

# Northeastern Arizona Innovative Workforce Solutions Local Workforce Investment Area Navajo, Apache, and Gila Counties

Program Years 2015-2017

Providing Workforce Solutions to Businesses & Individuals



**Northeastern Arizona Innovative  
Workforce Solutions**

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## B. EXECUTIVE SUMMARY

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*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 (LWIB); strategic plan critical issues, goals and strategies created by the Local Workforce 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.*

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### **INTRODUCTION**

July 1, 2014 marked the official start of an exciting reengineering of the Northeastern Arizona Innovative Workforce Solutions Local Workforce Area. On July 1, 2015 we expand that reengineering by adding Gila County to our Local Workforce Area. The creation of a business plan that focuses on partner collaboration, business services, functional alignment of job seeker services, and a reenergized youth program included serious discussion and thought pertaining to how the Arizona workforce system can be more effective in Apache, Gila, and Navajo Counties.

Efforts to make significant changes and improvements to the Local Workforce Area service delivery has already begun with the hiring of a new WIA Executive Director and a reorganizing of WIA staffing to meet new program design strategies. In addition, partner conversations, particularly with DES regional and local leadership, has begun and important discussions and actions regarding functional alignment and integration are active and underway. Access points have been evaluated by a third party consultant and mystery shopping has been done by an independent firm to get a customer perspective of how the current workforce system is operating.

The reengineering of the local workforce system required revisions and/or the creation of important agreements. Included in the Appendices to this business plan are new/revised Agreements:

1. INTERGOVERNMENTAL AGREEMENT FOR APACHE COUNTY, GILA COUNTY, AND NAVAJO COUNTY WIA PARTNERSHIP
2. CHIEF ELECTED OFFICIALS AND LWIB PARTNERSHIP AGREEMENT
3. LWIB BY-LAWS

4. MEMORANDUM OF UNDERSTANDING AMONG STAKEHOLDERS

5. RESOURCE SHARING AGREEMENT

The LWIB has elected not to have a Local Board and Operator Agreement. This business plan shall serve as the guidelines to the One-Stop Consortium on roles and responsibilities as well as the other requirements outlined in the Workforce Arizona Council's One-Stop Delivery System Policy.

We recognize change requires ongoing analysis and adjustment. This business plan sets in place overarching strategic goals and anticipated action steps along with timelines for implementation. The One-Stop Operator Consortium will work closely together to recommend adjustments of the plan to the Chief Elected Officials and to the Local Workforce Investment Board.

***COUNTIES COVERED***

The Local Workforce Investment Area includes Workforce Investment Act programs in Apache, Gila and Navajo Counties.

An INTERGOVERNMENTAL AGREEMENT FOR APACHE COUNTY, GILA COUNTY, AND NAVAJO COUNTY WIA PARTNERSHIP was fully executed and effective on July 1, 2015. The AGREEMENT was entered into for the purpose of forming a single recognized entity to administer and operate programs to serve Adults, Dislocated Workers and Youth under Title I of the Federal Workforce Investment Act of 1998 (WIA) and the newly enacted Federal Workforce Innovation and Opportunity Act. The AGREEMENT designated Navajo County Board of Supervisors to serve in the roles of Chief Elected Official (CEO), fiscal agent, and administrative entity for Northeastern Arizona Innovative Workforce Solutions. A copy of the original AGREEMENT is included in this document in Appendix M-1-1.

The most recent INTERGOVERNMENTAL AGREEMENT FOR APACHE COUNTY AND NAVAJO COUNTY WIA PARTNERSHIP has been replaced with a new AGREEMENT effective July 1, 2015. The new AGREEMENT incorporates changes to comply with recent adopted Workforce Arizona Council Policy #02-2013 which requires specific inclusions in the AGREEMENT. The AGREEMENT effective July 1, 2015 continues to have a single recognized entity to administer and operate programs to serve Adults, Dislocated Workers and Youth under Title I of the Federal Workforce Investment Act of 1998 (WIA) and the Workforce Innovation and Opportunity Act (WIOA). Navajo County Board of Supervisors continues to serve in the roles of Chief Elected Official (CEO), fiscal agent, and administrative entity for Northeastern Arizona Innovative Workforce Solutions. A copy of the new AGREEMENT is included in this document in Appendix M-2-1.

Northeastern Arizona Innovative Workforce Solutions Local Workforce Area will have one comprehensive one-stop center in Globe, Arizona; affiliate one-stop centers in Show Low, Payson, and Winslow, Arizona; and satellite access points in Eagar and Tonto Basin.

***BRIEF DESCRIPTION OF THE CHARACTERISTICS OF THE LOCAL AREA INCLUDING DROPOUT RATES AND LITERACY INFORMATION***

Northeastern Arizona Innovative Workforce Solutions comprise a geographically diverse region located in northeast Arizona. The region encompasses 25,973 square miles, which is larger than each of the States of West Virginia, Maryland, Vermont, New Hampshire, Massachusetts, New Jersey, Hawaii, Connecticut, Delaware, and Rhode Island. The central portion of the area consists of high desert grasslands, while the northern and southern areas have high mountains, including the White Mountains, which is Arizona’s second highest mountain range.

***Navajo, Gila, and Apache Counties***

Navajo and Apache Counties have a very diverse population with the inclusion of Native Americans from the Navajo Nation, Hopi Tribe, and White Mountain Apache Tribe.

Population	Navajo County	Apache County
Native American	44.3%	73.3%
White	41.9%	17.6%
Hispanic or Latino	10.9%	6.2%
Other	3.8%	2.9%

Most of the southern cities and towns experienced a growth rate of 20% or more from 2000 to 2010, with the City of Show Low showing a 38.5% increase in population. The region’s population grew during the 10-year period, but at a lesser rate than the rest of Arizona. Navajo County grew by 10.2% while Apache County experienced 3% growth for the decade. The 2010 decennial population for the counties was 178,967. Due primarily to the recession, since 2010 the area’s population has not grown.

Gila County was named for the Gila River that flows through portions of the county’s southern reaches. Gila County is the land of great mineral wealth for the state. Elevations ranging from 2,000 to 7,000 feet above sea level enable the county to support mining and ranching – the area’s two primary industry sectors, as well as tourism and recreation. The county’s population is estimated at 53,144 according to the U.S. Census Bureau’s latest figures. Over half of Gila County consists of protected federal land managed by the U.S. Forest Service. Members of three tribal nations – the San Carlos Apache, the White Mountain Apache, and the Tonto Apache – make up 15% of the population, their lands encompassing 37% of the county’s total land mass. The level of federal and tribal owned land in Gila County has limited the availability of privately owned land to 2% currently, placing significant

restrictions on economic growth.

As of August 2013, there were 47,000 jobs in Navajo and Apache Counties according to the Quarterly Census of Employment and Wages.

According to the Bureau of Labor Statistics, the November 2013 unemployment rate for Apache County was 18.7% and for Navajo County 13.5%. During the same period, the State of Arizona had a 7.8% unemployment rate. Clearly, Apache and Navajo Counties have challenges related to unemployment and related workforce elements.

The High School dropout rates in Arizona overall in 2012-2013 was at 3.5%. Apache County, during the same timeframe had a dropout rate of 4.9%, Gila County 5.7% and Navajo County 5.4%. Both of our counties are significantly higher than the Arizona statewide average. This was impacted by a high dropout rate in Navajo County of 8.1% for Native Americans compared to the Arizona statewide average of 7.6%. The Hispanic or Latino populations were higher in our counties with Apache having a 5.7% dropout rate and Navajo County having a 4.8% dropout rate, both higher than the Arizona statewide average of 4.35% for Hispanic and Latino populations. In Navajo County there was a 12.7% dropout rate for individuals with limited English proficiency compared to an Arizona statewide average of 5.35%.

Specifically, our Local Workforce Area:

- Is a very large geographical area;
- Has double-digit unemployment rates that are double the State of Arizona's exclusive of the reservations;
- Has high drop-out rates and low educational attainment;
- Has a diverse population;
- Has technological infrastructure deficiencies; and
- Has a high poverty rate.

Apache County's growing and declining industries are illustrated below. Additional information is available in the Market Analysis section of this business plan.

**Apache County**

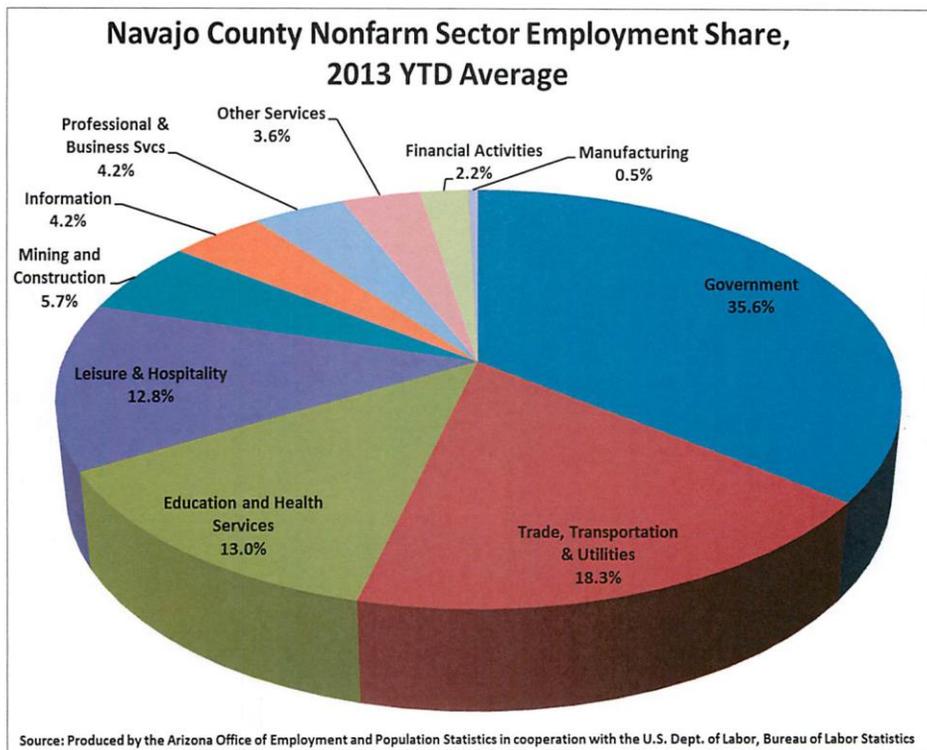
<b>Apache County Growing &amp; Declining Industries Report</b>				
<small>(<a href="http://www.workforce.az.gov/pubs/labor/GroDecline.pdf">http://www.workforce.az.gov/pubs/labor/GroDecline.pdf</a>)</small>				
<b>Year Ago Rank</b>	<b>Current Rank</b>	<b>NAICS Code</b>	<b>Industry</b>	<b>2010-2013 Job Growth</b>
<b>GROWING INDUSTRIES</b>				
1	1	6221	General medical and surgical hospitals	793
2	2	6241	Individual and family services	162
-	3	8134	Civic and social organizations	13
-	4	5413	Architectural and engineering services	10
<b>DECLINING INDUSTRIES</b>				
1	1	9200	Government	-1,171
-	2	7211	Traveler accommodation	-182
4	3	2382	Building equipment contractors	-30
-	4	2389	Other specialty trade contractors	-16
-	5	2381	Building foundation and exterior contractors	-16
-	6	5322	Consumer goods rental	-5

<b>Quick Look: Apache County</b>
<small>(<a href="http://www.azstats.gov/pubs/labor/countynaics11+.pdf">http://www.azstats.gov/pubs/labor/countynaics11+.pdf</a>)</small>
• Nonfarm Employment Level (YTD 2013 Average): 18,300
• Nonfarm Employment Share as a Percentage of Arizona's Nonfarm Employment (YTD 2013 Average): 0.7%
• Private Sector Employment Level (YTD 2013 Average): 7,400
• Private Sector Employment Share as a Percentage of Apache's Nonfarm Employment (YTD 2013 Average): 40.43%
• Government Employment Level (YTD 2013 Average): 10,800
• Government Employment Share as a Percentage of Apache's Nonfarm Employment (YTD 2013 Average): 59.01%
• Trade, Transportation & Utilities Employment Level (YTD 2013 Average): 1,900
• Trade, Transportation & Utilities Employment Share as a Percentage of Apache's Nonfarm Employment (YTD 2013 Average): 10.38%
<small>*(Numbers have been rounded)</small>

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Navajo County industry employment levels average for 2013 were as follows:

Navajo County Industry Employment Level, 2013 YTD Average	
Industry	Employment Level
Government	9.9
Trade, Transportation & Utilities	5.1
Education and Health Services	3.6
Leisure & Hospitality	3.6
Mining and Construction	1.6
Information	1.2
Professional & Business Svcs	1.2
Other Services	1.0
Financial Activities	0.6
Manufacturing	0.1



***SECTOR STRATEGIES FOCUS:***

The Northeastern Arizona Innovative Workforce Solutions Workforce Investment Board (LWIB) have selected three (3) sectors to focus on during the timeframe of this Business Plan: Medical Care, Energy Generation, and Natural Resource Development. Each of these sectors falls under the existing and/or emerging industry sectors in the two-county region. All three (3) are named by the State of Arizona's Integrated Workforce Plan for July 1, 2012 to June 30, 2017 on page 31. Medical Care and Energy Generation are poised to have modest, but steady employment growth between 2013 and 2016, and the Natural Resource sector could become a game-changing force by 2016, given the volume of employees that could be potentially hired by this emerging industry.

***LOCAL WORKFORCE AREA VISION, MISSION, CRITICAL ISSUES, GOALS AND STRATEGIES***

The LWIB and CEO have a vision *to build economic success through workforce development partnerships.*

The LWIB mission statement supports the vision:

***“The Northeastern Arizona Innovative Workforce Solutions Local Workforce Investment Board will work to facilitate business retention and growth by partnering with education, service agencies and the business community to empower individuals with skills that promote self-sufficiency.”***

The LWIB has established the following preliminary goals:

1. To support business attraction, retention and expansion.
2. Assist in creating a workforce environment that supports an improved quality of life for area citizens.
3. Support the stability and growth of local communities.

The LWIB held a strategic planning session in August of 2014 to validate the vision, mission, and goals and to establish specific strategies for achieving success. The strategic planning session included Local Elected Officials as well as stakeholders and partners.

***PLAN DEVELOPMENT PROCESS***

The CEO met with local workforce system staff and partners and formed a task force that was responsible for working on the development of the initial business plan. Navajo County, in its role as CEO and as fiscal agent and administrative entity participated in the team meetings to ensure the wishes of Navajo and Apache County public officials were

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understood. A local planning meeting was held and the following organizations agreed to participate in the development of the plan:

- Chief Elected Official representative
- WIA staff from both Apache and Navajo Counties
- Arizona DES regional and local staff
- Northland Pioneer College
- LWIB private sector business representatives

The team traveled to Phoenix and met for two days at the Arizona Commerce Authority (ACA) to go through the plan requirements with a consultant and representatives from the State of Arizona's DES administrative office and the Director of the Workforce Arizona Council. Tasks and sections of the plan were divided among the team members.

The required submission of the initial business plan took place simultaneously with the hiring of a new WIA Executive Director for the Navajo and Apache Counties Workforce Investment Area. Arizona's State Business Plan Review Team provided a critical analysis of the initial plan and it was clear that a lot of additional work on the plan was needed. The CEO, in partnership with the LWIB, hired an independent consultant to help facilitate the revisions and spark conversation among partners on how to transform the local workforce system.

It was determined by the CEO and WIA Executive Director that more information was needed to establish an evidence-based approach to improvements needed. A third-party evaluation of the Centers and the service delivery system was completed along with a jobseeker customer focused mystery shopping evaluation. These two reports provided information for the One-Stop Operator Consortium to discuss and helped with creating new strategies for inclusion in this revised business plan. During the week of April 9<sup>th</sup>, 2014, the WIA and DES local and regional leadership discussed needed changes to the service delivery system and functional alignment at the comprehensive and affiliate locations. Additional discussions during the remainder of April 2014 helped frame needed changes.

The LWIB, in partnership with the CEO, approved the original plan at its May 1, 2014 meeting and asked the administrative entity to release it for public comment. Any feedback received will be forwarded to the State for attachment to this business plan along with changes that result due to the feedback.

The CEO was briefed on the revised plan prior to LWIB approval.

The spring of 2015, Gila County's business plan was reviewed and critical points merged with the Navajo-Apache business plan to form Northeastern Arizona Innovative Workforce Solutions.

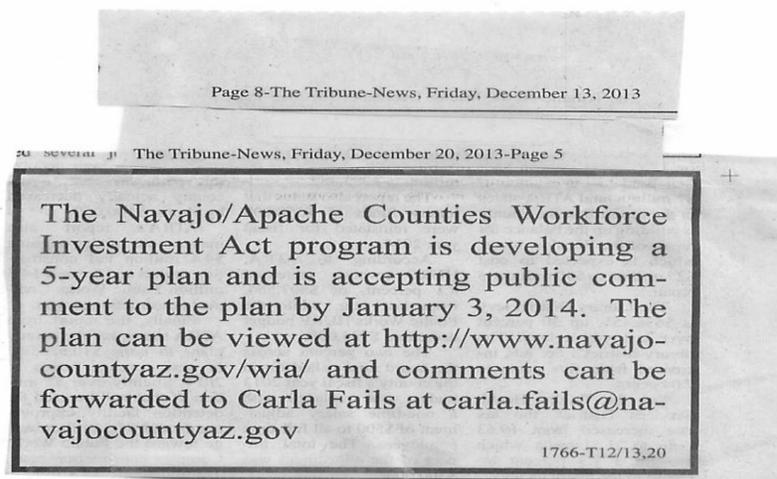
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**PLAN REVIEW PROCESS**

The LWIB, in partnership with the CEO, completed the initial business plan through the appointment of a task force comprised of local workforce system stakeholders. The LWIB approved the plan as required by Workforce Arizona Council policy.

Stakeholders and community groups were advised of the plan and how to access it for review. Each One-Stop Center maintained a copy of the plan on-site in draft form for review and comment. A notice was published in the Tribune-News newspaper on December 13, 2013 and December 20, 2013:

The Navajo/Apache Counties Workforce Investment Act program is developing a 5-year plan and is accepting public comment to the plan by January 3, 2014. The plan can be viewed at <http://www.navajocountyaz.gov/wia/> and comments can be forwarded to Carla Fails at [carla.fails@navajocountyaz.gov](mailto:carla.fails@navajocountyaz.gov)



No public comments were received during the initial plan review process.

During the Arizona State Business Plan Review process, it was determined that significant changes needed to be made to the local plan to comply with Federal and state requirements. The new plan was advertised and posted on-line for comments on May 1, 2014 for a thirty-day comment period. By June 5, 2014, public comments received will be provided to the Arizona DES administrative office and the Workforce Arizona Council to be attached to this business plan along with information regarding any changes to the plan that need to occur as a result of the comments.

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The Navajo-Apache and Gila County Plans were merged with no new information added and therefore the initial comment period and approval processes remain in effect and no new public comment period was required.

## C. BUSINESS PLAN NARRATIVE

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*The Local Workforce Area Business Plan must describe the key strategies the Local Workforce Area intends to implement, based on its economic analysis, to achieve the governor's vision and goals.*

*1. Cross-Program Strategies: The plan must discuss integrated cross-program strategies for specific populations and sub-populations identified in the Local Workforce Area's economic analysis, strategies for meeting the workforce needs of the Local Workforce Area's employers, and regional and sector strategies tailored to the state's economy.*

*2. Partnerships: The plan must include a discussion of key strategic partnerships that are necessary to successfully implement the strategies, specify the roles of specific Local Workforce Area entities and programs, and discuss how the strategies will meet the needs of employers and of each sub-population.*

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Based on the region's economic analysis and to achieve the Governor's vision and goals, the Northeastern Arizona Innovative Workforce Solutions Workforce Investment Board selected three (3) sectors to focus on during the timeframe of this Business Plan: Medical Care, Energy Generation, and Natural Resource Development. Each of these sectors can be categorized under the existing and/or emerging industry sectors in the two-county region. All three (3) are named by the State of Arizona's Integrated Workforce Plan for July 1, 2012 to June 30, 2017 on page 31. Medical Care and Energy Generation are poised to most modest, but steady employment growth between 2013 and 2016, and the Natural Resource sector could become a game-changing force by 2016, given the volume of employees that could be potentially hired by this emerging industry.

After attending and hosting a number of Planning meetings in regards to the 3 sectors of focus, Medical Care, Energy Generation, and Natural Resource Development the LWIB believes that the most prudent method to the Sector Strategy efforts for Navajo and Apache Workforce is to partner directly with the Real AZ Corridor, The White Mountain Regional Chambers, and Summit Healthcare. These entities have already formed their approaches, goals and objectives, with several Local Workforce Board Members and the Executive Director already serving on some of these alliances and committees, the pragmatic response is to assist the existing committees with their ongoing efforts. The LWIB believes that it is important to participate in current, relevant economic groups that are focused on job creation and retention. The LWIB directs the Executive Director to continue the partnerships that are in place and to report progress to the Board quarterly in the Executive Director Report which is maintained with our 5 year plan. (Approved February 5, 2015)

It is essential that a strong workforce system foundation exist to support sector strategy efforts. Northeastern Arizona Innovative Workforce Solutions Local Workforce Area will emphasize program integration, reducing customer confusion, eliminating duplication, and leveraging resources. This will be accomplished throughout the Plan period through cross-program strategies and partnerships.

Please see Section G of this Business Plan for detail regarding the local economic analysis that was studied to better understand our needs related to cross-program strategies and partnerships. In addition, Section G gives more detail on specific employers and strategies for each.

**CROSS-PROGRAM STRATEGIES**

The Northeastern Arizona Innovative Workforce Solutions One-Stop Operator Consortium designated by the LWIB in partnership with the CEO include: Navajo County WIA, Arizona DES, and Northland Pioneer College. Arizona DES will serve as the Lead for the One-Stop Operator Consortium and as the Site Manager in the comprehensive Center that will be located in Globe, Arizona and the affiliate Centers located in Winslow, Arizona and Show Low, Arizona.

The current workforce system in Navajo, Gila and Apache Counties will be modified and expanded in order to meet new partnering and cross-program strategies defined in the Workforce Arizona Council policies and within the Workforce Investment Act and its regulations. The One-Stop Operator Consortium will meet at least monthly, by phone or in person, to strengthen collaboration and systematically build the new and improved workforce delivery system.

Cross-program strategies to kick off a new business services function will include:

<b>ACTION STEP</b>	<b>DUE DATE</b>
Review, discuss, and execute the One-Stop Operator Consortium Agreement between the Consortium and the CEO and LWIB	5/15/14
Brainstorm mandated and non-mandated stakeholders	5/15/14
Conduct a service mapping session to identify existing jobseeker, youth, and business/employer services in the region	7/30/14

In addition to cross-program strategies for business services focused on sector strategies, Northeastern Arizona Innovative Workforce Solutions is reengineering the comprehensive and affiliate One-Stop Centers service delivery approach to comply with new functional alignment requirements but also because it is the right thing to do in order to better serve our jobseeker customers.

<b>ACTION STEP</b>	<b>DUE DATE</b>
Review, discuss, and execute the stakeholder Memorandum of Understanding	12/31/15
Identify partner resources and complete resource sharing agreements	12/31/15
Create a blueprint for functional alignment with customer flow, service options, and referral opportunities	12/31/15

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Work with the One-Stop Operator Consortium to identify needed Center procedures, draft, train staff, and implement	12/31/15
Establish customer service standards	12/31/15
Understand how to co-enroll among partner and stakeholder agencies to maximize benefits to jobseekers and to leverage resources	12/31/15
Conduct a self-assessment wherein each staff person reviews a task analysis to identify areas he or she needs trained in	12/31/15
Prepare individual career portfolios for ALL staff working with the workforce system in Navajo and Apache Counties	12/31/15
Provide training opportunities to grow the skills and knowledge of workforce system stakeholders through capacity building	12/31/15
Conduct a strategic planning session for the LWIB which includes all the required stakeholders as well as some community groups	12/31/15
Establish a communication protocol for all stakeholders to know about workforce activities	12/31/15
Hold stakeholder discussion meetings quarterly	12/31/15

***PARTNERSHIPS***

Local partnership efforts begin with a coordinated effort among the One-Stop Consortium Partner Agencies who then expand our reach to bringing new stakeholders to the table that are motivated, enthusiastic, and ready to collaborate to help the employers and businesses in Navajo, Gila and Apache Counties get qualified workers and to help jobseekers get training that will help them get and keep local jobs.

Joint planning, through the strategic planning process that is scheduled for August 2014, all partners and stakeholders will have an opportunity to be in the conversation of improving the local workforce system. Involvement in the planning process and sharing information regarding what exists now, strategies that need to be implemented, and the gap between what is and what should be, will strengthen the partner and stakeholder relationships. Involvement provides a chance for each to feel ownership in the “plan” and understand individual agency roles and responsibilities.

Partnerships and sharing of resources are essential in rural Arizona. The One-Stop Operator Consortium comprised of Navajo County WIA, Arizona DES, and Northland Pioneer College have a long and successful history accessing all economic advantages to serve the citizens of this region. A current example of such is the U.S. Department of Labor “Get into Energy” Grant awarded to Northland Pioneer College. The grant collaborates with the WIA and DES workforce programs as partner and provides clients with stackable credentials.

Existing partnerships provide ongoing collaborative opportunities to help with workforce issues in Apache, Gila and Navajo Counties. The One-Stop Operator Consortium is involved in these critical partnerships:

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<b>PARTNER</b>	<b>COLLABORATION</b>	<b>POPULATIONS/SUB-POPULATIONS</b>
Real AZ Corridor spanning Navajo and Apache Counties and 9 communities	<ul style="list-style-type: none"> <li>• Expand and attract new business</li> <li>• Get data and information on region</li> </ul>	<ul style="list-style-type: none"> <li>• Business/Employers</li> <li>• Disability services</li> <li>• Veterans</li> <li>• Older Workers</li> <li>• Unemployment Claimants</li> <li>• Low-Income Individuals</li> <li>• Trade</li> <li>• Dislocated Workers</li> </ul>
Regional Chambers of Commerce	<ul style="list-style-type: none"> <li>• Identify needs and expectations of business/employers</li> <li>• Communicate available resources</li> <li>• Participate in new business attraction meetings</li> <li>• Assist in the expansion of existing business</li> </ul>	<ul style="list-style-type: none"> <li>• Business/Employers</li> </ul>
Summit Healthcare Regional Medical Center	<ul style="list-style-type: none"> <li>• Sector strategy implementation</li> <li>• Job orders</li> <li>• Job matching</li> <li>• Resume screening</li> </ul>	<ul style="list-style-type: none"> <li>• Disability services</li> <li>• Veterans</li> <li>• Older Workers</li> <li>• Unemployment Claimants</li> <li>• Low-Income Individuals</li> <li>• Trade</li> <li>• Dislocated Workers</li> </ul>
Small Business Development Center	<ul style="list-style-type: none"> <li>• Entrepreneurial opportunities</li> <li>• Skill building</li> </ul>	<ul style="list-style-type: none"> <li>• Job ready populations and sub-populations</li> </ul>
Department of Tourism	<ul style="list-style-type: none"> <li>• Quality of life</li> <li>• Labor market statistics</li> <li>• Work experience</li> <li>• Job shadowing</li> </ul>	<ul style="list-style-type: none"> <li>• Youth</li> <li>• Disability services</li> <li>• Veterans</li> <li>• Older Workers</li> <li>• Low-Income Individuals</li> <li>• Trade</li> <li>• Dislocated Workers</li> </ul>

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NAVIT partnership of vocational education and Northland Pioneer College	<ul style="list-style-type: none"> <li>• Vocational education</li> </ul>	<ul style="list-style-type: none"> <li>• In-school youth</li> </ul>
Department of Juvenile Probation	<ul style="list-style-type: none"> <li>• Life Skills Training</li> <li>• Pre-Employment Skills</li> <li>• GED Prep</li> <li>• Work Experience</li> <li>• Try-Out Employment</li> </ul>	<ul style="list-style-type: none"> <li>• In-school youth</li> <li>• Out-of-school youth</li> </ul>
Department of Adult Probation	<ul style="list-style-type: none"> <li>• Life Skills Training</li> <li>• Pre-Employment Skills</li> <li>• GED Prep</li> <li>• On-the-Job Training</li> </ul>	<ul style="list-style-type: none"> <li>• Low-Income Adults</li> </ul>
Industry Partners: TEP, Cholla Power Plant – APS, SRP and Novo Power	<ul style="list-style-type: none"> <li>• Sector strategy collaboration</li> <li>• Identify skill gaps</li> </ul>	<ul style="list-style-type: none"> <li>• Job ready populations and sub-populations</li> </ul>
Northern Arizona University	<ul style="list-style-type: none"> <li>• Training</li> </ul>	<ul style="list-style-type: none"> <li>• All sub-populations eligible and suitable for training</li> </ul>
Navajo and Apache School Districts	<ul style="list-style-type: none"> <li>• Career exploration</li> <li>• Youth outreach and recruitment</li> <li>• Work experience</li> <li>• Career counseling</li> </ul>	<ul style="list-style-type: none"> <li>• In-School Youth</li> </ul>
White Mountain Business Owners Roundtable	<ul style="list-style-type: none"> <li>• Employer needs and expectations</li> <li>• Skills gaps</li> <li>• Sector strategy implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Job ready populations and sub-populations</li> </ul>

**Add Gila partnerships**

Partnerships are strategic to the increased services projected in this Business Plan. While funding may not increase, partners will contribute in other significant ways such as staffing, equipment, niche expertise, training and workshops.

The LWIB/WIA Executive Director works in unison with the Executive Director of the Real AZ Corridor to identify workforce needs and training opportunities for businesses looking to relocate to the region. As part of the LWIB support of our Economic Development Team, the Executive Director is involved in a project with the Small Business Development Center and Northland Pioneer College to gather better data that may be used to tell the stories of Navajo, Gila and Apache Counties’ diverse development opportunities. The project also addresses workforce numbers and training levels, education, housing and construction industry, school systems, tax base, healthcare, etc.

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The LWIB/WIA Executive Director maintains a seat on the White Mountain Regional Chambers of Commerce organization that is a direct link with businesses in both counties. The group is currently exploring collaboration opportunities for future projects that would also involve Career Services at Northland Pioneer College. Proposed are a Business, Home and Garden Expo in conjunction with a career fair, Resume Writing and various other Business Seminars geared for the workforce.

The LWIB/WIA Executive Director chairs Leadership White Mountains, which now in its second year will graduate 22 current and future Leaders. This program serves as an excellent conduit to inform a diverse group of leaders of the program and develop future partners.

Specific strategies already in existence and partnerships continue to be a focus for integration into the current and new strategies of the Navajo, Gila, Apache workforce system. One example would be the NPC, NAVIT and LWIB partnership, which assists youth in pursuing vocational education while in high school, leading to high paying jobs upon entering into the workforce.

Stakeholder meetings that will be held quarterly will discuss and establish strategies to serve populations and sub-populations. Co-enrollment procedures and practices will be established to leverage resources and maximize partnership relations.

<b>Populations/Sub-Populations</b>	<b>Strategies</b>
Unemployment Compensation Claimants	<ul style="list-style-type: none"> <li>• Train all partner staff on UI re-employment services (by 10/31/15)</li> <li>• Include on quarterly stakeholder meeting agenda information sharing for more effective referrals (by 9/30/15)</li> <li>• Determine factors that inhibit UI and One-Stop system collaboration (by 9/30/15)</li> <li>• Establish customer flow to increase coordination and co-enrollments (by 9/30/15)</li> </ul>
Long-Term Unemployed	<ul style="list-style-type: none"> <li>• Train all partner staff on the characteristics of the long-term unemployed (by 7/1/15)</li> <li>• Include on quarterly stakeholder meeting agenda to discuss service strategies (by 9/30/15)</li> <li>• Discuss and recommend new or enhanced service delivery models to serve the long-term unemployed (by 1/1/16)</li> </ul>

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	<ul style="list-style-type: none"> <li>• Establish guidelines for co-enrollment as appropriate with other funding streams (10/15/15)</li> </ul>
Under-Employed	<ul style="list-style-type: none"> <li>• Work with the Labor Market Unit at DES to obtain statistics on number of under-employed in Apache and Navajo Counties. (by 7/1/15)</li> <li>• Discuss training and skill building with educational partners and sector strategy stakeholders. (by 1/1/16)</li> <li>• Create a recommendation for the LWIB on service delivery options. (by 3/1/16)</li> </ul>
Dislocated Workers	<ul style="list-style-type: none"> <li>• Work with the Labor Market Unit at DES to obtain statistics on number of dislocated workers in Apache and Navajo Counties (by 7/1/15)</li> <li>• Review service designs and make improvements to attract dislocated workers (by 9/1/15)</li> <li>• Prepare a marketing campaign to conduct outreach (by 10/1/15)</li> </ul>
Low-Income Individuals	<ul style="list-style-type: none"> <li>• Understand low-income eligibility requirements for key stakeholder and partner agencies (by 10/1/15)</li> <li>• Review self-sufficiency rate and create a structured formula to measure (by 7/1/16)</li> </ul>
Veterans	<ul style="list-style-type: none"> <li>• Train all Center staff on Veteran services and priority service (by 9/1/15)</li> </ul>
Individuals with Limited English Proficiency	<ul style="list-style-type: none"> <li>• Identify resources for workshops and orientations (by 9/1/15)</li> </ul>
Homeless	<ul style="list-style-type: none"> <li>• Identify resources to refer individuals to and include in workforce system directory (by 7/1/15)</li> </ul>
Ex-Offenders	<ul style="list-style-type: none"> <li>• Work with probation and parole to identify appropriate services (by 9/1/15)</li> </ul>
Older Workers	<ul style="list-style-type: none"> <li>• Include SCSEP in stakeholder meetings (by 9/30/15)</li> <li>• Determine referral methods and procedures (by 7/1/15)</li> </ul>

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Non-Traditional Employment Training	<ul style="list-style-type: none"><li>• Work with educational partners to identify training opportunities (10/1/15)</li><li>• Establish recruitment and outreach materials (3/31/16)</li></ul>
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## D. PLANNING DEVELOPMENT

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*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.*

*Describe the involvement the Chief Elected Official\,s, the Local Workforce Board and the stakeholders had 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.*

*Describe measures taken to include or address all comments received within the review period.*

*Provide a copy of the published notice (a screen print is acceptable for Internet publications).*

*Provide a copy of the distribution list used for notification of key stakeholders.*

*Provide a copy of all comments received as a result of the public.*

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

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### **CHIEF ELECTED OFFICIALS, LWIB, AND STAKEHOLDER INVOLVEMENT IN DEVELOPMENT OF THE PLAN**

An INTERGOVERNMENTAL AGREEMENT FOR APACHE COUNTY AND NAVAJO COUNTY WIA PARTNERSHIP was fully executed and effective on July 1, 2006. The AGREEMENT was entered into for the purpose of forming a single recognized entity to administer and operate programs to serve Adults, Dislocated Workers and Youth under Title I of the Federal Workforce Investment Act of 1998 (WIA). The AGREEMENT designated Navajo County Board of Supervisors to serve in the roles of Chief Elected Official (CEO), fiscal agent, and administrative entity for the Apache County and Navajo County WIA Partnership. A copy of the AGREEMENT is included in this document in Appendix M-1-1.

The original INTERGOVERNMENTAL AGREEMENT FOR APACHE COUNTY AND NAVAJO COUNTY WIA PARTNERSHIP has been replaced with a new AGREEMENT effective July 1, 2014 to incorporate changes to comply with newly adopted Workforce Arizona Council policy #02-2013 which requires specific inclusions in the AGREEMENT. The AGREEMENT effective July 1, 2014 continues to have a single recognized entity to administer and operate programs to serve Adults, Dislocated Workers and Youth under Title I of the Federal Workforce Investment Act of 1998 (WIA). Navajo County Board of Supervisors continues to serve in the roles of Chief Elected Official (CEO), fiscal agent, and administrative entity for

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the Northeastern Arizona Innovative Workforce Solutions. A copy of the new AGREEMENT is included in this document in Appendix M-2-1.

With the inclusion of Gila County in the Local Workforce Area, a revised INTERGOVERNMENTAL AGREEMENT was established and signed adding Gila County to the previously approved AGREEMENT.

The CEO met with local workforce system staff and partners and formed a task force that was responsible for working on the development of this business plan. Navajo County, in its role as CEO and as fiscal agent and administrative entity participated in the team meetings to ensure the wishes of Navajo and Apache County public officials were understood. A local planning meeting was held and the following organizations agreed to participate in the development of the plan:

- Chief Elected Official representative
- WIA staff from both Apache and Navajo Counties
- Arizona DES regional and local staff
- Northland Pioneer College
- LWIB private sector business representatives

The team traveled to Phoenix and met for two days at the Arizona Commerce Authority (ACA) to go through the plan requirements with a consultant and representatives from the State of Arizona's DES administrative office and the Director of the Workforce Arizona Council. Tasks and sections of the plan were divided among the team members.

The required submission of the initial business plan took place simultaneously with the hiring of a new WIA Executive Director for the Navajo and Apache Counties Workforce Investment Area. Arizona's State Business Plan Review Team provided a critical analysis of the initial plan and it was clear that a lot of additional work on the plan was needed. The CEO, in partnership with the LWIB, hired an independent consultant to help facilitate the revisions and spark conversation among partners on how to transform the local workforce system.

