with pertinent information available to assess a client's needs in order to make referrals to SCSEP when appropriate.

The staff at the One Stops will assess a client's needs and if they are older workers than a referral will be made to SCSEP at which time program staff will determine eligibility. However, even though the client may be an older worker, referrals should also be made to other programs as appropriate.

SCSEP participants are required to register with Employment Administration at DES using the Arizona Job Connection web site. They are also referred to Goodwill and the Career Center to utilize any of their services that may help them gain employment.

SCSEP serves the 55 and older population. Referrals come from other One Stop Partners, advertising, staff attendance at job fairs, host agencies and word of mouth. Service to "Most in Need" clients is a performance measure that needs to be met. These are people who have a severe disability, frail, age 75 and older, severely limited employment prospects and living in an area of persistent unemployment, limited English proficiency, low literacy skills, rural residents Veterans, homeless and at risk of homelessness etc.. Each of these barriers is addressed at the start of the enrollment process and strategies are developed to increase their success in the program. The other measures deal with how many participants are placed in unsubsidized employment as a direct result of the training gained by being in the program. Participants are required to look for work while on the program and hopefully by gaining needed skills they will be successful in securing employment. They are encouraged to utilize the employment services offered by DES, LWIA and other partners.

I.9 Youth Services

- a. Describe strategies to incorporate the required youth program elements within the design framework. Elements to include are:**
 - 1. Tutoring, study skills training, instruction leading to secondary school completion, including dropout prevention;**
 - 2. Alternative secondary school services;**
 - 3. Summer employment opportunities linked to academic and occupational learning;**
 - 4. Paid and unpaid work experiences;**
 - 5. Occupational skill training;**
 - 6. Leadership development opportunities;**
 - 7. Supportive Services;**
 - 8. Adult mentoring for a duration of at least 12 months, that may occur during and after program participation;**

9. **Follow-up services for not less than 12 months after the participant completes the program; and**
10. **Comprehensive guidance and counseling, including drug and alcohol counseling and referral to counseling as appropriate to meet the needs of the participant.**

Ten Youth Program Elements: (Strategies and referrals)

1. **Tutoring, study skills training, instruction leading to secondary school completion, including dropout prevention.** Elements needed to pass Common Measure Attainment of a Degree or Certificate and Literacy and Numeracy Gains. This element will be provided by the local High Schools or the Community College as a support service provided to each client by the Career Center as well as through case management.
2. **Alternative secondary school services.** Element is needed to pass Common Measure Attainment of a Degree or Certificate and Literacy and Numeracy Gains. This element will be provided by the local High Schools or the Community College.
3. **Summer employment opportunities linked to academic and occupational learning.** This element will be determined case by case. This element will be managed by the Career Center and will be part of a client Individual Service Plan (ISS) developed with their case manager. The ISS is the plan that identifies the employment goals, educational objectives, and prescribed appropriate services for the participant.
4. **Paid and unpaid work experiences.** This element will be determined case by case. When developing the ISS with their case manager, the client will have an opportunity to focus on an educational path leading to higher education or an employment path leading to a work experience and employment.
5. **Occupational skill training.** This element will be determined case by case. When developing the ISS with their case manager, occupational skill training may or may not be on the Plan. If occupational skill training is needed, the Career Center would provide the funding for this service at an approved training provider. (Refer to ETPL list)
6. **Leadership development opportunities.** This element is provided by the case manager through adult mentoring, volunteer opportunities in their community, and by attending workshops provided by the Career Center or its partners.
7. **Supportive Services.** This element is funded by the Career Center to help a client complete his/her goals for education or employment.
8. **Adult mentoring for a duration of at least 12 months.** This may occur during and after program participation. The adult mentor should provide a positive role model for educational skills, work skills, positive life skills, and personal or social development. Participation in community mentoring programs such as Big Brothers Big Sisters, YMCA, Local Youth Centers other suggested by the case manager when activities meet the adult mentoring definition. Participation in business mentoring programs will be available

through the Local Workforce Investment Board members connecting youth with local leaders and business owners.

9. Follow-up services for not less than 12 months after the participant completes the program. Follow-up services are provided by the Career Center and include continued connection, contact and resources for the youth.

10. Comprehensive guidance and counseling, including drug and alcohol counseling and referral to counseling as appropriate to meet the needs of the participant. If needed, the client will be referred out to a qualified counselor or treatment facility for drug, and alcohol, and mental health issues. Flagstaff and surrounding communities embrace indigenous values and cultural traditions are celebrated. Native American for Community Action is an excellent resource and referral for Native people and others in need to create a healthy community based on Harmony, Respect and Indigenous values. Services will provide limited funding to career, educational, and life skills and will be provided by the Career Center case manager.

The Coconino Career Center WIA Youth Programs address all 10 Youth Elements required by the Act through a One Stop, long term approach detailed in an integrated Individual Service Plan developed with the youth. (This WIA strategy only relates to WIA Title 1B Programs, and does not address other youth Partner Providers which may provide services out of the Comprehensive One Stop such as Job Corps). By operating in this manner, the County Career Center assures that support is provided to the Local Youth Workforce Council Plan that incorporates objective assessments to determine academic levels, skill levels, and service needs of eligible youth. The Plan also addresses how youth participants will complete an education program and link youth with post-secondary and employment opportunities. The Local Youth Workforce Council strategy prefers delivery of all 10 elements from a single provider to streamline service provision to at risk youth, and ensure continuity of focus and success.

- Individual Service Strategy (ISS) for WIA-eligible youth.
The ISS is the Plan that identifies the employment goals, educational objectives, and prescribed appropriate services for the participant. The ISS is essential in identifying the needs of participants and is a critical component when it comes to assisting a young person's development.
- Youth Council Mission and Vision:
The Youth Council acts as advisors to the Workforce Investment Board on vital issues regarding the employability of youth. The Youth Council has several important duties that are mandated in the Workforce Investment Act (WIA). This Council includes members who also serve on the Workforce Investment Board. This type of dual representation is suggested by the Act. The Youth Council Vision Statement is as follows.
The Coconino County Workforce Investment Boards Youth Council partners to prepare youth for adulthood, successful careers and lifelong learning. The Council creates links between Youth Programs and

communicates with and educates youth of our community with respect and dignity.

- Local design framework for youth:
Provide an objective assessment of the academic levels, skill levels, and service needs of each participant, which assessment shall include a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs. Develop service strategies for each participant that shall identify an employment goal. Provide preparation for postsecondary educational opportunities, strong linkages between academic and occupational learning, preparation for unsubsidized employment opportunities.
 - Internship/Work experience (WEX), On the Job Training (OJT):
Work Experience (WEX) – A temporary activity (generally six months or less) which provides a person with the opportunity to gain the skills and knowledge necessary to perform a job, including work habits and behaviors, and which may be combined with classroom or other training. Work Experience is an authorized activity for WIA Adult, Dislocated Workers and Youth participants. (Internship is the same as a WEX)
 - On-the-Job Training (OJT) provides WIA participants the opportunity to receive training while employed, and to be paid wages comparable to other employees in similar positions. For employers, OJT agreements with local workforce investment areas (LWIA's) provide an opportunity to be reimbursed a percentage of the wages they pay to WIA participants while they acquire additional job skills.
- b. Describe the strategy to provide initial intake, objective assessment, case management, individual service strategies and eligibility assessment for youth.**

The Career Center provides a required orientation session for youth participants that are interested in WIA Title 1B Services. During the orientation, the participants complete the following assessments: basic skills, interest inventory, learning styles, and a skills inventory. Following the orientation, participants complete the eligibility and submit their documentation to confirm their eligibility to receive services. Once a participant is determined eligible for the program, an Individual Service Strategy is developed. Ongoing case management is provided to the participant while they are enrolled in the program. Post assessments are also conducted on an as needed basis. The operational strategies for enrollment, training and service provision are outlined in detail in the Coconino County Training and Support Service Guidelines and Career Center Monitoring Guide – Purpose and Schedule of Use and Forms that is provided to the DES WIA Title 1B Monitoring Liaison, and reviewed at every audit conducted on the Career Center by the Liaison. This Guide is included as **Attachment I**.

- c. Describe how the Local Workforce Area will deliver comprehensive services for eligible youth, particularly youth with significant barriers to employment. The discussion must include how the Local Workforce Area coordinates youth activities, including coordination of WIA Youth activities with services provided by Job Corps (if applicable) program in the State.**

The Career Center employs the strategy of customization knowing that “one size fits one” for the youth in WIA funded programs. Each participant is served in accordance with a mutually designed plan that capitalizes on their unique set of skills and talents, while mitigating barriers to education, training and employment success. The Coconino County Career Center, which is the WIA Title 1B Service Provider, partners with all youth service organizations as an aid to providing comprehensive services to youth as not all services required may not be available from the WIA, or can be funded by the Act. The Coconino County Youth Workforce Council is staffed by the Career Center with funding from WIA Title 1B and includes all significant youth organizations that provide services in Coconino County. If a youth is co-enrolled in another organization’s program, bi-monthly case management contact is completed with both organizations and the youth. Agreements have been signed by the partners, and the youth clients, that facilitate open communication with organizations to share documents and information.

- “One Size Fits All”- Is a description for a product, style or procedure that would fit in all instances. We are entering an era where one size no longer fits all-or even a few.
- “One Size Fits One” - Is a description of the Career Center product which provides a customized plan built specific to each client’s goals. This customized approach builds relationships one client at a time.

Local Youth Program partners include:

- Coconino Rural Environment Corps - AmeriCorps
- Sunnyside IAM Youth Council
- Northern Arizona University
- Coconino Community College
- All area high schools including their special projects that directly serve youth with disabilities
- Coconino County Regional Accommodation School District
- All Chambers of Commerce
- United States Forest Service YCC
- University of Arizona 4H
- County Juvenile Justice program
- Educational Opportunities Centers
- NAU AmeriCorps
- Fredonia Library Teen Career Center
- CAVIAT Joint Technical Education District
- Goodwill First Jobs

- Native Americans For Community Action
- Flagstaff Teen Employment Corps (FTEC)
- DOL Job Corps
- Flagstaff 40 STEM Initiative

The Coconino Local Youth Workforce Council has conducted three Youth Organization Forums to bring together the various youth agencies in the community. Each forum produced a service matrix, involved group discussion on barriers youth face and how to overcome them, and built strong connections between area youth providers and the Career Center. The Career Center also coordinates with all local education agencies to share information, documentation and assessments. The Youth Council also partners with the sponsors of annual Teen Job Fairs in Page, Fredonia and Flagstaff that connects youth to employment and education opportunities. The Career Center participates in Reality Check forums for youth in Page, Fredonia and Williams to promote youth financial literacy. Recently, the Coconino County Career Center teamed up with CAVIAT, local high schools county wide, and the Economic Collaboration of Northern Arizona to conduct a Monster.com Youth Entrepreneurism Event to educate youth on the potentials and possibilities of starting their own business.

The Career Center also partners with the Educational Opportunity Center at Northern Arizona University in order to assure that youth participants are connected to post-secondary education opportunities and financial aid. The Career Center Youth Workforce Specialist works with the participant to ensure that they have their education and training goals met. Career Center youth often meet their employment training goals through subsidized Work Experiences and On-the-Job Training. On-the-Job Training is only used for youth in special circumstances. In keeping with the service motto of “one size fits one”, the Career Center develops an Individual Service Strategy to meet the special needs of each customer, and focuses on the appropriate mix of services warranted for client success.

The Coconino Career Center provides an office space to the private Contractor which serves as the Job Corps outreach group that is responsible for recruitment of youth for the two Job Corps Centers in Arizona. This close connection can provide the platform for dual enrollment of at risk youth. However, the Jobs Corps has recently furloughed staff, and ceased enrollments due to a nationwide overage of expenditures. Although they have now reopened their Arizona Centers to new enrolments, the capacity of these Centers to serve local youth has been drastically diminished and only itinerate outreach and enrollment services are provided to the County at this time.

Connecting youth to the business community through intermediaries is an important strategy for delivering comprehensive services by connecting youth with local employer associations and events. In addition, the Career Center works with the Chamber of Commerce in each city, has staff serving on the Board of Directors of the Chamber in Flagstaff, and has Chamber Executive Directors as

LWIB members from both Flagstaff and Williams. This linkage with business intermediaries is a beneficial arrangement that facilitates linkages for youth to local employers. The Career Center, and One Stop Partners, stage numerous Job Fairs, and even stage Job Fairs just for teens to link with employers. When funding is available, the use of Work Experience (WEX) Internships with Title IB funds is provided to link youth with local employers to gain the job skills that will enhance their employability.

Work experience (WEX), On the Job Training (OJT):

- Work Experience (WEX) – A temporary activity (generally six months or less) which provides a person with the opportunity to gain the skills and knowledge necessary to perform a job, including work habits and behaviors, and which may be combined with classroom or other training. Work experience is an authorized activity for WIA Adult, Dislocated Workers or Youth participants. (Internship is the same as a WEX)
- On-the-Job Training (OJT) provides WIA participants the opportunity to receive training while employed, and to be paid wages comparable to other employees in similar positions. For employers, OJT agreements with local workforce investment areas (LWIA's) provide an opportunity to be reimbursed a percentage of the wages they pay to WIA participants while they acquire additional job skills.

The Career Center WIA Title 1B Grant is used to support the local school district's Continental Project in Flagstaff and the Transition School to Work (TSW) programs in Page and Flagstaff that deliver focused academic, transition, and employment services for teens with disabilities. By partnering with these programs on employability skills, and providing youth WEX internships, the youth in these programs experience a high degree of placement and employability success.

Preparing Youth for employment opportunities is also accomplished through a variety of services that helps to prepare youth for unsubsidized job opportunities. The Career Center offers a variety of seminars on job search skills, including cover letter & resume writing, interviewing skills, presentation skills, job retention skills, dress for success, and communication styles. In addition, the Youth Workforce Specialists will also help participants one-on-one in filling out applications and preparing for unsubsidized employment. When funding is available, youth are placed in WEX internships with WIA Title IB funds to allow them to gain skills that will promote success in unsubsidized jobs. Youth are also referred to other programs that may pay for WEX internships or supported in unpaid WEX internships, all targeted to build their employability skills.

- d. Identify the additional 5% non-economically disadvantaged youth barrier, include the process and criteria used to determine “serious barriers to**

employment”, and the local process to track enrollment of non-economically disadvantaged youth.

Not more than 5% of participants assisted through this WIA Title 1B Service in each local area may be individuals who do not meet the minimum income criteria to be considered eligible youth, if such individuals are within one or more of the following categories:

- Individuals who are school dropouts
- Individuals who are basic skills deficient
- Individuals with educational attainment that is one or more grade levels below the grade level appropriate to the age of the individuals
- Individuals who are pregnant or parenting
- Individuals with disabilities, including learning disabilities
- Individuals who are homeless or runaway youth
- Individuals who are offenders

Youth who are not economically disadvantaged are noted through the eligibility criteria. Those identified as non-economically disadvantaged are interviewed to determine if serious barriers to employment exist. Serious barriers may include felony convictions, mentally emotionally or physically challenged, single parents without family support, those at risk of not completing their education or with no experience. Those with the greatest barriers are enrolled in the 5% allowed while others are referred to partners to assist in overcoming their employment barriers.

The local practice to track enrollments is the same method as that to track other enrollments, use of the state approval data base system. As a shadow system to account for numbers, the Career Center Business Manager also tracks these percentages to assure compliance. In addition, all Career Center Workforce Specialist staff develops a hard copy “Cheat Sheet” on their clients to compensate for the time that the data base system is down or system reports errors. Staff conduct monthly Case Management meetings in which the entire WIA case load is reviewed, including enrolments, client progress, data base reporting problems, and client follow up issues and solutions.

e. Identify the local process that is used to track out-of school youth enrollments and expenditures to meet the 30% out-of-school minimum expenditure requirement.

Youth enrolled as out-of-school are tracked using the State data base system. Reports are generated on a monthly basis. Expenditure reports reflecting out-of-school expenditures are tracked on a monthly basis in order to meet the 30% minimum.

f. Identify the 6th youth barrier(s) for “individuals (including youth with a disability) who required additional assistance to complete an education program, or to secure and hold employment, as identified by the LWIB.

The Local Youth Workforce Council defined the 6th Youth Eligibility Criteria as individuals who require additional assistance to complete an education program, or to secure and hold employment. Identification of an individual youth who fits this 6th Eligibility Criteria element would include the following aspects: limited work history, poor work history, struggling in school academically, and/or at risk of not completing school.

g. Describe in detail strategies to identify, recruit and engage youth to comply with the Literacy and Numeracy Gains Performance Measures.

Youth participants are all encouraged to increase their basic skill levels while they are enrolled in the WIA Title 1B Program. This is done through tutoring, community college classes, and basic skill remediation through GED programs. If a youth is basic skill deficient when they enter the program, a goal is established on their Individual Service Strategy to increase at least one grade level per year.

Arizona has recently moved to adopt the Literacy and Numeracy Performance Measures as one of the Common Measures upon which the Local WIA Title 1B provider will be evaluated. However, the local profile for an Out Of School youth, for whom this Measure is designed, indicates that a return to school is a challenge. Due to the very low income thresholds for youth to qualify for WIA Title 1B Services, participants are in need of income support that pushes them to employment, not academic studies. Outreach to this clientele, often called “disconnected youth” is an ongoing challenge for Coconino County, other areas of Arizona, and nationwide.

The Coconino County Career Center recognized the need to approach this service dilemma in a new manner. To facilitate outreach to this population, the Career Center hired a Youth Workforce Specialist who is focused on outreach to the Older, Out of School Youth demographic. The staff member is a former teacher, and Job Corps Recruiter, who has the background and talent to develop and implement an effective campaign designed to identify, recruit and engage youth to see the value of success in these Measures.

The Outreach Campaign strategies include, but are not limited to, the following:

- Intensive use of Social Media both for reaching youth, and to educate caring adults who may connect them with services
- Catchy flyers that invite youth to Come and Be Awesome, and other wording and graphics which appeal to youth. Flyers may be posted, or rolling on Televisions placed in the waiting room lobby of the One Stops
- Articles about youth success possible through Career Center services published in English and Spanish in a local magazine as part of a

continuing campaign to interest youth, and their parents or grandparents who may support them in seeking resources from the Career Center

- Participation in the Orientation Sessions at the local GED providers to share information about services
- Staging outreach sessions in neighborhoods and locations where older youth congregate
- Staging outreach sessions in partnership with other youth providers to gain a larger audience
- Offering incentives for participants in outreach sessions such as bus passes, and other incentives which are meaningful to youth
- Using peers to aid in outreach such as the Flagstaff Teen Employment Corps
- Participating in the usual youth events such as Job Fairs, but employing a loud, fun, prize wheel where youth have to guess the answer about employment or education questions to win a prize
- Working with temporary staffing agencies to refer the youth that they cannot place due to their lack of skills, but who would benefit from Career Center services

h. Describe in detail how the Local Workforce Area will conduct monitoring of Youth Program providers to assure compliance with program objectives.

Coconino County, along with the Balance of State in Arizona, received a Waiver that eliminates the necessity of procuring certain elements of WIA Title 1B Youth Services from other Youth Providers. At this time, all Youth Services are provided by the Coconino County Career Center; however, selected elements will be put out to bid in PY2014. Currently, Performance Results, and Best Practices, of the Career Center Youth Programs are monitored by the State DES WIA Division, the County and the LWIB. If any providers reply to the bid and are selected to provide services by Coconino County, the provider will be monitored by the County.

I.10 Veterans

a. Describe strategies that will ensure compliance with the priority of service procedures and how Veterans will be served.

Veterans are a priority for services in WIA Title IB programs and case managers work closely with providers of Veterans services, including DES Veterans Services, Catholic Social Services, NAU and Coconino Community College Veterans programs and a new program entitled Veterans Resource Services. The LWIA co-cases with these partners as appropriate with the goal of expanding the variety of services that may be offered to Veterans, especially those with multiple barriers and needs. Veterans and eligible spouses of Veterans are screened when they come into the comprehensive center by the Welcoming Team. If the person is a veteran or eligible spouse of a veteran they are given priority of service

materials to complete and they are given a veteran priority of service badge to wear while in the comprehensive center.

Priority of Service is the right of an eligible "Covered Person" to be given priority of service over an eligible non-covered person for the receipt of employment, Training and Placement Services, notwithstanding other provisions of the law. Covered persons take precedence over non-covered persons in obtaining services and shall receive access to services and resources earlier in time than a non-covered person. If services or resources are limited, the covered person receives access instead of or before the non-covered person.

You are a "Covered Person" and are entitled to Priority of Service if:

- You served in the military or air service, were discharged or released under conditions other than dishonorable as specified in 38 U.S.C 101(2);
- Active service includes full time National Guard or a Reserve component, other than full time duty for training; or
- You are the spouse of:
 - Any Veteran that died of a service connected disability; or
 - Any member of the armed forces service on active duty who, at the time of application for the priority, is listed as one or more of the following categories and has been so listed a total of more than 90 days:
 - Missing In Action,
 - Captured in line of duty by a hostile force,
 - Forcibly detained or interned in the line of duty by a foreign government.
 - Any Veteran who has a total disability resulting from a service connected disability, as evaluated by the Veterans Administration,
 - Any veteran who died and a total disability (service connected), as evaluated by the Department of Veteran Affairs, was in existence.

All Veterans and or eligible spouses of Veterans will be referred to an Employment Representative to complete an initial assessment of service needs to include full registration in Arizona Job Connection. If the Veteran has barriers to employment, the Disabled Veterans Outreach Program Specialist and or Local Veterans Employment Representative will provide case management services.

Disabled Veterans Outreach Program and Local Veterans Employment Representative staff will assist eligible spouses with employment needs and or appropriate referrals.

b. Describe in detail strategies to be implemented to identify and enroll eligible Veterans in the Dislocated Worker Program.

As integrated services in the new Comprehensive One Stop are implemented, the Welcome Team will assess each customer for appropriate services and referral to the correct partner for enrollment in that program. Veterans are a priority of

service for the One Stop, so when a Veteran customer comes into the One Stop, he/she will be referred to DES Veterans Employment Services as well as LWIA Dislocated Worker services. Co-casing will be much easier with co-location of both programs within the Comprehensive One Stop and a wider variety of services may be offered to assist with re-employment.

J. DESIRED OUTCOMES

The local Business Plan must describe and provide specific quantitative targets for the desired outcomes and results for the programs included in the Plan and how these were determined.

1. Identify who will negotiate Performance Measure goals on behalf of the local Board.

The negotiated levels of performance for the Career Center Title IB Program will be managed by the Director and Deputy Director and will ensure and support the LWIA vision by demonstrating the effectiveness of programs and providers in providing employment, training, and literacy assistance to the eligible population of Coconino County. In the past two performance cycles the Career Center has met or exceeded all but one of the Performance Measures. All sources of data, including but not limited to State of Arizona Labor Market Information, local chambers of commerce and other published reports will be used in the negotiation of the Performance Standards. The Performance Measure are negotiated with State DES staff in their WIA Division to assure that overall State goals are met.

Performance levels for other partners are not negotiated in concert with the Workforce Investment Board, as they have no authority over those negotiations.

2. A description of the local levels of performance negotiated with the State to be used by the Local Workforce Board for measuring the performance of the local administrative and fiscal agent (where appropriate), eligible training providers, and the local One Stop Delivery System.

The local levels of performance identified as outcomes for the Coconino County Career Center WIA Title 1B Grants for 2013-2014 may be found in **Attachment F**. The Career Center WIA programs are monitored frequently by the DES WIA Division. The latest WIA Title 1B Program and Fiscal Monitors are available upon request to the Coconino County Career Center Director. Career Center staff participate in a monthly Case Management meeting at which time all files and reports from the AJC System on client progress are monitored internally.

The Eligible Training Providers List is a data base maintained and managed by the State DES department. Statewide, individual training providers are encouraged to put in performance measures of graduation rate, income expected, percent of students completing training, etc. into the ETPL when they apply for re-certification of programs. At this time that information is not required by the State, however, but the State Coordinator and ETPL WIA User group are working toward compliance with entering this information. Local Training Providers have indicated that they consider the gathering of this data to be an unfunded mandate and have been reluctant to take the time and resources it would take to collect and provide this information.

Coconino County is the Fiscal Agent for the WIA Title 1B Grants for off-reservation Coconino County, and does not serve as the fiscal agent for other partners in the One Stop System. Other One Stop Delivery System organizations are responsible for their own fiscal integrity and performance, and report to their funding sources, not to the

County or to the LWIB. The LWIB meetings always include a WIB Member snapshot during which time that member reports on their programs, performance and activities related to workforce initiatives. In addition, the LWIB will conduct one meeting per year at which time all partners will be invited to share their performance results.

As the fiscal agent for WIA Title 1B Grants and Programs, the County is subject to both the Arizona Single Audit and the DES Finance Department yearly Fiscal Audits. All Coconino County Career Center Audit results have been clear of Findings. Audit results for the Coconino County Career Center WIA Title 1B Programs are reported to the Coconino County Board of Supervisors. The LWIB is an advisory Board, appointed by the Coconino County Board of Supervisors, to provide guidance to the Coconino County One Stop System and Partners on workforce issues, and has no statutory authority to become involved in the financial work of other agencies.

NACA WIA Program is a grantee of DOL ETA funds through the Section 166 Native American Programs; therefore, any specific quantitative targets and respective Performance Measures will be through the Section 166 reporting system. Any participants whom are co-enrolled in the Coconino WIA Program and NACA WIA will be tracked by both partners.

3. The Plan should also describe any additional established indicators and system measures, beyond those required by programs authorizing statutes.

The Coconino County Career Center WIA Title 1B staff tracks ethnic diversity among staff and participants to ensure compliance with EO non-discrimination laws. Since the elimination of the State data base for Rapid Response, the Coconino County Career Center also tracks statistics on Rapid Responses in off-reservation Coconino County. The Career Center produces a monthly Indicator Report regarding Title 1B activities for the Coconino County Manager that tracks numbers of eligibilities, referrals and participants added; number of employer contacts and services; social media contacts and followers as well as networking and collaboration with employers and partners. No additional indicators or systems measures are anticipated to be collected by the Coconino County Workforce Investment Board unless the information can be collected on all local One Stop Partners from the State AJC data base. However, the opportunity for One Stop Partners to report on their specific program indicators and measures of success will be a standing agenda item at each One Stop Partners cross-training meeting.

4. Describe the Balanced Scorecard measures to be tracked and how you plan to measure and track progress – including additional measures chosen by the local board that will be included on your balanced scorecard.

These measures will be developed after information and instructions to develop and carry out the Balanced Scorecard are received from the State and the Governor's Workforce Arizona Council. This could be a valuable addition to track services provided which are not now tracked in our data system if results from all partners are considered so that a look at the system is possible. The LWIA expects there will be a funding stream with

which to carry out the services of the Balanced Scorecard to ensure success in reaching the new goals which fall outside of WIA program Performance Measures that are tracked by the AJC data base.

5. Describe the State required data management system and how partners will interact to provide needed information and to get information from the system needed to manage the local workforce system.

One Stop Partners Wagner-Peyser, WIA Title 1B and Goodwill are the only Coconino partners which have access to the State data base, the Arizona Job Connection, with other partners to be added in the future. This data system is a work in progress with reporting flaws still to be worked out and does not serve as a management tool for the entire One Stop System of Partners. One of the barriers to accurate reporting and noting Performance Measures after the completion of services is that ACJ contains a data link between Wagner-Peyser and WIA Title 1B Services where there can be termination disruption if participants access services from another partner of the One Stop System. Since performance measures are not the same for both systems, this creates concerns for performance success for both groups. Participants are not aware that just looking at job openings or tweaking a resume in AJC causes performance reporting delay problems. It has been identified that some terminated participants access services from other counties if they have moved. If a person accesses AJC or One Stop Services in another county, then termination disruption occurs and delays or changes the reporting of performance outcomes.

6. Describe the role technology will play in accessing services and tracking information to enhance service delivery.

Social media is now one of the best ways to reach some population groups; people looking at these social media sites for information or services can be tracked. Email is often the communication method of choice for tracking participants in the follow-up year. Information exchanged can be saved electronically or in paper form. All Coconino County One Stop Partners will be asked to link information about other partner services on their websites to enhance awareness of services and increase the effectiveness of service delivery.

7. How will you measure customer satisfaction and what will you do to use the results for enhancements?

The State provides impartial customer satisfaction information for Wagner-Peyser and WIA Title 1B. The Coconino Career Center requests its own customer satisfaction survey from participants at exit. One Stop Focus Groups regarding customer satisfaction have been done twice a year and will be done as integrated services are implemented. These groups have been conducted for both customers and employers. Reports of the results from these focus groups will be given to One Stop Operators, LWIB Operators team and partners for action, with the goal of continually improving customer satisfaction.

K. AGREEMENTS, POLICIES AND PROCEDURES

1. **The Plan must discuss how the LWIA will align polices, operations, administrative systems, and other procedures to assure coordination and avoid duplication of workforce programs and activities outlines in WIA Section 121(b).**

In accordance with State Policy attach the following:

- a. **Fully executed Chief Local Elected Official Agreement clearly identifying the administrative and fiscal entity and reflecting the responsibility of each.**

Coconino County, a unit of local government and a subdivision of the State of Arizona, serves as both the Administrative and the Fiscal Entity of WIA Title 1B operations in Coconino County and received that designation from the Governor in 1999. This information is included as **Attachment C** and reflects the new requirements of the Workforce Arizona Council's Policies.

- b. **Chief Local Elected Official and Local Board Partnership Agreement.**

The proposed Workforce Business Plan which is signed by both the Chief Local Elected Official, and the Local Workforce Investment Board Chair, represents the elements integral to the partnership between these groups. The Plan outlines all the duties and responsibilities of these partners to carry out the tasks cited in Section 121(b) of the Workforce Investment Act. This fully executed Plan is on file with the State DES, and posted on the Coconino County Career Center website. A new Chief Local Elected Official and Local Board Partnership Agreement was developed to reflect the new Policies of the Workforce Arizona Council and is included also as **Attachment C**.

- c. **Local Board and Designated Operator Agreement.**

The Local Board and Designated Operator Agreement between the Coconino County Workforce Investment Board and the Coconino One Stop Operators Consortium, is included as **Attachment G**.

- d. **Fully executed Memorandum of Understanding (MOU) which includes the elements described in the One Stop System Delivery Policy (Section D) between the One Stop Operator and each partner agency.**

The MOU is included as **Attachment H** and is proposed to take effect July 1, 2014, after all parties have concurred with the elements involved and signed the Agreement.

- e. **Fully executed Resource Sharing Agreement outlining how services and operating costs of the local system will be funded; methodology for cost sharing and invoices and payment processes.**

A new Agreement will be developed in concert with the development of the new MOU to align with the new Business Plan mandates and Polices and will be included in **Attachment H**.

2. Describe the monitoring process and oversight criteria and procedures utilized to move the workforce investment system toward Local Workforce Area goals.

Monitoring and oversight shall be conducted semi-annually to ensure compliance with all applicable laws, regulations and LWIA goals. Monitoring reviews of the Career Center WIA Title 1B Grants shall consist of fiscal and programmatic operations. The Coconino County Career Center will evaluate the providers of WIA Title IB service by reviewing appropriate performance data for each specific program in the grants.