It was determined by the CEO and WIA Executive Director that more information was needed to establish an evidence-based approach to improvements needed. A third-party evaluation of the Centers and the service delivery system was completed along with a jobseeker customer focused mystery shopping evaluation. These two reports provided information for the One-Stop Operator Consortium to discuss and helped with creating new strategies for inclusion in this revised business plan. During the week of April 9<sup>th</sup>, 2014, the WIA and DES local and regional leadership discussed needed changes to the service delivery system and functional alignment at the comprehensive and affiliate locations.

The LWIB, in partnership with the CEO, approved the plan at its May 1, 2014 meeting and asked the administrative entity to release it for public comment. Any feedback received will

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be forwarded to the State for attachment to this business plan along with changes that result due to the feedback.

The CEO will be briefed on the revised plan prior to LWIB approval.

The spring of 2015, Gila County's business plan was reviewed and critical points merged with the Navajo-Apache business plan.

***PROCESS USED TO MAKE PLAN AVAILABLE TO PUBLIC AND STAKEHOLDERS; INCLUDE OUTCOMES OF PUBLIC COMMENTS***

The LWIB, in partnership with the CEO, completed the initial business plan through the appointment of a task force comprised of local workforce system stakeholders. The LWIB approved the plan as required by Workforce Arizona Council policy.

Stakeholders and community groups were advised of the plan and how to access it for review. Each One-Stop Center maintained a copy of the plan on-site in draft form for review and comment. A notice was published in the Tribune-News newspaper on December 13, 2013 and December 20, 2013.

No public comments were received on the initial plan.

During the Arizona State Business Plan Review process, it was determined that significant changes needed to be made to the local plan to comply with Federal and state requirements. The new plan will be advertised and posted on-line for comments on May 1, 2014 for a thirty-day comment period. By June 5, 2014, public comments received will be provided to the Arizona DES administrative office and the Workforce Arizona Council to be attached to this business plan along with information regarding any changes to the plan that need to occur as a result of the comments.

***MEASURES TO INCLUDE OR ADDRESS ALL COMMENTS RECEIVED ON PLAN***

The original team that assisted in the creation of the plan included:

- Chief Elected Official representative
- WIA staff from both Apache and Navajo Counties
- Arizona DES regional and local staff
- Northland Pioneer College
- LWIB private sector business representatives

This same team will review any comments received and discuss the need to make changes. A document will be kept and attached to the plan that provides specific information on

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whether a recommendation and/or comment changed anything in the plan, and if not, why were changes not made.

The Navajo-Apache and Gila County Plans were merged with no new information added and therefore the initial comment period and approval processes remain in effect and no new public comment period was required.

***COPY OF PUBLISHED NOTICE***

The Navajo/Apache Counties Workforce Investment Act program is developing a 5-year plan and is accepting public comment to the plan by January 3, 2014. The plan can be viewed at <http://www.navajocountyaz.gov/wia/> and comments can be forwarded to Carla Fails at [carla.fails@navajocountyaz.gov](mailto:carla.fails@navajocountyaz.gov)

Page 8-The Tribune-News, Friday, December 13, 2013

The Tribune-News, Friday, December 20, 2013-Page 5

The Navajo/Apache Counties Workforce Investment Act program is developing a 5-year plan and is accepting public comment to the plan by January 3, 2014. The plan can be viewed at <http://www.navajocountyaz.gov/wia/> and comments can be forwarded to Carla Fails at [carla.fails@navajocountyaz.gov](mailto:carla.fails@navajocountyaz.gov)

1766-T12/13,20

***DISTRIBUTION LIST FOR NOTIFICATION OF KEY STAKEHOLDERS***

LWIB Members, Staff, and Stakeholders were alerted to the availability of the draft plan through LWIB meetings. Here is the distribution list:

**Navajo and Apache County Workforce LWIB Members  
Staff, and Stakeholders**

<b>Name</b>	<b>Email</b>
Alphonso James	<a href="mailto:alphonso.james@ldschurch.org">alphonso.james@ldschurch.org</a>
Andrea Harings	<a href="mailto:andrea.harings@navajocountyaz.gov">andrea.harings@navajocountyaz.gov</a>
Becki Christensen	<a href="mailto:director@sechamber.com">director@sechamber.com</a>
Ben File	<a href="mailto:bfile@perferred.com">bfile@perferred.com</a>
Ben Smith	<a href="mailto:bensmith_iw175@citlink.net">bensmith_iw175@citlink.net</a>
Carla Fails	<a href="mailto:Carla.Fails@navajocountyaz.gov">Carla.Fails@navajocountyaz.gov</a>
Charlene Chacon	<a href="mailto:cchacon@azdes.gov">cchacon@azdes.gov</a>
Connie Fraijo	<a href="mailto:cfraijo@azdes.gov">cfraijo@azdes.gov</a>
Connie Kakavas	<a href="mailto:ckakavas@summithealthcare.net">ckakavas@summithealthcare.net</a>
Don Berry	<a href="mailto:don.berry@tatesautocenter.com">don.berry@tatesautocenter.com</a>
Elizabeth Flake	<a href="mailto:elizabeth.flake@npc.edu">elizabeth.flake@npc.edu</a>
Gary Moore	<a href="mailto:gmoore@forestenergy.com">gmoore@forestenergy.com</a>
Glenn Joy	<a href="mailto:gjoy@co.apache.az.us">gjoy@co.apache.az.us</a>
Holly Nelson	<a href="mailto:Holly.Nelson@navajocountyaz.gov">Holly.Nelson@navajocountyaz.gov</a>
James Menlove	<a href="mailto:James.Menlove@navajocountyaz.gov">James.Menlove@navajocountyaz.gov</a>
Jason Moore	<a href="mailto:Jason.Moore@navajocountyaz.gov">Jason.Moore@navajocountyaz.gov</a>
Steve Williams	<a href="mailto:Steve.Williams@navajocountyaz.gov">Steve.Williams@navajocountyaz.gov</a>
Jennifer Smale	<a href="mailto:jennifer.smale@navajocountyaz.gov">jennifer.smale@navajocountyaz.gov</a>
Jesse Fernandez	<a href="mailto:wphd@cableone.net">wphd@cableone.net</a>
John Sorensen	<a href="mailto:jtawg@cableone.com">jtawg@cableone.com</a>
Karen Thorne	<a href="mailto:karent@phxindcenter.org">karent@phxindcenter.org</a>
Larry Stradling	<a href="mailto:von.stradling@srpnet.com">von.stradling@srpnet.com</a>
Lisa Aragon	<a href="mailto:laragon@navit.k12.az.us">laragon@navit.k12.az.us</a>
Michael Lynn Johnson	<a href="mailto:michaelljohnson@frontier.com">michaelljohnson@frontier.com</a>
Peggy Belknap	<a href="mailto:peggy.belknap@npc.edu">peggy.belknap@npc.edu</a>
Rickey Jackson	<a href="mailto:rjackson@npc.edu">rjackson@npc.edu</a>
Ron Delgado	<a href="mailto:radelgado@azdes.gov">radelgado@azdes.gov</a>
Rosalyn Boxer	<a href="mailto:rosalynb@azcommerce.com">rosalynb@azcommerce.com</a>
Roxanne Dean	<a href="mailto:dean.roxanne@jobcorps.com">dean.roxanne@jobcorps.com</a>
Sheila Shedd	<a href="mailto:sheilas@azcommerce.com">sheilas@azcommerce.com</a>
Steve North	<a href="mailto:snorth@ci.show-low.az.us">snorth@ci.show-low.az.us</a>
Susan Tegmeyer	<a href="mailto:susan.tegemeyer@navajocountyaz.gov">susan.tegemeyer@navajocountyaz.gov</a>

### ***PUBLIC COMMENTS RECEIVED***

No comments were received in the initial notice. Comments on any subsequent notices will be reviewed by the team that developed the Business Plan and responded to with copies of the information forwarded to DES to attach to the Business Plan.

### ***SELF-SUFFICIENCY STANDARDS***

Northeastern Arizona Innovative Workforce Solutions Workforce Investment Board determined in 2006 that the self-sufficiency rate in the local area would be 250% of the Lower Living Standard Income Level (LLSIL). This rate is used to determine eligibility for WIA Adult Programs. Yearly, the LLSIL is adjusted based on information provided by US Department of Labor and issued to the LWIAs by Arizona Department of Economic Security.

By December 1, 2015, the LWIB will review the self-sufficiency rate, conduct research on what the cost of living is in Apache and Navajo Counties, and will establish an evidence-based self-sufficiency hourly wage that will be used in future decisions regarding a self-sufficiency standard. The State Labor Market Unit will be asked to assist in gathering statistics and a promising practice study done to identify options for determining a living wage.

Prior to the completion of a structured cost of living rate, the LWIB will continue to support 250% of the LLSIL. The dollar amount will change if and when the LLSIL changes and the local area are alerted to the change. After a cost of living wage is established by July 1, 2015 it will be reviewed annually one month prior to the start of a new program year, or by June 1<sup>st</sup> each year so that changes can be made if necessary at the start of a funding cycle.

Unemployed individuals who are unable to obtain employment through core services and who have been determined to be in need of more intensive services to obtain employment will be considered for WIA enrollment following initial assessment. Eligible employed individuals that are in need of additional services to obtain self-sufficiency as defined above would be considered for enrollment in intensive and training services in the adult program. The LLSIL is based on the family size as the income criterion in order to transition employed individuals from core to intensive and training services. If the LWIB designates Navajo-Apache Counties to be restricted to limited funds, priority is given to recipients of public assistance and other low-income individuals in the local area. As of July 1, 2014, the LWIB has determined that our area will declare “unlimited” funds and we will follow the DES guidance accordingly.

Each individual situation is evaluated on a case-by-case basis to determine the most appropriate means to meet client 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. Monitoring compliance with the policy is accomplished through case file review and the WIA eligibility process.

## **D.1. SERVICE ACCESS SITES**

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*Provide the number and location, including address, of each of the following access sites including how the respective locations were selected: 1) Comprehensive One-Stop Center; 2) Affiliate; 3) Satellite; 4) Access Points*

*How does the Local Workforce Board evaluate the needs of the community in determining that the locations and partner services meet the needs of jobseekers and the employer community?*

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

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

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

*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 the State Plan outreach strategies.*

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### **WORKFORCE CENTERS**

Six (6) access points will be available for workforce system customers including.

- Comprehensive Center:           Globe
- Affiliate Centers:               Winslow, Show Low, Payson
- Satellites:                       Eagar, Tonto Basin

Northeastern Arizona Innovative Workforce Solutions\_Workforce LWIB selected one Comprehensive One-Stop Center, which is located in Globe, Arizona that will be effective January 1, 2016. This site was selected because the Globe community has the highest population concentration within the three counties, and is accessible to a significant number of the remaining population centers in the three counties. The existing Center there is already functional and demonstrates active partner involvement. Show Low will continue to be designated as the comprehensive site until January 1, 2016 and then will become an affiliate. Additional Affiliate sites are established at Winslow and Payson. The Eagar DES office, which is located in eastern Apache County, will be a satellite as well as a satellite located in Tonto Basin. Each site was selected to provide WIA and partner programs within their respective areas. The strategic placement of these three access points provides reasonable distance for a jobseeker to get workforce system services.

#### **1. Globe Comprehensive One-Stop Center (affiliate site until January 1, 2016)**

5515 S. Apache Avenue, Suite 200

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Globe, Arizona 85501

WIA partner programs in the Comprehensive One-Stop Center include the following:

- WIA Title 1B – Adult/Dislocated Worker/Youth/Rapid Response - on-site
- Wagner-Peyser – on site
- Adult education and literacy – on site
- Temporary Assistance for Needy Families (TANF) employment and training program/food stamp, employment and training program – on site
- Vocational Rehabilitation Services – on site
- Postsecondary and Vocational Education/Perkins Act – NPC (NPC) Career Services Advisor rotating among three Access points
- Trade Act/North American Free Trade Agreement (NAFTA)
- Chapter II Trade Act – on site
- Veterans Service – on site once a week
- Unemployment Insurance – Electronic, on site
- Community Action – on site
- Housing – on site

**2. Show Low Affiliate One-Stop Center (comprehensive until January 1, 2016)**

2500 E. Cooley St., Ste. 410

Show Low, AZ 85901

Phone: (928) 532-4316

WIA partner programs in the Show Low One-Stop Center include the following:

- WIA Title 1B – Adult/Dislocated Worker/Youth/Rapid Response - on-site
- Wagner-Peyser – on site
- Adult education and literacy – on site
- Temporary Assistance for Needy Families (TANF) employment and training program/food stamp, employment and training program – on site
- Vocational Rehabilitation Services – on site
- Postsecondary and Vocational Education/Perkins Act – NPC (NPC) Career Services Advisor rotating among three Access points
- Trade Act/North American Free Trade Agreement (NAFTA)
- Chapter II Trade Act – on site
- Veterans Service – on site once a week
- Unemployment Insurance – Electronic, on site

**3. Winslow Affiliate One-Stop Center**

319 E. 3<sup>rd</sup> Street

Winslow, AZ 86047

**4. Payson Affiliate One-Stop Center**

Located in the DES Office

5. **Tonto Basin Satellite One-Stop Center**

6. **Eagar Satellite One-Stop Center**

74 N. Main Street, Ste. 6  
Eagar, AZ 85925

***EVALUATING THE NEEDS OF THE COMMUNITY TO DETERMINE LOCATIONS AND PARTNER SERVICES***

The LWIB receives updates from the RealAZ Corridor volunteer economic development association, which coordinates with the Arizona Commerce Authority and provides monthly data and information that assists in workforce staffing and location decisions.

In addition, the LWIB considers locations of partner and stakeholder services to leverage resources and provide more functionally aligned services to jobseeker and business/employer customers.

***ADDITIONAL PARTNER OR SERVICE NEEDS***

Service needs are driven by the local economy, sector strategies, and labor market information that provides information on the skills gaps that need to be filled to meet demands. If it is determined, either by feedback from a partner at a One-Stop Operator Consortium monthly meeting or a Stakeholder quarterly meeting that there is a need to introduce a new service, specifications for the new or revised program design will be developed and a request made to the LWIB Committee assigned to work with One-Stop Center components.

Also, a review of performance data for each of the partner programs may reveal the need to make changes to or create new services. If this occurs, specifications will be developed and a request made to the appropriate LWIB Committee.

Additional partners are encouraged that have workforce development as a focus. Marketing and outreach efforts will detail how to get involved as a stakeholder. When new partners are identified, they will be asked to be included in the Memorandum of Understanding to ensure collaboration among stakeholders.

The Welcome Function in the comprehensive and affiliate Centers provides an initial assessment on each individual jobseeker. The initial assessment identifies services and activities that may be needed but are not available. Stakeholder meetings discuss jobseeker needs and expectations along with any gaps that exist between those needs and expectations and what is available. Recommendations are made to the One-Stop Operator Consortium

and to the LWIB to either add additional services or negotiate a referral process with a community partner that provides the needed service or activity.

### ***STATE CHARTERING AND CERTIFICATION COMPLIANCE***

The LWIB is committed to reviewing, analyzing, and retooling the service delivery process to ensure compliance with Arizona's chartering and certification policies.

Step one in the certification process is the development and submission of a Local Business Plan.

The certification criteria provided in the Workforce Arizona Council policy will be followed for the Globe comprehensive site and effective on the required date:

1. The LWIB Mission Statement is be posted and visible to the public by July 1, 2014.
2. Full-time hours of operation are maintained for WIA Adult and Dislocated Worker Services, Wagner-Peyser Labor Exchange, and access to Unemployment Insurance assistance.
3. Center hours of operation are posted on the door or in view of the outside entrance.
4. A Site Manager has been assigned, Charlene Chacon of Arizona DES. Charlene will oversee the day-to-day operations of the Center as described in the Workforce Arizona Council Service Integration Policy.
5. The Welcome, Skill and Career Development, and Business Services Functions have been established according to the Service Integration Policy.
6. All partner staff that work in the Center will have the opportunity to attend and participate in a variety of staff development and capacity building events. Customer service training will be mandatory for all Center functional team members annually. The Site Manager will conduct training on Center policies and procedures at least annually.
7. Core, intensive and training services as defined under the Workforce Investment Act will be available to jobseekers that are eligible and suitable for participation.
8. A list of available services will be provided to potential customers at entry and in the resource room.
9. The One-Stop Operator Consortium agrees to provide access to the following services:
  - a. Triage and initial assessment
  - b. Core services without significant staff involvement
    - i. Resource room
    - ii. Job match
    - iii. Job search
    - iv. Labor market information
    - v. Skills assessment (WorkKeys)
    - vi. Jobseeker workshops when scheduled
    - vii. Follow-up contact after job placement

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- c. Cores services with significant staff involvement
    - i. Resource room
    - ii. Job match
    - iii. Job search
    - iv. Staff-administered and interpreted standardized skills assessments (CASAS)
    - v. Job referral when combined with staff help in decision making process
    - vi. Scheduling appointments with appropriate community based organizations
  - d. Intensive services
    - i. Individual employment plan
    - ii. Case management
    - iii. Structured job search
    - iv. Staff-administered skills development strategies (KeyTrain)
    - v. Career planning
    - vi. Research on training options
    - vii. Pre-employment workshops
    - viii. Basic computer literacy and soft skills
  - e. Training services
    - i. Occupational skills training funded through ITAs
    - ii. On-the-job training
    - iii. Adult education and literacy when integrated with other training services
    - iv. Customized training
    - v. Registered apprenticeship programs
10. Mandatory partner programs and activities are either physically or virtually accessible

The certification criteria provided in the Workforce Arizona Council policy will be followed for the Payson, Winslow and Show Low affiliate sites and effective on the required date. Winslow will have additional services due to the co-location with DES and the full-time availability of a WIA case manager to assist with Individual Training Accounts.

1. Hours of operation will be posted and maintained for WIA adult and dislocated worker services.
2. Hours will be posted on the door in view of the outside entrance.
3. A Site Manager has been assigned, Charlene Chacon of Arizona DES. Charlene will oversee the day-to-day operations of the Center as described in the Workforce Arizona Council Service Integration Policy.
4. The One-Stop Operator Consortium agrees to provide access to the following services:
  - a. Triage and initial assessment
  - b. Core services without significant staff involvement
    - i. Resource room
    - ii. Job match
    - iii. Job search
    - iv. Labor market information
    - v. Skills assessment (WorkKeys)

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- vi. Jobseeker workshops when scheduled
- vii. Follow-up contact after job placement
- c. Cores services with significant staff involvement
  - i. Resource room
  - ii. Job match
  - iii. Job search
  - iv. Staff-administered and interpreted standardized skills assessments (CASAS)
  - v. Job referral when combined with staff help in decision making process
  - vi. Scheduling appointments with appropriate community based organizations
- d. Intensive services
  - i. Individual employment plan
  - ii. Case management
  - iii. Structured job search
  - iv. Staff-administered skills development strategies (KeyTrain)
  - v. Career planning
  - vi. Research on training options
  - vii. Pre-employment workshops
  - viii. Basic computer literacy and soft skills

The One-Stop Operator Consortium will establish a communication protocol that will be followed in the Centers for ensuring information gets to front-line workers. That will be completed by July 1, 2016.

### ***EMERGENCY PROCEDURES***

In the Globe Comprehensive One-Stop, the Show Low Affiliate One-Stop, the Payson Affiliate One-Stop site, and the Winslow Affiliate One-Stop site, the emergency procedure for an active security threat is for a member of the staff to use the intercom system with a specified message to all staff. In the event, there is a staff person or customer on-site that would not be able to hear or understand the intercom, an individual will be designated by the Site Manager to personally alert him or her to the emergency and assist with the next steps required.

In addition, staff in the Centers shall attend a yearly video training regarding emergency procedures. See Appendix M-7 for the Security Procedures.

### ***MARKETING STRATEGY***

Northeastern Arizona Innovative Workforce Solutions WIA are currently developing an education and outreach strategy. The LWIB has established a working relationship with a

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public relations contractor to help develop and implement a comprehensive plan for Navajo, Gila and Apache Counties.

Elements of the preliminary plan include: a Situation Analysis, Goals & Objectives, SWOT Analysis, Target Audiences, Branding & Messaging, Strategic Alliances, Community Relations, Economic Development/ B2B Strategies, Media Relations, Social Media Strategies, Speakers Bureau, Collateral Material Development (such as brochures, fliers, etc.), Website, and more.

Among the goals of the outreach and education plan are: elevating awareness of the WIA programs and services among business and industry, and increasing participation with the WIA program among target audiences. The plan will be ready to implement prior to the end of 2015.

Branding and marketing principles adopted by the Workforce Arizona Council will be incorporated into local strategies and implemented according to State policy.

## **OUTREACH & EDUCATION PLAN OUTLINE**

*Draft as of 11.12.13*

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### **SITUATION ANALYSIS**

Northeastern Arizona Innovative Workforce Solutions Workforce Investment Board is reviewing and refining its Workforce Investment Act (WIA) program in an effort to increase understanding of the purpose and benefits of the program, increase participation in the program by industry and individuals, and realize demonstrated benefits within participating counties because of the WIA program.

The perception among county leaders and WIA program operators is that there is confusion both within the counties and among target audiences about what exactly the WIA is and the benefits that can be derived from participating in the program. Some have expressed concern that the WIA program, in its entirety or elements thereof, is redundant with other existing workforce/ economic development and job help programs.

The desire among Northeastern Arizona Innovative Workforce Solutions leadership and the Workforce Investment Board is to clarify understanding of the program, so county leaders and WIA board and staff can not only clearly communicate about the program, but use the understanding to guide how it conducts daily operations and moves forward with organizational goals.

Engaged effectively, the WIA program can play an invaluable role in Navajo, Gila and Apache Counties' economic development efforts, while improving the social health of both counties by providing employment and job help opportunities for their citizenries.

### **MISSION**

Northeastern Arizona Innovative Workforce Solutions Workforce Investment Board will work to facilitate business retention and growth by partnering with education, service agencies and the business community to empower individuals with skills that promote self-sufficiency.”

### **GOALS/OBJECTIVES**

All initiatives undertaken through this Outreach & Education Plan will support the achievement of one or more of the below stated Goals & Objectives:

- Rebrand program to improve perception of the WIA program and understanding of its potential benefits to the economic and social health of Navajo and Apache Counties
- Clearly identify purpose, program tenets and benefits of WIA program for businesses and potential workforce members
- Increase awareness of WIA and its services among target audiences
- Increase utilization of WIA programs by target audiences
- Up-brand manufacturing / industrial careers among youth and their parents

### **TARGET AUDIENCES**

The WIA program has two distinct audience categories:

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- Industry/Employers, and
- Potential Employees

Audiences are further stratified within those categories into additional segments such as veterans, offenders, youth, etc. for potential employees. Messages, Strategies, and Tactics outlined in this plan will be tailored to reach the specific audience segment being targeted.

### **BRANDING & MESSAGING**

Key purposes of this plan are to clearly articulate what the WIA program is, what its benefits are and encourage both industry and potential employees to make good use of the program. Effective branding and messaging will be employed to support these purposes. Consistent messages about the opportunities and benefits of the WIA program will be used to reshape perception of the WIA program and solidify its new brand position.

Fundamental to the acceptance of the new brand position is the experience people have when dealing with any program or individual involved with the WIA program. A brand is only authentic when the messaging team members or materials convey is consistent with the experience people actually have. Therefore, it is important that all team members embrace the brand positioning and messaging developed for WIA and ensures the brand promise is delivered consistently and in perpetuity.

*(NOTE: As this plan is being developed for Navajo, Gila and Apache Counties, the WIA program is undergoing a re-branding process at the State level. Once the State branding plan is available, the Northeastern Arizona Innovative Workforce Solutions plan will be evaluated and adjusted, as necessary, to align with it.)*

Develop branding and messaging elements to visually and verbally convey the WIA program, its purposes and tenets.

A. Brand Elements - Visual

1. Ensure logo is presented appropriately in all uses
2. Identify and implement style guidelines

B. Brand Elements – Verbal Positioning

1. Program tagline - TBD
2. Messaging – Campaign messaging will be used in all communiqués to provide a consistent characterization of the WIA program and to convey the key messages associated with this communications effort. Messaging will be used for development of talking points, presentations, collateral material, media interviews, PSAs, etc.

*(NOTE: Final messages will be developed following meeting between State and County officials 11/13/2013.)* Examples of key messages may include:

- a. General Program – Economic Development

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- i. The Navajo, Gila and Apache Counties Workforce Partnership have the resources and partnerships in place to develop a qualified workforce for relocating and expanding businesses.
- ii. Other(s)
- b. General Program – Redundancy with Other Services
  - i. The Navajo, Gila and Apache Counties Workforce Partnership bridges the gap between opportunity and reality.
    - 1. A student may have tuition covered, but can't afford the required course supplies.
    - 2. A Veteran may have his resume updated but needs clothes for the interview.
    - 3. A displaced worker may have the work experience and skills but can't afford to take the course to gain official certification.
- c. Industry/ Employers
  - i. The Navajo, Gila and Apache Counties Workforce Partnership will help you find and train a qualified workforce.
  - ii. Other(s)
- d. Potential Employees
  - i. Displaced worker
    - 1. WIA can help you find hope in what seemed an uncertain future.
  - ii. Veteran
    - 1. You've guarded our security. Now let us help guard yours.
  - iii. Other(s)

## **STRATEGIES & TACTICS**

### **Strategic Allies**

Develop or expand alliances with organizations and individuals that will allow WIA to extend the reach of its resources and support initiatives identified through the Outreach & Education Plan.

- A. Industry / Employers
  - 1. NovoPower & subsidiaries
  - 2. 4FRI Contractors
  - 3. SRP
  - 4. APS
  - 5. Prospect Global Resources
  - 6. Passport Potash
  - 7. Wind farm operators
  - 8. Solar entities
  - 9. Summit Healthcare
  - 10. Tribal Enterprises
    - a. Sunrise Ski Resort

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- b. Hon-Dah Casino
- c. Twin Arrows Casino (TBD)
- 11. Dollar General
- 12. Automotive Industry
- 13. Hospitality
- 14. Farmer John
- 15. Other(s)
  
- B. Education
  - 1. Northern Arizona University (NAU)
  - 2. Northland Pioneer College (NPC)
  - 3. NAVIT
  - 4. Area school districts
  
- C. Workforce Development Partners
  - 1. Small Business Association
  - 2. NACOG
  - 3. REALAZ Corridor
  - 4. NRWG
  - 5. Holbrook Business Development Group (HBDG)
  - 6. Municipal economic development staff
  - 7. Arizona Commerce Authority (ACA)
  - 8. Department of Economic Security
  - 9. Department of Corrections
  - 10. Other(s)

**Presentations & One-on-One Meetings**

Identify groups where WIA representatives should make presentations or meet one-on-one with key individuals.

- A. WMBORT - \$1,200
- B. Regional chambers of commerce
- C. REAL AZ Corridor
- D. Holbrook Business Development Group (HBDG)
- E. Other local economic development councils
- F. Industry/employer representatives
- G. City councils
- H. School board meetings
- I. Boards of Supervisors meetings
- J. Department of Corrections
- K. Other(s)

**Special Events**

Develop events in partnership with allies or attend existing events to engage target audiences through experiential marketing and/or WIIFM activities.

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- A. Research and participate in existing events that serve our target audiences; determine budget requirements
- B. Determine appropriate sponsorship investments, if any
- C. HBDG/NPC/Holbrook Unified/Industry Career Fair
- D. Other(s)

**Media Relations**

Identify opportunities to increase awareness of WIA program and news through traditional and social media relation's activities, including print, broadcast and online.

- A. News Releases - Hard News
  - 1. Program announcements (i.e. Summer Youth Program)
  - 2. Milestones
  - 3. Events
  - 4. Personnel announcements
  - 5. Industry/ employee news
  - 6. Other(s)
- B. Feature Stories – Soft News
  - 1. Success stories for individuals
  - 2. Employer testimonials
  - 3. Other(s) – TBD
- C. Television Programs
  - 1. County Connection
  - 2. Barbara Bruce
- D. Radio Interviews
  - 1. Barbara Bruce
  - 2. Cindy Serna, KZUA 92.1
  - 3. KINO Radio
  - 4. Jean Barton, KWKM, et al
- E. Editorial Calendar
- F. Press Kit
- G. Social Media
  - 1. Facebook
  - 2. Twitter

**Advertising**

Because the purchase of advertising is prohibited due to fund use restrictions, opportunities for non-editorial content will be explored for print, broadcast and online media outlets.

- PSAs

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- Media Sponsor - Seek a media sponsor(s), which would provide unpaid print insertions and/or radio spots/ interviews, in return for listing the media outlet as a program sponsor.

**Collateral Material**

Develop or refine existing collateral materials that uphold the program branding and messaging.

- Website
- Brochure(s)
- Business cards
- Promo items - TBD
- Other(s) – TBD

## E. ADMINISTRATIVE STRUCTURE

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*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 comprehensive and affiliate 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.*

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The LWIB has designated a consortium of three partners to serve as One-Stop Operator, including Navajo County WIA, DES Employment Services and Northland Pioneer College. The One-Stop Consortium has elected for DES Employment Services to serve as the Lead and Site Manager for the One-Stop system in Navajo, Gila and Apache Counties. The One-Stop Operator role will be reconsidered with the change on January 1, 2016 to Globe as the comprehensive center.

The One-Stop Consortium is responsible for a seamless service delivery in the Comprehensive Center in Globe and Affiliate sites in Show Low and Winslow, including the organization and coordination of co-located staff. The sites will include the required functions of Welcome and Skill and Career Development. The Business Service function is currently being established and will be fully functional by October 1, 2014.

The roles and responsibilities will comply with Workforce Arizona Policy and the information contained in this business plan.

## E.1. LEADERSHIP STRUCTURE

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*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 including name, title and contact information of each partner representative.*

*Provide an organizational chart that delineates the relationship between the agencies involved in the workforce development system, including the Chief Elected Official, administrative entity, fiscal entity, One-Stop Operator and the required One-Stop partner programs and lines of authority.*

*Describe the Local Workforce Investment Board structure and its relationship with the Chief Elected Official(s).*

*Describe the role of the Chief Elected Official in the governance and implementation of WIA in the local area.*

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

*Identify the fiscal agent responsible for the disbursement of grant funds, as determined by the Chief Elected Official.*

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### **ONE-STOP OPERATOR**

Branding and marketing principles adopted by the Workforce Arizona Council will be incorporated into local strategies and implemented according to State policy.

The LWIB, in partnership with the CEO, designated the One-Stop Operator to be a consortium of three (3) partners:

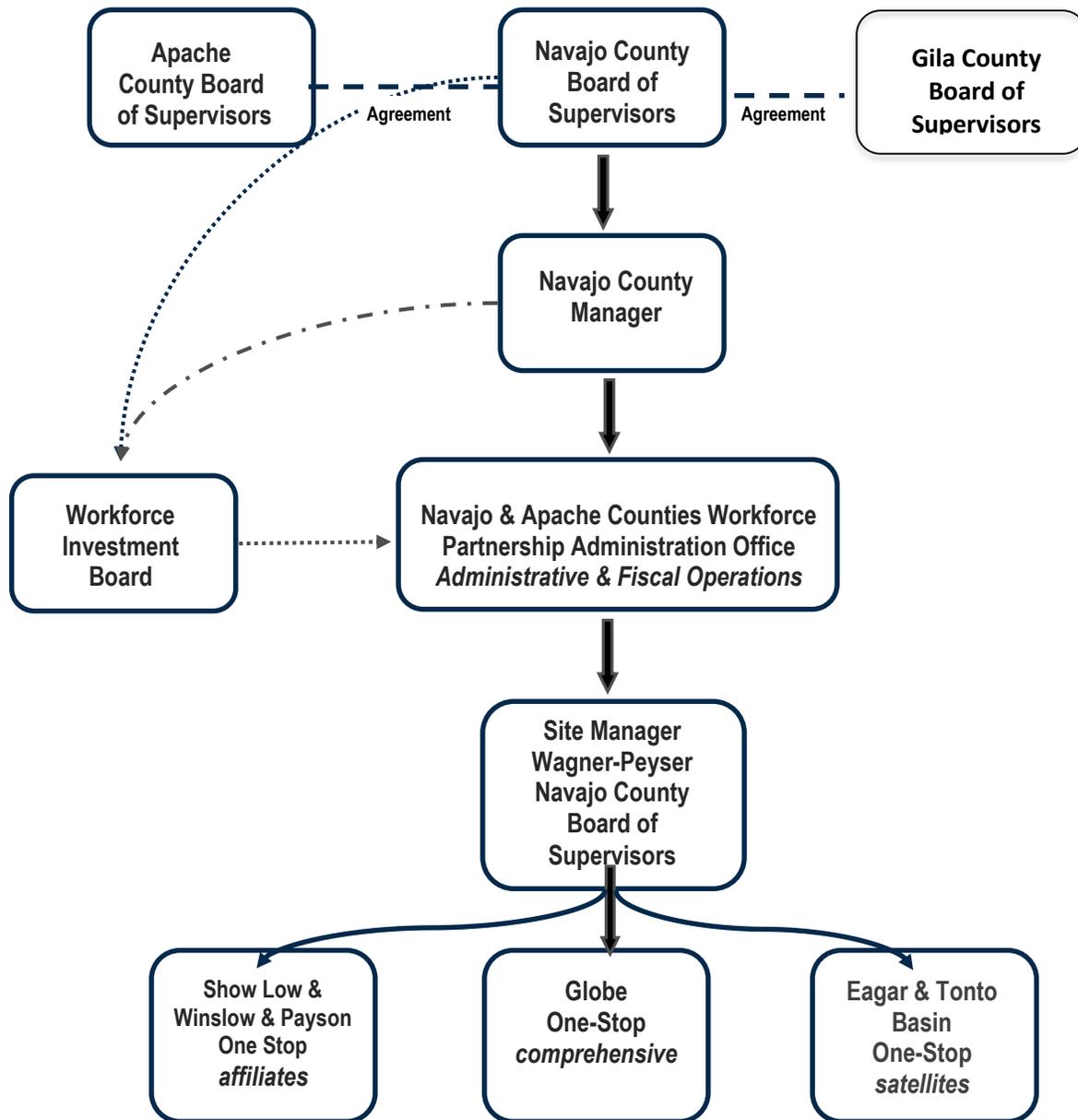
Northeastern Arizona Innovative Workforce Solutions  
Susan Tegmeyer, Executive Director  
Phone: (928) 524-4167  
Email: [susan.tegmeyer@navajocountyaz.gov](mailto:susan.tegmeyer@navajocountyaz.gov)

- DES Employment Services/Veterans Services  
Peggy Feenan, Deputy Administrator, Employment Administration  
Phone: (520) 628-6810 x 250  
Email: [PFeenan@azdes.gov](mailto:PFeenan@azdes.gov)
- Northland Pioneer College  
Blaine Hatch, Vice President for Administrative Services  
Phone: (928) 524-7411  
Email: [blaine.hatch@npc.edu](mailto:blaine.hatch@npc.edu)

**ORGANIZATIONAL CHART**

The One-Stop Operator Consortium will have a dotted line from both the County Manager and the LWIB. The Youth Council operates as a Committee of the LWIB. The comprehensive center will switch from Show Low to Globe on January 1, 2016.

**Local Workforce Investment Area  
Organization Chart**



### ***LOCAL BOARD STRUCTURE***

An Intergovernmental Agreement between Gila County, Apache County and Navajo County is in place that names Navajo County as the Chief Elected Official (CEO), fiscal agent, grant recipient, and administrative entity for WIA funds in the local workforce area. Navajo County serves as the administrative support to the Navajo, Gila and Apache Counties LWIB. LWIB members are officially appointed by the CEO through the nomination requirements outlined in the Workforce Investment Act and detailed in the Intergovernmental Agreement.

Northeastern Arizona Innovative Workforce Solutions LWIB structure will change with guidance from the State of Arizona and USDOL regarding the Workforce Innovation and Opportunity Act in the very near future. Until then, the following structure is in place for the Workforce Investment Act requirements.

Northeastern Arizona Innovative Workforce Solutions LWIB structure requires that at least 51% of the board members are private business representatives.

#### **Business Owner Representatives - 51% of the board will be:**

- Owners of a business, chief executives, operating officers, or other business executives or individuals with the authority to hire and set policy.
- Representing businesses that reflect the major industry sectors within the region and play a significant role in regional economic development.
- Appointed from among individuals nominated by local business organizations.

#### **Labor Organization Representatives:**

- Two representatives of labor organizations are to be nominated by a local labor federation or other labor representatives.

#### **Local Educational Entity Representatives:**

- Two representatives will be from local educational entities such as local educational agencies, local school boards, adult education and literacy providers, post-secondary educational institutions and community colleges, where such exist. The educational representatives will be nominated by regional or local educational agencies, institutions or organizations representing the various local educational entities.

#### **Community-based Organization Representatives:**

- Two members will be representatives from community-based organizations. These may include, but are not limited to, organizations which represent individuals with disabilities and those that represent veterans, and are nominated by the community-based organization.

#### **Economic Development Agency Representatives:**

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- At least two representatives must be from economic development agencies. These can include, but are not limited to, private sector economic development entities, regional planning commissions, or county economic development organizations. These representatives are nominated by the economic development agency.

**Workforce Partners:**

At least one (1) member representing each of the following programs and nominated by the respective partner agency. Individuals may represent more than one program as deemed appropriate.

- a. WIA Title I (adult, dislocated worker, and youth); and
- b. Wagner Peyser Act; and
- c. Adult Education and Literacy; and
- d. TANF employment and training program/food stamp employment and training program; and
- e. Vocational Rehabilitation; and
- f. Title V Older Americans Act; and
- g. Postsecondary Vocational Education/Perkins Act; and
- h. Trade Act/NAFTA; and
- i. Veterans Title 38; and
- j. Unemployment insurance.

When present in the local area, the LWIB must have at least one (1) representative of the following programs:

- Community Service Block Grant employment and training; and
- Housing and Urban Development employment and training; and
- Native American programs; and
- Migrant and Seasonal Farmworker programs; and
- Job Corps; and
- Veteran workforce investment programs.

***CHIEF ELECTED OFFICIAL ROLE***

The Intergovernmental Agreement between Apache County, Gila County and Navajo County designates Navajo County as the Chief Elected Official (CEO), Fiscal Agent, Grant Recipient, and Administrative Entity for Northeastern Arizona Innovative Workforce Solutions Local Workforce Area.

As outlined in the LWIB By-laws that have been revised to include Workforce Arizona Council policy requirements:

- I. WIA Section 117(c) (1) authorizes Chief Elected Officials to appoint the members of the LWIB in accordance with the criteria established under Section 117(b) of the WIA and the guidelines in Workforce Arizona Council Policy 02-2013 entitled Workforce Investment Act Local Governance Policy.

## **II. RELATIONSHIP BETWEEN CHIEF ELECTED OFFICIALS AND THE LWIB**

The CEO provides the following guidance to the LWIB. In the case of required partnership or approval by the Chief Elected Officials, the LWIB shall get in writing, either through official communication or evidence in minutes of meetings, evidence of Chief Elected Official involvement. The LWIB shall in accordance with an Agreement with the Chief Elected Officials and according to the Workforce Investment Act legislative requirements:

### **A. In partnership with the Chief Elected Officials:**

- a) Develop and submit a local workforce business plan consistent with WIA, state plan, Workforce Arizona Council and other state administrative entity requirements; and
- b) Select the local workforce system operator according to the Arizona One Stop Delivery System Policy; and
- c) Select eligible youth service providers consistent with federal, state, and local procurement requirements; and
- d) Select eligible providers of adult and dislocated worker intensive and training services; and
- e) Assist the state administrative entity in maintaining a list of eligible training providers including cost and performance data through a local approval process; and
- f) Conduct oversight of the one stop delivery system including all WIA activities; and
- g) Negotiate local performance measures; and
- h) Appoint a youth council to advise the LWIB on youth activities.

### **B. Approval required by the Chief Elected Officials:**

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

## ***ADMINISTRATIVE FUNCTIONS***

The CEO, Navajo County Board of Supervisors, has designated the Finance Department of Navajo County as the administrative entity for Northeastern Arizona Innovative Workforce Solutions Workforce Investment Area. The Finance Director, appointed August 14, 2012, is responsible for the administrative functions and direct services for the WIA Title IB Adult, Youth, Dislocated Worker and Rapid Response programs and applicable set-aside service and grant administration. The administrative entity is responsible for submitting administrative reports to the CEO, LWIB, and the Arizona DES.

***FISCAL AGENT***

The Finance Department of Navajo County serves as the fiscal agent responsible for the disbursement of grant funds, as designed by contractual obligations. Associated responsibilities include: hiring of the WIA Executive Director, in consultation with the LWIB; the use of grant funds to implement the Adult, Dislocated Worker, Youth, and Rapid Response programs; and maintains all fiscal and operational records. The fiscal agent is responsible for submitting financial reports to the CEO, LWIB, and the Arizona DES.

## E.2. YOUTH COUNCIL

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

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

*Describe the role of the Youth Council in the procurement of youth services.*

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### **YOUTH COUNCIL**

The Youth Council is a Committee of the LWIB. The Chair of the Youth Council is appointed by the LWIB Chairperson and is a voting member of the LWIB.

Not all Youth Council members are LWIB members, and therefore do not have a vote on official LWIB business. The Youth Council Committee is advisory in nature and any recommendations are taken to the full LWIB for approval and/or further discussion. Youth Council meetings are held at least four (4) times a year.

Membership of the Youth Council shall include:

- Members of the local board with a special interest or expertise in youth policy.
- Representatives of youth service agencies, including juvenile justice and local law enforcement agencies.
- Representatives of local public housing authorities.
- Parents of eligible youth seeking assistance under the Workforce Investment Act.
- Individuals, including former participants.
- Representatives of organizations that have experience relating to youth activities.
- Representative of Job Corps, as appropriate.

The responsibilities of the Youth Council include:

- Coordinating activities for youth in Navajo and Apache Counties.
- Developing portions of the local plan related to youth activities.
- Recommending eligible youth service providers in accordance with WIA Title I-B, subject to the approval of the LWIB Executive Committee.
- Providing oversight for eligible youth activity providers.
- Establishing linkages with educational agencies and other youth service providers.
- Carrying out various other duties as recommended by the Executive Committee.

Youth Council members must be subject to a Code of Conduct pertaining to unfair competitive advantage and conflict of interest. The unfair competitive advantage provisions

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prohibit a contractor that develops specifications, requirements, statements of work, invitations for bid, and requests for proposals from competing for the award.

To enable Youth Council members who are service providers or contractors to provide needed input while not creating an unfair competitive advantage, the Youth Council needs to ensure that vendors, or potential vendors, do not participate in certain processes. At a minimum, Youth Council members who are vendors should be excluded from the development of the request for proposal, statement of work, evaluation, and selection criteria.

In order to avoid the conflict of interest, a Youth Council member must excuse himself or herself from the decision-making process on contract selection that could benefit the member's organization. This applies to any decision on whether to award a contract to the Youth Council member's organization. It also applies to participating in the decision-making on competitors' proposals, since their rejection improves the chances of the member's proposal being selected. For example, if the Youth Council member's organization has submitted a proposal for providing alternative secondary education, they cannot be involved in the decision-making on any proposal with an alternative secondary education component. They could be involved in the decision-making in awarding a contract for a summer employment component, which did not have an alternative education component.

The Local Board must maintain signed statements of Youth Council members that disclose possible unfair competitive advantages and conflicts of interest.

### ***YOUTH COUNCIL GUIDANCE AND OVERSIGHT***

The Chair of the Youth Council was appointed by the LWIB Chairperson and convenes meetings at least four (4) times a year. In regard to the guidance and oversight, the Youth Council will review enrollment information at each meeting as well as performance data and exit statistics. The Youth Council will discuss areas for improvement and provide recommendations to the LWIB and WIA Executive Director. Recommendations may involve changes in policies or procedures. The Youth Council will evaluate the effectiveness of service providers to carry out awarded program elements.

### ***YOUTH COUNCIL ROLE IN PROCUREMENT***

An annual request for proposal will be issued. The Youth Council will assist in the content of the request for proposal and in the scoring of the proposals except in the instance of a conflict of interest as outlined earlier in this Business Plan. A new format for youth services request for proposal will be recommended by the Youth Council before October 1, 2014.

The Youth Council will make recommendations to the LWIB and awards made in accordance with Workforce Investment Act rules and regulations and Navajo County procurement rules and regulations.

### **E.3. PROCUREMENT**

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*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 aware of the availability of grants and contracts. Include the process to procure training services that are made as exceptions to the Individual Training Account process*

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

*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.*

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#### **PROCESS TO AWARD GRANTS AND CONTRACTS FOR WIA TITLE 1B**

The processes used to award grants and contracts for activities under WIA Title 1B are as follows:

- A. Items under \$5,000 require minimum three verbal or written quotes.
  - a. The Executive Director or purchasing agent must use reasonable efforts to obtain the lowest and best price
  
- B. Items \$5,000 to \$35,000 require the following:
  - a. Written specification for services.
  - b. Solicitation of a minimum of three written bids.
  
- C. Items valued \$35,000 or above are subject to the most stringent competitive bidding practices, including sealed bids and/or proposals.

When conducting a request for proposal, the following requirements must be met/

Written specification and criteria upon which the service decisions will be based.

1. Advertise the request for proposal in the newspaper of general (local) circulation at least two (2) times prior to the bid opening date. The second ad must appear neither less than six (6) or more than 10 days after the first ad, and no less than two (2) weeks prior to the bid proposal opening date.

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2. Set a specific date, time and place for the bid and/or proposal opening. Bids and/or proposals received after the proposal opening date and time cannot be accepted.

The full procurement policy can found in the Business Plan Appendices M-8

***AWARDING GRANTS FOR WIA TITLE I-B YOUTH ACTIVITIES***

The Youth Council will complete a format and process for youth activities by October 1, 2014 and make a recommendation to the LWIB. The criteria will be established and communicated to issue requests for proposal for projects starting on or before January 1, 2015.

Meanwhile, Navajo County will be issuing an immediate request for proposal to cover the next six months. The request for proposal will follow Navajo County procurement requirements and will seek youth service providers for creative and innovative summer youth projects that fulfill some of the ten program elements.

Due to the rural area and difficulty in finding a wide range of providers, the WIA staff in Navajo, Gila and Apache Counties will provide services for those elements permitted by the Workforce Investment Act, U.S. Department of Labor TEGL's, and by Arizona DES policies.

In the event, no proposals are received or the quality of proposals does not meet the locally agreed upon standards, Navajo County will request guidance from the Arizona DES on the process for providing youth services that are not allowed to be done by WIA staff.

***PROCESS TO APPEAL***

The Youth Council will complete a recommended youth services request for proposal by October 1, 2014. The package will include criteria. The criteria will include a process established for providers of youth or training services to appeal a denial of eligibility, a termination of eligibility or other action by the LWIB, CEO or One-Stop Operator Consortium.

## E.4. COMMUNICATION

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

*Describe how the Local Workforce Area will communicate financial information and service information to stakeholders.*

*Describe the communication protocol and how the Local Workforce 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.*

*Describe in detail how the local board will resolve conflicts that may arise, but not limited to, between: board members, service delivery partners, or consortium partners.*

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### **COMMUNICATING PERFORMANCE RESULTS TO STAKEHOLDERS**

The Local Workforce Area will communicate performance results to stakeholders at the quarterly LWIB Board meetings that stakeholders participate on.

In addition, performance data will be provided to the Navajo County Board of Supervisors, the Gila County Board of Supervisors, and the Apache County Board of Supervisors meetings on an annual basis.

The performance results are measured by the **Red** and **Green** performance report issued on a monthly basis by the State of Arizona Workforce Investment Act, Title 1B Section.

Northeastern Arizona Innovative Workforce Solutions Local Workforce Area is implementing a new Outreach Education Plan, detailed earlier in this document, that includes methods of providing value and benefit analyses to stakeholders that will include performance data. This new outreach plan begins on December 1, 2015.

### **COMMUNICATING FINANCIAL AND SERVICE INFORMATION TO STAKEHOLDERS**

The Local Workforce Area will communicate financial and service information to stakeholders at the quarterly LWIB Board meetings that stakeholders participate on.

In addition, financial and service information will be provided to the Navajo County Board of Supervisors, the Gila County Board of Supervisors, and the Apache County Board of Supervisors meetings on an annual basis.

The Administrative Entity, in partnership with the One-Stop Operator Consortium, will prepare an annual report that details financial and service information.

### ***COMMUNICATION PROTOCOL***

The communication protocol for the Local Workforce Board is as follows:

1. The majority of the communication occurs at the quarterly LWIB meetings that are attended by stakeholders and partner agencies.
2. Partner and stakeholder reports on key activities, performance, and service levels are shared at each LWIB meeting.
3. The One-Stop Operator Consortium will meet monthly by phone or in person and will discuss performance and services as well as Center focused functional alignment.
4. Stakeholders will meet quarterly and will discuss performance and services.
5. LWIB meetings and committee meetings will be documented in minutes and available on-line or by email request to the WIA Executive Director.
6. The Outreach Education Plan described in this document provides multiple avenues of communication to all stakeholders through social media and traditional methods.
7. An annual report will be prepared by the Administrative Entity in partnership with the One-Stop Operator Consortium that details performance, financial and service information.
8. The Apache County Board of Supervisors, the Gila County Board of Supervisors, and the Navajo County Board of Supervisors will be invited to hold a joint meeting with the LWIB in December of each year to go over the annual report information.

### ***RESOLVING CONFLICTS***

It is the intent of the LWIB to resolve conflicts by consensus. In instances where consensus cannot be reached at the lowest level, and the functioning of the LWIB or One-Stop system is impaired, those LWIB Members, service delivery partners, or consortium partners who are parties to the dispute shall submit to the following Dispute Resolution (complaint) Procedures, if state and/or federal laws and regulations allow:

- If the LWIB Members, service delivery partners, or consortium partners are unable to resolve a dispute to the satisfaction of the parties to the dispute, the complaint shall be submitted in writing to the LWIB Executive Committee within 15 days of the dispute.
- The Executive Committee shall evaluate the merits of the dispute and may attempt to resolve the dispute through mediation; however, in all cases, the Executive Committee shall prepare a response to the complaint within 30 days.
- If the Executive Committee is unable to resolve a dispute to the satisfaction of the parties to the dispute, the complaint shall be submitted to the Chief Elected Officials, which will respond with a decision within 45 days. The Chief Elected Officials decision shall be final and binding on all parties to the dispute.

## **F. EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION**

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*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.*

*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).*

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

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### **COMPLIANCE WITH STATE'S METHODS OF ADMINISTRATION**

Northeastern Arizona Innovative Workforce Solutions has a Local Area EO Officer who conducts on-site quality assurance on a bi-annual basis of the comprehensive, affiliate, and satellite One-Stop Centers, and sub-grantees to ensure that equitable and all non-discrimination policies (Affirmative Action, Americans with Disabilities Act, and Equal Opportunity Employment) are adhered to as required by law and regulation. No person shall be discriminated against on the grounds of age, gender, disability religion, race, color, national origin, citizenship and participation. The following requirements are taken from regulation 29 CFR Part 37 and must be incorporated into the system and practices of all recipients for assurances of nondiscrimination. Any program and activity that is federally funded under WIA Title 1 is a recipient and are subject to these requirements.

The State's Methods of Administration is comprised of nine elements that describe the actions the LWIB has taken and will continue to take to ensure that its WIA Title 1-financially assisted programs, activities, and recipients are complying, and will continue to comply, with the nondiscrimination and equal opportunity requirements of WIA and regulations.

The required elements of MOA are:

Element 1: Designated of State and Local-level EO Officer (29 CFR 37.54 (d) (ii));

Element 2: Notice of Communication (29 CFR 37.54 (d) (1) (iii));

Element 3: Review Assurances, job training plan, contract, and policies and procedures (29 CFR 37.54 (d) (1) (i) and (d) (2) (i) (iii) and (iv));

Element 4: Universal Access (29 CFR 37.54 (d) (1) (vi));

Element 5: Compliance with Section 504 of the Rehabilitation Act of 1973 (as amended) and 29 CFR Part 37 (29 CFR 37.53 (d) (1) (iv) and (vi));

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Element 6: Data and Information Collection and Maintenance (29 CFR 37.54 (d) (l) (iv) and vi));

Element 7: Monitoring Recipients for Compliance (29 CFR 37.54 (d) (2) (ii);

Element 8: Compliant Processing Procedures (29 CFR 37.54 (d) (l) (v)); and

Element 9: Corrective Actions/Sanctions Procedures (29 CFR 37.54 (d) (2) (vii)).

The LWIB is reviewing the following policies for implementation to ensure compliance with non-discrimination:

### **Affirmative Action Policy**

The Local Workforce Investment Board's Affirmative Action Policy is in compliance with the Workforce Investment Act Section 188(a)(1),(2),(4), and (5) which ensures that no individual shall be excluded from participation in, denied benefit of, subjected to discrimination under, or denied employment in the administration of, or in connection with any such program under the title. The EO Officer monitors files on a quarterly basis to ensure that the Northeastern Arizona Innovative Workforce Solutions services adheres to the Affirmative Action Policy.

### **Americans with Disabilities Act**

The Local Board is in compliance with the Americans with Disabilities Act of 1990, all requirements imposed by or pursuant to the implementing regulations. The LWIB works in collaboration with mandated partner programs such as: Vocational Rehabilitation and Employment Service Veterans to ensure that Americans with disabilities receive timely and appropriate services.

### **Equal Opportunity Employment Policy**

The Local Board has an Equal Opportunity Employment Policy in compliance with Section 188(a)(1) and (2) which ensures that no individual shall be subjected to discrimination relating to employment in the administration of or in connection with any such program under this title. The LWIB works closely with its various partners to ensure that services are delivered on a non-discriminatory basis.

Additionally, Navajo County includes the following special provisions and certifications when entering into contracts:

### **29 CFR Part 98, Debarment and Suspension**

Contractor certifies that neither it nor its principals are debarred, suspended, proposed for Debarment, declared ineligible, or voluntarily excluded from participation in the contract by

any Federal department or agency.

### **29 CFR Part 93 Lobbying Certification**

Contractor certifies that no federal funds have been paid or will be paid, by or on behalf of the Contractor to any person or employee of an agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

### **Political Activity**

Contractor certifies that no funds provided pursuant to the contract shall be used for any partisan or non-partisan political activity or to further the election or defeat of any candidate for public office. No funds provided pursuant to the Contract shall be used to transport voters or prospective voters to and from the polls or render similar assistance in connection with any such election or any voter registration activity.

The One-Stop Operator Consortium will ensure that all staff and partners located in a One-Stop Center in Apache, Gila and Navajo Counties will get training on this topic annually. Service providers and contractors are expected to participate in training also.

If a complaint is filed with the State of Arizona, the individual 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. If the State of Arizona does not give the individual a written Notice of Final Action within 90 days of the day on which the complaint was filed, the individual does not have to wait for the State of Arizona to issue that Notice before filing a complaint with the Civil Rights Center. However, the individual must file the Civil Rights Complaint within 30 days of the 90-day deadline (in other words, within 120 days after the day on which the complaint was filed with the State of Arizona). If the State of Arizona gives the individual a written Notice of Final Action on the complaint, but the individual is dissatisfied with the decision or resolution, the individual may file a complaint with the Civil Rights Center. The individual must file the Civil Rights Center complaint within 30 days of the date on which the individual received the Notice of Final Action.

All complaints will be logged and timeframes documented to ensure compliance with the law, regulations, and policies.

**CONTACT INFORMATION**

LOCAL OFFICE	STATE OF ARIZONA	CIVIL RIGHTS CENTER
Carla Fails Local Area EO Officer Navajo, Gila and Apache Counties WIA PO Box 668 100 E. Code Talkers Drive Holbrook, Arizona 86025 Phone: 928-524-4327 Fax: 928-524-4254 <a href="mailto:Carla.fails@navajocoutyaz.gov">Carla.fails@navajocoutyaz.gov</a> TTY (800) 347-1695 TTD (800) 367-8939	Lynn A. Nedella State WIA EO Officer Employment Admin Dept 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 <a href="mailto:WIAStateEOOfficer@azdes.gov">WIAStateEOOfficer@azdes.gov</a>	Naomi M. Barry-Perez Director Civil Rights Center U.S. Dept of Labor 200 Constitution Ave NW Room N-4123 Washington, DC 20210 Phone: 202-693-6502 Fax: 202-693-6505 TTY: 202-693-6516

## 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.*

*The Local Workforce Area Business Plan must include the following specific information:*

- 1. An assessment of the current situation and projected trends of the Local Workforce Area's economy, industries and occupations, including major economic regions and industrial and occupational sectors.*
- 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.*
- 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.*
- 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.*
- 5. An analysis of the challenges associated with the Local Workforce Area's population attaining the education, skills, and training needed to obtain employment.*
- 6. A discussion of the ability of the Local Workforce Area Workforce programs to meet the skill needs of employers in the state and close any skill gaps.*

*The Workforce Investment Act under 134(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 specifies 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*

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

*What industries are growing? Declining?*

*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.*

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*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.*

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

*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.*

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## **Declining Industries**

Heavy Industrial Paper Production - Catalyst Paper, which has been in the Snowflake area of Navajo County for over 60 years, employed a total of 308 people with an estimated annual payroll of \$30.5 million. The company declared bankruptcy and shuttered operations in 2013. The loss of an employer of this size in a small rural community of 5,600 people has created a significant economic loss, and alternative employment opportunities at comparable wage levels are very limited. The closure of Catalyst Paper has, or will result in a significant loss of economic activity in Navajo County and statewide. Predicted losses include the following, and are taken from the report created by Applied Economics at the request of the Arizona Commerce Authority, entitled *Economic Impacts of the Catalyst Paper Closure on Navajo County and the State*:

- Catalyst Paper had an economic impact of \$280.4 million on the Navajo County economy each year. It supported approximately 500 jobs and \$17.5 million in payroll or personal income at other local businesses throughout the county, through vendor purchases and employees spending. This is in addition to the 308 employees and \$30.5 million in payroll at the paper mill itself.
- Catalyst Paper's impact on the economy was driven by both vendor purchases and employee spending. Local vendor purchases of goods and services in Navajo County generated an estimated \$43.8 million in economic activity each year, and \$83.1 million statewide.
- The 308 former employees of Catalyst Paper made a significant amount of local purchases generating an economic impact of \$18.5 million per year in Navajo County and \$58.9 million statewide. This amount of economic activity, or sales, supported nearly 180 jobs and \$5 million in personal income at other local businesses in Navajo County, with additional impacts in other parts of the state.
- In terms of revenue impacts, the company is currently paying \$444,100 in local property taxes, most of which will remain on the tax rolls. However, direct and indirect employees supported by Catalyst also generate taxes estimated at \$810,000 in local revenues and \$3.8 million in state revenues per year. To the extent that these people

become unemployed and/or leave the community altogether, these revenues may be lost as a result of the plant closure.

## Apache County Market Analysis

<b>Apache County Growing &amp; Declining Industries Report</b>				
<small>(<a href="http://www.workforce.az.gov/pubs/labor/GroDecline.pdf">http://www.workforce.az.gov/pubs/labor/GroDecline.pdf</a>)</small>				
<b>Year Ago Rank</b>	<b>Current Rank</b>	<b>NAICS Code</b>	<b>Industry</b>	<b>2010-2013 Job Growth</b>
<b>GROWING INDUSTRIES</b>				
1	1	6221	General medical and surgical hospitals	793
2	2	6241	Individual and family services	162
-	3	8134	Civic and social organizations	13
-	4	5413	Architectural and engineering services	10
<b>DECLINING INDUSTRIES</b>				
1	1	9200	Government	-1,171
-	2	7211	Traveler accommodation	-182
4	3	2382	Building equipment contractors	-30
-	4	2389	Other specialty trade contractors	-16
-	5	2381	Building foundation and exterior contractors	-16
-	6	5322	Consumer goods rental	-5

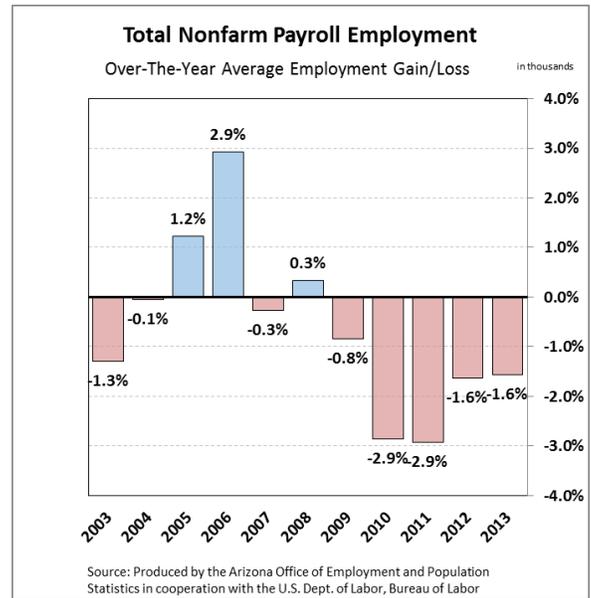
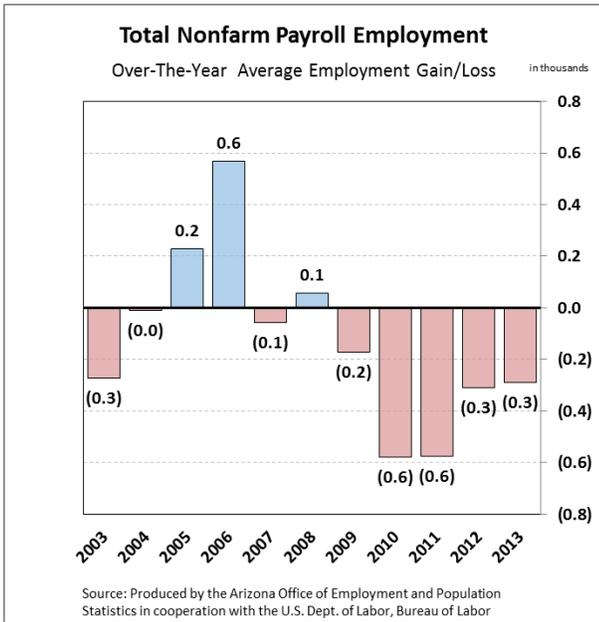
**Quick Look: Apache County**

(<http://www.azstats.gov/pubs/labor/countynaics11+.pdf>)

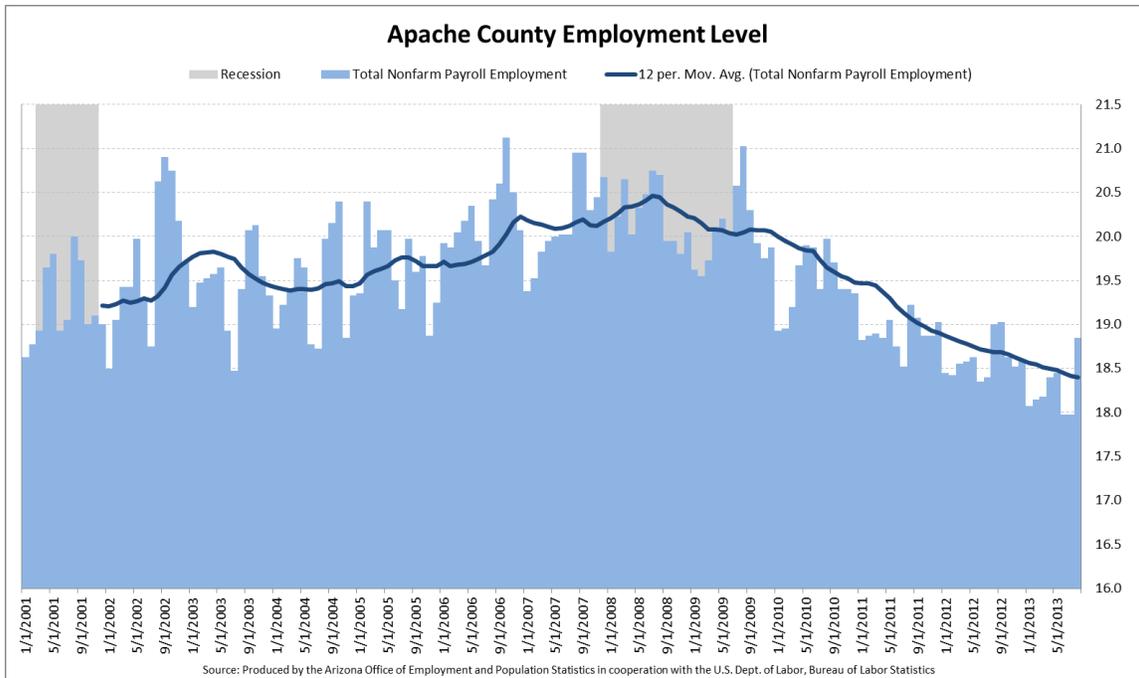
- Nonfarm Employment Level (YTD 2013 Average): 18,300
- Nonfarm Employment Share as a Percentage of Arizona's Nonfarm Employment (YTD 2013 Average): 0.7%
- Private Sector Employment Level (YTD 2013 Average): 7,400
- Private Sector Employment Share as a Percentage of Apache's Nonfarm Employment (YTD 2013 Average): 40.43%
- Government Employment Level (YTD 2013 Average): 10,800
- Government Employment Share as a Percentage of Apache's Nonfarm Employment (YTD 2013 Average): 59.01%
- Trade, Transportation & Utilities Employment Level (YTD 2013 Average): 1,900
- Trade, Transportation & Utilities Employment Share as a Percentage of Apache's Nonfarm Employment (YTD 2013 Average): 10.38%

\*(Numbers have been rounded)

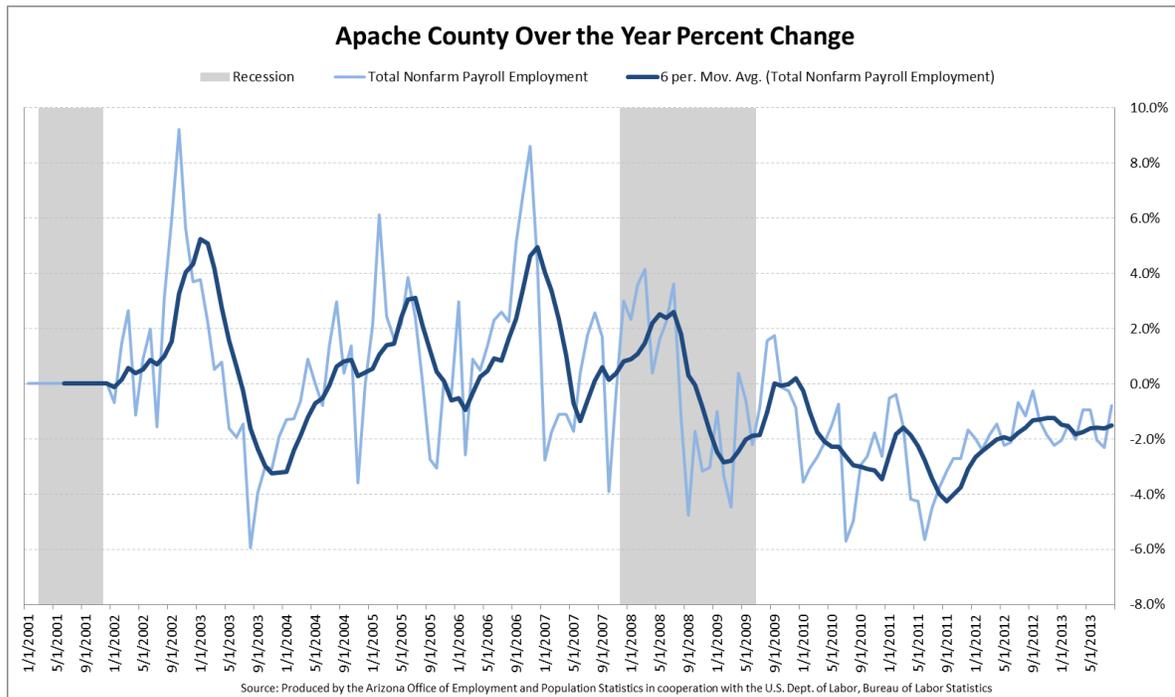
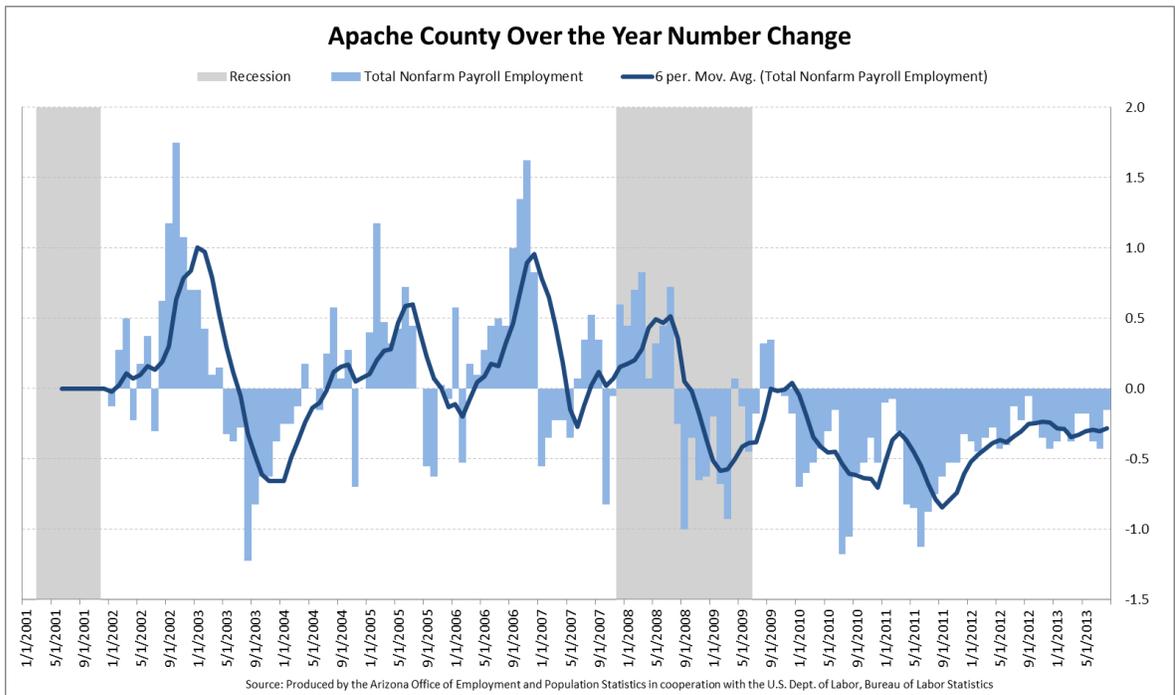
Business Plan for Program Years 2015 - 2017



## Total Nonfarm



Business Plan for Program Years 2015 - 2017



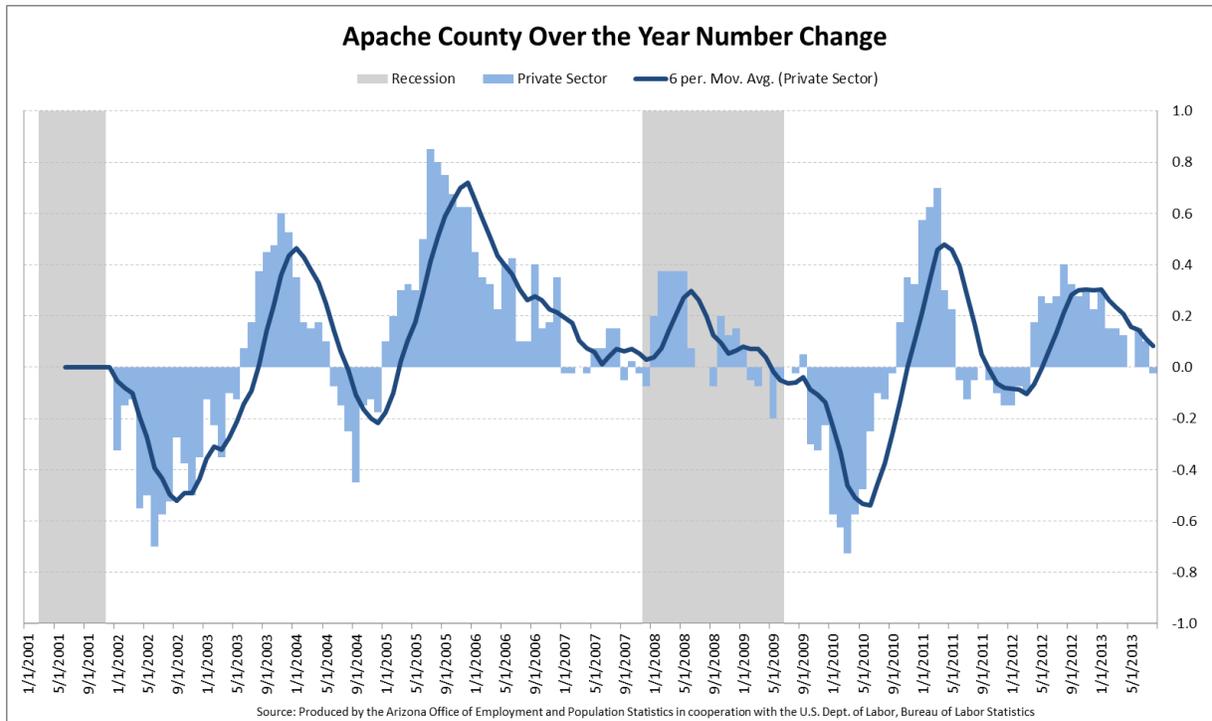
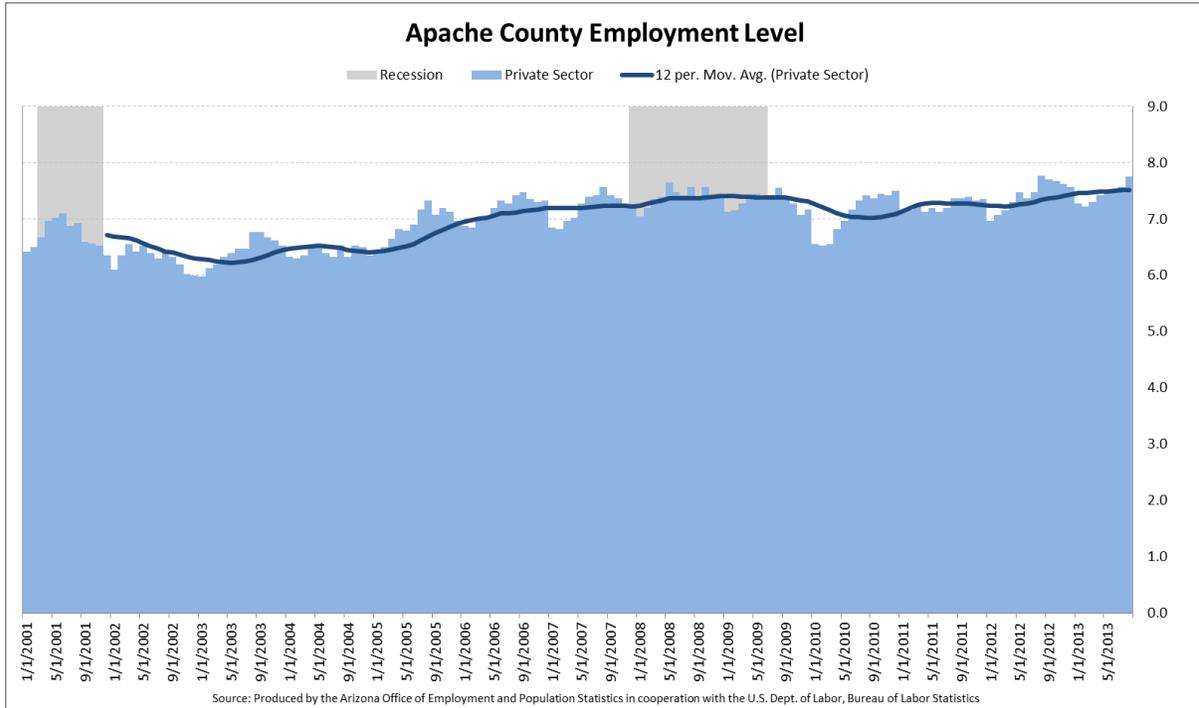
Gila County growing and declining industries include

1. Distribution Centers – Growing in both Gila County
2. Healthcare – Growing in all economic regions

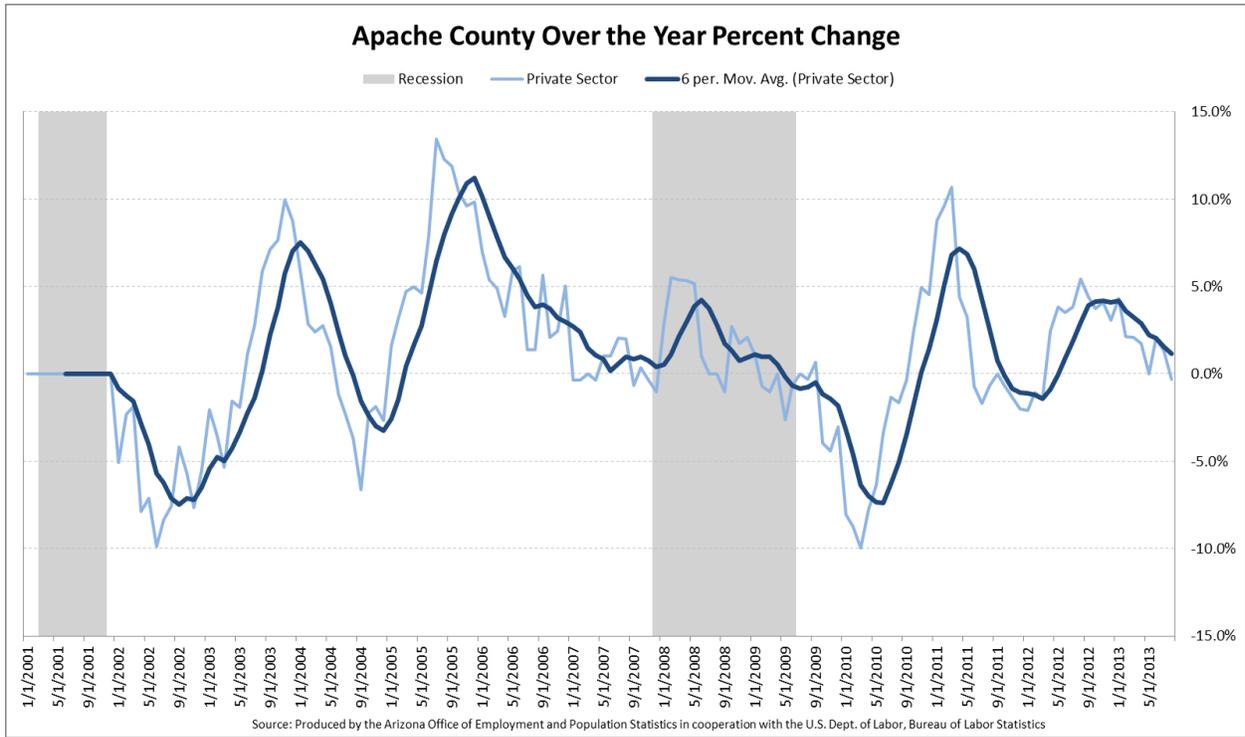
Business Plan for Program Years 2015 - 2017

3. Mining/Advanced Mining – Currently growing, but cycles with copper pricing
4. Construction – Declined based on the industry’s peak level in 2005, but has experienced some recent growth.