The LWIB will provide oversight and review performance accomplishments of One Stop Partners at their quarterly meetings, and through their subcommittee, the One Stop Operators, which convenes monthly One Stop Partnership Meetings. The DES Annual Workforce report, which only reports on the Career Center WIA Tile IB program, is also provided to the LWIB and the Coconino County Board of Supervisors. In addition, the Career Center receives a monthly Red/Green report for WIA Title 1B which addresses performance indicators, and is provided to the County Manager. This information is available to the LWIB for their review.

The LWIB may conduct one Annual meeting each year where all One Stop Partners are requested to provide their performance outcomes, issues, budgets and workforce trends.

3. Describe how the Local Workforce Area identifies areas needing improvement and any process in place to address deficiencies.

If any area of WIA Title 1B program service is identified as needing improvement as demonstrated by performance reports from the AJC reporting system, technical assistance will be requested to insure providers achieve performance goals. Corrective Action Plans will be negotiated between the DES WIA Division and the LWIA.

The Career Center which manages the WIA Title 1B grants conducts a monthly Case Management meeting with all Career Center WIA staff at which performance, financial issues, and client cases are reviewed and issues are resolved. The AJC system reports, and other hand generated local reports, are reviewed during this meeting to assure that areas needing improvement are identified and that deficiencies can be addressed.

4. Provide a Copy or a URL link to all local operations and programmatic policies.

The Coconino County Career Center WIA Title 1B Case Monitoring Forms: Purpose and Schedule of Use Policy is provided in **Attachment I**. It is anticipated the procedures and policies to guide local workforce system operations in the Comprehensive One Stop, that will also reflect the new policies and mandates of the Business Plan, will be developed as part of the MOU process and strategic planning by the One Stop Partners to align programs with the Governor’s vision for an integrated system. The Operator’s team will develop policies for operations and programs once the MOU and Sharing Agreement are in place. A URL link to these policies will be added to the Business Plan when they are in place.

L. COMPLAINTS, GRIEVANCES

Each local area, and direct recipient of funds under title 1 of WIA, except for Job Corps, must establish and maintain a procedure for grievances and complaints. In addition, Local Workforce Areas must provide information about the content of the grievance and complaint procedures to participants and other interested parties affected by the local Workforce Investment System, including One Stop Partners and Service Providers.

1. Describe in detail the Local Workforce Area’s process, procedures and local policy to address formal and informal complaints from job seekers and business customers.

Career Center staff always make an effort to resolve informal complaints by careful explanation of rules and regulations, policies and procedures that govern provision of services. For formal complaints turning into grievances an explanation of the grievance procedures is shared as the procedure to follow. The Career Center Services Grievance Policy is **Attachment D** which is included on the following page. The LWIA abides by that policy.

When the LWIA or Business Services Team meets with businesses, a careful explanation of services to be provided is shared. A relationship of trust and mutual benefit begins to be developed and fostered with each contact made. An explanation of Federal, State and local funding requirements delineates services which may be offered. For businesses interested in WEX’s or OJT’s, an explanation of funding requirements is shared. Generally, there is no need of a business grievance policy since the business must agree to follow rules and regulations, policies and procedures required by funding sources or LWIA or services may not be offered, but see the Career Center Services Grievance Policy which may apply to individuals or businesses referenced above.



COCONINO COUNTY ARIZONA
COCONINO CAREER CENTER
"Your Connection to the Workforce"

**Coconino County Local Workforce Investment Board
Denial of Training Services Grievance Policy**

All applicants, businesses and service providers have the right to fair and equal treatment. Applicants, businesses and service providers are advised that complaints regarding access to services may be made verbally or in writing within fifteen days of actions causing the complaint. All applicants are entitled to receive an application, attend an information session and go through the eligibility process.

Applicants may be denied enrollment into WIA programs for the following reasons which may include but are not limited to:

- Ineligible for our programs according to USDOL WIA Rules and Regulations
- Excess income above program limits set by Arizona WIA programs
- Do not reside in off-reservation Coconino County
- Desire training or employment in an occupation not in demand in Coconino County
- Desire training not on the Educational Training Provider List
- Unable to agree to an educational or employment plan as required by WIA rules

Businesses and service providers may be denied services if they are not willing to follow Federal, State and Local rules and regulations; policies and procedures necessary to remain in compliance with LWIA program requirements. They are entitled to receive a copy of the rule, regulation, policy or procedure which is the basis of denial of services.

The following procedures shall be followed when a complaint/grievance is received:

1. Verbal complaints will attempt to be resolved at the time the complaint is voiced.
2. If the complaint is not resolved verbally, the applicant, business, or training provider will write the complaint on the Grievance Form for further consideration.
3. A meeting will be scheduled with the Deputy Director or Director to include the complainant and staff involved in the complaint.
4. If not resolved at this meeting, another meeting will be scheduled with the Director and/or Deputy Director, a representative of Coconino County, and the complainant for final resolution.
5. Applicants, businesses or service providers will not be denied services simply by exercising their grievance rights.

Coconino County Career Center
Attention: Deputy Director
110 E. Cherry Ave.
Flagstaff, AZ 86001

Mailing Address: 110 E. Cherry Ave. • Flagstaff, AZ 86001-4627
Phone: (928) 679-7400 • Fax: (928) 679-7419
TDD: (928) 679-7131

Toll Free: 1-877-358-6714

Equal Employment Opportunity Program. Auxiliary aids and services are available upon request to individuals with disabilities.

Include an appeal process that ensures that no individual is excluded from eligibility consideration for enrollment participation in or with a WIA Title1 funded activity or employment for any reason.

State administration staff are assisting in writing this policy which includes Wagner-Peyser and WIA Title 1B Services. The LWIA will adopt and further develop this policy for the Comprehensive One Stop as integrated services are provided.

2. Describe in detail the local Workforce Area process, procedures and local policy to address formal grievances from job seekers and business customers and training providers.

LWIA staff is transparent in explaining services which can and cannot be offered by our programs, beginning with the first contact and with every contact thereafter. When a question is raised concerning services which may be offered to job seekers, business customers and training providers, an explanation is provided which may include reference to written Federal, State and local rules, regulations and policies. When job seeker or business customers are refused a service they may desire, a referral to a partner who may be more appropriate to offer that service is offered whenever possible. If the customer wishes to file a grievance, the policy and instructions for filing are given to him/her. See **Attachment D**.

3. Describe and provide a copy or electronic link to the local programmatic policies for the delivery of integrated services as described in the Local Business Plan.

These policies will be developed as part of the ongoing One Stop Integration MOU process. The work of the LWIB is to work collaboratively to increase workforce and economic development, not develop policy for the One Stop System for which they have no fiscal or legal authority. Once the Comprehensive One Stop Center commences operations with integrated services, the partners will develop policies and procedures to guide services and customer relations. A copy of these policies and procedures will be available to the State administration as they are developed.

**LOCAL BUSINESS PLAN ASSURANCES
PROGRAM YEAR 2014 – 2017**

As a condition to the award of Workforce Investment Act funds, the local grant recipient assures that it will comply fully with the provisions of the following:

- 1) That it will establish, in accordance with Section 184 of the Workforce Investment Act (WIA), fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for funds paid to the local area through the allotments made under Sections 128 and 133.
- 2) That Veterans will be afforded employment and training activities authorized in Section 134 of the Workforce Investment Act, to the extent practicable. (112(b)(17)(B).
- 3) That it will comply with the confidentiality requirements of Section 136(±)(3).
- 4) That no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing (Section 181 (b)(7).)
- 5) That it will comply with the nondiscrimination provisions of Section 188, including compliance with the State Methods of Administration (Section 188.).
- 6) That it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of Section 188 (Section 185.)
- 7) That it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at Section 189(c) of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will specify the required terms and conditions and assurances and certification, including, but not limited to, the following:
 - a) General Administrative Requirements:
 - 29 CFR part 97 - Uniform Administrative Requirements for State and Local Governments (as amended by the Act)
 - 29 CFR part 96 (as amended by OMB Circular A-133)- Single Audit Act
 - OMB Circular A-87- Cost Principles (as amended by the Act)
 - b) Assurances and Certifications:
 - SF 424 B- Assurances for Non-construction Programs
 - 29 CFR part 31, 32 - Nondiscrimination and Equal Opportunity Assurance (and regulation)
 - CFR part 93- Certification Regarding Lobbying (and regulation)
 - 29 CFR part 98 - Drug Free Workplace and Debarment and Suspension Certifications (and regulations)
 - c) Special Clauses/Provisions:

Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.

- 8) That Veterans Services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
- 9) That it developed, and will continue to develop, this Plan in consultation with local elected officials, the local workforce board, the business community, labor organizations and other partners.
- 10) That it will meet the regulatory requirements to procure Youth Services by a competitive process as outlined in the WIA regulations and State Youth Procurement Guidelines.
- 11) That the LWIB will meet a minimum of four times per year, or once each quarter.
- 12) That all L WIB business will be conducted in accordance with the Arizona Open Meeting Law.
- 13) That it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:
 - Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I financially assisted program or activity;
 - Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color, and national origin;
 - Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
 - The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
 - Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs. The grant recipient also assures that it will comply with 29 CFR part 3 7 and all other regulations implementing the laws listed above. This assurance applies to the grant recipient's operation of the WIA Title I – financially assisted program or activity, and to all agreements the grant recipient makes to carry out the WIA Title I - financially assisted program or activity. The grant recipient understands that the United States has the right to seek judicial enforcement of this assurance.
- 14) That program services will be provided and funds will be spent in accordance with the Workforce Investment Act and Wagner-Peyser Act legislation, regulations, written Department of Labor and State of Arizona guidance, and all other applicable Federal and State laws. Local Business Plan contents cannot override the legislative and regulatory requirements of the Workforce Investment Act and/or the Wagner-Peyser Act.

**Coconino County Workforce Business Plan Signature Page
Program Year 2014 through Program Year 2017
WIA Title IB**

We, the undersigned, do hereby approve and submit this Local Plan for the Workforce Investment Act (WIA) Title IB Programs for the:

Coconino County
Local Workforce Investment Area (LWIA)

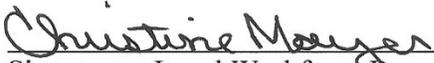
Submitted on behalf of the Workforce Investment Board (LWIB) and Chief Local Elected Official(s) for this Local Workforce Investment Area.



Signature – Chief Local Elected Official

11/19/13
Date

Matt Ryan, Chair, Coconino County Board of Supervisors
Name and Title



Signature – Local Workforce Board Chair

11/21/13
Date

Christine Mayer, Chair, Coconino Workforce Investment Board
Name and Title

Approved on behalf of the State of Arizona:

Signature – Chair
Workforce Arizona Council

Date

APPENDIX 1

PUBLISHED NOTICE

Coconino County, AZ - Official Website - Career Center - Windows Internet Explorer

http://www.coconino.az.gov/index.aspx?nid=124

File Edit View Favorites Tools Help

Coconino County, AZ - Official Website - Career ...

+myConnections: Engage your community - connect to news, events and information you care about. [View more information...](#) Sign In

COCONINO COUNTY ARIZONA

Home Contact Us Share Email Page Print Page

GOVERNMENT I WANT TO... RESIDENTS BUSINESS VISITORS ABOUT COCONINO MY ACCOUNT

Search

Home > Government > Departments > Career Center

Career Center

Your Connection to the Workforce Since 1973
 Whether you are an employer looking for quality employees or a career seeker starting a job search, the Coconino County Career Center is the place for you. Programs offered in the center are top notch and designed with both employers and job seekers in mind. Come and visit our center today and explore the possibilities!

Coconino County Local Workforce Area Business Plan
 The Coconino County Local Workforce Area has drafted a Business Plan according to the [guidance](#) issued by the Arizona Department of Economic Security and Workforce Arizona Council. The Plan will be available for Public Comment for 30 days through Monday, December 23, 2013. Please mail comments to the address below or submit online through [this form](#).

Coconino County Career Center
 110 E. Cherry Avenue
 Flagstaff, AZ 86001

[Coconino County Local Workforce Area Business Plan 2014 - 2017](#)

Services
 Check out the various types of services available at the Career Center

- Employer Services**
 Want to decrease the cost of doing business and spend more time on the essential functions of your business? Let the Career Center be your partner in success! View our various [employer services](#).
- Career Services**
 Whether you're just starting your job search or have been at it for months, the Career Center services are a great resource to help you get to work. View available [career services](#).

CONTACT US

Carol Curtis
 Career Center
 Director

Contact Us
 Ph: (928) 679-7400
 Fx: (928) 679-7419
 Toll Free: (877) 358-6714
 TDD Number:
 (928) 679-7131

Physical Location:
 Health & Community
 Services Building
 2625 N. King St.
 Flagstaff, AZ 86004

Mailing Address:
 110 E. Cherry Ave.
 Flagstaff, AZ 86001

Map

QUICK LINKS VIEW ALL

- Why Green Is Your Color:
 A Woman's Guide to a Sustainable Career
- Northern Arizona
 Bioscience Roadmap Update Video
- DES Employment Service Office Hours
- Young Adult Employment

Internet | Protected Mode: Off 100%

APPENDIX 2

DISTRIBUTION LIST

**COCONINO COUNTY WORKFORCE BUSINESS PLAN
DISTRIBUTION LIST**

Supervisor Elizabeth Archuleta	Joanne Keene
Supervisor Art Babbott	Mackenzie Kelly
Deborah Beals	Cheri Kiefer
Janetta Beaumont	Representative Kirkpatrick
Terri Beeson-Davis	Christine Mayer
Cheryl Bennett	Senator John McCain
Ken Berkhoff	Margaret McCormick
Richard Bowen	Liz McGinlay
Roz Boxer	Janet McNeese
Linda Brannock	Supervisor Mandy Metzger
The Honorable Jan Brewer	Joel Millman
Stacey Button	Ken Myers
Beth Caplan	Mayor Jerry Nabours
Representative Tom Chabin	Kathy Nesbit
Sean Clendaniel	Jan Norquest
Deidre Crawley	Paul Ostapuk
M. Carol Curtis	George Ovalle
Lyndsay Daley	Julie Pastrick
Larry Dannenfeldt	Sheila Shedd
Karin Eberhard	Michelle Ralston
Allison Eckert	Russell Randall
Coral Evans	Natalie Randolph
Supervisor Lena Fowler	Russ Rothamer
Wayne Fox	Supervisor Matthew Ryan
Connie Fraijo	John Saltonstall
Brian Francis	Miquelle Scheier
Erin Galland	Cynthia Seelhammer
Susie Garretson	Jeff Springborn
April Gavin	Rick Stilgenbauer
Gioia Goodrum	Ann Tatham
Gina Gormley	John Taylor
Representative Paul Gosar	Carl Taylor
Kristen Hall	Theresa Thomas
Keely Hartman	Rose Toehe
Brenda Hazlett	Mike Townsend
David Hirsch	Philan Tree
Jake Holguin	Vicki Wachter
Candy Kasprzyk	Sherri Wissman

APPENDIX 3

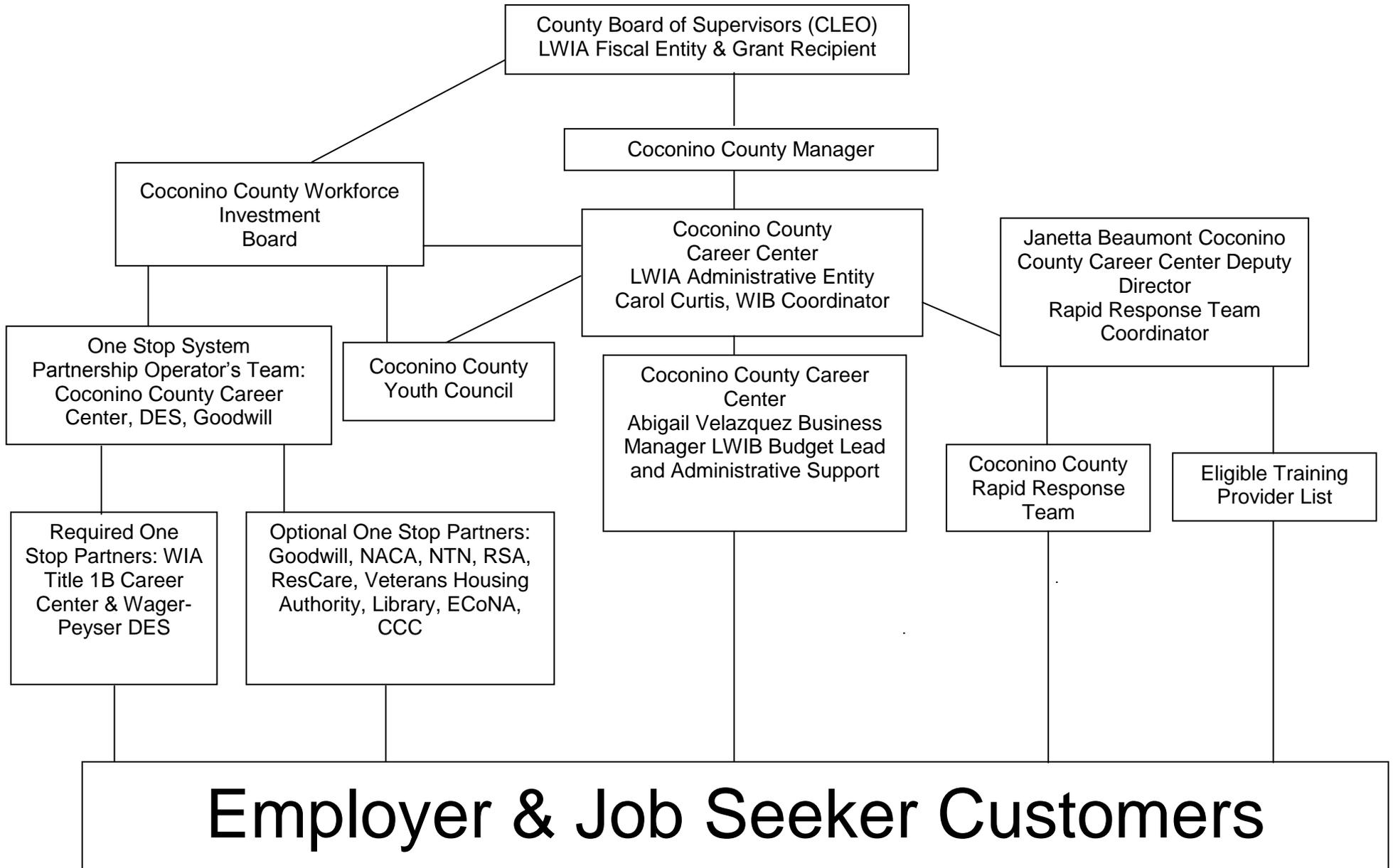
PUBLIC COMMENTS

The Coconino County Workforce Business Plan was posted for Public Comment on the Coconino County Career Center website from November 22, 2013 to December 23, 2013. No comments were received.

APPENDIX 4

ORGANIZATIONAL CHART

Coconino Workforce System Organizational Chart APPENDIX 4 2014



ATTACHMENT A

BUSINESS PLAN DEVELOPMENT TIMETABLE

Coconino County Five Year Business Plan

Work Plan

✦ *The meeting dates for the System Teams are to be developed according to the availability of the members* ✦

TIMELINE	
July 2013 August 2013	AZ Association of Workforce Developers meetings with the ACA and Governors Workforce Arizona Council, and their Consultant, to review, clarify and edit draft Policies that will be considered in the development of the Business Plan.
July 2013 August 2013	WIB Meetings to introduce Business Plan and draft Policies
August 2013	Youth Workforce Council meeting to introduce Business Plan and draft Policies
August 2013	WIB Chair and Director meeting with the Chief Local Elected Official to introduce Business Plan and receive direction on strategies and planning process.
August 27, 2013	One Stop Partners Meeting to initiate development of the Business Plan and Concept Paper
August 30, 2013	Submit Concept Paper & Work Plan to guide development of the Business Plan that includes input from One Stop Partners
August 30, 2013	Career Center posts links to materials via the Integrated State Plan, WIA Guidance Letter, Business Plan policies and forms
September 11, 2013	Meeting of Business Plan WIB Steering Committee with Career Center staff to provide direction on the multiple tasks associated with writing and developing the strategies, partnerships and written documents associated with the Business Plan.
August – December	Bi-monthly meetings of Business Plan Strategies and Writing team
August - December	Monthly meetings of the Coconino One Stop partners to provide guidance and direction on the developing Business Plan
October	Career Center staff prepares draft of Final Plan and supporting documents for review and approval by WIB & Board of Supervisors
October 2013	Draft Business Plan is presented to the Plan Writing Team, and after approval, all required documents need to be finalized or in the process of approval by the appropriate body (LEO and WIB and Youth Workforce Council)

November 19, 2013	Board of Supervisors meet to review and approve final Business Plan – Business Plan Writing Team members will be present
November 21, 2013	Coconino WIB meeting to approval final Plan
November 21 – December 21, 2013	Make Plan available for Public Comments – allow 30 days for comments. Career Center responds to any comments made by public
December 31, 2013	Submit final approved Business Plan to County Board of Supervisors and appropriate State agency

MEMBERS OF THE COCONINO COUNTY BUSINESS PLAN STRATEGIES & WRITING TEAM

Workforce Investment Board	Coral Evans, Christine Mayer, Dave Hirsch
WIA Title 1B	Carol Curtis, Rose Toehe
Wagner-Peyser, TAA, Veterans, Migrant Seasonal Farmworkers	Linda Brannock
Senior Community Service Employment Program (SCSEP)	Marki McCormick
Rapid Response Coordinator	Janetta Beaumont
Youth Workforce Council	Deidre Crawley
Vocational Rehabilitation	Candy Kasprzyk, Marv Beckham
TANF – ResCare	Pam Estrella
Community/Faith Based Organizations	Coral Evans
Economic Development/Employers/SBDC	Rich Bowen, Russ Yelton, Kurt Haskell, Julie Patrick, John Saltonstall,
Job Corps	Reid Glasser
Higher Education	Rich Bowen, Dr. Russ Rothamer

ATTACHMENT B

**GOODWILL OF NORTHERN ARIZONA
COMPREHENSIVE ONE STOP
EMERGENCY PROCEDURES**

GOODWILL INDUSTRIES

NORTHERN ARIZONA

Standard Operating Procedures Manual		
Section:	Original Date:	4/22/09
HUMAN RESOURCES	Written by:	J. Hoffman
Sub-Section:	Revision Date:	2/28/12
SECURITY	Last Review:	8/1/13
Policy #:	Work Place Safety & Health Program	
HRD 701		

PURPOSE

To define security measures and procedures to protect the company's assets.

POLICY

Goodwill Industries Northern Arizona (GINA) will make reasonable efforts to provide security for its property, team members, persons served, customers, donors, and authorized visitors to its premises.

GINA is concerned about protecting and securing its assets, as it impacts the employee's safety and the company's ability to maintain profitability. The company's general security measures define the controls and responsibilities of each team member for maintaining a secure work environment.

Visitor access to various areas of GINA's property is subject to proper authorization. The policy applies to GINA team members (including regular, temporary, full-time, part-time, casual, leased, etc.), visitors, applicants, customers, service technicians, consultants, customers, suppliers, and family and friends of GINA team members.

GINA is committed to all of our locations providing live safety drills, that are consistent the work environment.

To ensure the security of the facility, every team member has a responsibility to follow the company's facility security guidelines as outlined below.

PROCEDURE

A. Responsibility

1. Team members and persons served are expected to know and comply with the security procedures and are expected to report any violations or potential problems to the proper authority (i.e., Team Leader, Human Resources Director, Team Resource Coordinator, or President/CEO.)
 - a. Off-duty team members and persons served are not allowed to remain on GGC premises or return to such premises until their next scheduled work or program time, except as a customer or donor.

- b. If it is necessary to work in a GGC after normal working hours, two Team Members must be present for safety and security reasons.
 - c. Team members, GED/ESL instructors, and community service workers will be issued identification badges which must be worn at all times while on the premises.
 - d. Badges remain the property of Goodwill and must be returned to the Team Leader or Human Resources upon separation of employment, or to the Program Manager upon completion of program or service.
2. The Director of Human Resources has overall responsibility for the coordination of corporate security plans and programs.
 - a. Adhering to policies and procedures, to issue and control team member identification devices alarm codes and keys, and to identify and control Goodwill's physical assets.
 - b. Recommendation, implementation and enforcement of all security procedures.
 - c. Communications and relationships with law enforcement agencies.
 - d. Investigations of theft and vandalism, including team member theft.
 - e. Monitoring all solicitations and control of all non-team members on Goodwill premises
3. Team Leaders shall act as Security Officers for their respective Goodwill GoodNeighbor Centers.
 - a. Team Leaders shall be responsible for approval of team members authorized for access for opening and closing of each GGC, and for emergency after hours on-call (including prioritizing of order in which team members are to be called).
 - b. Any breach of security shall be reported to the Human Resources Director.
 - c. Team Leaders will assist in the coordination of follow-up action, including investigation and corrective actions.
 - d. Communicating security procedures to team members and training and retraining of team members
4. Team members and persons observed violating security procedures will be subject to disciplinary action and, in addition, illegal acts committed by team members or persons served shall be reported to law enforcement authorities.

B. Access

1. Hours of access will parallel the business hours of the site. Schedules of business hours for each GGC shall be maintained in the Human Resources Department.
 - a. There shall be no blanket approval for non-business hours access. Approval of access to the GGC after normal working hours shall require the written authorization of the GGC TLC.
 - b. TLCs must add team members to the GINA Alarm Specialist Access List prior to the issue of keys and/or security access numbers.

3. **GINA ALARM SYSTEM**

- a. Additions and deletions to the GINA Alarm Specialist Access List by the GGC TLC will be e-mailed to Central Services with copies to the Facility Manager and the H&O TLC. Central Services will update the security code file and FAX the revisions to GINA.
- b. Each GGC shall maintain a Primary Access Code in combination with User Access Codes. Most GGCs have the capacity of up to seven User Access Codes. Since User Access Codes identify the team member, date, and time the GGC was accessed, whenever possible each team member who opens/closes shall be assigned a discrete User Access Code to ensure maximum security. If more than seven team members have access to the GGC, the TLC for the GGC and H&O shall use the Primary Access Code. Changes to codes in the alarm system will be made only by GINA and/or H&O.
- c. GINA Alarm Specialists shall send the H&O TLC a monthly printout of times the GGC was accessed during non-working hours and forward these to the GGC TLC on a monthly basis.
- d. GGC TLCs are responsible for notifying Central Services immediately (in accordance with 3.a. above) of the need for removing a team member from the GINA Access List. Security cards and facility key remain the property of Goodwill and must be returned to the GGC TLC upon separation of employment or upon request.
- e. The GGC TLC will ensure that a new security code is deleted or installed for the GGC, tumblers changed on the doors, and keys made when deemed necessary. GGC TLCs are responsible for notifying all authorized team members of the code change and for distributing keys. Human Resources is responsible for changing keys on GGC and Attended Donation Centers (ADCs) upon determination of need.
- f. Human Resources will ensure the GGC TLC's have a complete set of keys, which are to be maintained in a key box within the GGC.

4. **PERSONAL RESPONSIBILITY**

- a. Team members and persons served are expected to exercise reasonable care of their own protection and for that of their personal property while on Agency premises and while away from Agency premises on Agency business. The Agency assumes no responsibility for team member losses resulting from robbery or theft while away on Agency business.
- b. If a team member has access to the GGC during non-working hours (i.e. someone who responds to a call from GINA to check the facility or who is working late) were in a life threatening situation and received a call from GINA or needed to call GINA, give the code "666". This automatically alerts GINA to dispatch the proper authority. This dispatch CANNOT be canceled.
- c. If a GGC is notified of a false alarm response by a law enforcement agency, it must be dealt with expeditiously. At the earliest opportunity, call the IS to discuss the course of action and the return of the card or form with a copy to IS.

5. **GGC SAFES**

- a. Safes are to be locked at ALL times. The only exception is when cash is being moved in or out of the safe.
- b. The safe lock combination must be changed when any team member leaves, is terminated, or is transferred to another GGC.

- c. Submit a work order to H&O to request a change to the lock combination, as well as any general maintenance.
- d. Broken safes are considered an emergency; a work order must be submitted to H&O and given the highest priority.

5. **HEALTH AND SAFETY DRILLS**

- a. Goodwill Good Neighbor Center Team Leaders have the responsibility of conducting quarterly safety drills at their locations. Team Leaders that oversee Attended Donation Center's also have the responsibility to ensure Attended Donation Center attendants receive the same training, in conjunction with safety timeline provided by Human Resources.
- b. Human Resources has identified drills that are mandatory, and must be conducted by the end of each quarter.
- c. Attendance is required for all team members to participate.
- d. Human Resources has identified additional safety topic for Team Leaders to discuss with their team on an as needed basis.
- e. Paperwork should be submitted to Human Resources as soon as a drill is completed. A copy may be kept locally for reference.

REFERENCES

Company Policies:

Form(s):

Laws & Regulations:

Addendums:

Other:

GOODWILL INDUSTRIES

NORTHERN ARIZONA

Standard Operating Procedures Manual		
Section:	Original Date:	4/21/06
HUMAN RESOURCES	Written by:	S. Davis
Sub-Section:	Revision Date:	8/1/13
SAFETY	Last Review:	8/1/13
Policy #:	INCIDENT REPORTING, TEAM MEMBER INJURY/ILLNESS	
HRD 706		

PURPOSE

To provide team members with a comprehensive response to on-the-job injuries/illnesses, prompt medical care as mandated by employment laws and regulations; To ensure a timely return to work to reduce financial impact to team members; To ensure an effective management of workers' compensation benefits to control cost of business operations.

POLICY

Goodwill Industries Northern Arizona (GINA) requires any incident involving injury or illness arising from performing job duties. Procedures have been established for reporting injuries, seeking medical attention, and communicating work status. Not reporting injuries in a timely manner can delay team members' medical treatment and payments and can result in monetary penalties being imposed on GINA.

PROCEDURES

A. Responsibilities

1. Employee

- a. Report any work-related injury or illness to your Team Leader on the date or shift that it occurs, unless incapacitated.
- b. Fill in and sign the team member section of an Incident Report-Employee Injury/Illness as soon as possible when an injury occurs. Turn in to your Team Leader to complete the investigation and report.

2. Team Leader

- a. In the best interest of employee safety and timely response to employee Leaders are required to handle all work related injury and illnesses in compliance with established procedures.
- b. The Team Leader is required to complete the incident investigation section within 24 hours of the incident and submit to Human Resources, except in extenuating circumstances.

3. Human Resources

- a. The Human Resources Department, upon receipt of the Incident Report for Team Member Injury/Illness will review and determine reporting requirements
- b. The Human resources Department will complete the Employer's First Report Of Injury and submit to the state agency and worker's compensation insurance carrier when required.
- c. The Human Resources Department will complete the entries on the OSHA 300 Log when required.