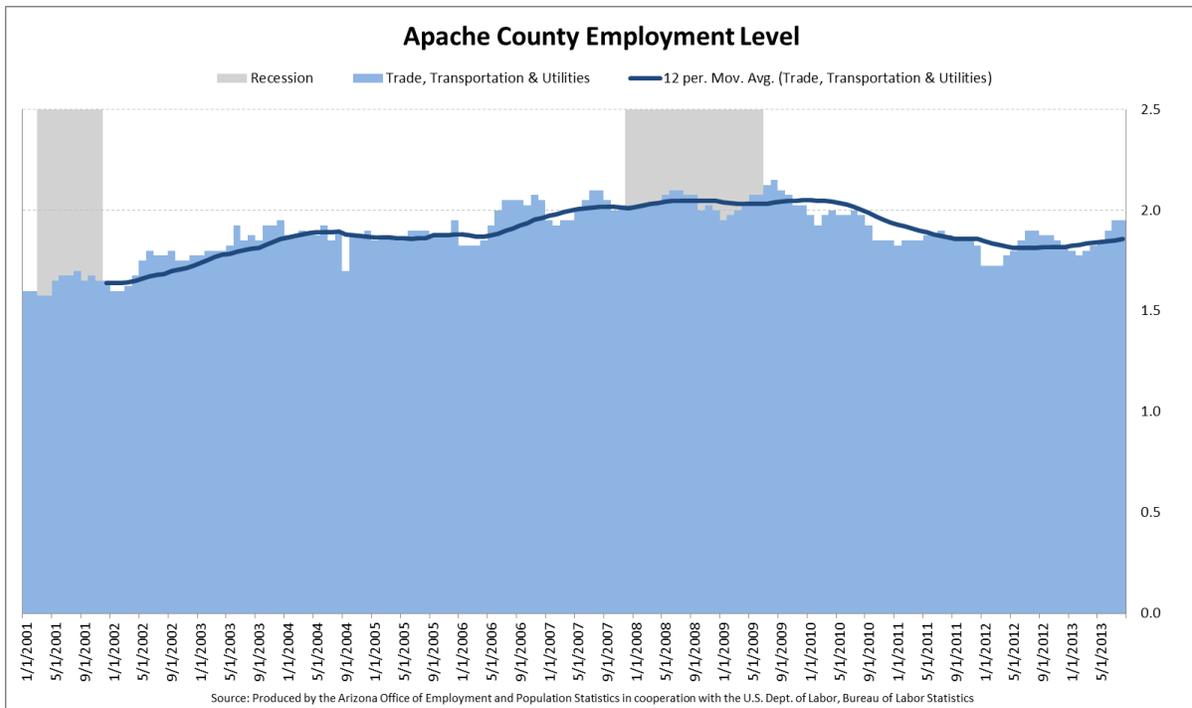
Private Sector



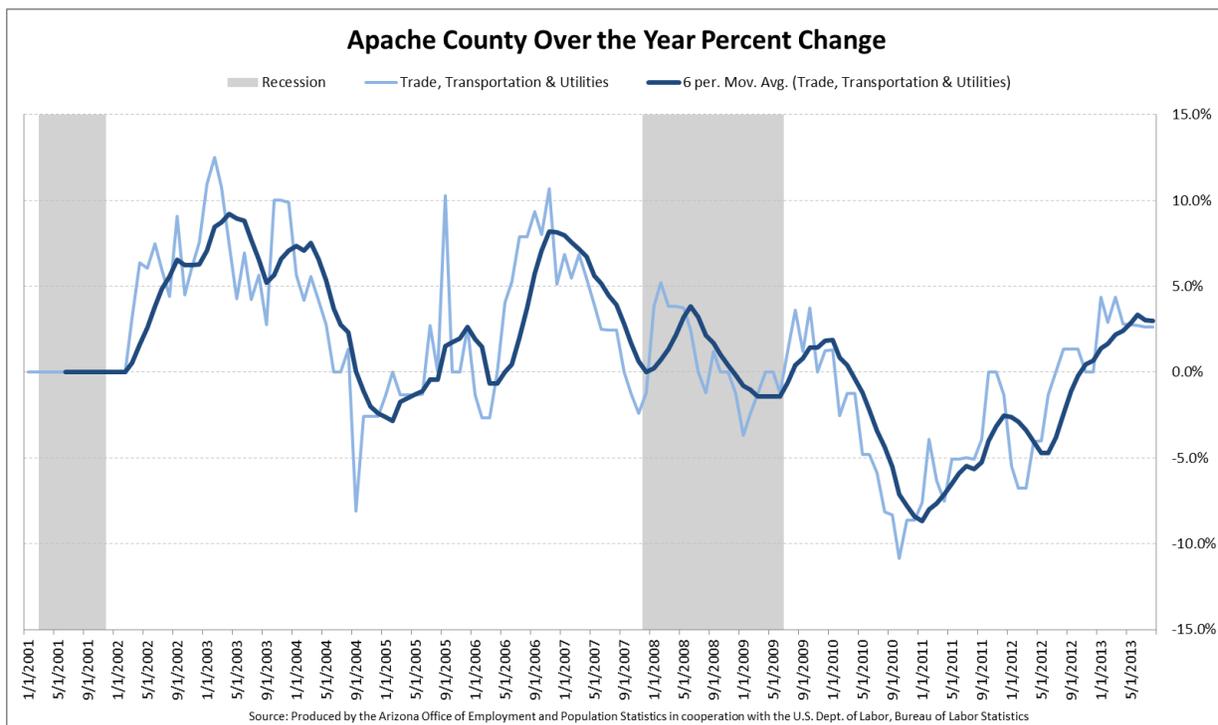
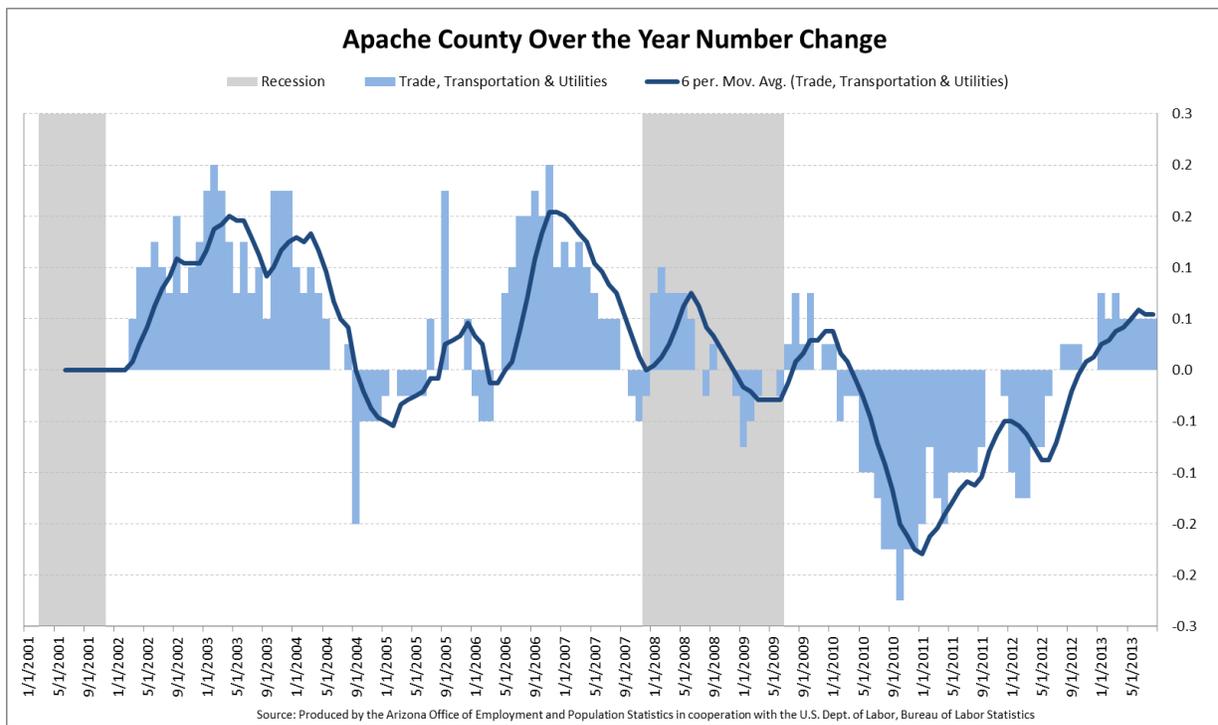
Business Plan for Program Years 2015 - 2017



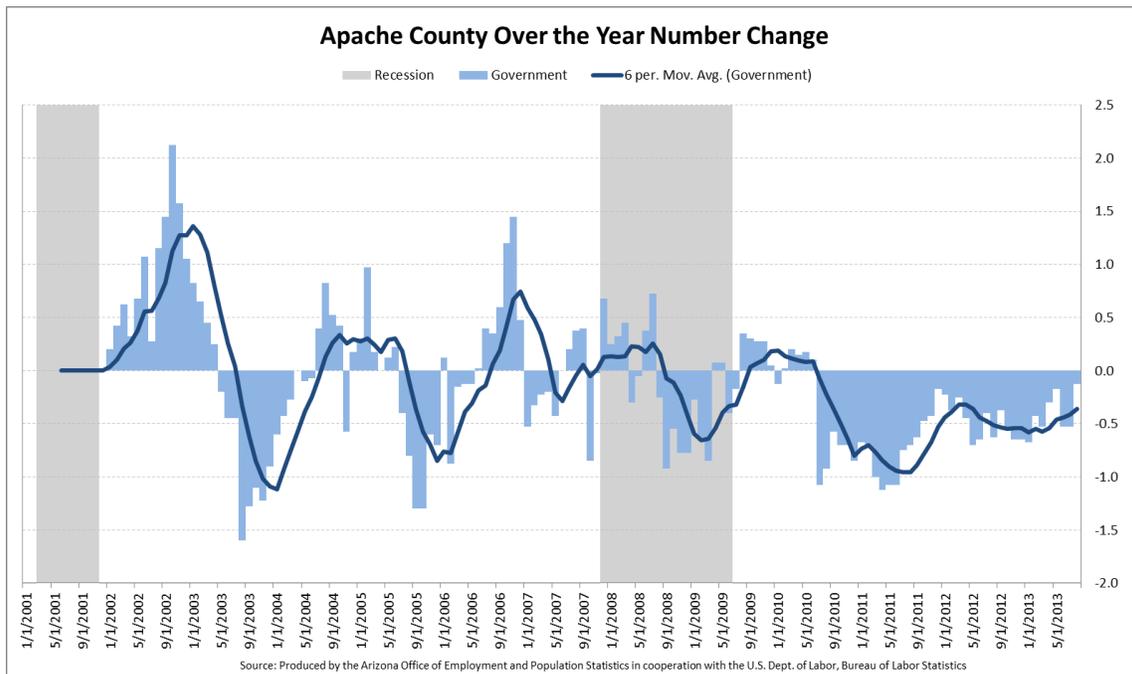
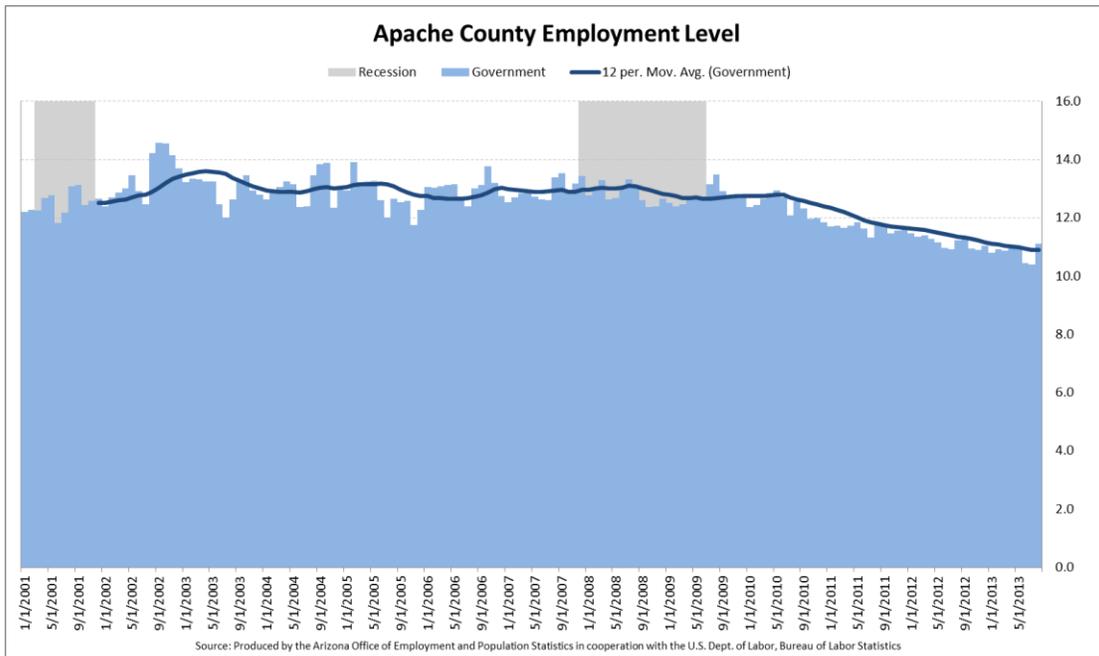
## Major Sector: Trade, Transportation & Utilities



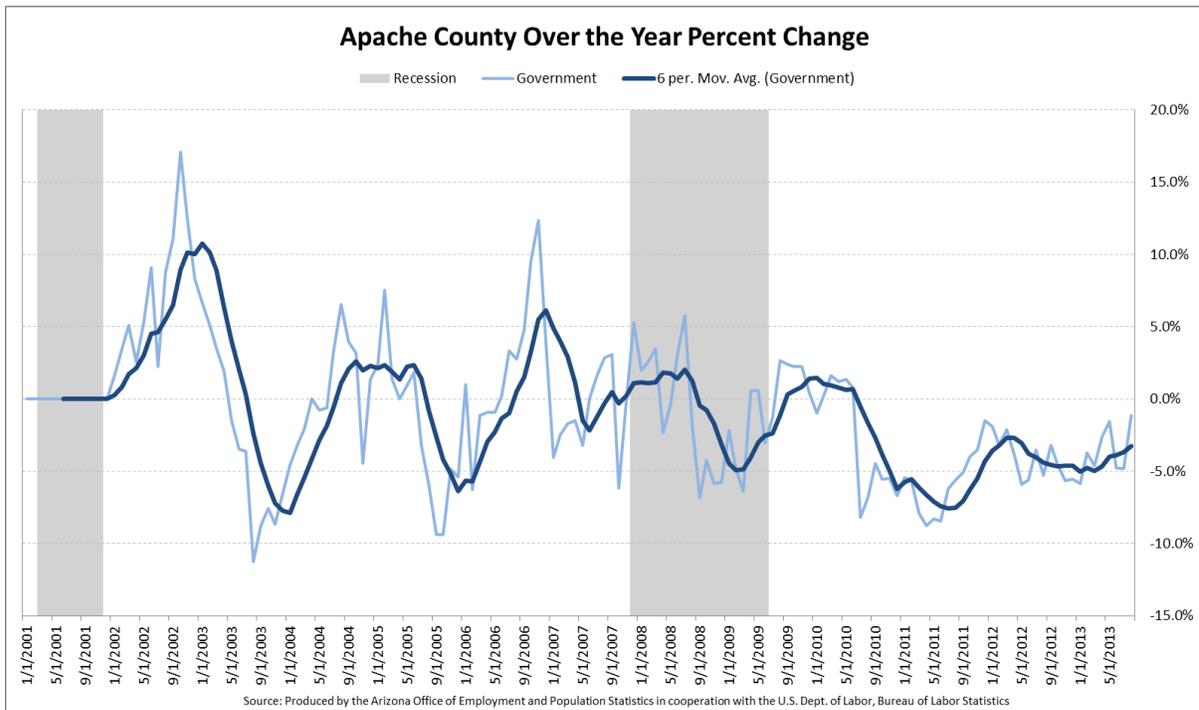
Business Plan for Program Years 2015 - 2017



## Major Sector: Government



Business Plan for Program Years 2015 - 2017



## Navajo County Market Analysis

<b>Navajo County Growing &amp; Declining Industries Report</b>				
<small>(<a href="http://www.workforce.az.gov/pubs/labor/GroDecline.pdf">http://www.workforce.az.gov/pubs/labor/GroDecline.pdf</a>)</small>				
Year Ago Rank	Current Rank	NAICS Code	Industry	2010-2013 Job Growth
<b>GROWING INDUSTRIES</b>				
-	1	5613	Employment services	317
2	2	6221	General medical and surgical hospitals	292
1	3	6214	Outpatient care centers	248
-	4	2389	Other specialty trade contractors	133
4	5	4521	Department stores	74
-	6	4411	Automobile dealers	74
-	7	4238	Machinery and supply merchant wholesalers	47
-	8	4442	Lawn and garden equipment and supplies stores	19
-	9	5241	Insurance carriers	19
-	10	4246	Chemical merchant wholesalers	12
<b>DECLINING INDUSTRIES</b>				
-	1	9200	Government	-354
-	2	6111	Elementary and secondary schools	-227
-	3	2383	Building finishing contractors	-36
4	4	3273	Cement and concrete product manufacturing	-27
-	5	5614	Business support services	-18
-	6	5615	Travel arrangement and reservation services	-13
-	7	3253	Agricultural chemical manufacturing	-9

**Quick Look: Navajo County**

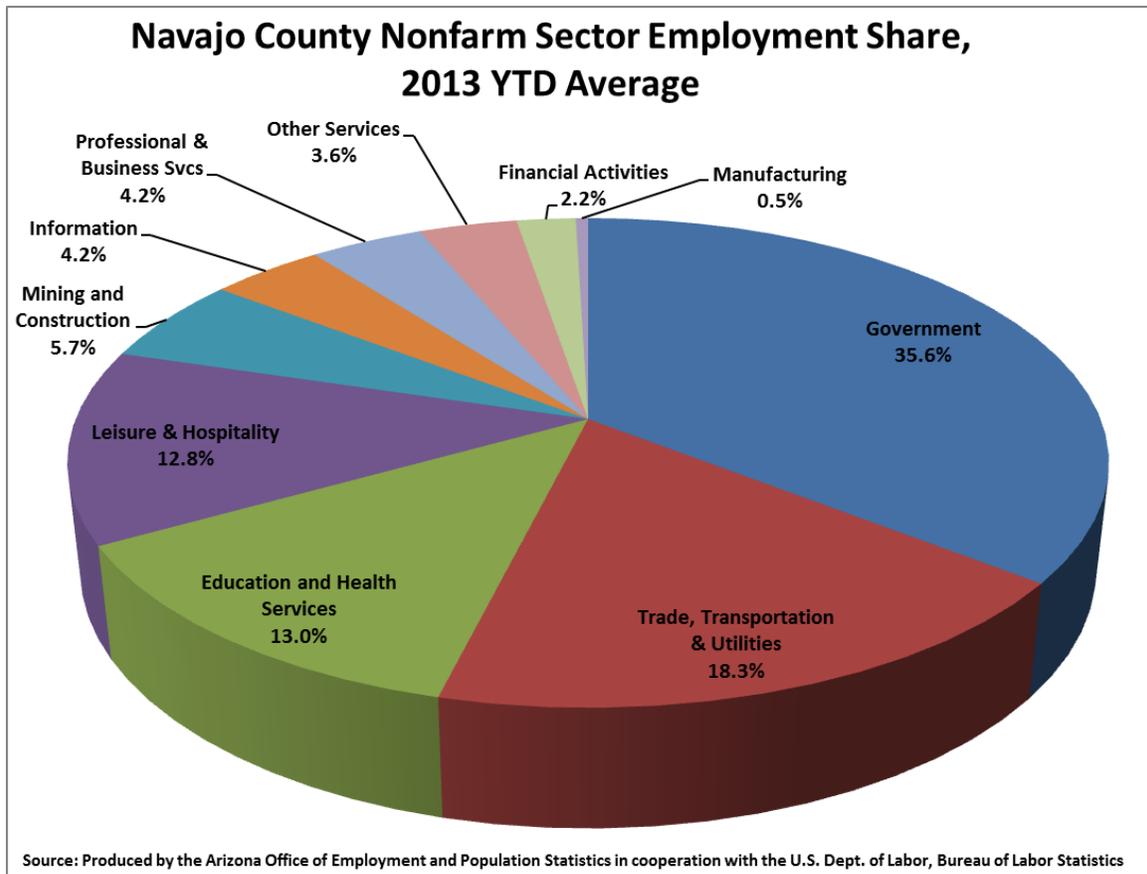
(<http://www.azstats.gov/pubs/labor/countynaics11+.pdf>)

- Nonfarm Employment Level (YTD 2013 Average): 27,700
- Nonfarm Employment Share as a Percentage of Arizona’s Nonfarm Employment (YTD 2013 Average): 1.1%
- Private Sector Employment Level (YTD 2013 Average): 17,800
- Private Sector Employment Share as a Percentage of Navajo’s Nonfarm Employment (YTD 2013 Average): 64.26%
- Government Employment Level (YTD 2013 Average): 9,900
- Government Employment Share as a Percentage of Navajo’s Nonfarm Employment (YTD 2013 Average): 35.74%

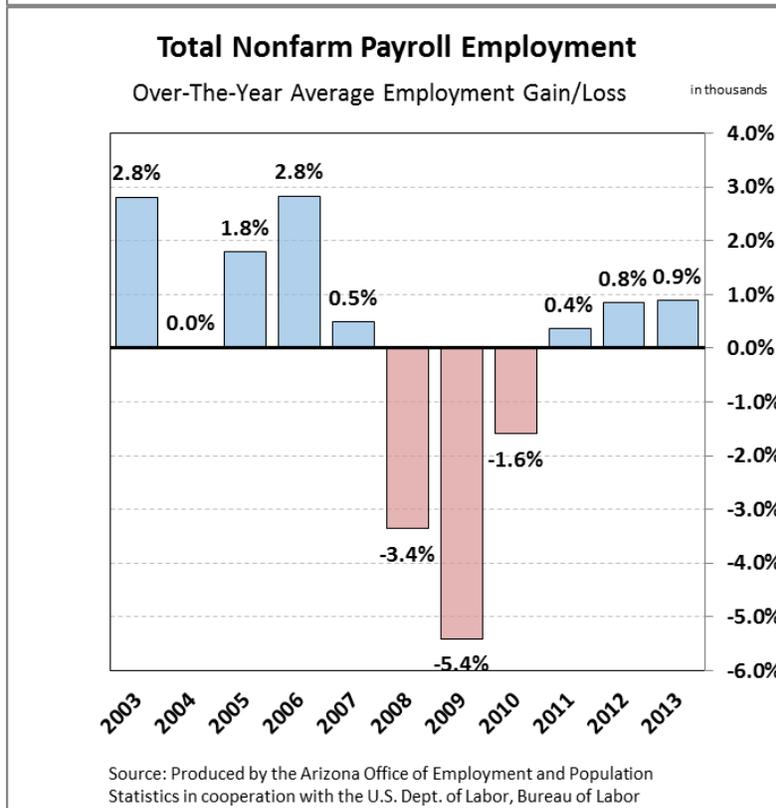
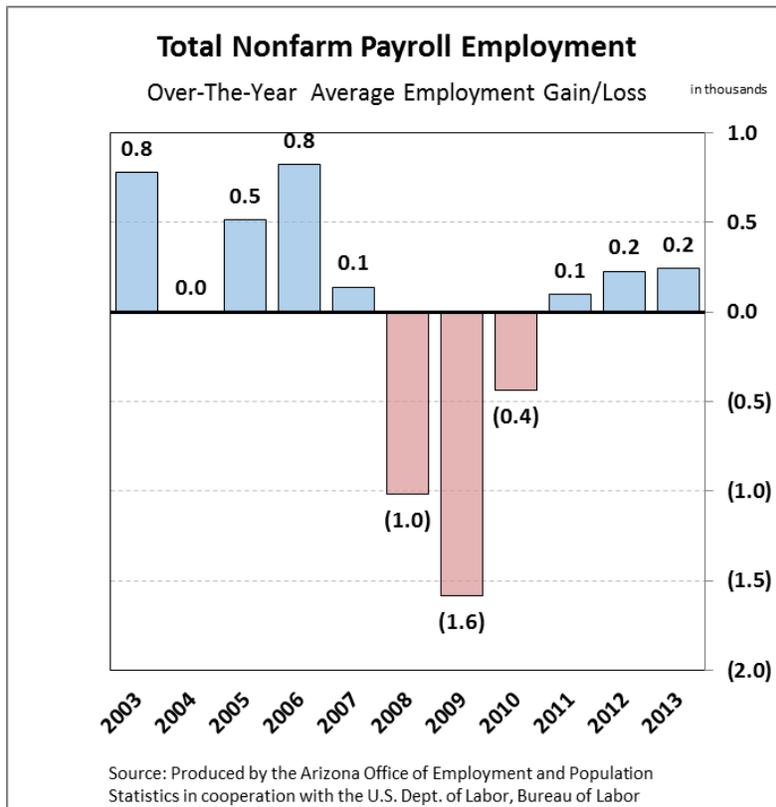
\*(Numbers have been rounded)

**Navajo County Industry Employment Level, 2013 YTD Average**

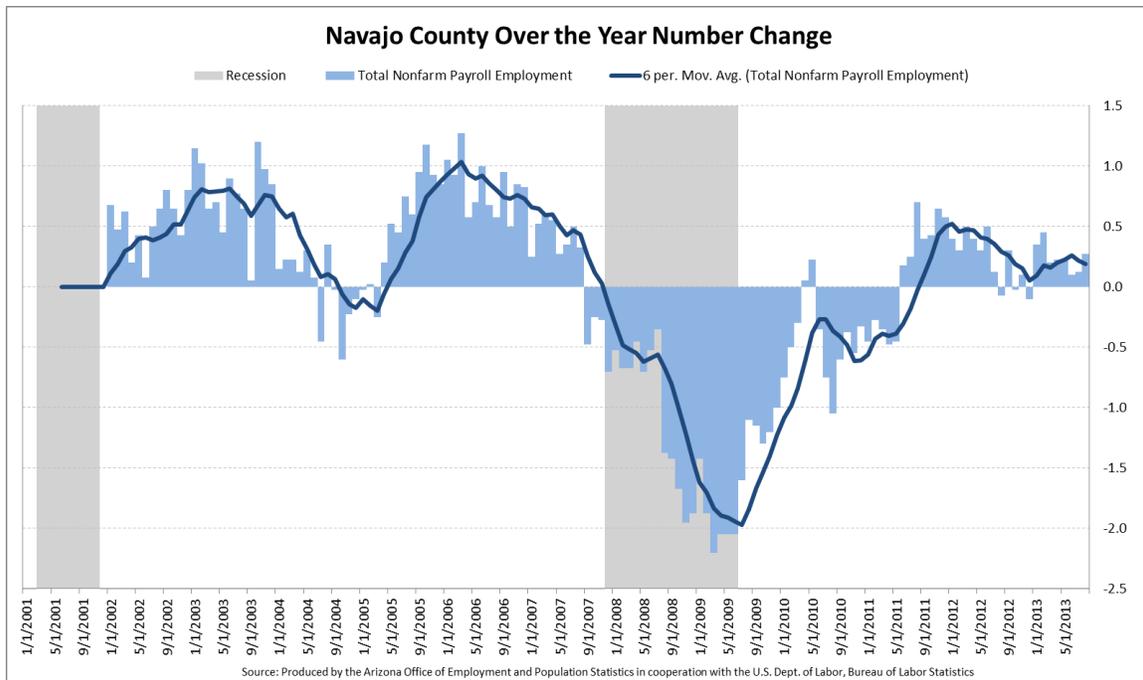
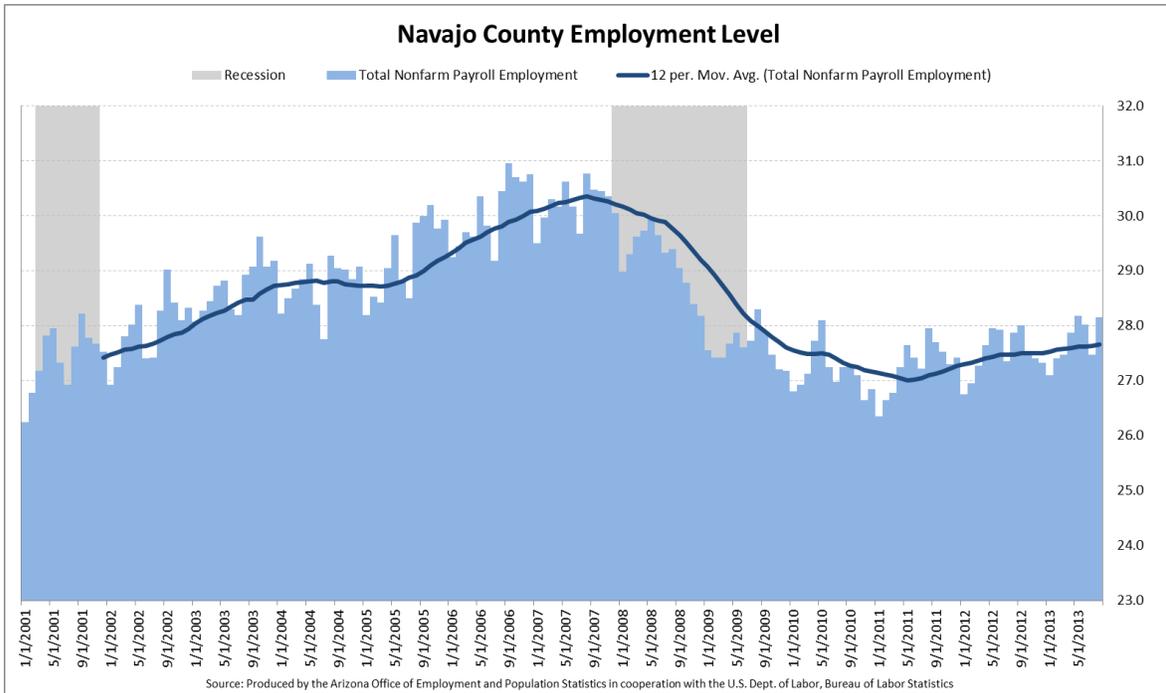
Industry	Employment Level
Government	9.9
Trade, Transportation & Utilities	5.1
Education and Health Services	3.6
Leisure & Hospitality	3.6
Mining and Construction	1.6
Information	1.2
Professional & Business Svcs	1.2
Other Services	1.0
Financial Activities	0.6
Manufacturing	0.1



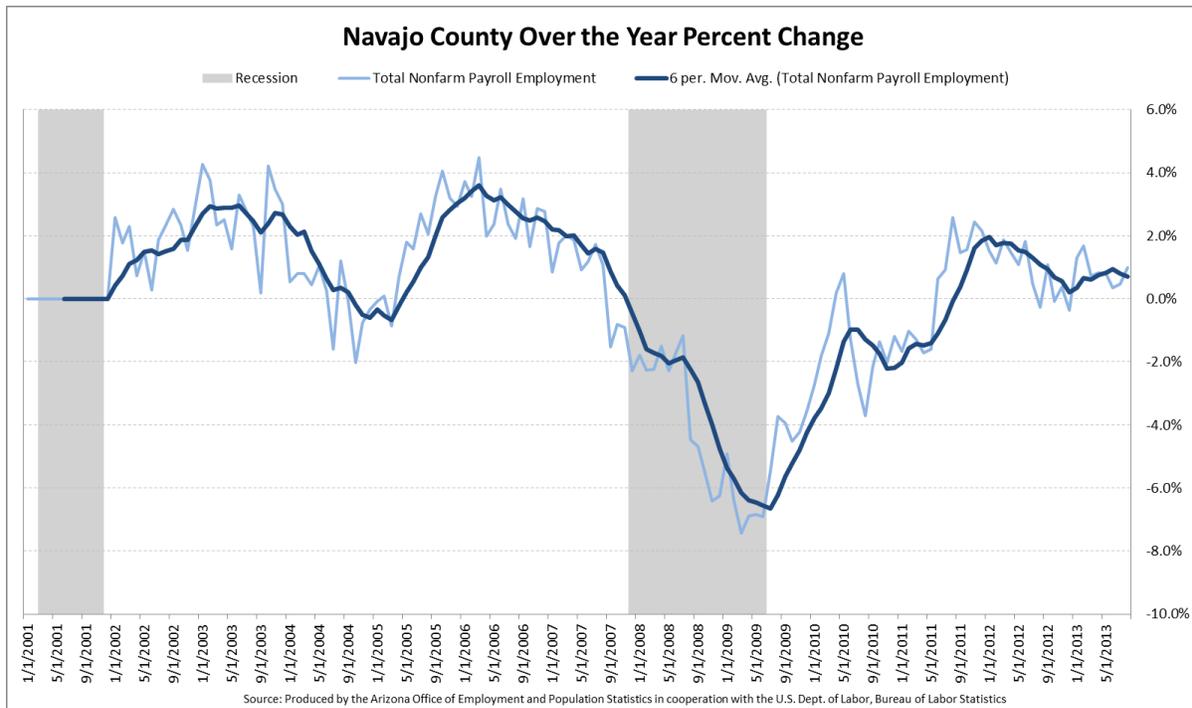
Business Plan for Program Years 2015 - 2017



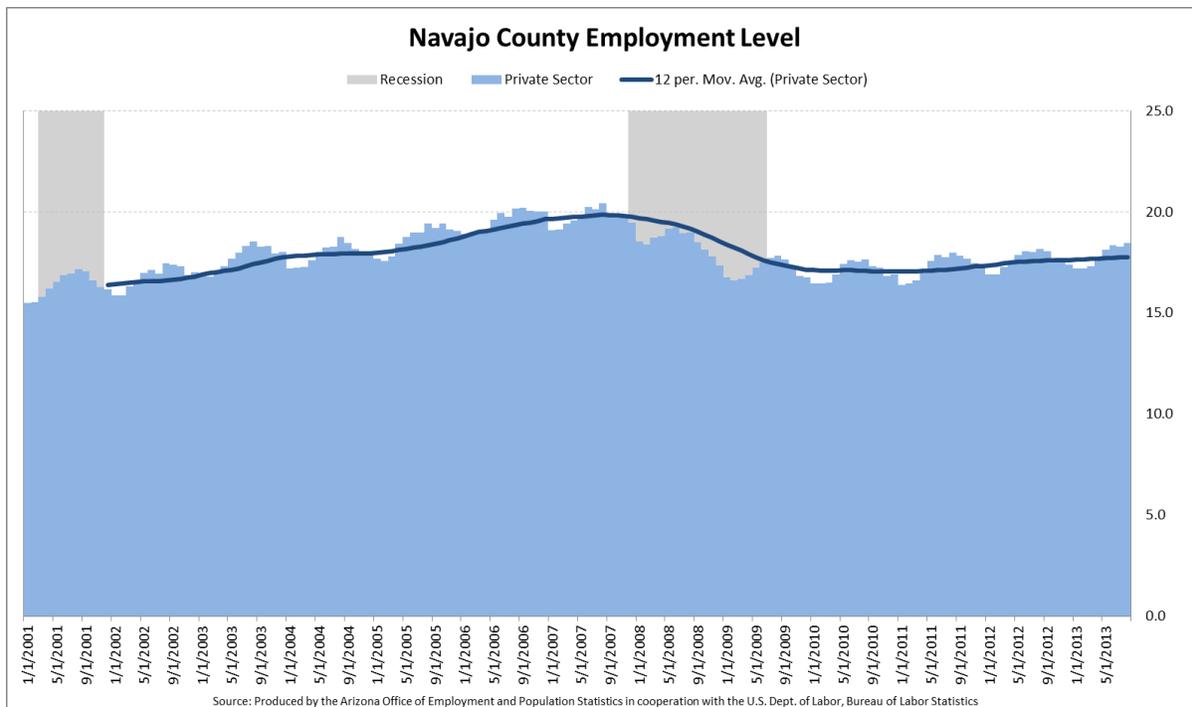
## Total Nonfarm



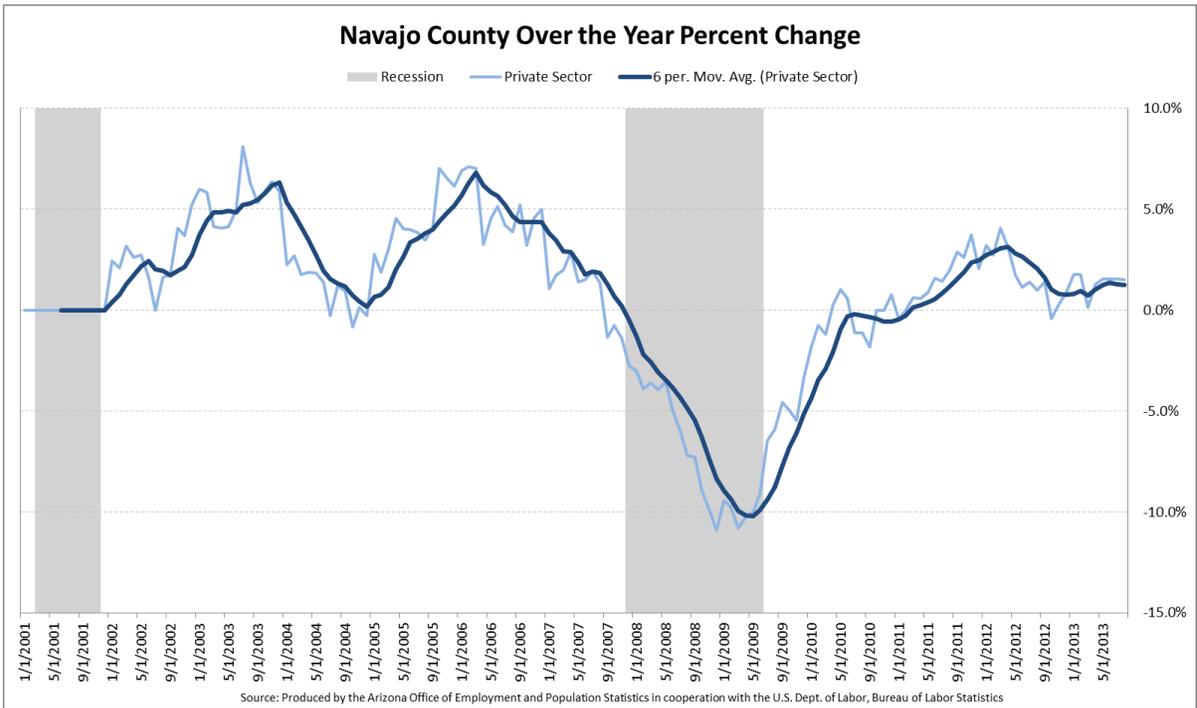
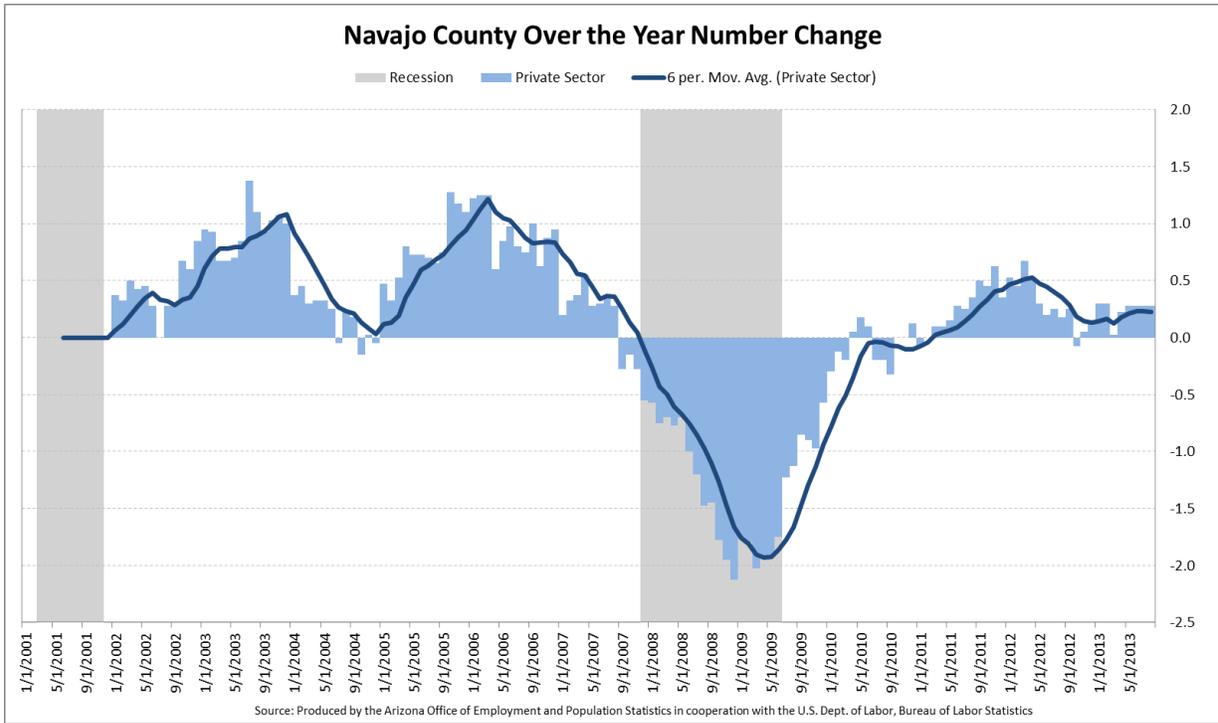
Business Plan for Program Years 2015 - 2017



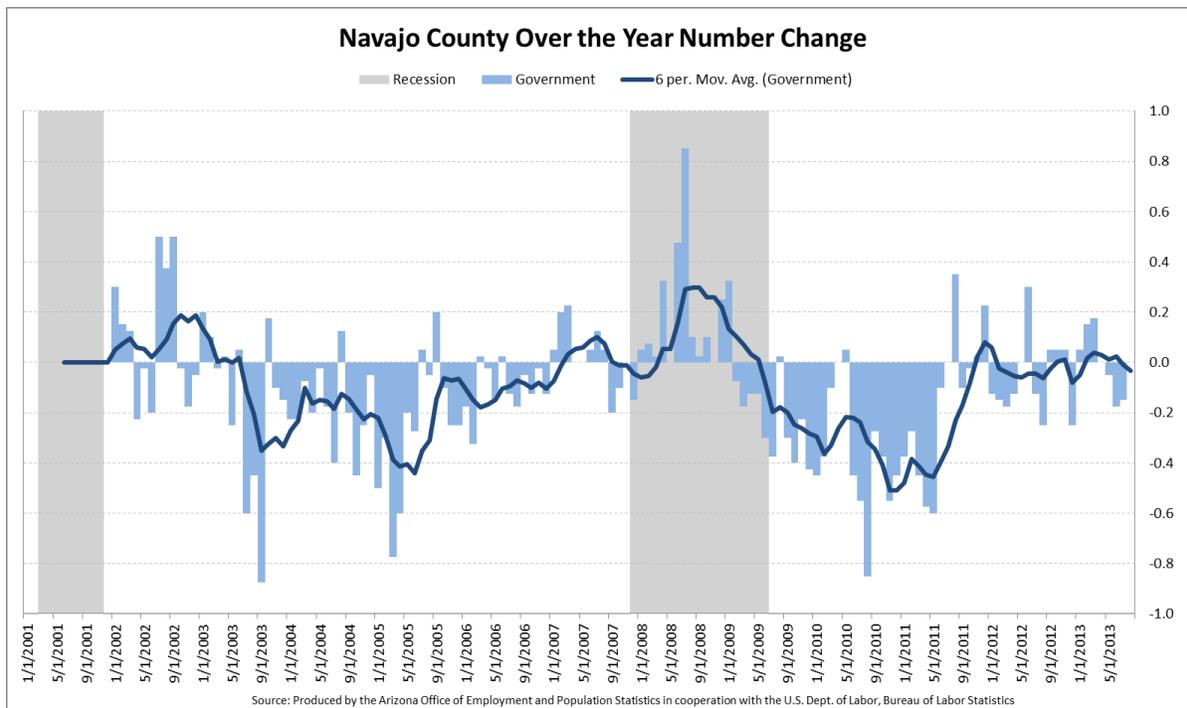
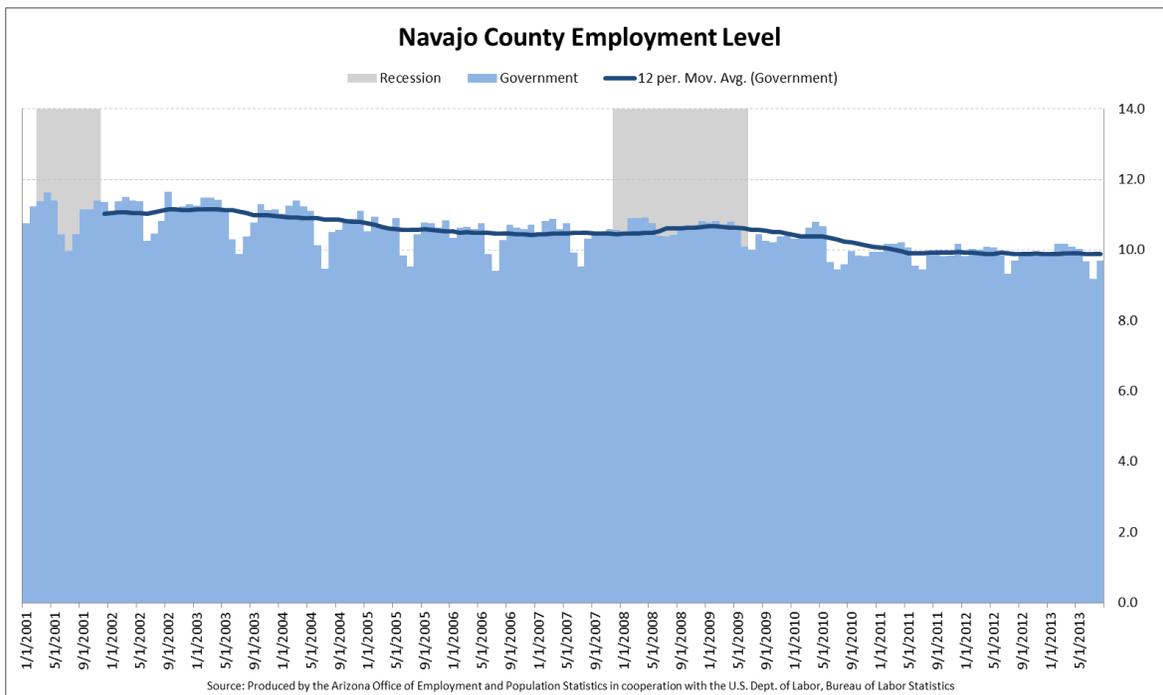
## Private Sector



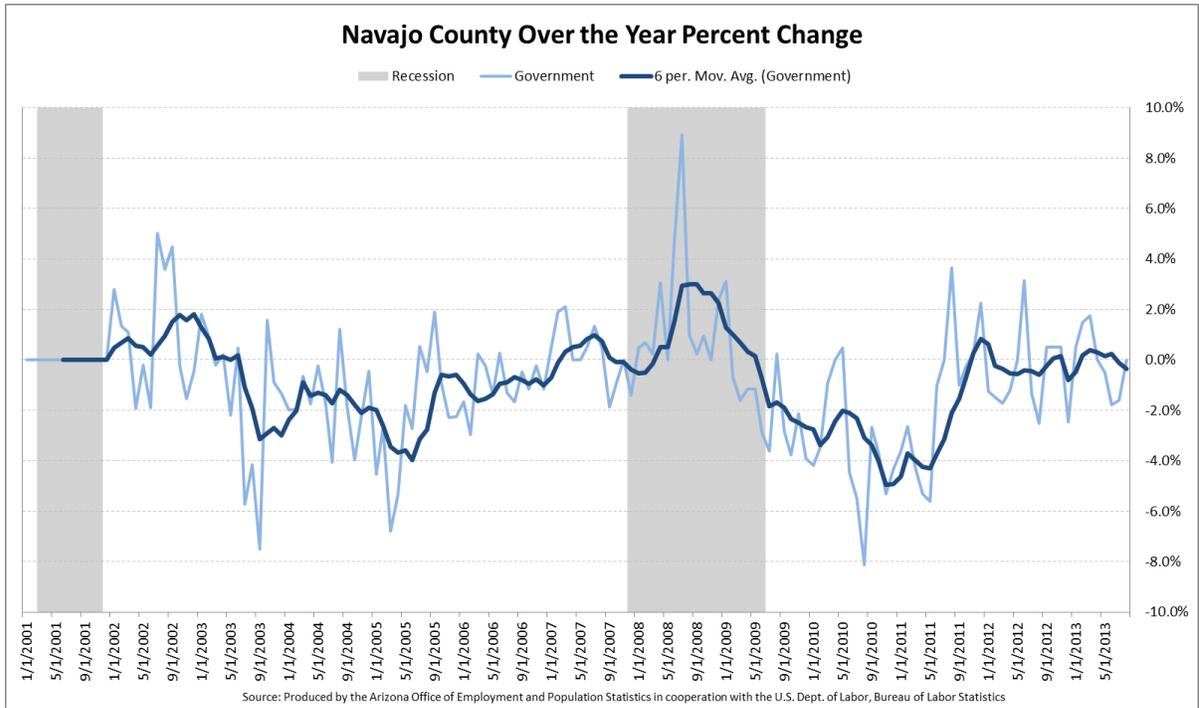
Business Plan for Program Years 2015 - 2017



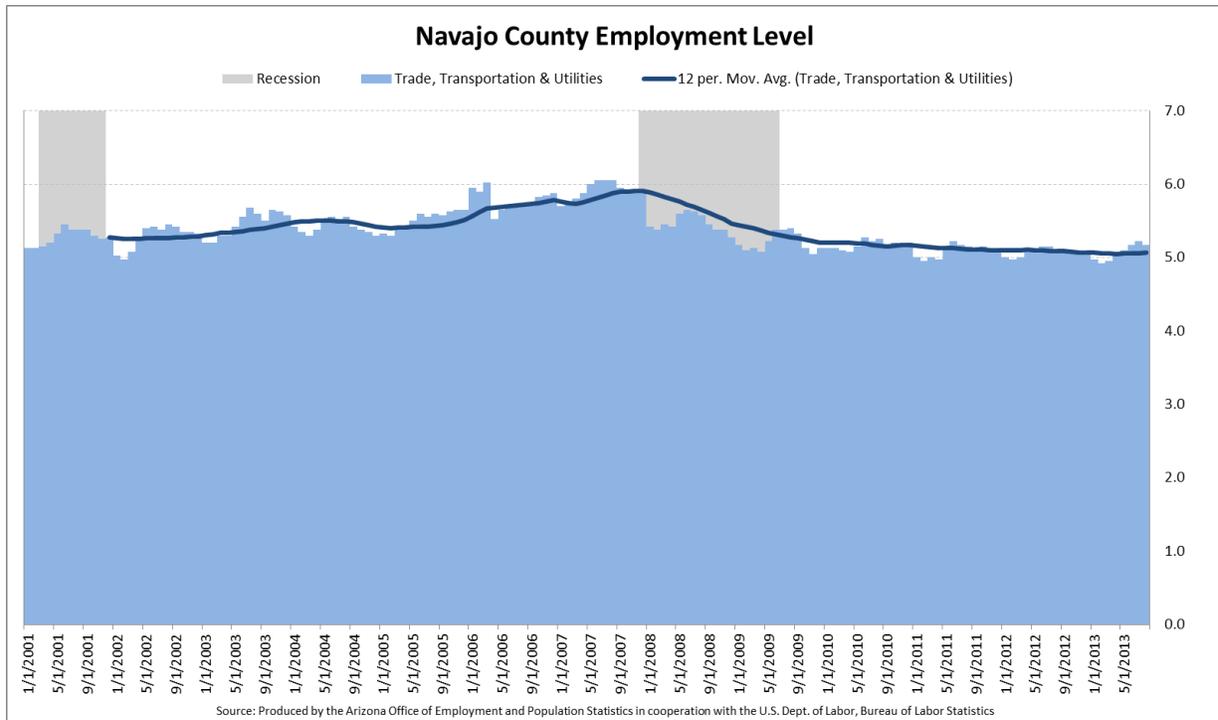
## Major Sector: Government



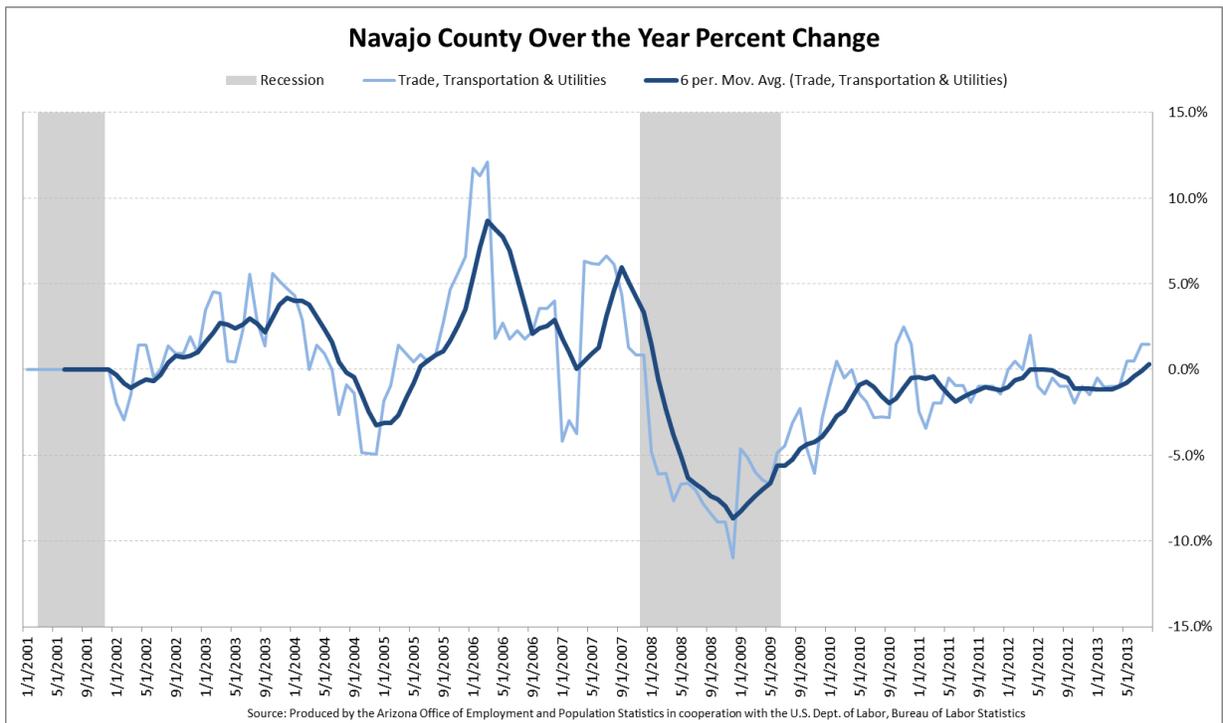
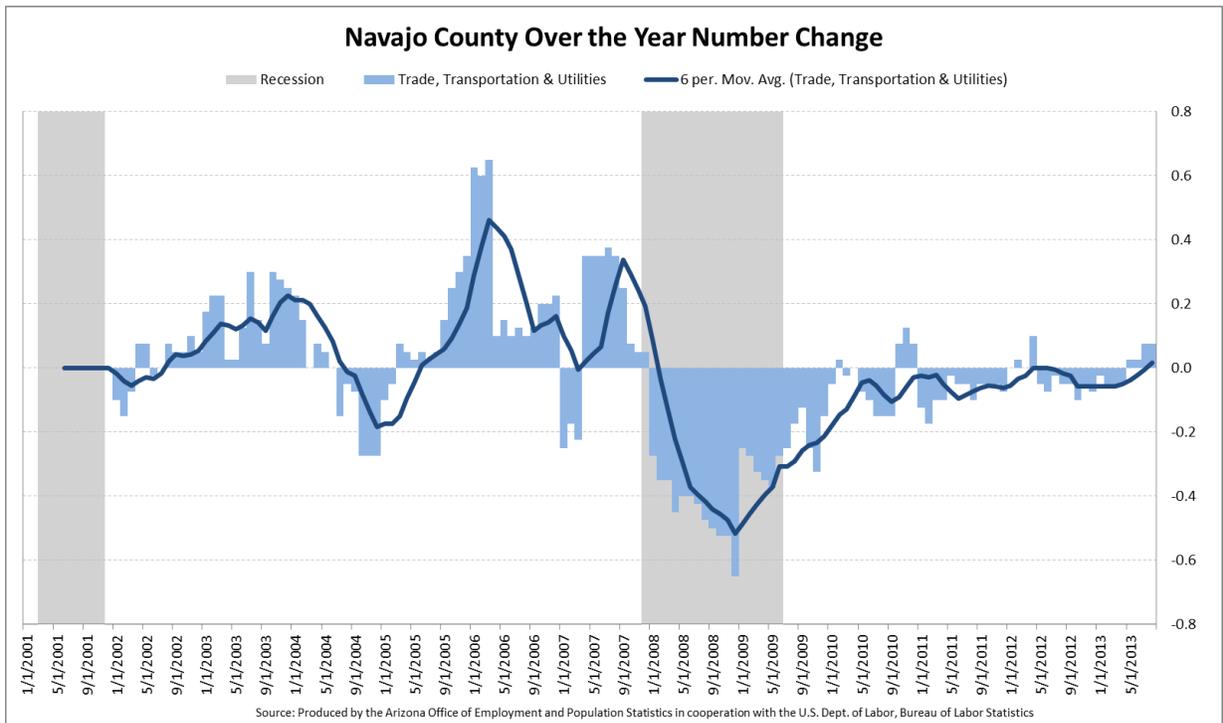
Business Plan for Program Years 2015 - 2017



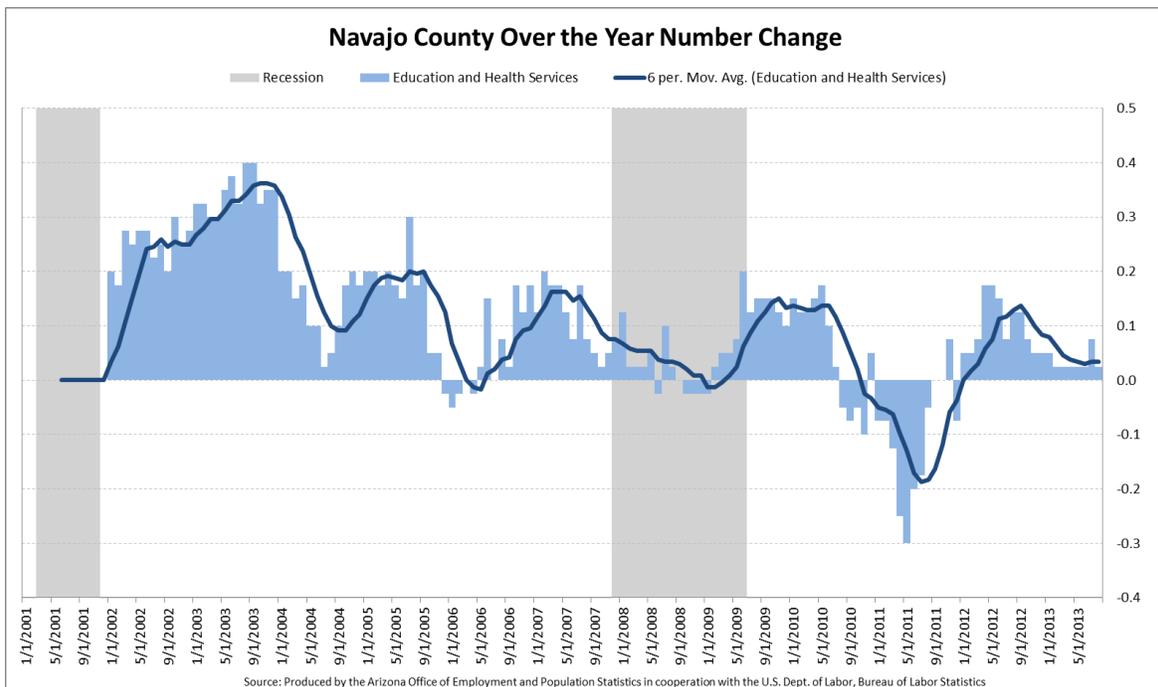
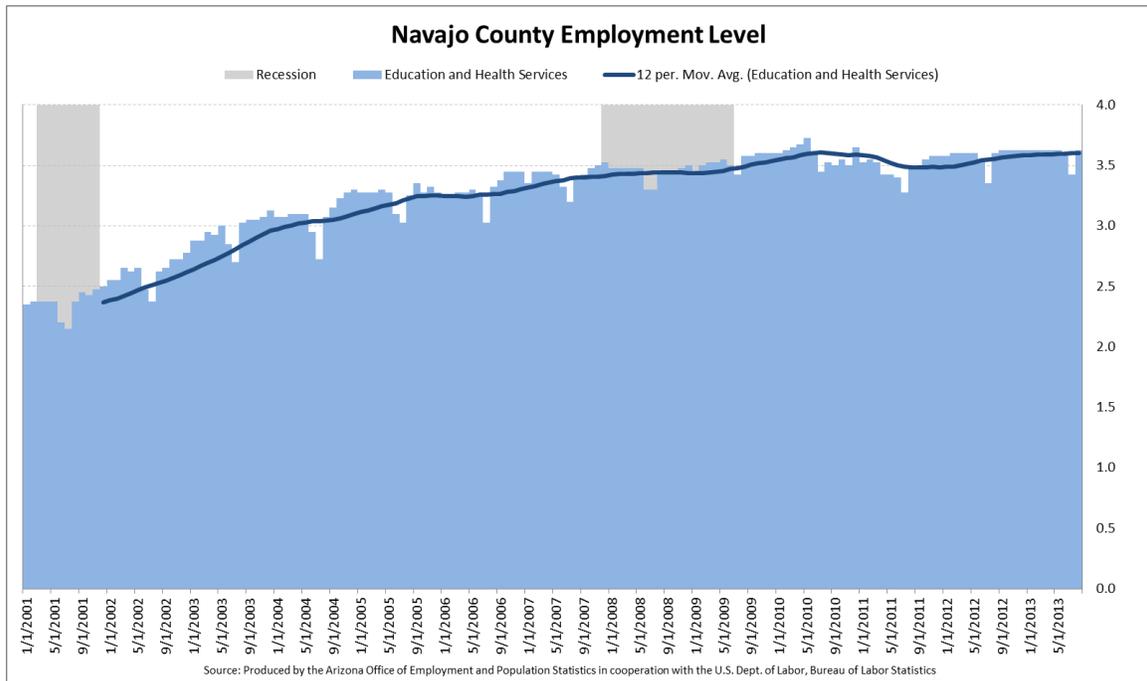
Major Sector: Trade, Transportation & Utilities



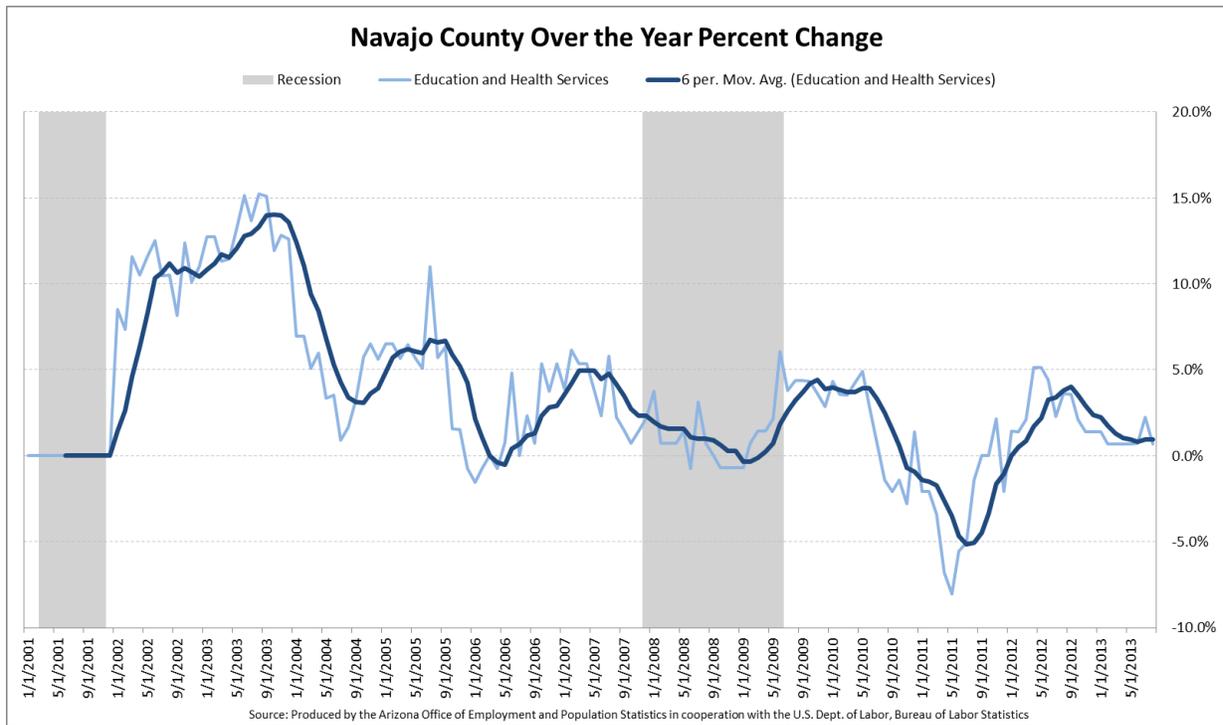
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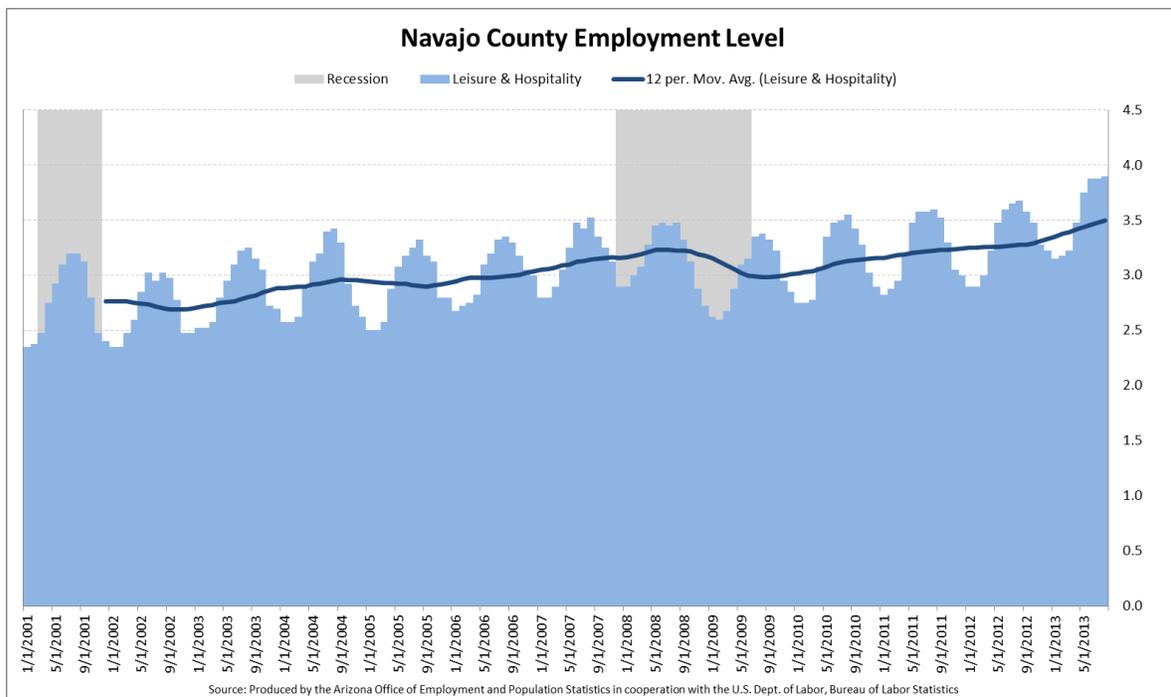
## Major Sector: Education & Health Services



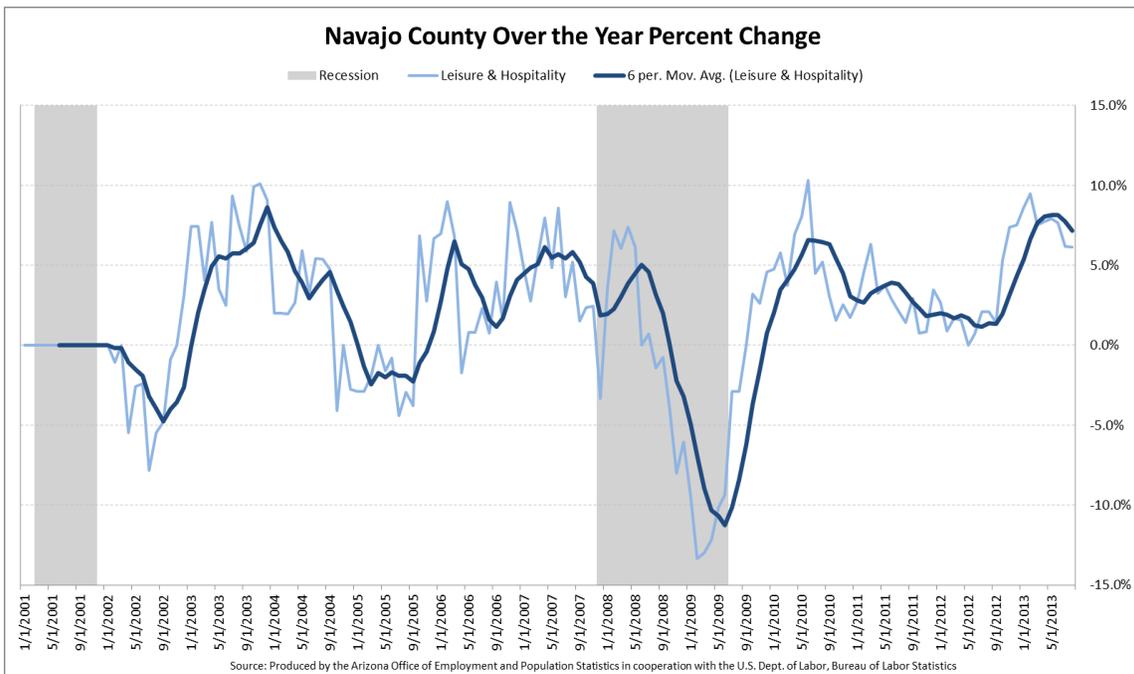
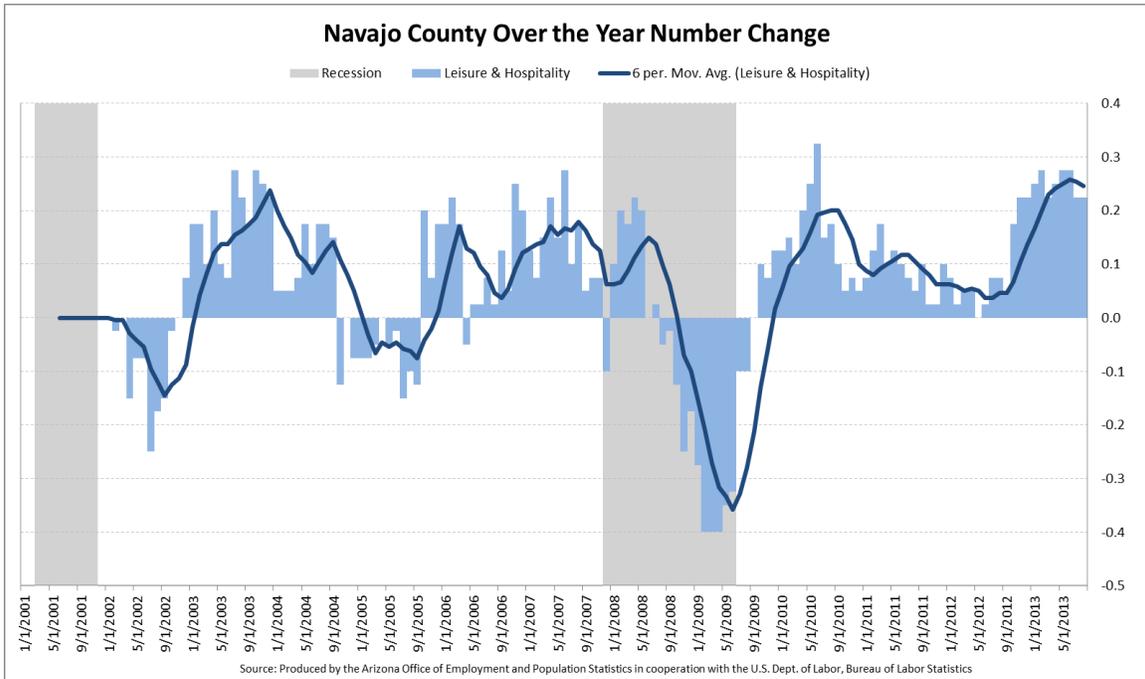
Business Plan for Program Years 2015 - 2017