B. Managing Team Member Injury/Illness Incidents

1. If there are no work restrictions and no lost time, the Team Leader should note such on the Incident Report and forward to Human Resources.
2. If there are work restrictions, the Team Leader should confer with the Human Resources Director to ensure that an appropriate work accommodation is designed so the team member can return to work without lost time.
3. The Human Resource Director will establish a line of contact with the physician to monitor the team member's ability to return to full duties.
4. All correspondence from the healthcare provider must be submitted to Human Resources for inclusion in the team member's confidential/medical file.

REFERENCES

Company Policies:

Worker's Compensation
Workplace Safety & Health Program

Form(s):

HR035_Incident Report-Empl Injury Illness.pub

Laws & Regulations:

Addendums:

Other:

ATTACHMENT C

ADMINISTRATIVE ENTITY AGREEMENT

**Coconino County Board of Supervisors
and
Coconino County Workforce Investment Board**

Chief Local Elected Official Agreement - Administrative and Fiscal Entity

Chief Local Elected Official and Local Board Partnership Agreement

This agreement is by and between the County Board of Supervisors of Coconino County, Arizona and the Coconino County Workforce Investment Board, hereinafter referred to as the Coconino County-WIB, under the Workforce Investment Act (WIA) of 1998, Public Law 105-220, as amended.

WHEREAS, in accordance to the Workforce Investment Act, herein referred to as WIA, Law Section 117(a) Coconino County was established and certified by the Governor of the State as an Local Administrative and Fiscal Entity ; and

WHEREAS, the Coconino County Board of Supervisors Chair is the Chief Local Elected Official, hereinafter referred to as the Coconino County-CLEO; and

WHEREAS, Coconino County is the local grant recipient for, and shall be liable for any misuse of the grant funds under WIA Law Section 117 (d)(3)(B); and

WHEREAS, the Coconino County-CLEO is the appointing authority for the Coconino County-WIB under WIA Law Section 117 (c)(1)(a) ; and

WHEREAS, the Coconino County-WIB, an advisory body, shall recommend policy to the Coconino County-CLEO for Coconino County; and

WHEREAS, the Coconino County-CLEO and the Coconino County-WIB may enter into an agreement describing the respective roles and responsibilities of the parties under CFR 661.300(c) of the Act and as required by the Governor for approval of the local plan; and

WHEREAS, the parties desire to enter into an agreement to provide and perform the obligations of the WIA to the eligible residents of off-Reservation Coconino County.

Now therefore it is mutually Agreed:

I. THE COCONINO COUNTY BOARD OF SUPERVISORS

- A. Is the Grant recipient in accordance with WIA 117(d)(3)(B)(i); and
- B. Is the Local Administrative and Fiscal Entity for WIA Title 1B funds and thereby designates the Coconino County Career Center as the Administrative and Fiscal Entity of WIA Title 1B funds; and
- C. Appoints the Coconino County-WIB an advisory body to recommend policy to the Board of Supervisors in accordance with WIA Section 117 (c)(1)(a); and

II. COCONINO COUNTY-WIB ESTABLISHMENT & MEMBERSHIP

- A. According to WIA Law Section 117 (c)(1)(a), the Coconino County-CLEO is authorized to appoint the members of the Coconino County-WIB for Coconino County, in accordance

with WIA Section 117(b) and Workforce Arizona Council Policy 02-2013. Authority to appoint members to the local board lies solely with the Coconino County-CLEO.

- B. In accordance with WIA Section 117(b)(5), the Coconino County-CLEO will appoint a business representative as Coconino County-WIB chair; and
- C. The Coconino County-CLEO and Coconino County-WIB will operate in accordance with the guidelines set forth in WIA Section 117(b), Workforce Arizona Council Policy 02-2013, and Coconino County-WIB Bylaws in the following areas:
 - 1. Terms
 - 2. Nomination
 - 3. Appointment
 - 4. Member Change in Status or Position
 - 5. Mid-term appointment
 - 6. Vacancies
 - 7. Removal

III. BYLAWS

The Coconino County-WIB has established Bylaws in accordance with applicable local procedures, and applicable state and federal laws. Coconino County-WIB members will comply with the Bylaws; a copy of the By-Laws will be provided to all members during the orientation period.

IV. RELATIONSHIP BETWEEN COCONINO COUNTY-CLEO AND COCONINO COUNTY –WIB

A. Local Plan

Consistent with Section 118 of the WIA, the Coconino County-WIB in partnership with the Coconino County-CLEO, will develop and submit a Local Plan, per request by the State Workforce Board that is consistent with the State Plan, to the State Workforce Board and the State WIA Administrative and Fiscal Entity.

A Coconino County Workforce System Team will assist in the development of the Coconino County-Local Plan. The Coconino County-CLEO will provide guidance and advice throughout the implementation of the work plan as deemed necessary. The Workforce System Team will present the local plan to the Coconino County-WIB for review and approval. Upon approval of the Coconino County Coconino County-WIB, the Local Plan will be submitted to the Coconino County-CLEO for approval and signature.

B. Budget and Approval

As referenced in WIA 117(d)(3)(A), the local board shall develop an annual budget for the purpose of carrying out the duties of the local board. The annual budget will be approved by the County Coconino County-CLEO in conjunction with the Coconino County Career Center department WIA Title IB budget, in accordance with Coconino

County budget adoption processes. Other One Stop partners are invited to contribute to the budget to support the Local Board in carrying out its duties.

C. Youth Council

1. Establishment

There shall be established a Youth Council as a sub-group within the Coconino County-WIB. Youth Council members will be appointed by the Coconino County-WIB in cooperation with the Coconino County Coconino County-CLEO. All Coconino County Youth Council recommendations shall be submitted to the Coconino County-WIB for approval, modification or other action deemed appropriate by the Coconino County-WIB.

2. Membership & Voting Rights

Membership will be composed in accordance with the guidelines set forth in WIA Section 117(h) and Coconino County-WIB Bylaws. Members of the Coconino County Youth Council who are not members of the WIB will be voting members of the Youth Council and non-voting members of the WIB.

D. Local Board Policy

1. Memorandum of Understanding

The Coconino County-WIB, with the agreement of the Coconino County-CLEO, shall develop and enter a Memorandum of Understanding (between the Coconino County-WIB and each of the partners), concerning the operation of the one stop delivery system in the local area:

- a. In coordination with the Coconino County-WIB, the One Stop Operator Consortium will develop the Memorandum of Understanding;
- b. The Coconino County-WIB will review and approve the Memorandum of Understanding;
- c. The Chair of the Coconino County-WIB will sign the Memorandum of Understanding; and
- d. Through the Coconino County Local Plan, the One-Stop Operator Consortium will submit the Memorandum of Understanding to Coconino County for approval.

III. LOCAL BOARD ROLES AND RESPONSIBILITIES

The Coconino County-WIB will have the following roles and responsibilities which may require agreement, approval, or partnership with the Coconino County-CLEO:

- 1. Conduct oversight of the Coconino County One Stop workforce delivery system; and
- 2. Promote Coconino County One Stop programs and activities; and

3. Assist the state Administrative Entity in maintaining a list of eligible training providers including cost performance data through a local approval process; and
4. Use state Waiver for the selection of eligible youth service providers consistent with federal, state, and local procurement requirements; and
5. Select eligible providers of adult and dislocated worker intensive and training services consistent with federal, state, and local procurement requirements; and
6. Negotiate with the state local performance measures; and
7. Coordinate with economic development strategies and establish employer linkages with workforce development activities; and
8. Carry out regional planning responsibilities as required by the State, Section WIA 116 (c); and
9. Per WIA Regulations 661.2059 (a)(8), promote private sector involvement in the local 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 functions, or through other organizations to assist employers in meeting hiring needs.; and
10. Conduct business in an open manner by making available to the public information about the activities of the Coconino County –WIB, which may include the Coconino County Local Plan drafts, membership, designation of the local workforce system operator, the award of grants or contracts, and minutes of local board meetings.

V. COMMUNICATION

A. Workforce Investment Board Meetings

1. Coconino County Coconino County-WIB will adhere to the requirements of the Arizona Open Meeting Laws;
2. Coconino County-CLEO representatives may be present at the Workforce Investment Board meetings;
3. The Coconino County-WIB meetings will be held at least four (4) times a year;
4. The Coconino County-CLEO may provide or request presentations and regular updates on WIA Title I, Partner Programs, workforce system activities, performance outcomes, budgets, and other pertinent information;
5. After each meeting, notification with date, time and location for the next meeting will be sent via e-mail; and
6. Agendas will be sent a week prior to the following Coconino County-WIB meeting.

VI. ONE STOP OPERATOR

The Coconino County-CLEO and Coconino-WIB designate the Coconino County One Stop Operator consortium to include the Coconino County Career Center, Arizona Department of Economic Security Employment Service and the Goodwill Industries of Northern Arizona.

A. Duties

The Coconino County WIB and the One Stop Operator Consortium will oversee the local workforce system to ensure seamless service delivery of the local Comprehensive One Stop Center.

B. Coconino County One Stop Operator Consortium Lead

The Coconino County One Stop Consortium designates Goodwill Industries of Northern Arizona as the Coconino County One Stop Consortium Lead.

C. One Stop Partners Meetings

Coconino County-WIB representatives, in coordination with the Coconino County One Stop Operator Consortium, may participate at One Stop Partner meetings to provide updates on the various programs. The One Stop Partner group will be comprised of key stakeholders in the community, mandated One Stop partners, and optional One Stop partners.

VII. ENTIRE AGREEMENT

The entire agreement of the parties is contained herein and this agreement supersedes any and all prior oral agreements between the parties relating to the subject matter thereof.

A. Amendment, Change or Election

Either Coconino County-CLEO or Coconino County-WIB may propose amendments to this agreement at any time. The entire agreement of the parties is contained herein and this agreement supersedes any and all prior oral agreements between the parties relating to the subject matter thereof.

B. Authorized Signatures

This agreement shall require the approval of the Coconino County-CLEO and Coconino County-WIB by a majority vote of the members present at a Coconino County-WIB meeting authorizing the execution of the agreement.

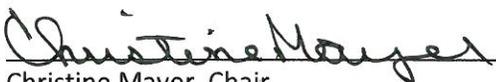
IN WITNESS WHEREOF, the parties hereto have executed this Agreement this 20th day of May, 2014.



Matt Ryan, Chair
Coconino County Board of Supervisors

5/20/14

Date



Christine Mayer, Chair
Coconino County Workforce Investment Board

5/22/14

Date

ATTACHMENT D

**DENIAL OF TRAINING SERVICES
GRIEVANCE POLICY**



COCONINO COUNTY ARIZONA
COCONINO CAREER CENTER
“Your Connection to the Workforce”

**Coconino County Local Workforce Investment Board
Denial of Training Services Grievance Policy**

All applicants, businesses and service providers have the right to fair and equal treatment. Applicants, businesses and service providers are advised that complaints regarding access to services may be made verbally or in writing within fifteen days of actions causing the complaint. All applicants are entitled to receive an application, attend an information session and go through the eligibility process.

Applicants may be denied enrollment into WIA programs for the following reasons which may include but are not limited to:

- Ineligible for our programs according to USDOL WIA Rules and Regulations
- Excess income above program limits set by Arizona WIA programs
- Do not reside in off-reservation Coconino County
- Desire training or employment in an occupation not in demand in Coconino County
- Desire training not on the Educational Training Provider List
- Unable to agree to an educational or employment plan as required by WIA rules

Businesses and service providers may be denied services if they are not willing to follow Federal, State and Local rules and regulations; policies and procedures necessary to remain in compliance with LWIA program requirements. They are entitled to receive a copy of the rule, regulation, policy or procedure which is the basis of denial of services.

The following procedures shall be followed when a complaint/grievance is received:

1. Verbal complaints will attempt to be resolved at the time the complaint is voiced.
2. If the complaint is not resolved verbally, the applicant, business, or training provider will write the complaint on the Grievance Form for further consideration.
3. A meeting will be scheduled with the Deputy Director or Director to include the complainant and staff involved in the complaint.
4. If not resolved at this meeting, another meeting will be scheduled with the Director and/or Deputy Director, a representative of Coconino County, and the complainant for final resolution.
5. Applicants, businesses or service providers will not be denied services simply by exercising their grievance rights.

Coconino County Career Center
Attention: Deputy Director
110 E. Cherry Ave.
Flagstaff, AZ 86001

Mailing Address: 110 E. Cherry Ave. • Flagstaff, AZ 86001-4627
Phone: (928) 679-7400 • Fax: (928) 679-7419
TDD: (928) 679-7131

Toll Free: 1-877-358-6714

COCONINO COUNTY ARIZONA
COCONINO CAREER CENTER
“Your Connection to the Workforce”

Complaint Signature: _____

Date: _____

Please write in your own words why you feel The Coconino County Career Center discriminated against you, preventing you from receiving services under WIA Title 1B. Complete the description of the complaint on this page, then date, sign and give an address, phone number or email address where you may be contacted.

Date: _____ Name(print): _____ Contact: _____

Mailing Address: 110 E. Cherry Ave. • Flagstaff, AZ 86001-4627
Phone: (928) 679-7400 • Fax: (928) 679-7419
TDD: (928) 679-7131

Toll Free: 1-877-358-6714

ATTACHMENT E

RAPID RESPONSE BROCHURE

Rapid Response Team Members

Consumer Credit Counseling Services

Lauri German
Director of Education
602-674-4539

Jeanette Wier
Branch Counselor
866-258-8426

City of Flagstaff

Shannon Anderson
HR Manager
928-779-7698

Cocconino Career Center

Carol Curtis
Director
928-679-7400

Janetta Beaumont
Deputy Director
928-679-7400

Cocconino County

Erika Philpot
Human Resources Recruiter
928-679-7109

Cocconino Community College

Pat Neilson
Community & Corporate Learning
928-526-7606

Dr. Monica Baker
Dean, Career & Tech Ed.
928-226-4266

Kurt Haskell
Director, Small Business Development Center
928-526-7663

Educational Opportunity Centers

Terri Beeson
Program Coordinator Sr.
928-526-7602

Employment Administration

Linda Brannock
Flagstaff Manager
928-779-4557

Flagstaff Chamber of Commerce

Julie Pastrick
President
928-774-4505

Goodwill Industries of Northern Arizona

Dave Hirsch
Director
928-526-9188

Jordan Hoffman
Human Resources Director
928-526-9188

Native Americans for Community Action

Rose Toehe
WIA Program Director
928-526-2968

Northern Arizona University

Cheryl Goldberg
Human Resources Generalist
928-523-6139

Cathy Snow
Assistant Director
928-523-6136

Sunnyside Neighborhood Association

Coral Evans
Executive Director
928-213-6900

United Way of Northern Arizona

Carol Dykes
VP Community Initiatives
928-773-9813

COCONINO COUNTY

RAPID RESPONSE TASK FORCE

Pre-layoff & Reduction In Force Assistance Program



Vision

A dynamic, prosperous workforce community in Coconino County.

Mission

The Rapid Response team proactively serves employers and employees to prevent or respond to layoffs or closures by connecting them with customized resources in a timely, professional manner.

Equal Employment Opportunity Program. Auxiliary aids & services are available upon request to individuals with a disability.

Contact Information

Janetta Beaumont
Coconino County Rapid Response Manager
Coconino Career Center
1.877.358.6714



1-877-358-6714

Here when you
need us most.

What is Rapid Response?

- Response to business needs before and up to the time of a layoff/closure
- Coordination of services and immediate assistance with questions and answers
- Early assistance to minimize disruptions to the company, affected workers, and our community
- Customized services offered to meet specific needs of affected business

Benefits to Employers

- Services provided before layoff/closure result in higher productivity & morale
- Employees affected will feel happier knowing the employer is helping them during a difficult period of adjustment and change
- Lower unemployment insurance costs as workers are re-employed more quickly
- Better public relations as employers demonstrate good corporate citizenship in cooperation with the Rapid Response Team



Don't Delay. Call Today.