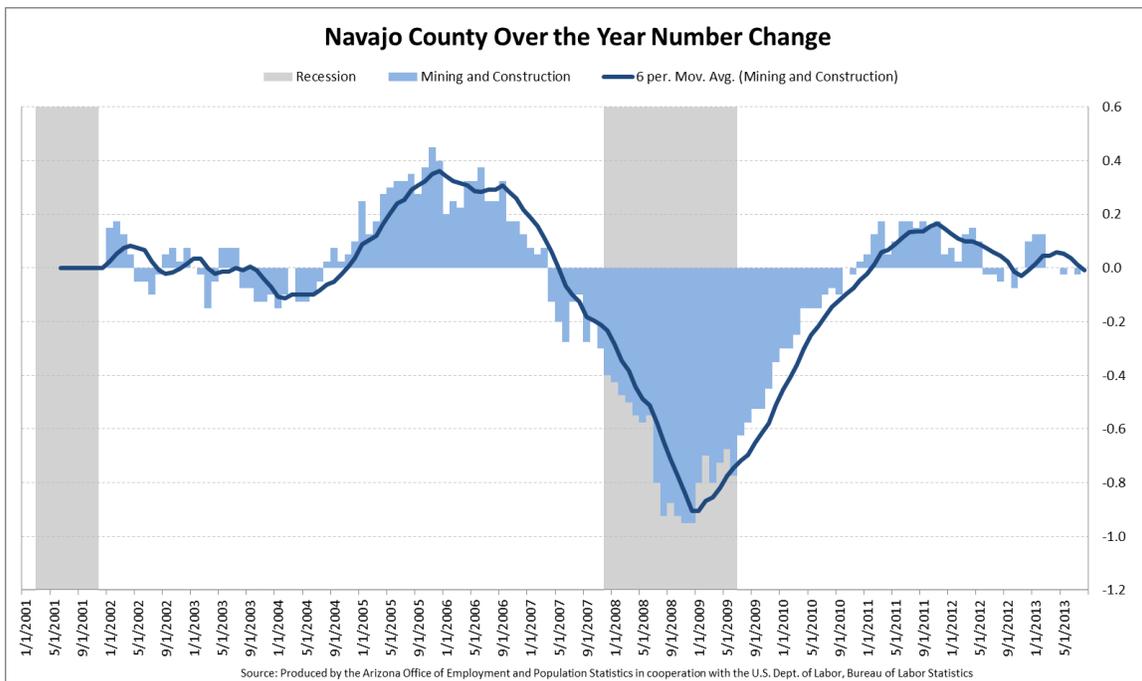
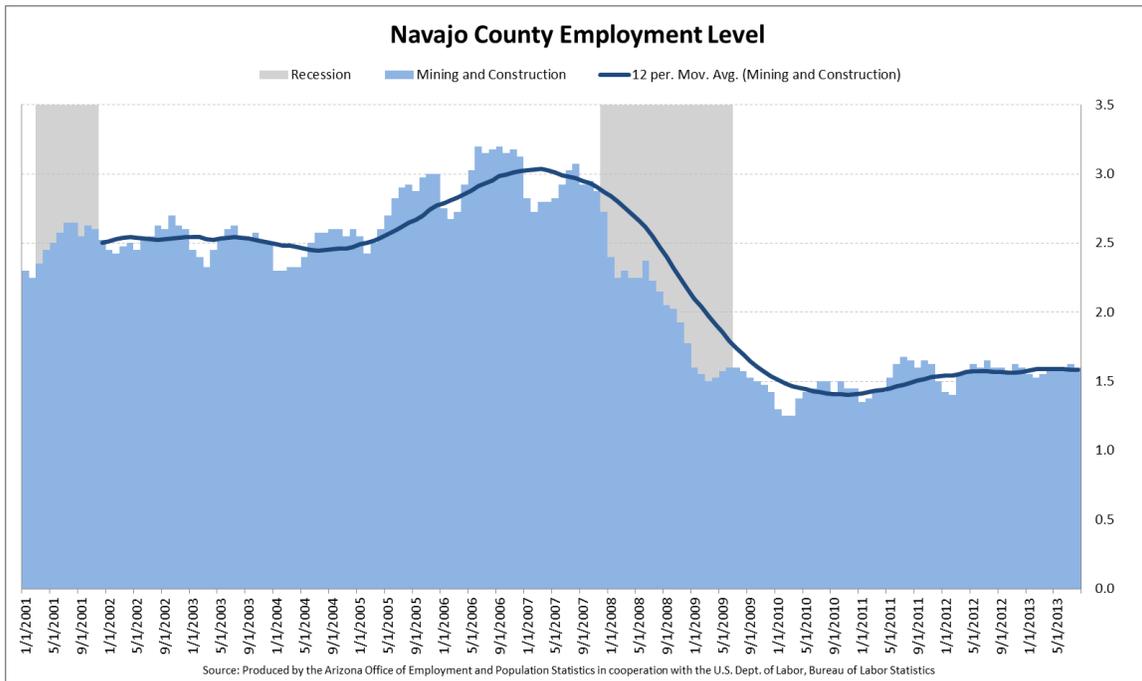
## Major Sector: Leisure & Hospitality



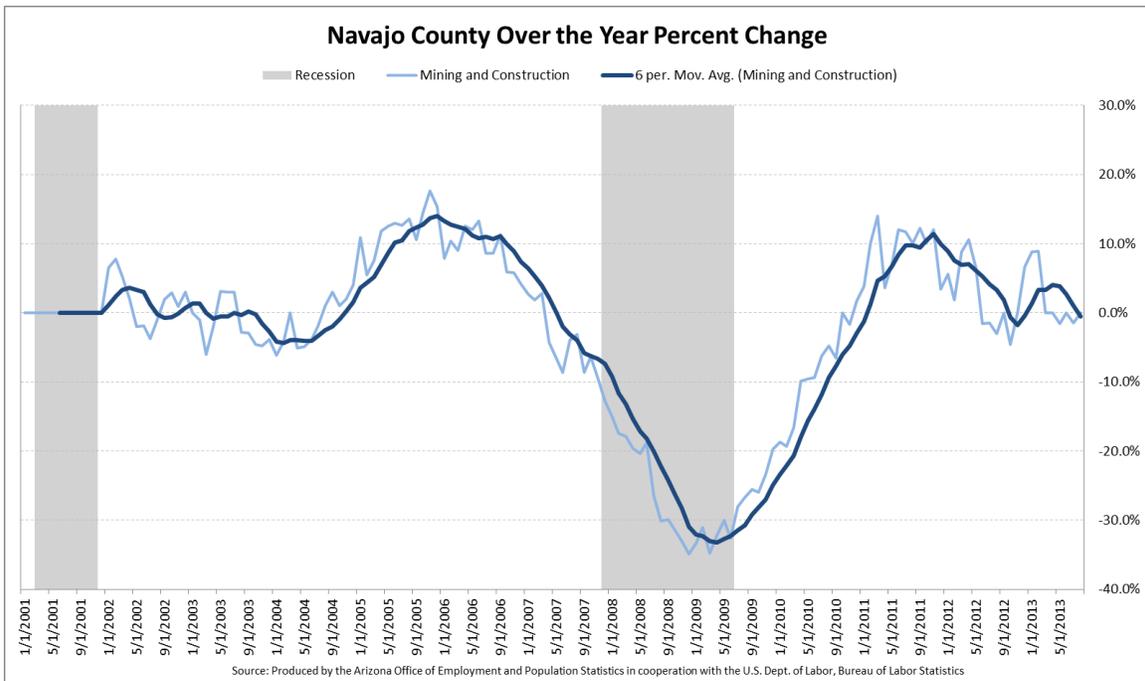
Business Plan for Program Years 2015 - 2017



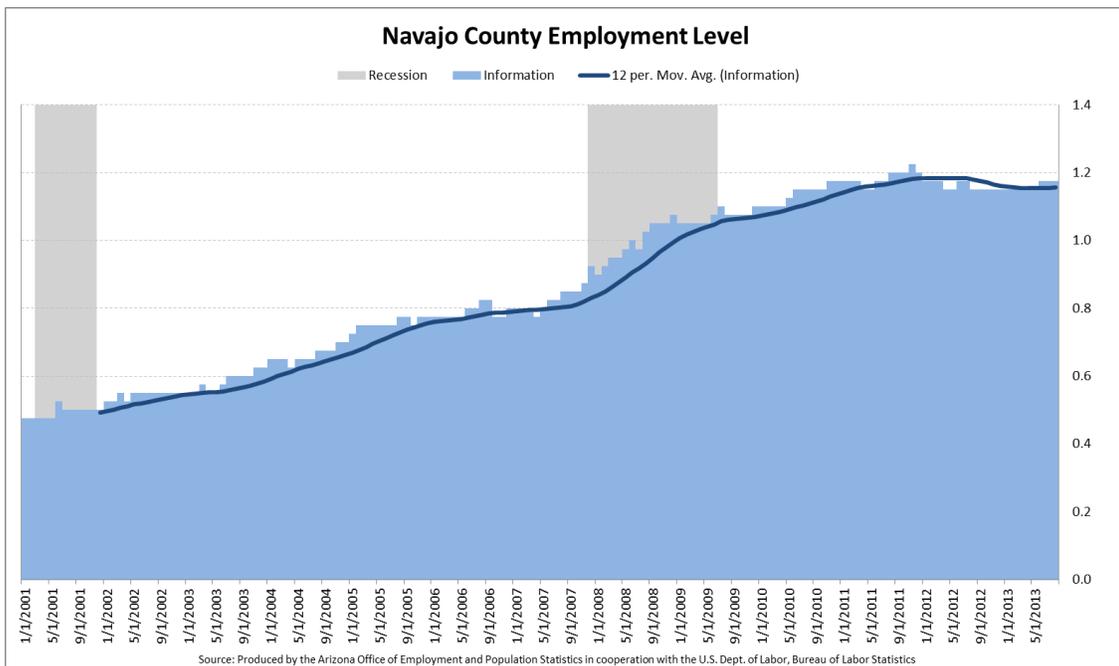
## Major Sector: Mining & Construction



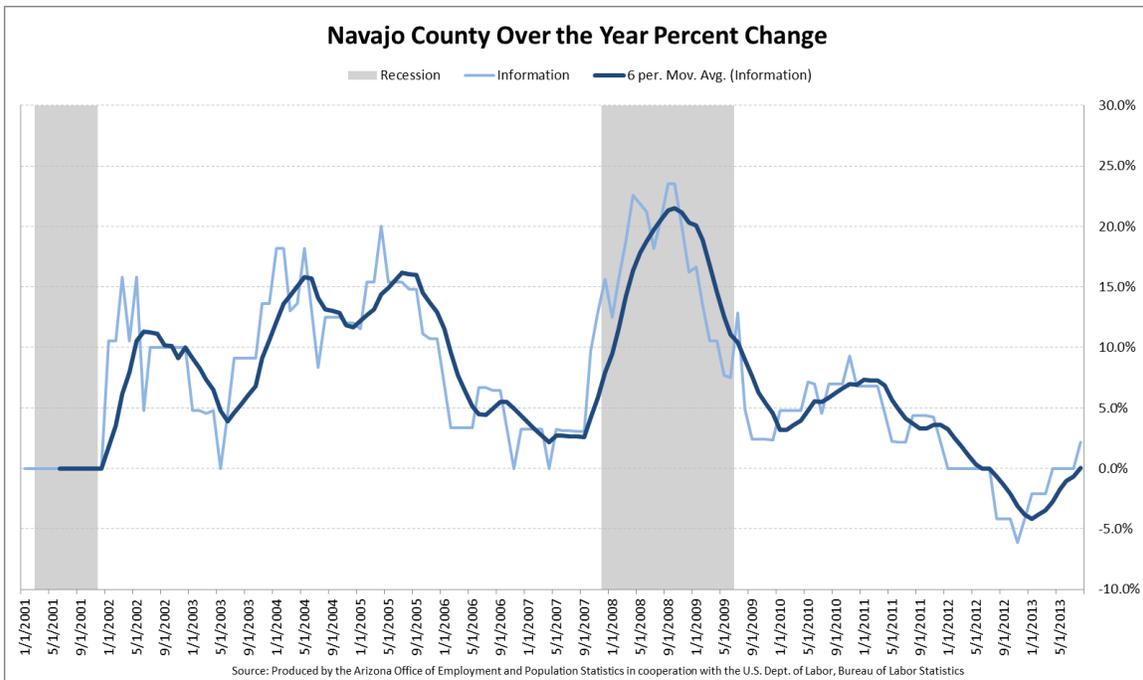
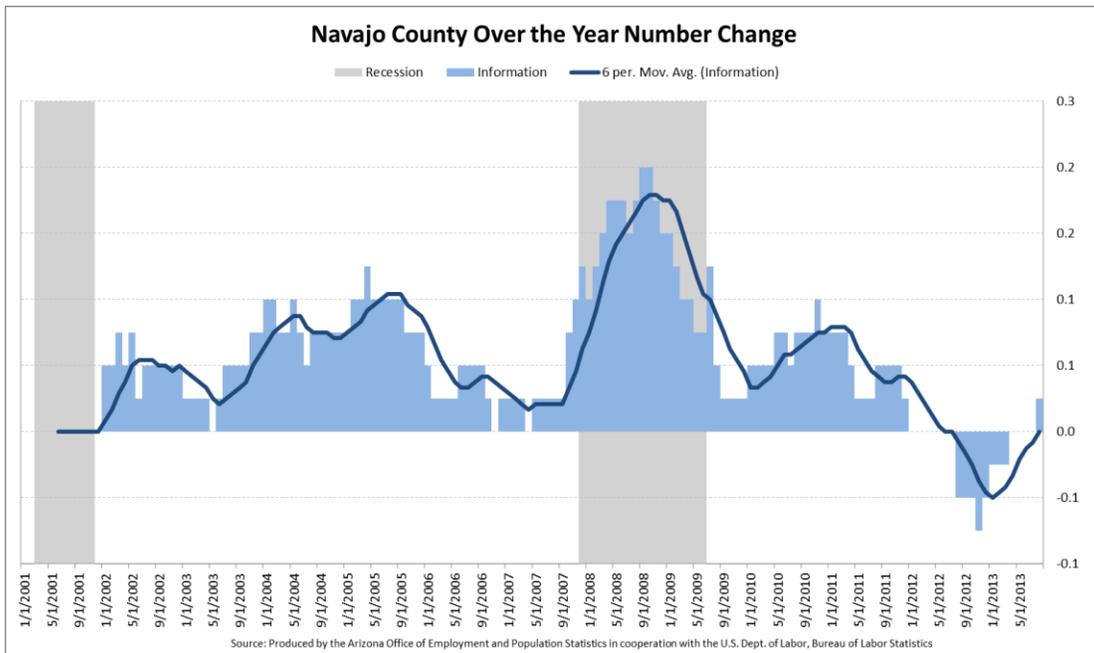
Business Plan for Program Years 2015 - 2017



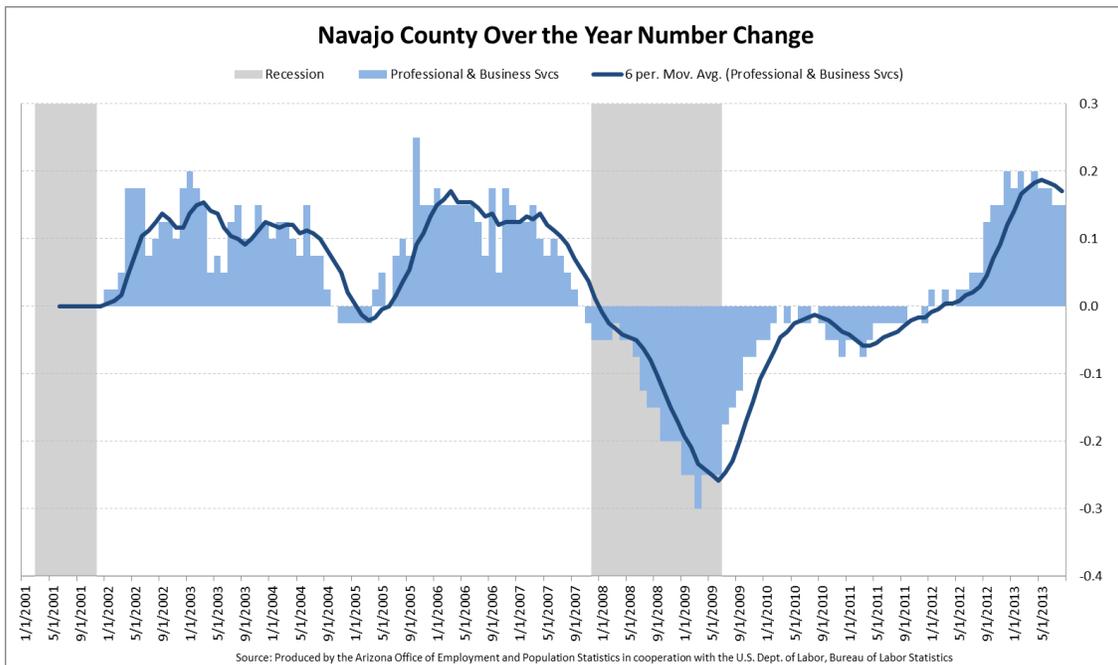
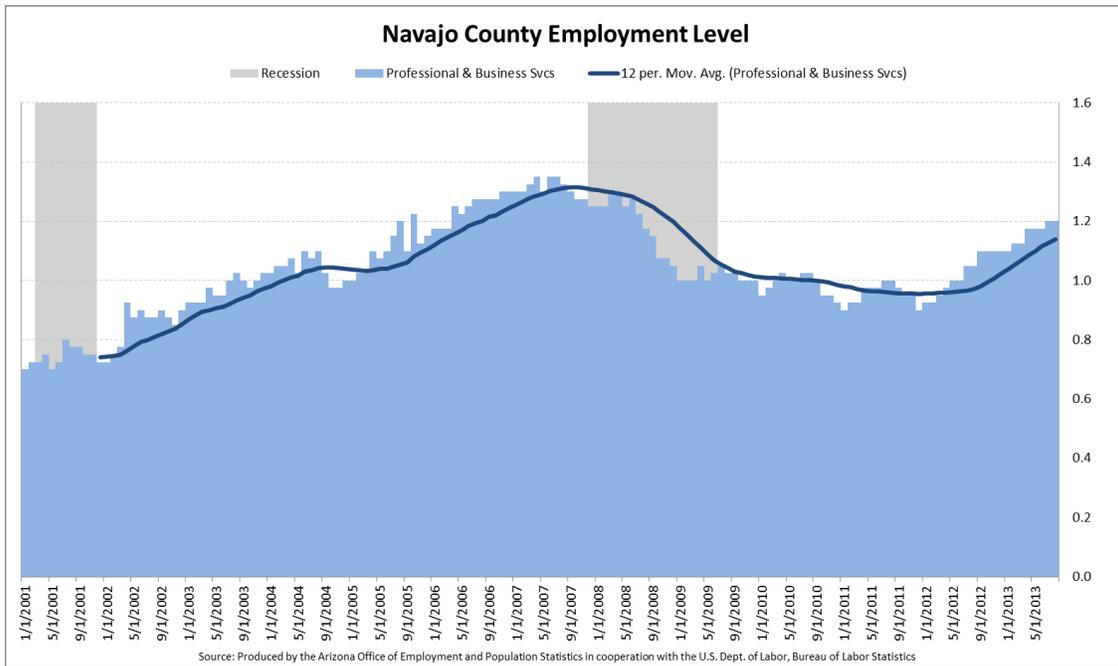
## Major Sector: Information



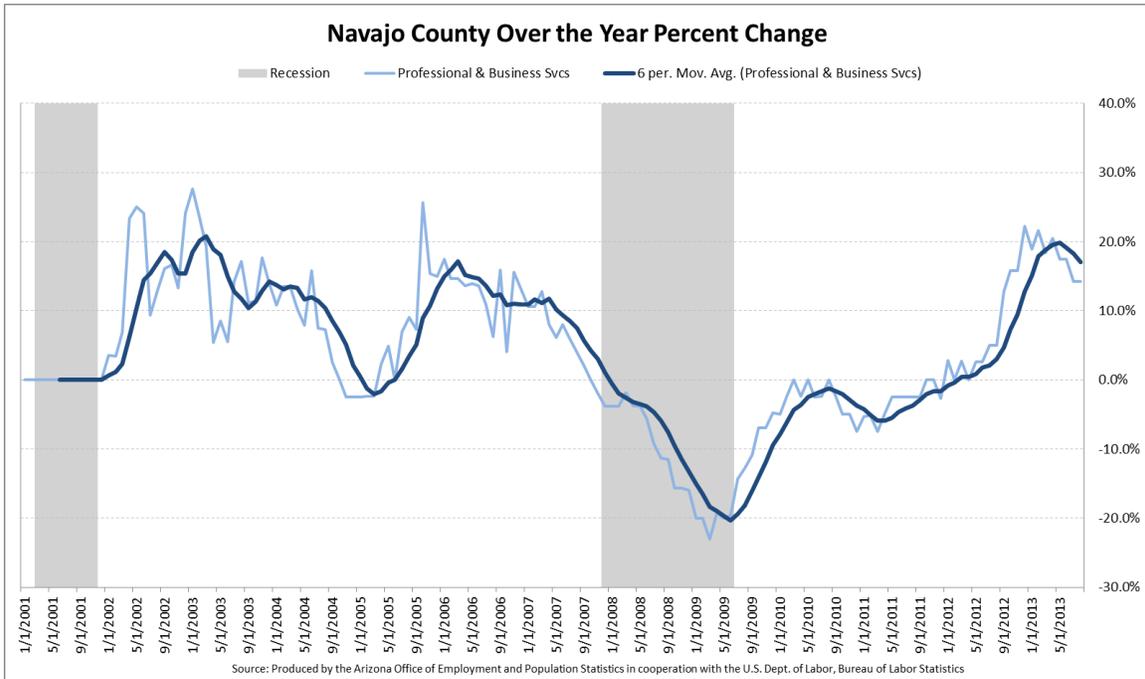
Business Plan for Program Years 2015 - 2017



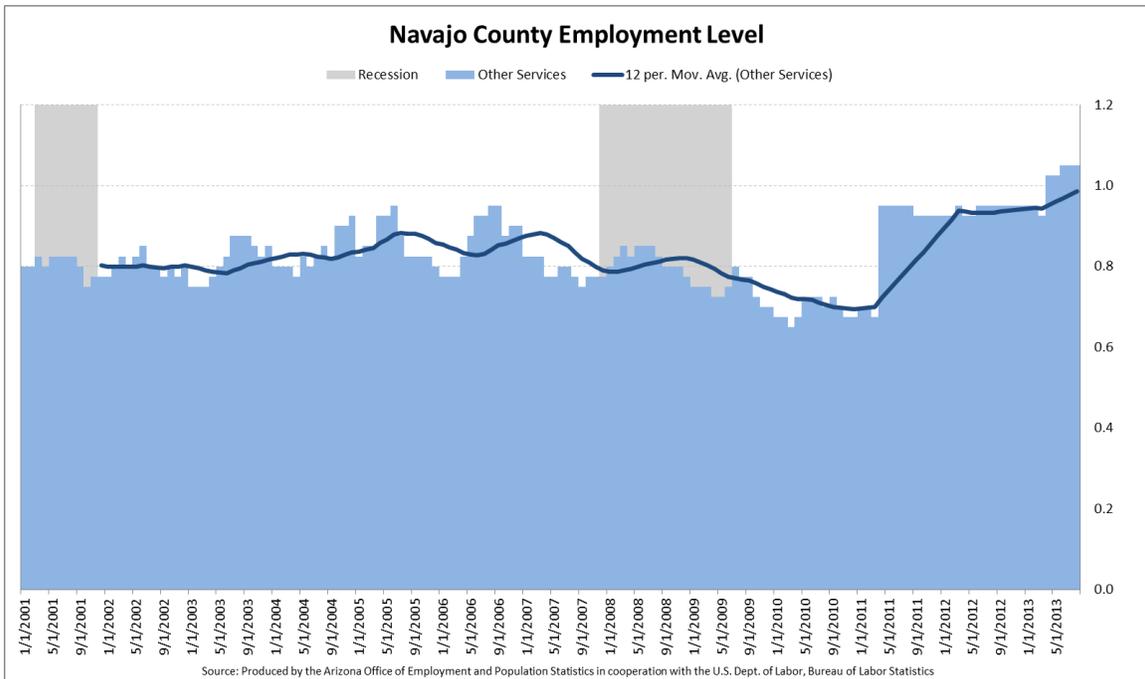
## Major Sector: Professional & Business Services



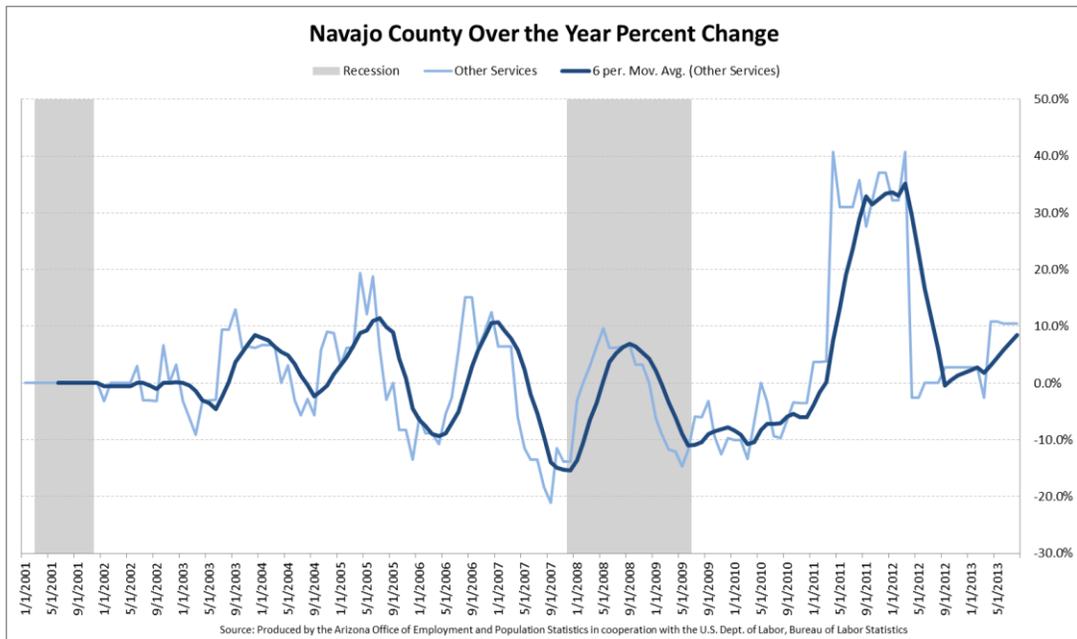
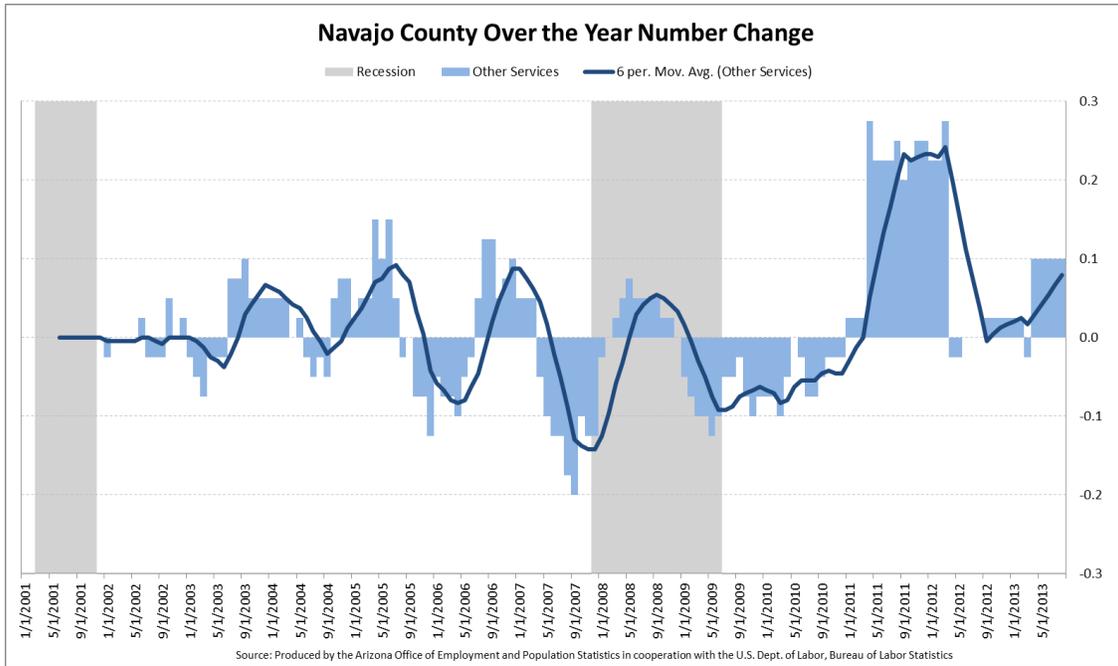
Business Plan for Program Years 2015 - 2017



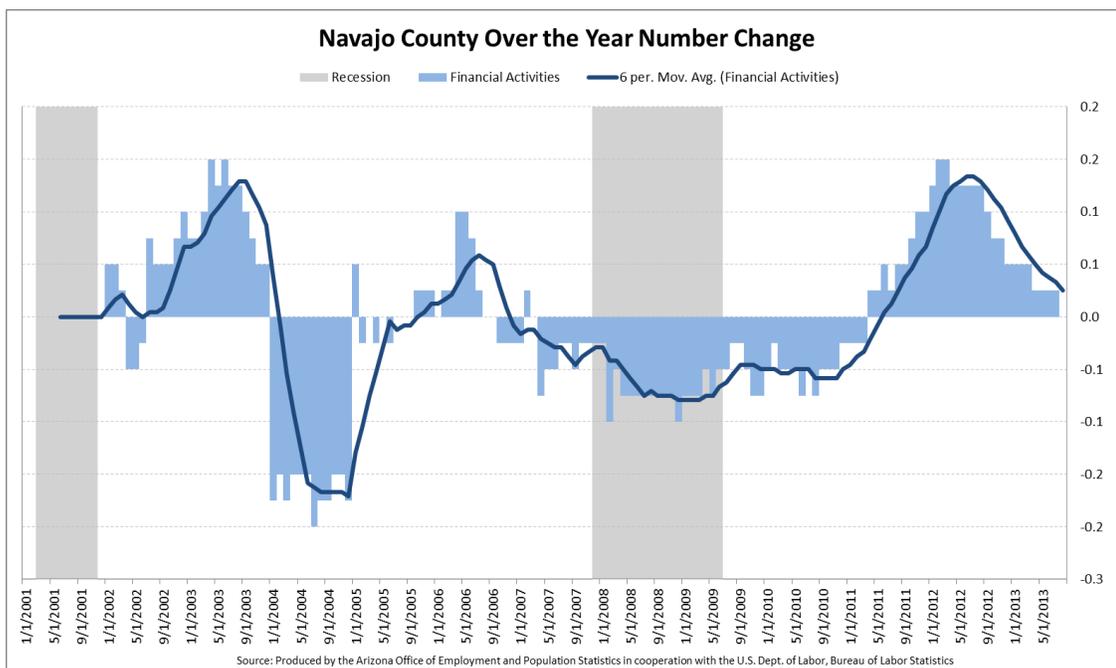
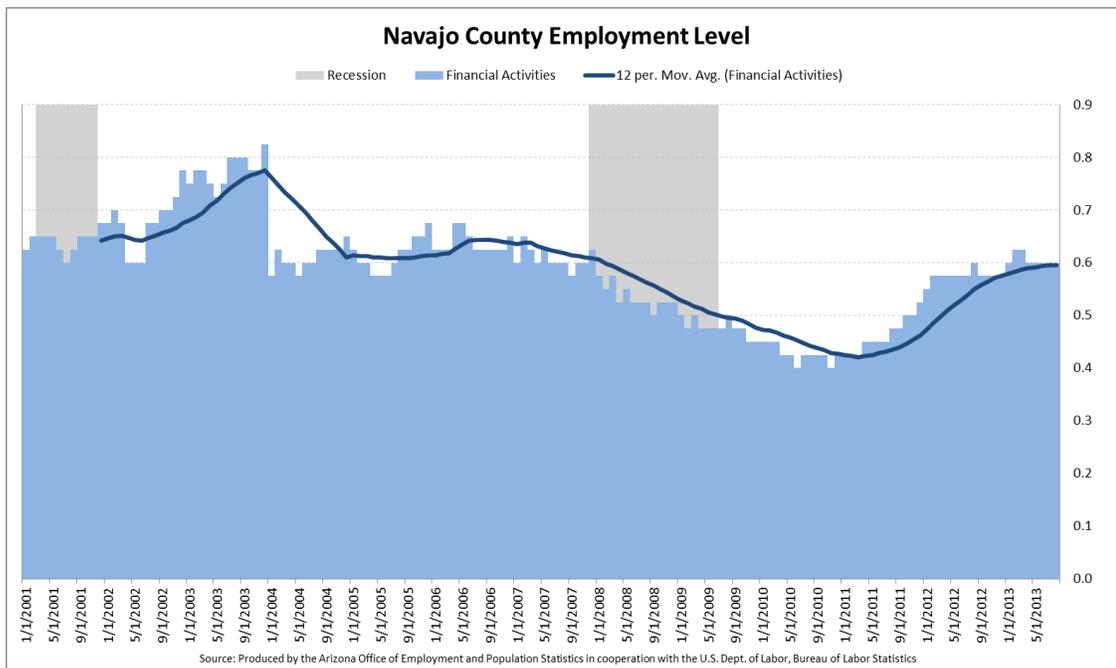
## Major Sector: Other Services



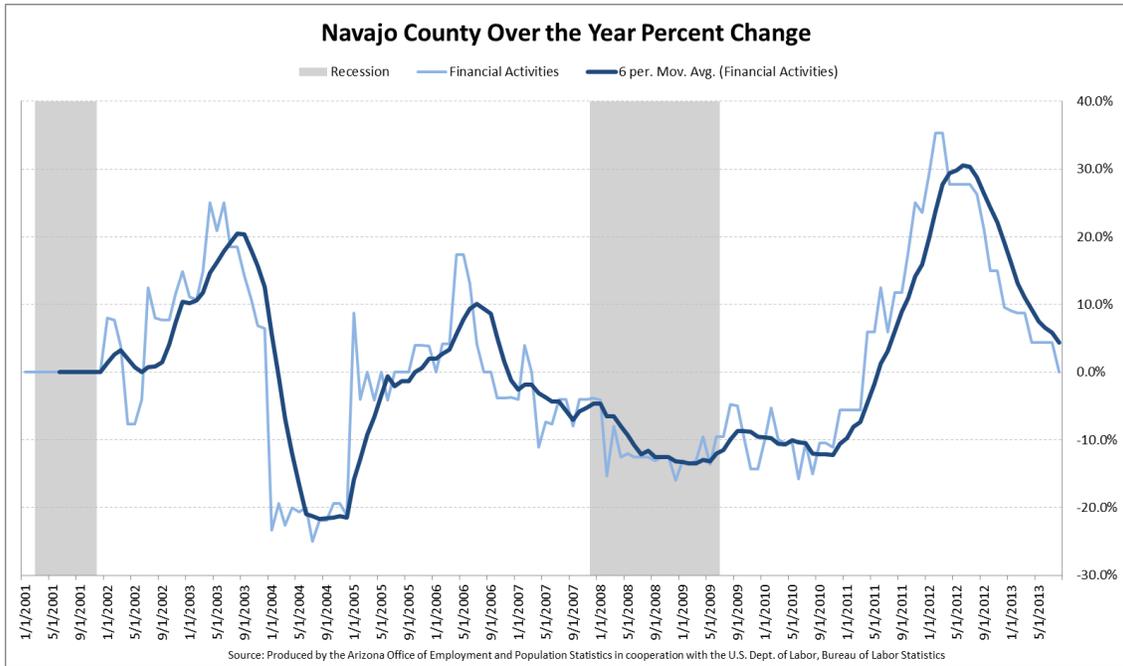
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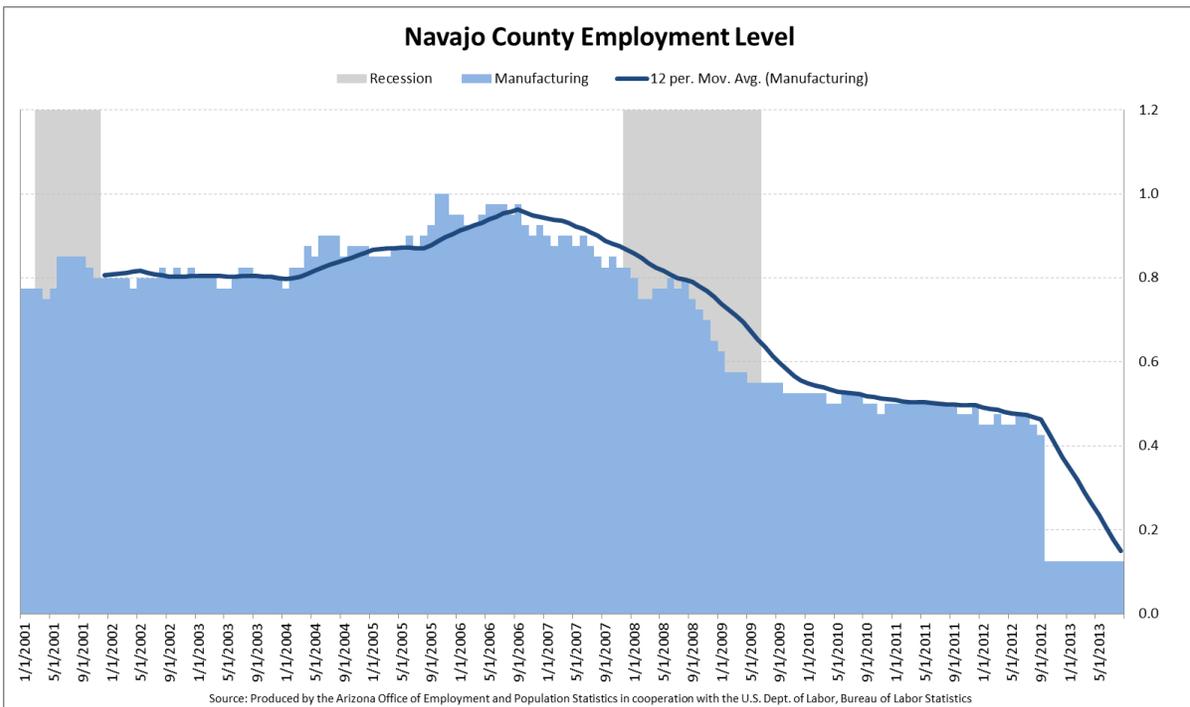
## Major Sector: Financial Activities



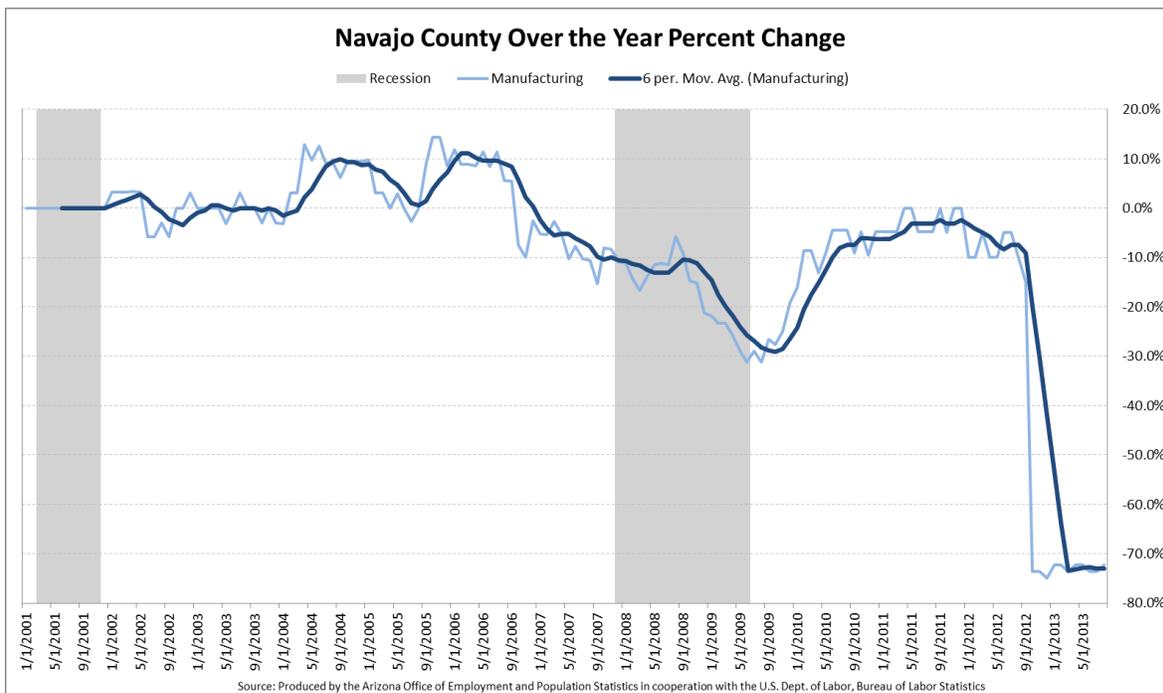
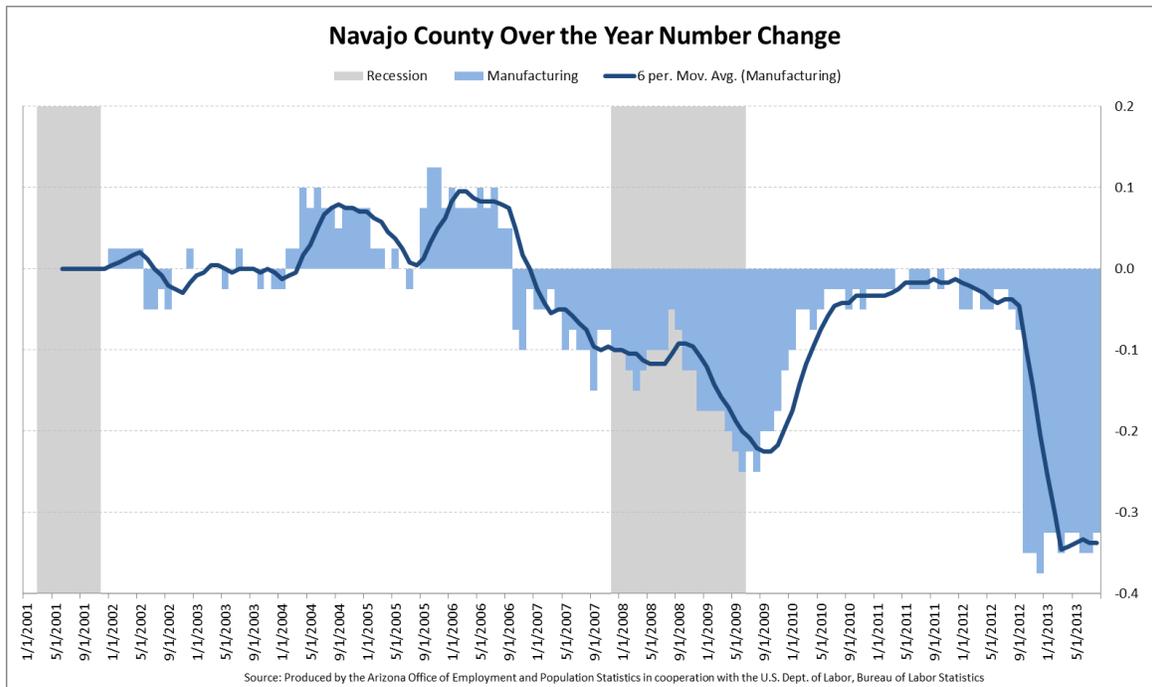
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Major Sector: Manufacturing

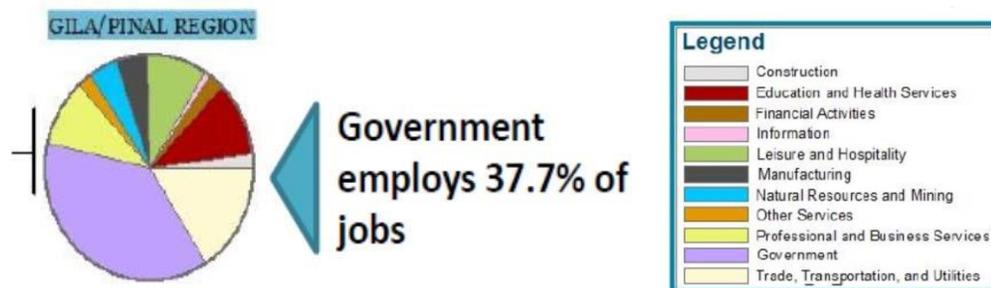


Business Plan for Program Years 2015 - 2017



## Gila County Market Analysis

**Current Situation:** The State of Arizona and the Gila/Pinal Local Workforce Investment Area were hit hard during the most recent recession, which began in December 2007 and continues to impact the state and local economies. Unemployment in Gila County reached 13.5% at the height of the recession and was still above 9% in the first quarter of 2014. Pinal County, meanwhile, fared somewhat better with a 5% unemployment rate at the recession’s start; however, an 8.3% rate during 2014’s first quarter indicates a general loss of economic activity that is still well below pre-recession values. (Source: 2014 Federal Reserve Economic Data [FRED], not seasonally adjusted). The construction sector appears to have taken the greatest downturn, although modest rebounds in construction and home values have been realized in recent months, especially in the economic region neighboring metropolitan Phoenix. Overall, a higher proportion of jobs (37.7%) are now concentrated in the government sector across the region.

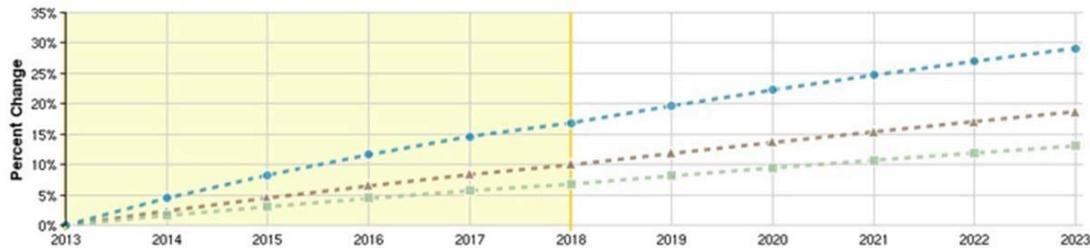


*(Source: Arizona Office of Employment and Population Statistics, August 2013)*

Due to its varied geographic features and the existing development patterns, Gila County can be divided into distinct geographic regions, each having a unique workforce identity. Southern Gila County (extending south from Globe and Miami to the Hayden/Winkelman area), has an economy and culture rooted in copper mining. The eastern region (comprising portions of the San Carlos and Fort Apache Indian Reservations) contains the San Carlos Apache Gold Casino and Globe-San Carlos Airport. Central Gila County (including the Tonto Basin), has seen solid growth anchored by accessibility and proximity to Phoenix and Lake Roosevelt. Northern Gila County, which includes Payson, Pine, and Strawberry, has seen a steady rise in population as local economies have shifted from mining and timber to tourism, health care, information, and retail. The area has also reaped the benefits of state improvements made to major highway corridors and recreation infrastructure, enhancing the overall attractiveness of the County’s northern region as a destination for both seasonal visitors and year-round residents. One reason Gila County has been able to weather recent economic uncertainty has been its industry diversification. Because the County is characterized by a diverse mix

of industries, it appears less vulnerable to changes in any one industry sector. (Source: Payson 2013/14 Business Plan)

**Gila/Pinal Job Numbers versus State and National Projections.** Economic Modeling Specialist International (EMSI) has projected a gradual increase in jobs for the Gila/Pinal LWIA at a rate faster than the State and the U.S. (See the following table.).



?

Region

- A Pinal-Gila
- B Nation
- C State

2013 Jobs 103,814 182,432,348 3,395,115

2018 Jobs %Change 121,300 16.8% 194,763,145 6.8% 3,732,426 9.9%

By 2015, the University of Arizona Economic and Business Research Center predicts that the population in Arizona will increase 2.1% a year and jobs will be increasing at 4.0% a year (See table below.).

By 2018, EMSI projects there will be 121,300 people employed in the Gila/Pinal Workforce Investment Area, a 16.8% increase from 2013.

Skill Gaps and Assessments

Skill gaps are a complex issue. Among the causes noted from day-to-day staff interactions with job seekers and employers are the following:

**Not enough of the right graduates.** For in-demand jobs in sectors such as health care, computer science, advanced manufacturing, and aerospace, there simply aren't enough people being trained.

**Poor yields from automated job match programs.** Some employers fill job ads with a

long list of ideal requirements most applicants won't meet, resulting in low match rates and few qualified candidates.

**Reluctance to provide training.** Many employers would prefer that job seekers and employees either have or will fund their own training, but this is increasingly unrealistic given the cost of trainings not leveraged by employer help. Additionally, the LWIA has limited funds for training and at times must rely on short-term training programs that may or may not provide the level of knowledge and skills each employer demands.

**The growing need for soft skills.** New graduates, while tech-savvy, lack basic writing, speaking, interpersonal, and other critical soft skills essential to everyday on- the-job interactions.

**Issues specific to older versus younger job seekers.** Young job seekers may have credentials, but are not necessarily experienced. Many older job seekers have transferable rather than precise skills and are often reluctant to enroll in training to obtain new skills, particularly if this means they may have to help fund their own training.

**Special Populations.** People with disabilities, long-term unemployed, people with prior legal offenses, and some veterans often have few skills and/or fewer years of formal education than other jobseekers.

**Gila Economic Region and Areas of Greatest Industry and Job Growth Potential:**

Copper Corridor (Globe, Miami, Superior, Kearny, Winkelman, Hayden and Mammoth) – Government, Mining, Health Care and Retail

Northern Gila County (Payson, Star Valley, Strawberry and Pine) – Government, Retail, Healthcare, Hospitality and Real Estate

The following pages contain data that may provide some insight into industry sectors employing the greatest number of individuals throughout Gila County, based on employment numbers during the first three months of 2014:

**INDUSTRY SECTOR**

**Total Nonfarm Payroll Employment**

Private Sector Goods-Producing Industries Service-Providing Industries Private Service Providing Trade, Transportation and Utilities Government Federal Government State and Local Government

**Total Nonfarm Payroll Employment**

Private Sector Goods-Producing Industries Service-Providing Industries

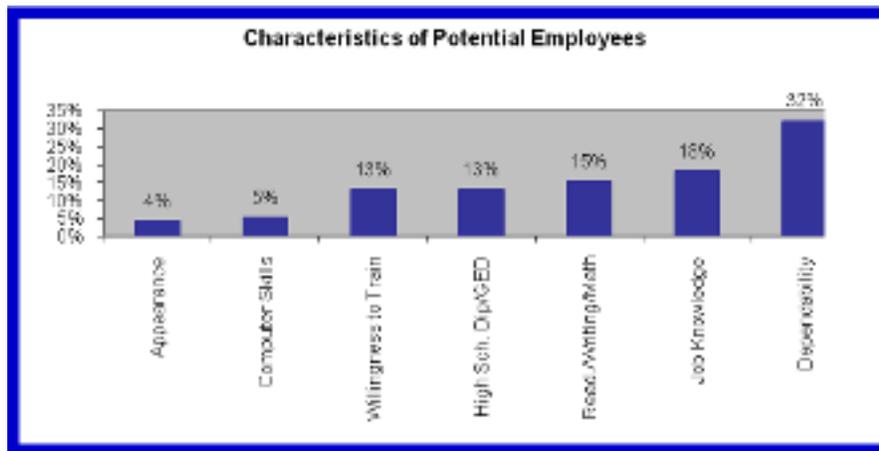
Private Service Providing Trade, Transportation and Utilities Government Federal

Government State and Local Government

### Total Nonfarm Payroll Employment

Private Sector Goods-Producing Industries Service-Providing Industries Private Service Providing Trade, Transportation and Utilities Government Federal Government State and Local Government

The following charts represent results of a 2007 Gila WIA employment study concerning the desired “Characteristics of Potential Employees”:



## **PROGRAM PLANNING DECISIONS**

Northeastern Arizona Innovative Workforce Solutions Workforce Investment Board (LWIB) have selected three (3) sectors to focus on during the timeframe of this Business Plan: Medical Care, Energy Generation, and Natural Resource Development.

After attending and hosting a number of Planning meetings in regards to the 3 sectors of focus, Medical Care, Energy Generation, and Natural Resource Development the LWIB believes that the most prudent method to the Sector Strategy efforts for Navajo and Apache Workforce is to partner directly with the Real AZ Corridor, The White Mountain Regional Chambers, and Summit Healthcare. These entities have already formed their approaches, goals and objectives, with several Local Workforce Board Members and the Executive Director already serving on some of these alliances and committees, the pragmatic response is to assist the existing committees with their ongoing efforts. The LWIB believes that it is important to participate in current, relevant economic groups that are focused on job creation and retention. The LWIB directs the Executive Director to continue the partnerships that are in place and to report progress to the Board quarterly in the Executive Director Report which is maintained with our 5 year plan. (Approved February 5, 2015)

Local dollars for training will be focused on skill and knowledge development in the projected growth occupations. The LWIB has used the data to support the establishment of a new policy that guides WIA enrollments on occupational training that will be available on the menu of services in the coming planning period. The WIA Executive Director is working with partners to encourage training providers to apply for inclusion on the Eligible Training Provider List for classes and certifications in the areas of medical care, energy generation and natural resource development.

Program planning and service delivery designs will support the evidence-based data. The LWIB will receive an update at each LWIB meeting on the progress made. In addition, the LWIB will be provided updates on the labor market information at least twice a year to evaluate whether the data continues to support the decisions that are made regarding training and support.

## G.1. WAIVERS

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*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.*

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Arizona has requested and been approved for the following waivers: (included is how Navajo, Gila and Apache Counties WIA will use the waivers)

### **5. Adult – Dislocated Worker Funds Transfer**

*Navajo, Gila and Apache Counties WIA monitor the Adult, Dislocated Worker and Youth participant enrollments and expenses monthly. The WIA Coordinator maintains monthly fiscal expenditure reports to determine where funds are spent and when it is necessary to request a transfer of funds.*

### **6. Competitive Procurement for Youth Program Elements**

*Navajo, Gila and Apache Counties WIA will provide the youth elements that are permissible, and will competitively procure the others.*

### **7. Customized Training – Employer Contribution**

*Navajo, Gila and Apache Counties WIA has not utilized this waiver; however, if an employer requests customized training services and needs to utilize this waiver, the WIA Executive Director and staff would evaluate the request and determine the feasibility of fulfilling it. The Business Service Team will communicate with local employers and businesses about the variety of services that are available through the Workforce Investment Act programs.*

### **8. Eligible Program Performance and Cost for ETPL**

*LWIA administrative staff coordinates with the State of Arizona on the Eligibility Training Provider List. The LWIB and the State provide WIA-funded training for program participants. The State and LWIB share responsibilities for managing the eligible provider process. Navajo, Gila and Apache Counties WIA follow WIA Guidance Letter #02-13.*

## **9. Rapid Response – Incumbent Worker Layoff Aversion Waiver Request**

Navajo, Gila and Apache Counties have implemented the Rapid Response funds for incumbent worker training. Rapid Response events were held for two companies within the local area in 2012/2013.

July 30, 2012, Catalyst Paper and Apache Railroad announced via WARN letter that the company was permanently closing both plants in Snowflake and 307 people would be laid off.

WIA arranged to go on site to both plants, along with partner Show Low Job Service, to offer Rapid Response services. All shifts were given the opportunity to attend at least one of the sessions.

Freeport-McMoRan Copper and Gold offered to set up laptops at a local hotel in Snowflake where employees could build their resumes, save them on a flash drive, take part in mock interviews, etc. WIA, Job Service, and NPC Career Services staff was present for this service opportunity, which was offered over several days at various times to accommodate varied schedules.

A job fair was organized by WIA director and staff. Major employers from across Arizona were in attendance. Navajo/Apache Counties WIA received accolades from the state WIA for the quality of the job fair.

In early 2013, an area enterprise, Greer Lodge Resort and Cabins, closed; this was a non-WARN event that affected approximately 20 people. The Eagar DES office hosted an information day in January, providing an informal setting to provide displaced employees with information about the various programs offered through WIA. A small venue and one-on-one interaction is especially productive and welcomed in this very rural setting. Previous participants have expressed they feel this approach is more confidential and private, leaving them comfortable to ask more questions.

## **10. Sanctions for Consortium of Local Areas (REPAC)**

*The LWIB is not part of REPAC*

## **11. Uniform Performance Measures for Consortium of Local Areas (REPAC)**

*The LWIB is not part of REPAC*

## **12. Within State Allocations – Dislocated Workers (REPAC)**

*The LWIB is not part of REPAC*

**13. Exclusive Use of Common Measures**

The LWIA will be utilizing this waiver and performance goals for PY2013 were negotiated with the State.

**14. Required Activities – Incentive Grants**

Navajo, Gila and Apache Counties WIA have been fortunate to qualify for Title V incentive funds. Through public presentations, outreach, and community events, LWIA staff has discovered there is a lack of understanding in the community regarding the services available through the WIA programs. Funds provided through this waiver will be used for two purposes. First, LWIA staff will provide outreach and recruitment services to increase awareness of this program within the community. Second, a portion of the funds will be used to replace a high-mileage vehicle that is over seven years old. (Because this would be a purchase in excess of \$5,000, prior approval from the State of Arizona must be secured before ordering the vehicle.)

## H. INTEGRATED SERVICE DELIVERY

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*The Workforce Arizona Council is working with the Arizona Department of Economic Security, Arizona Commerce Authority, and Local Workforce Investment Areas to create a robust workforce system that will be responsive to Arizona's job seekers and businesses. The goal will be to eliminate duplication of services, leverage funds, reduce customer confusion, update processes, and create standard operating procedures and policies that will result in a high-performing workforce system in Arizona.*

*The Workforce Arizona Council policy requires three (3) functional teams in comprehensive one-stops:*

- 1. Welcome Team that greets and directs customers, conducts a triage assessment, collects registration information, and refers internally or externally for assistance. (Entry, Resource Room)*
  - 2. 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)*
  - 3. 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.*
- 

Northeastern Arizona Innovative Workforce Solutions Workforce Investment Board is implementing the Integrated Service Delivery model required by Workforce Arizona Council policy. We embrace the goal to eliminate duplication of services, leverage funds, reduce customer confusion, update processes and create standard operating procedures and policies that will result in our two-county region achieving high performance.

The Local Workforce Area is in a transformational stage. A new WIA Executive Director has been hired to lead the reengineered effort and to work closely with the other One-Stop Operator Consortium partners, the LWIB, and the other stakeholders. In addition, Gila County has been added to the Local Workforce Area.

Functional teams are essential to aligning services. In rural Arizona functional teams are best described as “functions” that exist. Staff serve in many roles and therefore may be involved and working with more than one of the functions.

- Three functional teams comprise the Globe comprehensive One-Stop Center: Welcome Team, Skill and Career Development Team, and Business Services Team.
- Two functional teams comprise the Payson, Winslow and Show Low affiliate One-Stop Centers: Welcome Team and Skill and Career Development Team. Individual funding sources will also participate on the Business Services Team.



## H.1. WORKFORCE AREA PROGRAM ALIGNMENT

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*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.*

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

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

*Describe how the Site Manager will be determined for each comprehensive center and the roles and responsibilities of the Site Manager.*

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

*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 customer service.*

*Describe reward and recognition strategies for staff and partners.*

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

*Describe 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 a customer-focused service delivery methodology.*

*Describe how the required teams (Welcome, Skills and Career Development, and Business Services) will be configured within each comprehensive center.*

*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 to recruitment, screening, assessment and referral that meets the needs and expectations of its business customers.*

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

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

*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.*

*Include a comprehensive menu of partner services available as described in the One-stop Certification Process Policy.*

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### **NATURE OF BUSINESS, LWIB STRATEGIC VISION AND GOALS**

Northeastern Arizona Innovative Workforce Solutions Workforce Investment Board (LWIB) and the Navajo, Gila and Apache County Boards of Supervisors have a strategic vision and mission for the LWIA workforce system that will guide investments to workforce preparation, skill development, education and training, and major initiatives that support the Workforce Arizona Council Integrated Plan.

The **vision** of the LWIB is as follows:

***To build economic success through workforce development partnerships.***

The LWIB **mission** statement supports the vision:

***“Northeastern Arizona Innovative Workforce Solutions Local Workforce Investment Board will work to facilitate business retention and growth by partnering with education, service agencies and the business community to empower individuals with skills that promote self-sufficiency.”***

The LWIB has established the following preliminary goals:

1. To support business attraction, retention and expansion.
2. Assist in creating a workforce environment that supports an improved quality of life for area citizens.
3. Support the stability and growth of local communities.

The LWIB held a strategic planning session in August of 2014 to validate the vision, mission, and goals and to establish specific strategies for achieving success.

### **LWIB VISION FOR ALIGNING PARTNER EFFORTS**

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Northeastern Arizona Innovative Workforce Solutions LWIB vision and mission must be embraced by a number of partners and stakeholders to achieve success for the region's business/employer and jobseeker customers. The strategic planning process emphasizes functional relationships that focus on aligning resources and working together to support the local economic development needs and the employment and training needs of youth and adults living in the local workforce area.

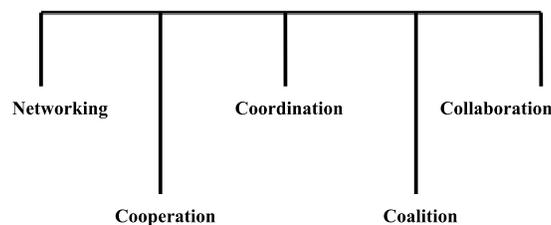
Aligning partners starts with a strong One-Stop Operator Consortium. The Arizona DES is the Lead for the Consortium with Navajo County WIA and Northland Pioneer College as strong collaborators. This decision is made in part due to the prohibition against a local board, its members, and its employees directly controlling or supervising the daily activities of its workforce service providers. This partner configuration provides an important mix of services to the workforce system through expertise in education, economic development, and employment. Monthly meetings, by phone or in person, keep the partnership engaged in conversation to evaluate and improve the local workforce system to achieve the vision and mission of the LWIB.

The One-Stop Operator Consortium and stakeholders will concentrate on:

- Focused customer service to increase the job seeker and employer pool;
- Reduced customer confusion by taking a systems approach rather than an individual funding source approach;
- Leveraged resources that allow partners and stakeholders to share;
- Eliminated duplication wherein services are aligned and not parallel;
- Established functions for welcoming, skill and career building, and business services to coordinate services and provide a single point of contact.

The "systems" approach will start with aligning Wagner Peyser Programs and Title I-B Programs. Other funding stream partners and stakeholders will be added to the appropriate teams once the process for the two major programs is accomplished.

### Continuum of Partner Linkages



Partner relationships are formed and strengthened through a continuum of linkages including Networking, Cooperation, Coordination, Coalition, and Collaboration.

Each stage of partnership builds a stronger relationship until the ultimate alignment of collaboration is achieved. The process is underway in our Local Workforce Area with strong networking and cooperation that is leading to coordination and collaboration.

## Networking

<i>Purpose</i>	<i>Structure</i>	<i>Process</i>
<ul style="list-style-type: none"> <li>• Dialogue and common understanding.</li> <li>• Information clearinghouse.</li> <li>• Create base of support.</li> </ul>	<ul style="list-style-type: none"> <li>• Non-hierarchical.</li> <li>• Loose/flexible links.</li> <li>• Roles loosely defined.</li> <li>• Communication is primary link among members.</li> </ul>	<ul style="list-style-type: none"> <li>• Low key leadership.</li> <li>• Minimal decision making.</li> <li>• Little conflict.</li> <li>• Informal communication.</li> </ul>

## Cooperation

<i>Purpose</i>	<i>Structure</i>	<i>Process</i>
<ul style="list-style-type: none"> <li>• Match needs and provide coordination.</li> <li>• Limit duplication of services.</li> <li>• Ensure tasks are done.</li> </ul>	<ul style="list-style-type: none"> <li>• Central body of people as communication hub.</li> <li>• Semi-formal links.</li> <li>• Roles somewhat defined.</li> <li>• Links are advisory.</li> <li>• Little or no new financial resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitative leaders.</li> <li>• Complex decisionmaking.</li> <li>• Some conflict.</li> <li>• Formal communication within the central group.</li> </ul>

## Coordination

<i>Purpose</i>	<i>Structure</i>	<i>Process</i>
<ul style="list-style-type: none"> <li>• Share resources to address common issues.</li> <li>• Merge resource base to create something new.</li> </ul>	<ul style="list-style-type: none"> <li>• Central body of people consists of decision makers.</li> <li>• Roles defined.</li> <li>• Links formalized.</li> <li>• Group leverages/raises money.</li> </ul>	<ul style="list-style-type: none"> <li>• Autonomous leadership but focus is on issue.</li> <li>• Group decision making in central and subgroups.</li> <li>• Communication is frequent and clear.</li> </ul>

## Collaboration

<i>Purpose</i>	<i>Structure</i>	<i>Process</i>
<ul style="list-style-type: none"> <li>• Achieve a shared vision.</li> <li>• Build interdependent system to address issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Shared decision making.</li> <li>• Consensus used.</li> <li>• Roles defined.</li> <li>• Links are formal.</li> <li>• Resources and joint budgets are developed.</li> </ul>	<ul style="list-style-type: none"> <li>• High trust.</li> <li>• Ideas and decisions are equally shared.</li> <li>• Communication system is highly developed.</li> </ul>

### ***SUBJECT MATTER EXPERTS***

Subject matter experiences or SME's are individuals who have expert knowledge about what it takes to manager a specific program. Managers and supervisors are considered SME's. They possess knowledge, technique and expertise in the areas they have been assigned to manage based on years of work history and experience.

Subject matter experts are needed for each of the funding sources working with our One-Stop Centers. These individuals can share information and knowledge about all aspects of their services, target populations, eligibility, and desired outcomes.

Northeastern Arizona Innovative Workforce Solutions Workforce Investment Area, the subject matter experts have been identified by each partner. A directory used by staff lists the funding source and the corresponding subject matter expert and his or her contact information. Each funding source self-identifies its designated subject matter expert.

### ***STAFF AND PARTNER TRAINING AND CAPACITY BUILDING***

Workforce Arizona Council policy requires that:

*To ensure individuals working with customers have the skill and knowledge needed to provide exemplary customer service. Staff will be required to complete the core competencies training approved by the State Workforce Board in collaboration with the Local Workforce Directors. The training will include annual refreshers related to policies and customer service.*

Our LWIA will comply with the State's requirements and all partners and stakeholders will complete the required competency courses.

Meanwhile, Navajo and Apache Counties has purchased a one-year license for each of its WIA staff to use a web-based learning program that includes the following topics: Note Gila County will be added as appropriate.

- Assessment Tools & Techniques
- Baby Boomers in the Talent Pipeline
- Baby Boomers in the Workplace
- Behavior Based Interviewing
- Career Decision Making
- Case Management
- Customer Service
- Developing Good Work Experience Sites
- Diffusing Negative Attitudes
- Employment Buyer

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- Illegal Interview Questions
- Individual Service Strategies
- Informational Interviewing
- Introduction to One-Stops
- Job Developer Characteristics
- Job Development
- Job Loss to Entrepreneur
- Key Skill Identification
- Learning Styles
- Local Elected Officials
- Local Workforce Investment Boards
- Management and Supervision
- Marketing Workforce Development Products
- Motivating Teens
- Navigating Job Fairs
- On-the-Job Training
- Outreach and Recruitment
- Person Centered Planning
- Problem Identification & Solving
- Serving the New Unemployed
- Stress Management
- Target Marketing
- Time Management
- Unadvertised Job Search
- Understanding Multiple Intelligences
- Using Employment Proposals
- When You Don't Have All the Answers
- WIA 101
- WIA Partnering and Collaboration
- WIA Youth Program Elements
- WIA Youth Eligibility

These web-based seminars include a pre-test and a post-test. Administration gets a report on who has taken what seminars and the post-test scores. Each seminar is thirty to fifty minutes in length.

This low cost method of building the capacity of WIA staff provides an easy way to bring quality training to rural Arizona without the cost or time associated with classroom trainings.

In addition, Wagner-Peyser Employment Service Staff are required to complete mandated training courses with annual refreshers related to policies, customer service and

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programmatic training before meeting with customers, so they may provide exemplary customer service.

The courses listed below are required courses for Employment Service field staff and supervisor staff. The courses may be required for Workforce Investment Act, Title 1B staff for additional cross-training opportunities.

Below is mandatory training for field staff:

- DES Initial Security Training
- HIPAA Level 1
- ES Basic Training
- AJC Module 1
- AJC Module 2
- State Employee Driving Training
- DES Mandatory Workplace Violence
- Veterans Priority of Service
- Fair Labor Standards Act (FLSA)
- Sentence Structure Part 1
- Sentence Structure Part 2
- Introduction to MAP
- MAP for Employees
- ADA 504 Compliance Overview
- ADA 504 Compliance Exam
- Standards of Conduct
- LEP Overview Course Study
- LEP Overview Course Exam
- Electronic Records Retention
- Electronic Records Retention Exam
- UI-Guide Training Program
- UI-Guide Training Exam

Below is the required mandatory training for Stat supervisors:

- DES Initial Security Training
- HIPAA Level 1
- AJC Module 1
- AJC Module 2
- LEP Overview Course Study
- LEP Overview Course Exam
- Electronic Records Retention Identify & Organize
- Electronic Records Retention Using MS Outlook

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- Electronic Records Retention Exam
- UI-Guide Training Course
- UI-Guide Training Exam
- Work Place Violence
- Diversity and Cultural Competency
- Preventing Inappropriate Behavior In the Workplace
- Time Sheet Entry
- REA Training
- Drug & Alcohol Testing Policy
- Drug & Alcohol Testing Exam
- Limited English Proficiency Overview
- Limited English Proficiency Overview Course Exar
- AIRSNET

The One-Stop Operator Consortium will work together to identify opportunities for all partners to get training together focused on an aligned local workforce system. This will start with joint trainings to focus on sector strategy implementation. Labor market information will help drive training needs related to specific job and career paths.

### ***SITE MANAGER AND ROLES/RESPONSIBILITIES***

The One-Stop Operator Consortium designated the Arizona DES to serve as Site Manager at the Show Low center that serves as the comprehensive center until January 1, 2016 and at the Payson, Winslow and Globe affiliate centers. January 1, 2016 the Globe Center will become the comprehensive center and Show Low will be an affiliate site. The Local Workforce Board will be working with partners to either competitively bid the One-Stop Operator or to form a consortium that is complimentary to the Globe location.

For now in the comprehensive located in Show Low, Site Manager/Employment Service Supervisor will provide the oversight for day-to-day operations of the comprehensive One-Stop center, affiliates and satellites/access points to include:

- Holiday scheduling/office closure
- Compliance with emergency procedures
- On-site customer complaints
- Unusual incidents
- Staff meeting coordination
- Staff training coordination
- Staff fingerprinting
- Local policies and procedures updates
- Communication of local area performance standards and outcomes
- Facility management coordination

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- Office recruiting, job fairs and hiring events coordination
- Office activity coordination

The Site Manager shall have the authority to make temporary assignments to meet the needs of the Center and customer service. Site Management is a functional relationship. Formal supervision remains with each partner's respective supervisor.

***STAFF JOB TITLES, ROLES, AND RESPONSIBILITIES***

The two primary partners on-site at the comprehensive center in Globe and the affiliate centers in Shoe Low, Payson, and Winslow, Wagner-Peyser and WIA Title IB, have the following job titles and roles and responsibilities.

DES Program Service Evaluator IV / Employment Service Supervisor

- Supervises and evaluates the daily activities of staff within the Employment Service office(s).
- Responsible for meeting all program goals and objectives.
- Responsible for the delivery of employment services to the public and business community within the Workforce Development System /One-Stop Career Centers.
- Conducts outreach to educate the community on Employment Service Program: promote, market and maintain positive relationships with One-Stop Career Center Workforce partners, community organizations and other agency personnel.
- Develops and/or write employer job orders in compliance with federal and state rules and regulations.
- Assists employers with recruitment of qualified candidates to fill job openings.
- Hosts on-site recruitment, job fairs and other hiring events, and develops and conducts employment related workshops.
- Monitors processes and procedures to ensure all programs are initiated and operated in compliance with Department of Labor, State and Administration rules, laws and regulations to include but not limited to: Wagner Peyser (WP), Trade Adjustment Assistance (TAA), Reemployment Services Programs (RSP, REA-EUC, REA), Migrant Seasonal Farm Worker (MSFW), and Business Services.
- Responsible for personnel actions to include, but not limited to: hiring, training and disciplinary actions; reviewing and authorizing all timesheets, leave requests, and travel documents; conducting performance evaluations; providing instructions and determining solutions in assigned program area.
- Provides technical assistance and direction based on research, analysis and interpretation of program rules and regulations.
- Resolves and reports complaints and/or issues from customers.
- Prepares reports and develops action plans to correct deficiencies, as needed.
- Attends meetings and trainings.