What you can expect...

- Quick response to transition planning needs
- Confidentiality concerning business decisions
- Understanding of government regulations
- Information about alternatives that may help reduce/avoid future layoffs
- Help in conducting an orderly shutdown
- Pre-layoff services designed to help workers shorten their transition time
- Help in managing Human Resource and unemployment Insurance/Worker's Compensation costs
- Assistance in maintaining worker morale and productivity during transition
- Assistance to help affected workers find new employment

Affected Employees can expect...

- Help from specialists to cope with job change
- Offer of services necessary to get back to work
- On-site meetings with representatives from many programs that can help in time of transition
- Services may include:
 1. Career counseling
 2. Job Search Assistance
 3. Resume preparation
 4. Interviewing skills
 5. Local labor market information
 6. Unemployment Insurance assistance
 7. Information about education and training opportunities
 8. Information on health benefits and pensions

ATTACHMENT F

COCONINO COUNTY PY12 PERFORMANCE GOALS



DEPARTMENT OF ECONOMIC SECURITY

Your Partner For A Stronger Arizona

Janice K. Brewer
Governor

Clarence H. Carter
Director

February 12, 2013

Ms. Carol Curtis
Director
2625 North King Street
Flagstaff, AZ 86004

Dear Ms. Curtis,

The following are the final Workforce Investment Act (WIA) Title 1B Performance Measures and Negotiated Levels of Performance for Program Year (PY) 2012 accepted by the State for the Coconino County Local Workforce Investment Area.

Performance Measures	Final PY 12 Negotiated Level
<i>Adult</i>	
Entered Employment	74.0%
Employment Retention	85.0%
Average Earnings	\$12,500
Employment/Credential	55.0%
<i>Dislocated Worker</i>	
Entered Employment	84.0%
Employment Retention	84.0%
Average Earnings	\$13,120
Employment/Credential	65.0%
<i>Older Youth</i>	
Entered Employment	75.0%
Employment Retention	82.0%
Earnings Change	\$3,000
Cert/Credential Rate	49.5%
<i>Younger Youth</i>	
Diploma/Equivalent	75.0%
Retention	70.0%
Skill Attainment	83.0%



DEPARTMENT OF ECONOMIC SECURITY

Your Partner For A Stronger Arizona

Janice K. Brewer
Governor

Clarence H. Carter
Director

Also enclosed with this letter is a spreadsheet providing a summary of your past performance in these measures.

If you have any questions, please contact me by e-mail at joelmillman@azdes.gov or by telephone at (602) 542-1784.

Sincerely,

Joel Millman
WIA Section Manager
Employment Administration

c: Coconino County LWIB Chair

Enclosure

ATTACHMENT G

ONE STOP OPERATOR CONSORTIUM AGREEMENT

**Coconino County Workforce Investment Board
and
Coconino County One Stop Operator Consortium
Designated Comprehensive One Stop Operator Agreement**

This agreement is by and between the Coconino County Workforce Investment Board, herein referred to as the Coconino County WIB, and the Coconino County Career Center, Arizona Department of Economic Security Employment Service, and Goodwill Industries of Northern Arizona.

WHEREAS, in accordance to the Workforce Investment Act, herein referred to as WIA, Law Section 117, the Coconino County WIB has been established as the Local Workforce Investment Board for the area of Coconino County.

WHEREAS, the Coconino County WIB oversees the local workforce system to ensure seamless service delivery by the local One Stop Centers.

WHEREAS, the Coconino County WIB is required to enter into an agreement with the One Stop Operator in accord with Workforce Arizona Council Policy 03-2013.

WHEREAS, the One Stop Operator may be a consortium of three One Stop Partners and must include WIA Title 1B Adult, Dislocated Worker, and Wagner-Peyser service providers in accord with Workforce Arizona Council Policy 03-2013.

Now therefore it is mutually Agreed:

The Coconino County WIB designates the One Stop Operator Consortium to comprise the Coconino County Career Center, Arizona Department of Economic Security Employment Service and Goodwill Industries of Northern Arizona. The Coconino County One Stop Operator Consortium is herein referred to as the Operator.

The Operator will establish policies, procedures, and protocols that promote effective seamless service delivery by the local One Stop Centers.

The Operator has designated Goodwill Industries of Northern Arizona as the Coconino County One Stop Operator Lead, herein referred to as the Operator Lead.

SERVICE DELIVERY

The role of the Operator Lead is to support the Coconino County WIB and Operator in the oversight of the Coconino County One Stop workforce delivery system. The Operator Lead will have direct responsibility over operational activities and decisions concerning customer flow and overall quality and effectiveness of the Coconino County Comprehensive One Stop Center site located at:

Goodwill Industries of Northern Arizona
4308 E. Route 66
Flagstaff, AZ 86004

The Operator Lead will assure that seamless service delivery is implemented and managed in the Comprehensive One Stop Center through the organization of services into the following functional teams: Welcome Team, Skills and Career Development Team, and Business Team.

SITE SUPERVISOR

The Operator Lead will provide a Site Supervisor that will be responsible for the oversight of the daily operations of the Comprehensive One Stop Center, which include the following:

- All scheduling including holiday/office closures;
- Compliance with emergency procedures;
- On-site customer complaints;
- Unusual incidents;
- Coordinate partner staff meetings;
- Coordinate partner staff trainings;
- Train partner staff on local policies and procedures;
- Report and share local area performance standards and outcomes;
- Coordinate facility management, lease to lessor;
- Coordinate office recruiting, job fairs and hiring events; and
- Coordinate office activities on calendars.

The Agency Supervisors of all partner staff offering services at the One Stops will be responsible for any discipline or EEO actions regarding their staff or services.

CUSTOMER FLOW

A flowchart outlining service delivery functions and customer access to core, intensive and training services at the Comprehensive One Stop has been developed by the Operator. This chart can be found in the 2014 – 2017 Coconino County Workforce Business Plan. The Operator Lead is responsible for overseeing the daily service delivery functions and customer flow in accord with this chart.

SUCCESS INDICATORS

The Coconino County WIB measures success of the local workforce system by means of WIA local Performance Measures, customer satisfaction surveys, and employer feedback. Performance outcomes will be discussed at WIB meetings. The Operator Lead Site Supervisor will report and share local area performance standards and outcomes to One Stop staff.

COMMUNICATION

A. Workforce Investment Board Meetings

The Coconino WIB will communicate workforce system policy, guidance, performance measures, and other information to the Operator during quarterly WIB meetings.

B. One Stop Partners Meetings

The Operator will convene One Stop Partner meetings at least quarterly to communicate and discuss the following information and topics to One Stop partners and community stakeholders:

- Workforce system policies and procedures;
- Customer flow and service alignment;
- Performance standards and outcomes;
- Guidance information;
- Referral information;
- Cross-training information;
- Partner program updates; and
- Other issues as appropriate.

Consensus between the Operator and Operator Lead will be achieved through communication during these meetings as well as other forms of communication, with a common purpose of seamless workforce service delivery in Coconino County.

C. Notifications

Notification of WIB and One Stop Partner meeting dates, times and locations will be disseminated via email by the appropriate entity.

PROHIBITIONS

The Coconino WIB will not directly control or supervise the daily activities of its workforce service providers.

ENTIRE AGREEMENT

The entire agreement of the parties is contained herein and this agreement supersedes any and all prior oral agreements between the parties relating to the subject matter thereof.

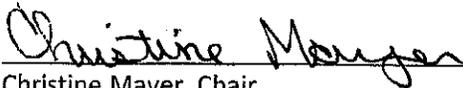
A. Amendment, Change or Election

The Coconino County WIB or Operator may propose amendments to this agreement at any time. The entire agreement of the parties is contained herein and this agreement supersedes any and all prior oral agreements between the parties relating to the subject matter thereof.

B. Authorized Signatures

This agreement shall require the approval of Operator representatives and Coconino County WIB by a majority vote of the members present at a Coconino County WIB meeting authorizing the execution of the agreement.

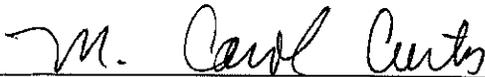
IN WITNESS WHEREOF, the parties hereto have executed this Agreement this 22nd day of May, 2014.



Christine Mayer, Chair
Coconino County Workforce Investment Board

5/22/14

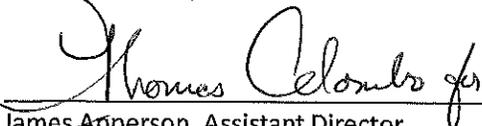
Date



M. Carol Curtis, Director
Coconino County Career Center

5.22.14

Date



James Apperson, Assistant Director
Division of Employment & Rehabilitation Services

6/5/14

Date



David Hirsh, President and CEO
Goodwill Industries of Northern Arizona

5/22/14

Date

ATTACHMENT H

COCONINO COUNTY MOU

**Coconino County Workforce Investment Board (WIB)
Memorandum of Understanding with
Workforce Investment Act One Stop Partners**

I. Introduction

This Memorandum of Understanding (hereinafter “MOU”) establishes the terms and conditions among the undersigned partners of within the Coconino County Workforce Investment system, (hereinafter “Partner (s)”) in their efforts is to establish a cooperative working relationship between the parties and to define roles and responsibilities of all interested parties with respect to implementation and operation of Workforce Investment Act (WIA) One Stop Center.

This MOU is consistent with the Business Plan submitted to the State Administrative Entity.

All partners physically located in the Comprehensive One Stop Center and all required and optional partners who may provide services through electronic means or formalized referral processes may be parties to this document.

The Coconino County Chief Elected Officer and Coconino County Workforce Investment Board (WIB) designate the Coconino County One Stop Operator consortium to include the Coconino County Career Center, Arizona Department of Economic Security (DES) Employment Service and the Goodwill Industries of Northern Arizona. The Coconino County WIB and the One Stop Operator Consortium will oversee the local workforce system to ensure seamless service delivery at the local One Stop Centers.

The Coconino County One Stop Consortium has designated the Goodwill Industries of Northern Arizona as the Coconino County One Stop Consortium Lead.

Coconino County WIB representatives, in coordination with the Coconino County One Stop Operator Consortium, may participate at One Stop Partner meetings to provide updates on the various programs. The One Stop Partner group will be comprised of key stakeholders in the community, mandated One Stop partners, and optional One Stop partners.

II. Purpose of the Agreement

The purpose of this MOU is to:

1. Improve the accessibility and quality of services made available to a shared customer pool in Coconino County; and
2. Ensure parties to the MOU participate in the operation of the One-Stop system consistent with the terms of this MOU and requirements of WIA sec. 121(b)(1)(B).

The Coconino WIB enters into this agreement and ensures the principles outlined in this MOU are consistent with the Coconino Business Plan and State Administrative Policies.

III. One-Stop Center Location and Operational Infrastructure

Coconino County Partners who are party to this MOU include: Coconino County Career Center WIA, Goodwill Industries of Northern Arizona, and the DES Employment Administration.

Goodwill Industries of Northern Arizona has been designated as the One Stop Operator Lead for the Coconino County One Stop Center. As defined within the Coconino County Business Plan, each party understands and delivers services to areas of the county as serviced by the Coconino County Local

Workforce Investment Area (LWIA). The Partners are active members of the Coconino WIB and report quarterly through written and oral reports as applicable.

IV. Cost Sharing

Per 20 CFR §662.270, a Resource Sharing Agreement is attached. It is agreed that provided space as identified is considered to be for mutual benefit of all Partners.

The Cost Sharing Agreement may be reviewed annually to ensure equity and compliance.

a. Federal Cost Principles

As noted in the Resource Sharing the Coconino WIB complies with the Federal Cost Principles set forth in the applicable Office of Management and Budget (OMB) Circulars.

- i. OMB Circular A-21 Cost Principles for Educational Institutions
- ii. OMB Circular A-87 Cost Principles for State, Local and Indian Tribal Governments
- iii. OMB Circular A-122 Cost Principles for Non-Profit Organization

b. Identification of Operating Budget for One-Stop Delivery System

As noted above, all Partners contribute fairly to the operating budget.

c. Cost Allocation and Resource Sharing Methodology

The Resource Sharing Methodology is included in the Agreement.

i. Payment System and Timeline

The Resource Sharing payment system and timeline is included in the Agreement.

ii. Alteration Provisions

Should any Partner want to alter the Coconino County Resource Sharing agreement, there will be a minimum quarterly opportunity for re-negotiation.

iii. Audit Responsibilities

Each Partner will have its program audited as required by its own legislative mandates and regulations. In the event a comprehensive audit is agreed to by the Partners, each Partner agrees to bear a proportionate share of the audit responsibilities based on their respective dollars contributed.

V. Functional Alignment and Oversight

To effectively streamline customer service delivery, capitalize on the strengths of staff and technology to deliver services, and thereby reduce duplication the following Teams are formed:

- A. The Welcome Team will greet and direct customers, conduct a triage assessment, collect registration information and refer internally or externally for assistance. The Welcome Team is made up of primary partners: Goodwill Industries of Northern Arizona, Coconino County Career Center WIA, DES and Veterans Workforce Programs. The Team provides basic assessment of

Adult, Youth, Dislocated Worker, veterans, and assists at orientation or at entry of the Comprehensive One Stop Center as well as a client's purpose of visit.

- B. The Skills and Career Development Team provides skills analysis, facilitates assessment and testing, identifies support needs, provides career guidance, arranges soft skills training and refers to program specific occupational training. Program specific assessment and testing as well as assignment of support services following guidelines and allowable from funding sources will be the responsibility of the appropriate partner program. Skills analysis will be partnered with Arizona Commerce Authority (ACA) who must provide Coconino County with access to Wanted Analytics. The One Stop Operators will conduct internal analysis to determine best use of space environment quality and accessibility.
- C. The Site Supervisor will be responsible for the oversight of the day-to-day operations of the Comprehensive One-Stop Center to include the following:
- All scheduling including holiday/office closures;
 - Compliance with emergency procedures;
 - On-site customer complaints;
 - Unusual incidents;
 - Coordinate partner staff meetings;
 - Coordinate partner staff trainings;
 - Train partner staff on local policies and procedures;
 - Report and share local area performance standards and outcomes;
 - Coordinate facility management, lease to lessor;
 - Coordinate office recruiting, job fairs and hiring events; and
 - Coordinate office activities on calendars.

The Agency Supervisors of all partner staff offering services at the One Stops will be responsible for any discipline or EEO actions regarding their staff or services.

- D. The Site Coordinator will have direct responsibility over operational activities and decisions concerning customer flow and overall quality and effectiveness of the Comprehensive One Stop Center in Coconino County.

Cross training is required for all partners of the Comprehensive Coconino County One Stop Center. Training opportunities for partner staff to be cross trained will be routinely scheduled. For the newly formed Team Approach, Coconino County will engage in training as follows:

- Individual level training: individual capacity building and training focuses on the development of staff to build and enhance existing knowledge and skills.
- Organizational level training: capacity building on an organizational and institutional level involves creating new guiding principles and updating existing processes and supporting them by forming sound policies, organizational structures and effective methods of management.
- Business and Community level training: capacity building at this level supports the establishment of a more interactive marketing strategy that provides learning equally from its actions and from feedback it receives from the community. Community capacity building will be used to develop all levels of staff to ensure they are responsive and accountable and can effectively understand the importance of the business customer.

Through integrated service delivery the One Stop will deliver workforce development services to both employer customers and job seekers in Coconino County.

VI. Business Services

In the spirit of integration, the Goodwill Industries of Northern Arizona staff, Coconino County staff, and DES/Wagner-Peyser staff have co-located staff the Comprehensive One-Stop location in Coconino County. These staff are part of the Business Services Team. Goodwill Industries of Northern Arizona, Coconino County and DES collaborate in the function of service delivery with recruitment, placement including training, subsidized and unsubsidized placements as well as new employee case management services to ensure long term placements. The Business Services representatives provide employer outreach and job development activities, including surveying and analysis of businesses for the purpose of identifying employer needs.

The Business Services Team may provide services to job ready customers and to employers including job clubs, facilitating On-The-Job (OJT) training arrangements, job development, business development, job matching and customized recruitment efforts. The Coconino County Business Service Team will continue as a collaborative effort among community and WIA partners. DES and other Partners share a data system that allows sharing information and status of employee outreach, job orders, layoff or closures.

The Business Services Team is designed to provide employer outreach and job development activities including contacting businesses for the purpose of identifying employment needs, providing information on local business assistance programs and conducting on-going labor market research that compliments efforts of the WIB. The Single Point of Contact at the One Stop Center will be designated by Coconino County and DES accordingly and will provide oversight to the Business Services Team to provide the following:

- Business outreach;
- Rapid Response and business closure assistance;
- Recruitment and referral for job vacancies including those for targeted business and industry sectors;
- Job candidate review;
- Provision of economic, business and workforce trends;
- Organize service delivery around business and industry needs;
- Provide information on human resources services;
- Job development; and
- Referral to community services.

VII. Customer Satisfaction

The Coconino County One-Stop location uses a variety of ways to measure customer satisfaction: customer satisfaction surveys are given to customers at various steps throughout the process. In the follow up process we ask questions of participants about the services that were provided and their satisfaction.

Businesses are provided customer satisfaction surveys when they participate in job fairs and list jobs in the AJC system. The WIB continually solicits feedback from employers to enhance the services provided.

VIII. Performance Accountability

The state required data management system is the Arizona Job Connection (AJC). Coconino County One-Stop Center uses this system to provide the following information:

- List job orders;
- Make job referrals;
- Record job order completion information;

- Register applicants into the system for Employment Service activities and WIA activities;
- Track participants' progress;
- Record participant completion information; and
- Track one (1) year of follow up information.

The Coconino County WIB will ensure seamless delivery as described in the Business Plan.

The Coconino County WIB will ensure continuous improvement as described in the Business Plan.

IX. Referral Process/Methods between Organizations

The Comprehensive One-Stop Center will utilize a customer flow model as outlined in the Business Plan.

a. Referral Point of Contact for each organization

The Coconino County Partners agree to provide value-added referrals for customers for additional services with other Partner agencies when those customers are deemed in need of such additional services. It is agreed that the One Stop Delivery Partners of this signed MOU will conduct referral for services using the Referral form in use by the Coconino One Stop system or from the AJC system.

The Partners also agree to provide a referral point of contact including name, title, and associated phone number, email address and Fax number for the referral contact(s). The Partner organizations agree to provide this information within two weeks of the official signing of this MOU. The Partners further agree to keep this information current, should changes be necessitated.

b. Co-enrollment

The Partners agree to co-enroll participants in multiple Partner programs whenever appropriate and as eligibility and other program regulations allow. The objective of such co-enrollment is to broaden the service options for participants and to respond to unmet training, supportive services, and placement support needs. Additionally, co-enrollment allows the Partners to share credit for outcomes.

- Review and revise enrollment procedures to facilitate co-enrollment whenever possible and appropriate;
- Cross-train Partner staff in enrollment procedures and requirements to facilitate co-enrollment as needed; and
- With the limited consent of the affected participant share participant information (including eligibility and assessment information) to minimize participants' needs to have similar or identical information to more than one of the Partners, thus eliminating duplication.

c. Appointment Scheduling

Appointment scheduling is accomplished through orientation for the number of registrants attending orientation. It is also performed by the receptionist to meet client needs or appointments are scheduled based on the referral system.

X. Staff Development/Capacity Building

Cross training is required for all partners of the Coconino County Comprehensive One-Stop center. Coconino County, DES and Partners routinely provide training opportunities for staff to be cross trained. Capacity building will be integrated into staff development.

In Coconino County it may not be feasible for all staff to attend state sponsored training. Staff members attending applicable training may assume the role as “Train the Trainer” and cross-train One-Stop members as applicable.

XI. Marketing and Outreach

Coconino County One-Stop center may coordinate marketing and outreach activities through Job Fairs and weekly orientations.

The following resources are or may become available to enhance joint Program marketing and outreach efforts:

- Web site development;
- Public education/information;
- Social Media;
- One-Stop brochures/flyers;
- Radio;
- Television; and,
- Newspapers.

XII. Duration of the Agreement

This MOU will commence on July 1, 2014 and shall remain in effect until June 30, 2017.

The Coconino County WIB will review this MOU at least every two (2) years. Administrative staff will be responsible to include this as an agenda item at least annually, but not more than every two (2) years.

XIII. Confidentiality

Coconino County and DES confidentiality agreement is included in the Data Sharing Agreement. All State and federal statutes, rules and regulations regarding the use or disclosure of information including but not limited to, information concerning applicants for and recipients of contract services. All Coconino County and DES staff annually recertify their AJC Data Security Agreements/Certification.

XIV. Dispute Resolution Process

As outlined in the Business Plan Coconino County provides participants, employees, sub-grantees, sub-contractors and other interested parties a complaint, “grievance” process if they believe that they have been discriminated against, or that Workforce Investment Act regulations, grant and/or other agreements under the Workforce Investment Act have been violated.

XV. Indemnification/Hold Harmless

Each party hereby agrees to indemnify, defend and hold harmless all other parties identified in this MOU from and against all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to

this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

XVI. Non-participation by a required partner

The Coconino WIB will follow statutes as prescribed by the Act and Regulations.

XVII. Severability Clause

If any part of this MOU is found to be null and void, or is otherwise stricken, the rest of this MOU shall remain in full force and effect. This Agreement shall be binding upon and inure to the benefit of the parties hereto and respective successors and assigns where permitted by this Agreement.

XVIII. Insurance

All parties agree to maintain in full force and effect during the term of this MOU and any extension thereof, commercial general liability insurance, or self-insurance, with limits of not less than \$1,000,000 single limit coverage per occurrence for bodily injury, personal injury and property damage. Upon request from any other party, a party shall provide an appropriate certificate evidencing such insurance, or self-insurance, to the requesting party.

XIX. Assurance and Non-Discrimination Clause

The WIB and the identified partners herein described as parties to this MOU accept the assurances and certifications identified in this section. Through the signing of this MOU, the parties agree to the provision contained in each of the documents identified below and incorporated by reference into this agreement.

- a. Assurances - Non-Construction Programs
- b. Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Transaction
- c. Certifications Regarding Lobbying, Debarment, Suspension, Drug-Free Workplace
- d. Certification of Release of Information
- e. Nondiscrimination of Equal Opportunity Requirements of WIA

Specifically during the performance of this MOU, the parties shall not discriminate against any person because of race, color, religion, sex, national origin, ancestry, physical or mental disability, medical condition, marital status or sexual orientation. The parties also agree to abide by the provisions of Executive Order 11246 on nondiscrimination and, accordingly, will take affirmative action to ensure that applicants are employed without regard to their race, color, religion, sex, disability or national origin.

Nothing herein shall be construed as obligating the parties to expend funds or be construed as involving the parties in any contract or other obligation for the future payment of money in excess of appropriations authorized by law and administratively allocated for these purposes. This MOU in no way restricts any of the parties from participating in similar activities or arrangements with other public or private agencies, organizations, or individuals.

XX. Disabilities Services

All parties to this MOU agree to abide by the provisions outlined in the Workforce Investment Act Section 188 "Nondiscrimination".

XXI. Whole Document

The Partners agree that there are no other agreements or understandings, written or oral, between the undersigned other than as set forth herein. This MOU shall not be modified or amended except by a written document executed by both parties to this MOU pursuant to the terms for amending the document set forth herein above.

XXII. Data Access

The State required data management system is utilized by Comprehensive One Stop Center Partner staff to provide the following information:

- List job orders;
- Make job referrals;
- Record job order completion information;
- Register applicants into the system for Employment Service activities and WIA activities;
- Track a participant’s progress;
- Record participant completion information; and
- Track one year of follow up information.

XXIII. Signatures

A Partner is an entity which receives a grant or administers a program for job seeker or employer participants of the Coconino County Workforce Investment System, at the One-Stop Center. Required Partners are entities designated by Section 121 of the Workforce Investment Act of 1998 and by CFR§662.200. Additional Partners to this Agreement may be so designated by the local Workforce Investment Board.

Signature of Partner Organizations:	Representing:
Coconino County	<ul style="list-style-type: none"> • Programs authorized under WIA Title I serving Adults &/or Dislocated Workers • Programs authorized under WIA Title I serving Youth • CDBG
DES Employment Administration	<ul style="list-style-type: none"> • Employment Service (Wagner-Peyser Act Programs) • Unemployment Insurance • WIA Title I, Section 167 Migrant & Seasonal Farm worker programs • Trade Adjustment Assistance • WIA Section 121(b)(1)(B)(i) Veterans Workforce Programs • SNAP Employment Program • Alien Employment Certification Programs (H-2A - H-2B) • Grant Diversion Program • Work Opportunity Tax Credit Program • Shared Work Program • Federal Bonding Program • DES Rehabilitation Services • Title I, Rehabilitation Act Programs

Goodwill Industries of Northern Arizona	One Stop Operator Lead, Employment Training Programs Community-Based Organization
Economic Collaborative of Northern Arizona	Economic Development
Coconino County/City of Flagstaff	Library
Coconino Community College	WIA Title II Adult Education & Literacy Programs Postsecondary Vocational Ed. Activities of the Carl D. Perkins Career and Technical Education Improvement Act of 2006
Area Agency on Aging/NACOG	Senior Community Service Employment Program of Title V of the Older Americans Act of 1965
US Department of Housing & Urban Development (HUD)-Flagstaff Housing Authority	Department of Housing & Urban Development Employment & Training Activities
Native Americans for Community Action, Inc.	Native American WIA Programs for off-reservation Coconino County Community-Based Organization

Christine Mayer

Signature

Christine Mayer, Chair

Name, Title

Coconino County Workforce Investment
Board
110 E. Cherry Avenue
Flagstaff, AZ 86004
(928) 679-7400

M. Carol Curtis

Signature

M. Carol Curtis, Director

Name, Title

Coconino County Career Center
110 E. Cherry Avenue
Flagstaff, AZ 86004
(928) 679-7400

David Hirsh

Signature

David Hirsh, President and CEO

Name, Title

Goodwill Industries of Northern Arizona
4308 E. Route 66
Flagstaff, AZ 86004
(928) 526-9188

James Apperson

Signature

James Apperson, Assistant Director

Name, Title

Arizona Department of Economic Security
Division of Employment & Rehabilitation
Services
1789 W. Jefferson St. S/C 901A
Phoenix, AZ 85007
(602) 542-4910

Richard Bowen

Signature

Richard Bowen, President and CEO

Name, Title

Economic Collaborative of Northern Arizona
201 E. Birch Ave., Suite 12
Flagstaff, Arizona 86004
(928) 707-7939



Signature

Dr. Russ Rothamer, Vice President

Name, Title

Coconino Community College
2800 S. Lone Tree Rd.
Flagstaff, AZ 86001
(928) 527-1222

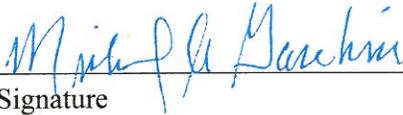


Signature

Rose Toehe, WIA Career Director

Name, Title

Native Americans for Community Action, Inc.
2717 N. Steves Blvd., Suite 11
Flagstaff, AZ 86004
(928) 526-2968

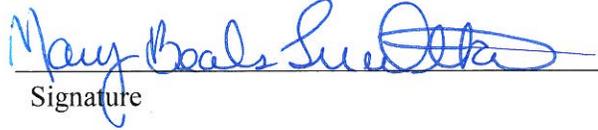


Signature

Michael Gouhin, Executive Director

Name, Title

HUD / Flagstaff Housing Authority
3481 N. Fanning Dr.
Flagstaff, AZ 86004
(928) 526-0002



Signature

Mary Beals-Luedka, Director

Name, Title

NACOG Area Agency on Aging
Senior Community Service Employment
Program
43 S. San Francisco St.
Flagstaff, AZ 86001
(928) 213-5215

**Coconino County Comprehensive One Stop Center
Resource Sharing Agreement**

This Resource Sharing Agreement, herein referred to as RSA, is entered between the Coconino Workforce Investment Board (WIB) and One Stop Center Partners (Partners) as required by Workforce Arizona Council Policy 03-2013.

Partners:

Program/Funding: WIA Title 1B
Coconino County Career Center
110 E. Cherry Avenue
Flagstaff, AZ 86001
Contact: M. Carol Curtis, Director
(928) 679-7400

Program/Funding: Employment Service/Wagner-Peyser Act
Veterans Employment
Arizona Department of Economic Security
Division of Employment & Rehabilitation Services
1789 W. Jefferson St. S/C 901A
Phoenix, AZ 85007
Contact: James Apperson, Assistant Director
(602) 542-4910

Program/Funding: Goodwill Industries of Northern Arizona, Inc.
4308 E. Route 66
Flagstaff, AZ 86004
Contact: David Hirsch, President and CEO
(928) 526-9188

Whereas, each Partner agrees to share the costs and contribute proportionately to the operational costs of the Comprehensive One Stop (20 CFR §662.270).

Whereas, each Partner in lieu of making cash payments of its fair share of costs incurred to benefit the Partners may contribute services, supplies or facilities;

Whereas, each Partner willingly enters into this agreement which offers a methodology for fair share of costs for the Comprehensive One Stop;

Whereas, the Coconino Board of Supervisors and WIB have selected Goodwill Industries of Northern Arizona, Inc. as the location of the Coconino Comprehensive One Stop Center;

Now, therefore, the WIB and Partners agree to the following:

Term:

The term of this agreement will be from July 1, 2014 to June 30, 2017. Agreement may be reviewed annually at the WIB annual meeting date.

Resource Sharing Methodology:

The Methodology provided for a fair share of costs between Partners related to the operation of Coconino County Comprehensive One Stop. There are a number of methods that may be used to fund the shared costs of the Comprehensive One Stop. These include cash payments, provision of goods and services, use of full-time equivalent staff, and in-kind contributions, or any combination thereof.

Shared costs of the One Stop will be allocated by the individual Partners based on the benefits received by each specific program. Costs that are incurred only for the benefit of one individual Partner program shall be paid by that Partner.

Cash payments for shared costs of the Comprehensive One Stop may be made directly to:

Goodwill Industries of Northern Arizona, Inc.
PO Box 2278
Flagstaff, AZ 86003

The Coconino WIB and Partners agree to requirements of 2 CFR Chapter I, Chapter II, Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.

Partner Resources:

Each Partner will pay for its own agreed upon staff stationed at the Northern Arizona Goodwill Industries, Inc. Personnel rules and regulations of each Partner shall apply to that Partner’s staff located in the Northern Arizona Goodwill Industries, Inc., and out-stationed staff shall be subject to their organization’s supervision.

Confidentiality:

The One Stop Partners agree to share cost information with the One Stop Partners only for the benefit and with the expressed and informed consent of the other One-Stop Career Center System Partners.

Indemnification/Hold Harmless:

Each party hereby agrees to indemnify, defend and hold harmless all other parties identified in this RSA from and against all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this RSA. It is understood and agreed that all indemnity provided herein shall survive the termination of this RSA.

Conflict Resolution:

Any conflict between the Partners shall be first resolve between those Partners. If resolution is not reached, the One Stop Center Operator may facilitate the conflict resolution. In the event the One Stop Operator in not able to facilitate the conflict, the Coconino Workforce Investment Board may attempt to facilitate the conflict resolution.

Termination:

Any Partner may terminate this agreement by giving a 30 day written notice to all Parties signing this agreement.

Christine Mayer

Christine Mayer, Chair
Coconino County Workforce Investment Board

5/28/14
Date

M. Carol Curtis

M. Carol Curtis, Director
Coconino County Career Center

5.28.14
Date

James Apperson

James Apperson, Assistant Director
Division of Employment & Rehabilitation Services

6/12/14
Date

David Hirsh

David Hirsh, President and CEO
Goodwill Industries of Northern Arizona

5/28/14
Date

Coconino County Comprehensive One Stop 2014 - 2017

Welcome Function/Triage & Initial Assessment Services Matrix

	Coconino County Career Center	Goodwill Industries of Northern AZ	Native Americans for Community Action	Flagstaff Public Library	Coconino County Community Action	DES/ESA	Veteran Services	RSA/Vocational Rehabilitation	Flagstaff Housing Authority	NACOG SCSEP Title V	Educational Opportunity Center	ResCare
Registration	X	X	X	X	X	X	X	X	X	X	X	X
Orientation to Services	X	X	X		X	X	X	X	X	X	X	X
Access to Resource Rooms	X	X	X	X		X	X		X			X
Program Eligibility	X	X	X		X		X	X	X	X	X	X
Labor Market Information	X	X				X	X	X				
Initial Assessment	X	X			X	X	X	X	X			X
Career Information	X	X	X	X	X	X	X	X	X		X	X
Career Exploration	X	X	X	X	X	X	X	X	X		X	
Basic Skills Assessment	X	X			X			X	X	X		X
Self-Assisted Job Referral & Placement	X	X	X			X	X			X		
Job Leads	X	X	X		X	X	X	X		X		X
Job Matching	X	X			X	X	X	X		X		X
Job Search	X	X	X	X	X	X	X	X		X		X
Referral to Jobseeker Workshops	X	X	X		X	X	X	X	X	X		X
Referral to Other Community Services	X	X	X	X	X	X	X	X		X	X	X

Skills & Career Development Services Function Matrix

	Coconino County Career Center	Goodwill Industries of Northern AZ	Native Americans for Community Action	Flagstaff Public Library	Coconino County Community College	DES/ESA	Veteran Services	RSA/Vocational Rehabilitation	Flagstaff Housing Authority	NACOG SCSEP Title V	Educational Opportunity Center	ResCare
Access to Resource Rooms	X	X	X	X		X	X		X			X
Job Clubs	X	X					X					
Jobseeker Workshops		X			X	X	X					X
Hiring Fairs	X	X	X		X	X	X					X
Interviewing Skills	X	X	X		X	X	X					X
Job Search	X	X	X	X	X	X	X	X		X		X
Structured Job Search	X	X			X		X	X				X
Job Matching	X	X				X	X	X				X
Job Referral w/ Staff Counseling	X	X	X			X	X	X				X
Labor Market Information	X	X				X	X	X				
Case Management	X	X	X				X	X				X
Career Exploration	X	X	X		X	X	X	X	X		X	
Career Information	X	X	X	X	X	X	X	X	X		X	X
Research on Training Options		X	X				X	X			X	
Standardized Skills Assessment		X	X		X			X		X		
Staff-Administered & Interpreted Standardized Skills Assessment		X			X							
Basic Skills Assessment	X	X			X			X	X	X		
Occupational Aptitude Testing	X	X			X			X				
Career Planning	X	X	X		X	X	X	X				
Individual Employment Plan	X	X	X		X	X	X	X		X		
Staff-Administered Skills Development Strategies	X											
Adult Basic Education		X	X		X			X				
Basic Computer Literacy		X	X	X	X	X	X					X
Basic Skills Training		X	X					X				
Soft Skills Training	X	X	X		X	X		X	X			
Pre-Employment Skills Training & Workshops	X	X				X						
Adult Education & Literacy Training	X	X			X			X	X		X	
Customized Training	X	X						X				
Individual Training Accounts	X											
On-the-Job Training	X	X						X				
Work Experience	X	X	X									X
Internships	X	X	X									
Supportive Services	X	X	X			X	X	X	X	X		X
Youth Programs	X	X		X	X			X				
Summer Job Programs	X	X										
Post Placement Activities	X	X	X									
Group Career & Reemployment Counseling	X	X										
Mental Health Counseling			X									
Substance Abuse Counseling			X									
Health Services			X									
Alternative High School Referrals	X											
Temporary Employment Services		X	X			X	X					
Orientation & Mobility Teaching								X				
Labor Complaint						X						
Tax Incentive Information Access	X	X	X				X					
Referral to Job Corps Training	X		X			X						X

ATTACHMENT I

TRAINING AND SUPPORT SERVICE GUIDELINES AND CASE MONITORING FORMS: PURPOSE AND SCHEDULE OF USE POLICY

Training & Support Service Guidelines Per Fiscal Year

The Workforce Investment Act provides funding for training and education to secure employment in an occupation in local demand or obtain a diploma or GED. It also allows for the provision of internships and On-the-Job Training (OJT) for attainment of job skills. Necessary expenditures on support services are also allowed to assure completion of training or to secure employment. The Coconino County Career Center may work with a participant that has been determined eligible and suitable to deliver these training and support services, using the guidelines below.

GENERAL GUIDELINES

1. Support services may include materials, equipment and clothing necessary for training or employment.
2. The need for a support service must be a significant barrier to program completion – if support is not given the participant will be forced to terminate training or employment.
3. Services available through partner agencies must be requested from the partner and documentation provided; if funds are not available from another source, the Career Center will consider the request.
4. The cost of the service must not exceed acceptable community standard or rates.
5. Specific training or support services are available to individuals with disabilities.
6. Funding is dependent on guideline limits and availability of program funds.
7. Workforce Development Specialists may obligate support/training funds within guidelines up to the first \$500 without seeking prior approval from the Deputy Director or Director. But, a signed expenditure request is still required for the file with the invoice/payment noted.
8. Incentives such as gift cards or movie tickets may periodically be offered to encourage success in programs.
9. Participants in follow-up will receive staff-assisted support through employment counseling, workshops, and Career Center training. Limited support/training services are available for the first 90 days (or beyond with approval) for Youth/Adult/DW follow up participants that are employed.
10. No reimbursement for previous purchases/services received before enrollment in the program is allowed.
11. Funding is not available for participants starting a small business. A referral to a small business organization will be made.

SUPPORT SERVICES

Specific area of allowable support – \$500 for support outside of tuition/books/fees/graduation costs or internships may be offered to participants each fiscal year. Additional funds may be expended with Director's approval.

1. **Housing/Utility Assistance:** Deposits cannot be paid. Participant must be listed on the lease or utility. For couples, only the participant's portion of the payment is allowed. The total cost will be considered for single parents with children.
2. **Clothing Assistance:** Suitable clothing for interviews, employment, or for youth in education is allowable. Hope's Closet or thrift store may be considered for clothing requests.
3. **Day Care:** *The Caregiver will not be paid directly.* Participant is reimbursed from bill or invoice and should pay a portion of the cost as agreed upon with the Workforce Development Specialist. Proper documentation must be maintained.

4. **Transportation:** Bus passes can be purchased in quantities of up to two months at a time. Only minor car repair necessary to keep the vehicle operational for training or education will be considered with reimbursement up to \$200.
5. **Medical/Vision:** Only necessary services to enable participants to complete education/employment goals will be considered with a maximum of \$200.
6. **Personal Hygiene:** Products will be made available as necessary for participation in education, training, or employment.
7. **Tools:** Equipment and tools necessary to complete training or secure employment may be provided.

RELOCATION ASSISTANCE

Relocation assistance is available to Dislocated Workers only. A maximum of \$1,000 may be expended if they have secured a job requiring a move to a location out of the county.

TRAINING SERVICES & INTERNSHIPS

Total combined expenditures for education, training, OJT, and WEX may not exceed \$4,000 in a fiscal year for In-school Youth and Adult, except as indicated on the matrix. Out of School Youth and DW may not exceed \$4,000 each for training and OJT. Expense limits may be exceeded with Director approval.

1. **Tuition/Training:** Limit of \$4,000 per year for public educational institutions and \$1,000 per year for private training providers, after PELL and other scholarship funds for tuition, books and materials have been exhausted. Included in these limits are books, exam fees and other materials directly related to training. Youth participants may receive graduation cap and gown in connection with the completion of the goal of graduation. *Tuition/fees for out-of state training, training from providers not on the Eligible Training Provider List, or training for occupations not in demand will not be provided, unless approved by the Director.*
2. **On-the-Job Training (OJT) Costs:** See matrix for limits. Length of training is based on acquiring entry level skills, not maximum funding available.
3. **WEX Internship Costs:** See matrix for pay levels. Maximum expenditure does not include employee related expenses such as workers compensation. Length of internship is based on acquiring entry level skills, not maximum funding available.

PROCESS

1. Participants are to be informed as to the availability and limits of support services as defined within these guidelines at enrollment.
2. A participant must demonstrate successful participation according to their plan for one month before requesting support services unless an emergency exists. This applies for program entrance or returning from a break in work toward plan completion.
3. A Request for Expenditure form must be completed and signed off for each service with documentation of need, cost; cause and corrective action if applicable. The original documents must be retained in department files and the service entered into AJC.
4. The Deputy Director will review, discuss if needed, sign and send the request to the Director for approval.
5. The Director approves or denies the request as presented, and reserves the right to exceed guidelines in extraordinary cases.
6. Staff submits invoice for payment or completes purchase with Career Center credit card.
7. Participants must sign invoice or receipt for items they receive.

Training & Support Service Guidelines Per Fiscal Year

PROGRAM	FUNDING SOURCE	TUITION FY LIMIT	OJT FY LIMIT	WEX INTERNSHIP FY LIMIT	REQUIREMENTS	PERFORMANCE MEASURES	PARTNERS	TENURE LIMIT
ADULT	WIA	\$11 - 13/hour (internships) \$4,000 max combined			Over Age 18, Unemployed/ Underemployed, Career goal in demand and on ETPL	Common: Entered Employment, Employment Retention, Average Earnings	One Stop	1 yr. ↓
DW	WIA	\$4,000 max	\$11 - 13/hour (internships) \$4,000 max		Over age 18, Laid off, Displaced homemaker	Same as Adult	One Stop	1 yr. ↓
YOUTH In School	WIA	\$8 - \$13/hour (internships) \$4,000 max combined			Ages 16-21, In High School or Higher Education, Barrier	Common: Placement in Employment/Higher Education, Attainment of Degree/Certificate, Literacy Numeracy Gain	Schools Parents Partners	1 – 2 yr
YOUTH Out of School	WIA	\$4,000 max	\$8 - \$13.00/hour (internships) \$4,000 max		Ages 16-21, School Dropout, HS/GED grad not in school, Basic skills deficient/ unemployed/ underemployed	Common: Placement in Employment/Higher Education, Attainment of Degree/Certificate, Literacy Numeracy Gain	One Stop	1 – 2 yr

CASE MONITORING FORMS

Purpose & Schedule of Use: All original files will be kept in the office.

Individual Service Strategy/Individual Employment Plan

An ISS/IEP is an employability plan mutually developed by the applicant and staff to describe the mix of services and sequence of events needed to lead them to diploma/employment in a career. The plan is not a contract. Listing a needed service does not imply that the Career Center should or could fulfill that need. The ISS/IEP is a “living” document and provides a framework within which decisions are recorded and progress recounted. Section I is generated during the eligibility process. Section II is developed during the Assessment process after an applicant has selected a job/educational outcome, and Section III is used to summarize the strategy and to record quarterly updates or revisions as needed.

1. What is an ISS/IEP?

2. ISS/IEP Section III – Original/Update Plan

Youth, Adult & DW

Adults include Strengths and Obstacles Form. This is the “Roadmap” for career information, training and employment skills goals leading to completion of the education or employment plan developed by the Career Center and the client

3. Assessment

Adult/DW

Youth

4. Progress Activity Notes used when needed and shared in the S drive. PA Notes must tell the story of the client’s progress through training, education, and employment. These notes are not confidential, can be subpoenaed and should not be used to describe personal or health issues of the client or their family.

5. Internship Forms:

Internship Agreement

Agreement that obligates funds from the Career Center to pay for training provided by the employer to the Career Center trainee. A maximum of two internships per year will be offered to a company where employment is not a reasonable expectation following the training. The agreement indicates the rules of operation between the Career Center, training site and trainee. Funding, period of training, and training elements are stipulated in the agreement. Original agreement is filed in intern file with copies to Worksite File and the employer. Routing slips will be used for all agreements. Agreements must be initiated a week before interns start and all signatures must be completed before an intern can start working. Internships should start at the beginning of a pay period.

Facility Review

A facility should be reviewed for safety and environmental suitability each year, or at initiation of a new training year or if a client indicates concerns. This form is filed in the Worksite File and intern file.

Internship Training Site Goals

A Skills training attachment summary sheet notes the specific areas of training and the time line needed to become skilled.

Internship Summary

Form provides salary, benefits and worksite information of the training agreement for the intern. Form is completed at initiation of training on letterhead with a copy to the intern and intern file.

Internship – Training Site Supervisor Orientation

Information on form is used to conduct an orientation session with the supervisor to acquaint them with our policies, services and practices. Orientation is conducted at initiation of training. This form is placed in the intern's file.

Internship - Intern Orientation Checklist

To be used by the supervisor on the first day of work and sent to the Career Center with the FIRST timecard. Print on letterhead, file in intern file

Internship Progress Evaluation – Adult & Youth

This form is used by the training supervisor to evaluate the intern and will be used on a monthly basis when intern, supervisor and coach meet to discuss progress toward goals. It is placed in the intern's file.

Equal Opportunity Organization Monitor Form

This form is completed at the first Internship/OJT evaluation and signed by the organization staff as well as Career Coach. Completed forms are kept in the EO Monitor notebook. One form per organization is completed annually.

Contract Routing Form

Attach this form once all internship paperwork has been collected and signed.
Route to the Deputy Director, Payroll, Funding approval, and Department Director.

6.OJT Agreement/Forms

Agreement obligating funds from Career Center for training provided by the employer after hire and pays up to 50% of salary for the initial period of new employee training.

7. Monitoring forms

Student Progress Report Form

The coach mails this form to the instructors or gives copies to the participant for instructor to complete twice per semester; the completed form is put in the client's file.

Classroom Training Progress Evaluation

Bi-monthly monitoring form to report class progress; filed in client file. Phone or email contact is made the other month and documented in PA notes.

Employability Progress Evaluation

Bi-monthly monitoring form to address concerns and training progress of the client; filed in client's file. Phone or email contact is made the other month.

8. Participant Expenditure Request

This form needs to be completed when providing support services like a bus pass, clothing assistance, transports, and other expenses clients may need assistance with. This form also needs to be completed when paying for training cost like tuition and program cost.

9. Indicator Report

This form is used to report client counts, events, successes, meetings, etc.

10. Follow up Procedures

This form explains the follow up process and is used to guide coaches in completing the follow up forms and letters needed for client files and AJC input.

Customer Satisfaction Survey

The customer satisfaction form needs to be completed to help us improve customer service and offer follow-up service. This document is completed when a participant completes the program and is placed in the client's file.

Employed Customer Follow up

This form is completed to gather information for follow up. It includes information needed to note change of address, employer information, and other information needed for AJC reporting.

Supplemental Follow-up Information Survey

This form is mailed to client in the 1st, 2nd, and 3rd quarter of follow-up to collect information needed for file/AJC. Clients who complete this form will receive a gift card.

Change of Address

This form is completed whenever a client changes address or telephone number. Front staff should be e-mailed the address change to make a change in the client mailing list and HTE if needed.