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- Delivers presentations.
- Undertakes special projects, as assigned.

DES Program Service Evaluator III/Employment Specialist

Responsible for providing a wide range of staff-assisted employment services to job seekers and the business community, which includes but is not limited to:

- One-on-one interviewing of individuals to elicit information and assess skills, knowledge, ability, work history and interest while maintaining client confidentiality.
- Providing core services (Labor Market Information, career guidance and planning, full registration in the State Labor Exchange System, resume assistance and developing an individual employment plan).
- Performing job development, job matching, and job placement assistance utilizing an internet based system
- Making appropriate referrals to employer job openings, training opportunities and/or supportive services.
- Conducting follow-ups to verify and document referral results on the automated data base system.
- Conducting employment-related workshops and delivering program presentations at orientations.
- Resolving customer issues and complaints.
- Responding to customer inquiries and explaining program services.
- Preparing and submitting program-related activity reports to supervisor.
- Promoting the Work Opportunity Tax Credit (WOTC) program.
- Conducting outreach to educate the community on Employment Service Program: promote, market and maintain positive relationships with One-Stop Career Center Workforce partners, community organizations and other agency personnel; develop and/or write employer job orders in compliance with Federal and State rules and regulations; assist employers with recruitment of qualified candidates to fill their job openings; and host on-site recruitment, job fairs and other hiring events.

DES Veteran Employment Advocate/ Local Veteran Outreach Representative (LVER)

- Responsible for administering and training office staff on veterans programs.
- Insures veterans receive priority of service over non-veterans.
- Complies with federal and state rules and regulations pertaining to veteran programs.
- Provides job development for all veterans that are job ready.
- Provides outreach services to organizations such as the Veterans of Foreign War (VFW), American Legion, and Disabled American Veterans (DAV) to promote hiring of veterans.
- Maintains contact with federal job programs and other entry-level employment programs for targeted groups.

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- Promotes Work Opportunity Tax Credit (WOTC) to employers.
- Coordinates veteran referrals for job training to WIA staff.
- Develops and conducts employment-related workshops.
- Responsible for supervising Disabled Veterans Outreach Program Representatives (DVOPs) and/or Veteran Work Study participants.

WIA Case Manager

- Carries a caseload of individual clients and client groups who require testing, evaluation and guidance in obtaining employment for One-Stop program clients.
- Interviews clients and assesses the needs for employment and social services.
- Identifies eligibility and needs in areas such as mental health, physical disabilities, finances, domestic violence, substance abuse, and personal and family dysfunction.
- Refers clients for services based on assessment and availability of services.
- Develops and monitors an individual employment case plan with each client.
- Teaches job search techniques and employments skills.
- Promotes independent behavior.
- Advises clients to help resolve problems and realize goals.
- Monitors and follows up to reassess client status as required.
- Identifies community resources for providing necessary skills and services needed to obtain employment (i.e. child care, transportation, clothing, etc).
- Educates clients on workplace behavior and other employment skills, and the availability of community resources to meet their needs.
- Assists clients in accessing community services.
- Develops and delivers classes on job searching strategies and skills, pre-employment preparation, and work maturity skills.
- Counsels and coaches clients.
- Appraises job search activities.
- Assists in the identification and removal of barriers to self-sufficiency and employment.
- May recommend or perform skill testing.
- Provides case management services for clients, families and significant others.
- Acts as an advocate for individual clients with social service agencies.
- Interprets employment and social service rules, regulations, and policies within the scope of responsibility.
- Communicates with employers and training sites to provide opportunities for clients.
- Maintains thorough case documentation for each client.
- Updates and maintains records.
- Gathers, compiles, and synthesizes data for reporting purposes.
- Develops summary records and prepares reports.

WIA Business Services Rep

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- Serves as a communications focal point for Navajo & Apache Counties Workforce through planning, development and coordination of resources necessary to establish and maintain internal and external communication and education activities related to the program.
- Promotes and facilitates the WIA's strategic planning process and coordinates the implementation of goals and objectives.
- Coordinates and participates in long-range economic, community and business development projects and planning for WIA.
- Utilizes data gathering tools to assess the WIA program needs.
- Attends public meetings on behalf of Executive Director of WIA and/or the LWI Board
- Plans, develops and coordinates systems and strategies for rapid dissemination of timely, accurate and useful information to community leaders and the general public
- Builds effective community partnerships and coordinates with local, state, federal and tribal groups, agencies and organizations.
- Performs an advisory role in determining the direction of outreach policies and efforts for WIA.
- Assists with the development and administration of economic development sub-committees within local communities.
- Develops economic profiles of the region and local communities.
- Conducts surveys and research on community needs.
- Researches, identifies and maintains information on funding sources for programs and activities and reporting deadlines.
- Coordinates and supervises the auditing, monitoring and scheduling of financial and other reports for WIA grant funded projects.

### ***CROSS TRAINING***

The Site Manager trains all Center team members on the policies and procedures at least one time annually. In addition, all staff is required to participate in customer service training at least one time annually.

A functional team retreat is held annually, starting in July of 2015. At the functional team retreat each partner or stakeholder participating provides a briefing on their funding source and current information regarding number served and outcomes. Discussions will take place on how to maximize co-enrollments, referrals, and overall coordination.

A service mapping session will provide a directory of services each partner and stakeholder have available for possible linkages.



### ***REWARD AND RECOGNITION STRATEGIES***

The One-Stop Operator Consortium has chosen to use the DES model of THE PRIDE ON THE SPOT (POS) as our award program for our local overall workforce system. This award program recognizes internal and external staff, partner staff, community programs and employers. The reward categories are:

- Team Work
- Customer Service
- Innovation
- Morale Building
- Quest for Quality
- Community Involvement
- Integrated Services

Additional categories may be added upon agreement by the One-Stop Operator Consortium.

Anyone may initiate a POS. Guidelines are provided in July of each year to all partners and stakeholders along with a form to submit nominations for the reward.

The One-Stop Operator Consortium team members and two LWIB members will review the nominations and make the final selections that will be announced at the annual meeting typically held in December.

### ***STAFFING PLAN AND FUNCTIONAL ALIGNMENT ROLES AND RESPONSIBILITIES & CONFIGURATION OF THE TEAMS***

Globe, Comprehensive One-Stop Center:

- Site Manager: oversees Center and functionally supervises all team members
  - DES Program Service Evaluator IV/Employment Supervisor I
- Welcome Function: rotates between DES and WIA
  - DES Employment Specialist III
  - DES Employment Specialist III
  - WIA Case Manager
- Skill and Career Development Function:
  - WIA Case Manager
  - Local Veteran Outreach Representative Supervisor
  - Vocational Rehabilitation Vocational Counselor
  - Vocational Rehabilitation Services Staffing Technician
  - WIA Youth Director
  - DES Employment Specialist III

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- Business Services Function:
  - WIA Executive Director
  - WIA Case Manager
  - Business Outreach Coordinator/Employment Services IV Supervisor
  - Local Veteran Outreach Representative

Winslow, Payson, and Show Low, Affiliate One-Stop Centers:

- Site Manager: oversees Center and functionally supervisors all team members
  - DES Program Service Evaluator IV/Employment Supervisor I
- Welcome Function: rotates between DES and WIA
  - DES Employment Specialist III
  - WIA Case Manager
- Skill and Career Development Function:
  - WIA Case Manager
  - WIA Youth Director
  - Local Veteran Outreach Representative Supervisor
  - DES Employment Specialist III
- Business Services Function:
  - WIA Executive Director
  - WIA Case Manager
  - Business Outreach Coordinator/Employment Services IV Supervisor
  - Local Veteran Outreach Representative
  - Northland Pioneer College Training and Placement Representative

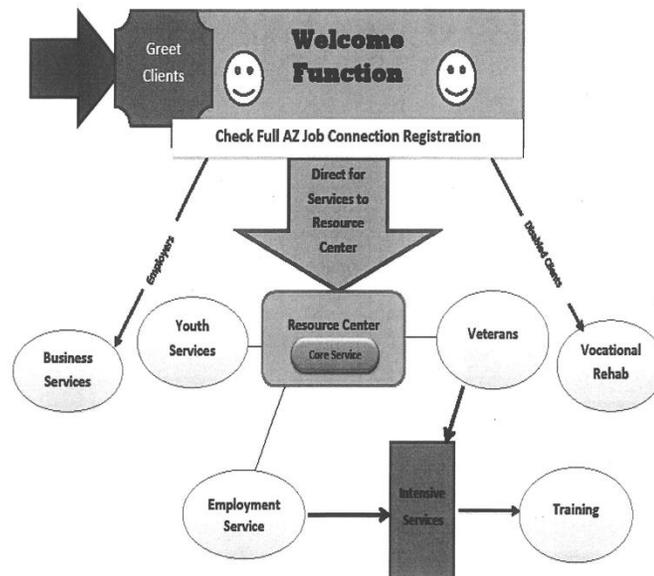
GLOBE FUNCTIONAL ALIGNMENT ROLES AND RESPONSIBILITIES

- Welcome Function
  - Employment Service and Workforce Investment Act Title 1B staff located at this site will rotate on a weekly basis.
  - Greet customers at entry point.
  - Check Arizona Job Connection for full workforce system registration.
  - Conduct an initial assessment to determine the appropriate “first serve” need.
  - Route job seeker to appropriate program staff (i.e. Veterans, Core Services, Training Services) or to the resource room.
    - Review checklist of community resources (i.e. utilities, food, etc.) for customers, as appropriate
- Skill and Career Development Function
  - Assist job seekers in resource room who need core services staff assistance.
  - Conduct one-on-one REA EUC orientations by appointment.
  - Conduct one-on-one RES orientations by appointment.
  - Meet one-on-one to provide core services for job seekers who require significant staff involvement.

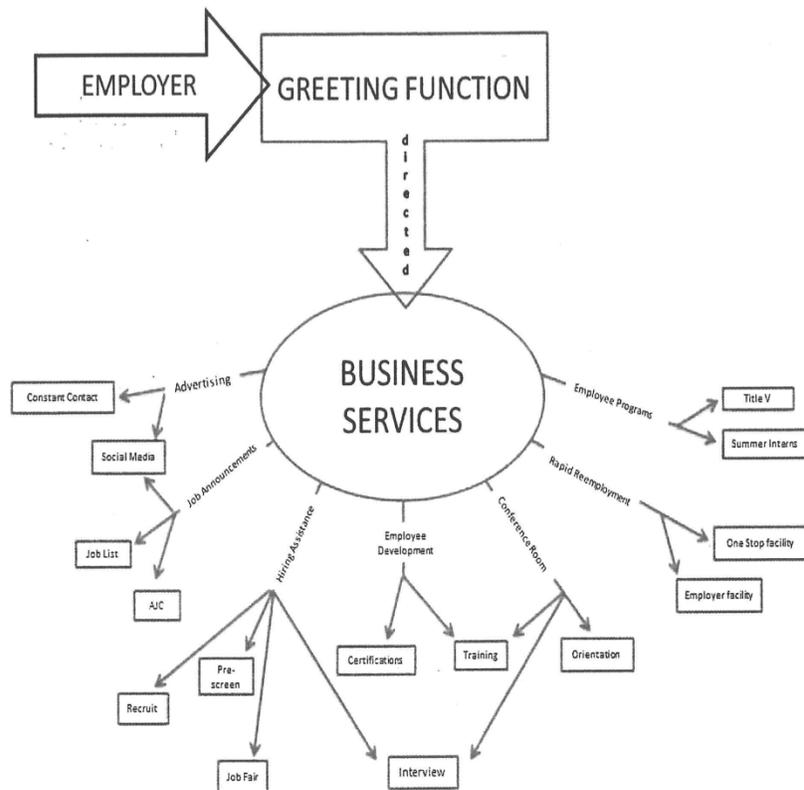
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- Make appropriate referrals to partner programs for training and/or support services.
- Job match and make appropriate referrals to employers in Arizona Job Connection.
- Conduct intake and assessment interviews with clients.
- Formulate and update case plan and service strategy objectives.
- Enroll clients in computer system (Arizona Job Connection.)
- Manage individual portion of agency goals and objectives.
- **Business Services Function**
  - Assist with developing, writing and entering job orders in Arizona Job Connection.
  - Conduct outreach to employers.
  - Organize in-office recruitments, job fairs and/or other hiring events.
  - Coordinate and facilitate employment-related workshops.
  - Attend community meetings, as appropriate.
  - Assist in coordinating and running job fairs.
  - Utilize marketing toolkit.
  - Assemble Business Service Team for meetings

**CUSTOMER FLOWCHART**



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***CENTER SUPERVISION AND FORMAL/FUNCTIONAL SUPERVISION***

The Arizona DES will serve as Site Manager. The Site Manager will oversee the day-to-day operation of functional alignment at the Globe comprehensive center and the Show Low and Winslow affiliate centers to include:

- Holiday scheduling/office closure
- Compliance with emergency procedures
- On-site customer complaints
- Unusual incidents
- Staff meeting coordination
- Staff training coordination
- Staff fingerprinting
- Local policies and procedures updates
- Communication of local area performance standards and outcomes
- Facility management coordination

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- Office recruiting, job fairs and hiring events coordination
- Office activity coordination

The Site Manager shall have the authority to make temporary assignments to meet the needs of the Center and customer service. For instance, if a front desk welcome team member calls in sick, the Site Manager may need to ask partner staff to help cover the front desk on a temporary basis. Site Management is a functional relationship. Formal supervision remains with each partner's respective supervisor.

A state or workforce partner supervisor must be vested with the sole authority to hire, terminate, discipline, promote, assign, and transfer their employees. Further, the operator and site manager, in consultation with the state agency or workforce partner supervisor, must determine the purpose and activities of the functional units incorporating individual partner activities of their employees. In any event, the state as well as any partner will retain authority over all actions that may affect the current base pay, status, or tenure of their employees. The state will retain the sole discretion to determine which employees must occupy positions throughout the state. Duties retained by the state and other workforce partners include: changes to permanent work schedule, including lunches and breaks; pre-approval for vacations, sick leave and personal leave; and travel and travel expense approval. This includes state staff working in Tribal offices.

**Partner staff provisions.** Respective partner personnel laws and collective bargaining agreements will continue to govern their staff in a one-stop center.

### ***BUSINESS SERVICES SINGLE POINT OF CONTACT***

The Business Services Team in the LWIA includes:

- WIA Executive Director
- WIA Case Manager
- Business Outreach Coordinator/Employment Services IV Supervisor
- Local Veteran Outreach Representative
- Northland Pioneer College Placement and Training Representative

The WIA Executive Director serves as the Lead for the Business Services Team whose primary role is business development. This dual role exists because of the size of the local area and the expertise the WIA Executive Director brings to the table.

Individual funding streams continue to conduct their own job development activities targeted at helping a particular jobseeker. The business development done by the Business Services Team focuses on working with sector strategies implementation, and developing

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business relationships for recruitment, screening, assessment and referral based on the individual needs of the business or employer.

The Business Services Team meets regularly, but no less than once a month. The team is moving toward a single point of contact by establishing subject matter expertise in specific sectors that support the local sector strategy implementation. The LWIB is sponsoring a service mapping session that will include an inventory of agencies that work with businesses and the services they provide. Business Service Team members will grow the business service map and include additional information that will help achieve a single point of contact.

In order to establish trust that is needed in a single point of contact environment, each partner is educating the others on their target populations, eligibility requirements, outcomes, and service strategies. A catalog inclusive of all local target populations is planned and will be completed by December 15, 2015.

Business Service Team members are creating a *leads list* of businesses to focus on in the next twelve months.

The Team will be recommending to the LWIB a balanced scorecard performance management dashboard that helps them meet success indicators for each partner program. The scorecard will be ready to recommend by December 15, 2015.

### ***RUBRICS PROCESS***

Northeastern Arizona Innovative Workforce Solutions Workforce Investment Area is not planning to use the rubrics process.

### ***WORKFORCE SYSTEM ORIENTATION***

The workforce system orientations provide information about eligibility requirements, access points, and services available.

Currently, job seekers utilizing the resource room will be provided an orientation to the workforce system by the skills and development team working in the resource room. A television in the resource room will be used to market workforce programs. For potential training participants, a video orientation is shown at weekly workshops to inform of the training process, enrollment (if eligible) and the commitment involved once enrolled in training.

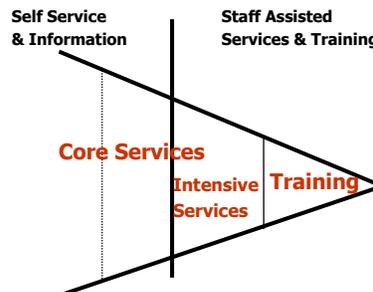
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A youth referred from educational institutions, community organizations or youth case managers will receive an orientation to the workforce system by a member of the welcome function and/or skills and development function.

Employers are provided an orientation to the workforce system via the Business Services Team.

Job seekers, youth and employers are provided an orientation to the local access points by libraries or community organizations' employees and/or volunteers.

***DETAIL ON LEVELS OF SERVICE & COMPREHENSIVE MENU OF PARTNER SERVICES***



There are three tiers of service required in the Workforce Investment Act: Core, Intensive and Training. The diagram above provides a visual look at the tiers.

Level I = Core Services. There are two kinds of core services: one that is self-directed and does not require any significant staff involvement, and one that is staff-assisted and does require significant staff involvement. Anyone can access core services that are self-directed. An adult or dislocated worker individual must be eligible and suitable to be enrolled into WIA Title IB to receive core services with significant staff involvement.

Level II = Intensive Services. In order to receive Intensive Services, adults and dislocated workers must have completed one or more Core Services and are still unable to gain employment or who are employed and have been determined to be in need of services to get a better job in order to gain self-sufficiency. Intensive services require adults and dislocated workers be eligible and suitable for WIA Title IB services.

Level III = Training Services. In order to receive Training Services, adults and dislocated workers must have completed one or more Intensive Services and are still unable to gain employment leading to self-sufficiency. To access training, someone must demonstrate that he or she possesses the necessary skills to select a training program that is linked to job vacancies in the area, complete a training program, apply for financial assistance, and meet state and local system requirements.

All individuals are eligible to receive Core Services, and all employers may use Core Services.

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

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

Core services do not require any eligibility or suitability screening. They allow for universal access.

Menu of Services...

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, copier
- Resource areas with experienced staff to assist employment seekers

All individuals can access core services through the One-Stop centers, which include:

- Determination of whether individuals are eligible to receive assistance.
- Outreach, intake and/or orientation to service information.
- Initial assessment of skill levels, aptitudes, abilities and supportive service needs.
- Job search and placement assistance.
- Provision of employment assistance information, including the provision of accurate information leading to local, regional and national labor market areas.
- Provision of performance information and program cost information on eligible providers of training services, eligible providers of youth activities, providers of adult education activities, providers of postsecondary vocational education activities and providers of vocational rehabilitation program activities.
- Provision of information regarding how the local areas are performing according to local performance measures.
- Provision of accurate information relating to the availability of supportive services including childcare and transportation.
- Provision of information regarding filing claims for unemployment compensation.
- Assistance in establishing eligibility for programs related to financial aid for training and education that are not funded under the Workforce Investment Act.
- Provision of follow up services for not less than 12 months, for participants who are placed in unsubsidized employment.
- Provision of intensive services to adults and dislocated workers who are not able to obtain employment or who remain underemployed after utilizing core services. An individual must have received at least one core service, such as an initial

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assessment, that determines that individual's need for services. Individuals may be employed but need these services in order to obtain or retain employment that allows for self-sufficiency.

Intensive Services may include:

- Comprehensive and specialized assessment of skill levels
- Individual employment plans
- Individual and group counseling
- Case management
- Pre-employment skills training
- Work experience
- Basic Education services

Training Services – Occupational skills training programs funded through individual training accounts must be accessible through the comprehensive One-Stop Centers. Other training services may include:

- On-the-job training
- Programs that combine workplace training with related instructions (including cooperative education programs)
- Skill upgrading and retraining
- Job readiness training
- Adult education and literacy activities, when integrated with other training services
- Customized training
- Registered apprenticeship programs

## H.2. BUSINESS SERVICES

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*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.*

*Describe how the Local Workforce Area will coordinate efforts of the multiple programs included in the plan to meet the needs of 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 should also describe how the Local Workforce Area will use program funds to expand the participation of business in the local/regional workforce investment system.*

*Describe how the Local Workforce Area will utilize on-the-job-training (OJTs) to engage businesses in WIA training and hiring of participants.*

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### ***Business Service Representatives Roles and Responsibilities***

The Business Services Team:

- Promotes and market program services to employers.
- Assists with developing, writing and entering job orders in Arizona Job Connection.
- Conducts outreach to employers.
- Organizes in-office recruitments, job fairs and/or other hiring events.
- Coordinates and facilitate employment-related workshops.
- Attends community meetings, as appropriate.
- Assists in coordinating and running job fairs.
- Meets regularly.
- Meets with employers who have contacted the Center.
- Discusses follow-up data with case managers.

The Business Services Team meets regularly, but no less than once a month. The team is moving toward a single point of contact by establishing subject matter expertise in specific sectors that support the local sector strategy implementation. The LWIB is sponsoring a service mapping session that will include an inventory of agencies that work with businesses and the services they provide. Business Service Team members will grow the business service map and include additional information that will help achieve a single point of contact.

In order to establish trust that is needed in a single point of contact environment, each partner is educating the others on their target populations, eligibility requirements, outcomes, and service strategies. A catalog inclusive of all local target populations is planned and will be completed by December 15, 2015.

Business Service Team members are creating a *leads list* of businesses to focus on in the next twelve months.

Existing partnerships provide ongoing collaborative opportunities to help with workforce issues in Gila, Apache and Navajo Counties. The One-Stop Operator Consortium and the Business Services Team is involved in these critical business partnerships:

PARTNER	COLLABORATION	POPULATIONS/SUB-POPULATIONS
Real AZ Corridor spanning Navajo and Apache Counties and 9 communities	<ul style="list-style-type: none"> <li>• Expand and attract new business</li> <li>• Get data and information on region</li> </ul>	<ul style="list-style-type: none"> <li>• Business/Employers</li> <li>• Disability services</li> <li>• Veterans</li> <li>• Older Workers</li> <li>• Unemployment Claimants</li> <li>• Low-Income Individuals</li> <li>• Trade</li> <li>• Dislocated Workers</li> </ul>
Regional Chambers of Commerce	<ul style="list-style-type: none"> <li>• Identify needs and expectations of business/employers</li> <li>• Communicate available resources</li> <li>• Participate in new business attraction meetings</li> <li>• Assist in the expansion of existing business</li> </ul>	<ul style="list-style-type: none"> <li>• Business/Employers</li> </ul>
Summit Healthcare Regional Medical Center	<ul style="list-style-type: none"> <li>• Sector strategy implementation</li> <li>• Job orders</li> <li>• Job matching</li> <li>• Resume screening</li> </ul>	<ul style="list-style-type: none"> <li>• Disability services</li> <li>• Veterans</li> <li>• Older Workers</li> <li>• Unemployment Claimants</li> <li>• Low-Income Individuals</li> <li>• Trade</li> <li>• Dislocated Workers</li> </ul>
Small Business Development Center	<ul style="list-style-type: none"> <li>• Entrepreneurial opportunities</li> <li>• Skill building</li> </ul>	<ul style="list-style-type: none"> <li>• Job ready populations and sub-populations</li> </ul>
Department of Tourism	<ul style="list-style-type: none"> <li>• Quality of life</li> <li>• Labor market statistics</li> <li>• Work experience</li> </ul>	<ul style="list-style-type: none"> <li>• Youth</li> <li>• Disability services</li> <li>• Veterans</li> </ul>

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	<ul style="list-style-type: none"> <li>• Job shadowing</li> </ul>	<ul style="list-style-type: none"> <li>• Older Workers</li> <li>• Low-Income Individuals</li> <li>• Trade</li> <li>• Dislocated Workers</li> </ul>
NAVIT partnership of vocational education and Northland Pioneer College	<ul style="list-style-type: none"> <li>• Vocational education</li> </ul>	<ul style="list-style-type: none"> <li>• In-school youth</li> </ul>
Department of Juvenile Probation	<ul style="list-style-type: none"> <li>• Life Skills Training</li> <li>• Pre-Employment Skills</li> <li>• GED Prep</li> <li>• Work Experience</li> <li>• Try-Out Employment</li> </ul>	<ul style="list-style-type: none"> <li>• In-school youth</li> <li>• Out-of-school youth</li> </ul>
Department of Adult Probation	<ul style="list-style-type: none"> <li>• Life Skills Training</li> <li>• Pre-Employment Skills</li> <li>• GED Prep</li> <li>• On-the-Job Training</li> </ul>	<ul style="list-style-type: none"> <li>• Low-Income Adults</li> </ul>
Industry Partners: TEP, Cholla Power Plant – APS, SRP and Novo Power	<ul style="list-style-type: none"> <li>• Sector strategy collaboration</li> <li>• Identify skill gaps</li> </ul>	<ul style="list-style-type: none"> <li>• Job ready populations and sub-populations</li> </ul>
Northern Arizona University	<ul style="list-style-type: none"> <li>• Training</li> </ul>	<ul style="list-style-type: none"> <li>• All sub-populations eligible and suitable for training</li> </ul>
Navajo and Apache School Districts	<ul style="list-style-type: none"> <li>• Career exploration</li> <li>• Youth outreach and recruitment</li> <li>• Work experience</li> <li>• Career counseling</li> </ul>	<ul style="list-style-type: none"> <li>• In-School Youth</li> </ul>
White Mountain Business Owners Roundtable	<ul style="list-style-type: none"> <li>• Employer needs and expectations</li> <li>• Skills gaps</li> <li>• Sector strategy implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Job ready populations and sub-populations</li> </ul>

***COORDINATED EFFORTS AND USING PROGRAM FUNDS TO EXPAND BUSINESS PARTICIPATION***

As indicated throughout this Business Plan, the Business Services Team is working toward a single point of contact and a functionally aligned and integrated approach to serving business customers. This will start with a service mapping session that provides details regarding the array of business services that exist in Gila, Apache and Navajo Counties.

The Business Services Team will work together to implement sector strategies in the region. A Leads List will be established to identify businesses that fall into each sector.

Some of the partners in our local workforce system have dollars that can be used for business services such as job fairs, recruitment, screening, assessment, training, and on-the-job training. In addition, tax credit information and assistance is available. Partner staff will cross-trained in the requirements for each funding source to help in understanding co-enrollments and how to leverage resources across funding streams to benefit business customers and job seeker customers.

Finally, the balanced scorecard created by the Business Services Team will show success indicators regarding business activities and services that cut across the entire workforce system.

### ***ON-THE-JOB TRAINING***

Northeastern Arizona Innovative Workforce Solutions Workforce Investment Area is setting up an on-the-job training program design that will be active on or before July 1, 2015. Business services staff will be trained along with Skill and Career Development staff so a collaborative relationship will exist between jobseeker services and business services.

On-the-Job Training provides a resource that gives potential workers an edge when he or she does not have all the skills or knowledge necessary to get the job without some assistance. It is an important tool to helping individuals get and keep a job. On-the-job training is particularly important in rural Arizona where we have limited access to educational opportunities or choices.

### **H.3. TRAINING SERVICES (ADULT AND DISLOCATED WORKERS)**

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*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.*

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

*Describe measures to leverage resources to provide increased services to training opportunities.*

*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.*

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

*Describe the grievance policy established for participants denied requested training.*

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#### **ITA POLICY AND CURRENT THRESHOLD WITH PROCEDURE FOR EXCEPTIONS**

The current threshold for an Individual Training Account is \$6,000 approved at the May 2014 LWIB meeting. This is an increase from the previous \$4,000.

The individual training allotment per participant is set by Northeastern Arizona Innovative Workforce Solutions LWIB. Currently, participants are required to seek additional funding through federal and/or private grants. An Adult or Dislocated Worker who has received core services, has been determined unable to obtain employment, and deemed eligible for WIA training services, will meet with a Case Manager to select a training provider from the State-approved ETPL list. Looking at the needs of the client and various funding sources allows Case Managers to provide the individualized training participants require, whether it be local or in other parts of the state. We do not pay living expenses **and training applicants must apply for PELL Grants**. We will pay up to \$500 for relocation for Dislocated Worker WIA participants.

The WIA Executive Director may waive the dollar limit with appropriate justification up to \$10,000. A request for tuition over \$10,000 must be approved by the LWIB with appropriate justification.

Labor market information plays an important role in determining an Individual Training Account as to whether it meets the requirements of being an “in-demand” occupation or a growth occupation.

Criteria for participation includes:

- Training must be in occupational areas identified as “in-demand” occupations; or documentation of the prospects for occupational areas not in demand must be provided to support and justify training;
- Training must result in employment and wages which will lead to the attainment of self-sufficiency;
- Training hours must meet requirements to accommodate existing Unemployment Insurance requirements if the customer is receiving benefits;
- Training program approval includes evidence that financial support is available during training periods;
- Out-of-area training will be approved on a case-by-case basis.
- Other funding options will be addressed during the ITA approval process. If other funding options are available, the customer will be asked to apply for that funding in conjunction with WIA funding;
- ITA’s may also be used for expenses related to training, including but not limited to: books, tuition, fees, supplies, tools, uniforms and shoes, certification fees, testing fees, drug testing for entrance into training; medical screening for training entrance, etc.; and
- ITA’s will not be used for payment of late fees caused by customer error or delay. The customer is responsible for those fines or penalties.

#### Exceptions to the ITA Process (Non-ETPL Training)

Individual contracts may be used for delivering services in the following instances:

On-The-Job Training (OJT): teaches the skills, knowledge, and competencies that are needed to perform a specific job within the workplace and work environment. On-the-job training uses the regular or existing workplace tools, machines, documents, equipment, to provide the knowledge and skills necessary for an employee to learn to effectively perform his or her job. OJT also instills aspects of the workplace culture and performance expectations in the new employee. OJT is also the approach organizations use to provide new employee onboarding information.

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Staff meets with employers to develop an OJT contract. Based on the competencies and skills listed in the OJT, duration will be agreed upon for the OJT (OJT duration will not exceed 6 months).

The contract will identify the percentage of reimbursement to the employer (Amount will not exceed 50% reimbursement).

***LWIB APPROVED LEVEL OF ITA COSTS***

The WIA Executive Director prepares a training budget annually that is adjusted at least twice a year to meet jobseeker and business customer needs. The WIA Coordinator assists in tracking the plan versus actual for on-the-job training. Obligations are tracked and reported to the WIA Executive Director on at least a monthly basis.

As indicated in this Business Plan, labor market information plays a valuable role in establishing “in-demand” and growth occupational areas approved for training. The WIA Coordinator will break down the dollars spent and obligated by industry for the purpose of understanding the contribution of direct client services provided to growth industries.

***LEVERAGING RESOURCES & TRAINING PROVIDER CONSIDERATION OF OTHER FUNDING***

At the cornerstone of functional alignment is the leveraging of resources. Navajo, Gila and Apache Counties Workforce Investment Area coordinates with partner agencies to identify resource opportunities. Individuals applying for an Individual Training Account must show evidence of having applied for other funding sources including Pell grants, scholarships, Temporary Assistance for Needy Families programs, Trade Act programs, or any other assistance programs. This can be in the form of a copy of the application or a letter acknowledging receipt, or an acceptance or denial notice.

WIA Title IB customers are required to provide hard copy documentation of any denials for funding they have received.

Staff is cross-trained in each other’s requirements and co-enrollments encouraged where appropriate. This allows the spreading of costs across funding streams.

***PROCESS FOR TRAINING APPROVAL OR DENIAL***

Individual Training Accounts are approved for “in-demand” and growth occupations. This targeted industry approach provides greater opportunities for a job following the training.

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Northeastern Arizona Innovative Workforce Solutions Workforce Investment Area case managers use a series of tools to evaluate participants for training eligibility:

- Learning style inventory
- Career decision making
- USES inventory
- Locator test
- TABE 9/10 test
- WIA application
- AJC enrollment
- Individual interviews
- IEP (when available)
- Transcripts

Education and training must be directly linked to occupations that are currently in demand in the local area. Case managers interview and assess participants based on ability and desired occupation. If the case manager finds the client is eligible for a program, they send a staffing form for approval to the Executive Director. Based on the criteria provided in the approval procedure, the Executive Director will approve or disapprove the request for training. Once determined eligible, the case manager will review the occupations in demand list with the participant and coordinate training with the service provider.

Criteria for participation includes:

- Training must be in occupational areas identified as “in-demand” occupations; or documentation of the prospects for occupational areas not in demand must be provided to support and justify training;
- Training must result in employment and wages which will lead to the attainment of self-sufficiency;
- Training hours must meet requirements to accommodate existing Unemployment Insurance requirements if the customer is receiving benefits;
- Training program approval includes evidence that financial support is available during training periods;
- Out-of-area training will be approved on a case-by-case basis.
- Other funding options will be addressed during the ITA approval process. If other funding options are available, the customer will be asked to apply for that funding in conjunction with WIA funding;
- ITA’s may also be used for expenses related to training, including but not limited to: books, tuition, fees, supplies, tools, uniforms and shoes, certification fees, testing fees,

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drug testing for entrance into training; medical screening for training entrance, etc.; and

- ITA's will not be used for payment of late fees caused by customer error or delay. The customer is responsible for those fines or penalties.

***GRIEVANCE POLICY FOR TRAINING DENIALS***

Public Law 105-220, the Workforce Investment Act of 1998, provides that applicants, participants, sub-grantees, subcontractors, and other interested parties may file a complaint if they believe that the Act, regulations, grant, and/or other agreements under the Act have been violated. Should an individual or organization wish to file a complaint, the following procedures shall be followed:

- A. Complaint alleging discrimination (race, color, religion, sex, national origin, disability, age, and sex discrimination in payment of wages) must be filed with the U.S. Equal Employment Opportunity Commission (EEOC). All complaints must be in writing and filed within 180 days of the date of the alleged violation. Complaints should be addressed to: U.S. Equal Opportunity Commission, 1801 I. Street, NW, Washington, DC 20507, 1-800-669-4000.
  
- B. Complaints, other than discrimination, which allege a violation of the Workforce Investment Act, Grant, and/or other agreements under the Act, shall be filed with the Navajo County WIA Administration.
  1. Contact the Senior Secretary, Navajo and Apache Counties WIA, PO Box 668, Holbrook, Arizona 86025, (928) 524-4327. Non-criminal complaints, other than those alleging handicap discrimination, must be filed within one year of the alleged violation.
  2. The Secretary will set up an appointment with the complainant to discuss the problem. The intent of the appointment is to solve the problem at this level, if at all possible.
  3. A complaint must be in writing and filed within 5 days of the informal appointment. The Secretary will offer assistance in filing the complaint, if necessary.
  4. Upon receiving the complaint, the Secretary will date stamp the complaint as being received and schedule a hearing with the LWIB Chairperson and Hearing Officer of the LWIB within 30 days of the date of the complaint. Written notice will be provided to both parties of this hearing, including their right to provide evidence and witnesses.
  5. A written decision by the LWIB Chairperson and Hearing Officer will be issued within 60 days. The grievant will be informed at that time of his/her right to appeal the decision to the LWIB. This appeal must be filed in writing within 10 days of the LWIB Chairperson and Hearing Officer's decision. The LWIB shall issue a written decision within 60 days of receiving the appeal.

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6. If the complainant does not receive a decision within 60 days, or receives a decision, which he/she finds unsatisfactory, the complainant may request a review of the EEO officer of the WIA Section, Arizona Department of Economic Security, 1789 W. Jefferson Street, Site Code 920-Z, Phoenix, Arizona 85007. Such requests must be submitted in writing within 10 days of the receipt of the final decision by the LWIB or the decision of the LWIB will become final.
  
- C. In the event of Administrative Enforcements and Lawsuits, please contact: The Director of the Civil Rights Center, U.S. Department of Labor, 200 Constitution Avenue NW, Washington, D.C. 20210
  
- D. Individuals who file a complaint, oppose a practice prohibited by the nondiscrimination and equal opportunity provisions of the Workforce Investment Act, or assisted or participated in any manner in an investigation will be protected from discharge, intimidation, retaliation, threat, or coercion.

## **H.4. TRAINING SERVICES (ELIGIBLE TRAINING PROVIDERS)**

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*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 and programs;*

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

*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.*

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### **ACCEPTING APPLICATIONS FOR INITIAL ELIGIBILITY**

Although there are no Registered Apprenticeships (RA) currently in Apache, Gila or Navajo Counties, if a potential new apprenticeship provider approaches the (LWIB) regarding the eligibility to become a RA entity, the following information will be provided:

- Contact information for Region 6: Tim Carson, ATR U.S. Department of Labor/ Employment and Training Administration / Office of Apprenticeships 119-3<sup>rd</sup> Street NE Suite 215, Cedar Rapids, Iowa 52401 (319) 362-2494 Email: carson.timothy@dol.gov
- Contact Information for AZ Department of Economic Security Willie Higgins, Apprenticeship Manager (602) 542-5641 Email: whiggins@azdes.gov
- US Department of Labor Guide Document: "Setting Up a Registered Apprenticeship: Quick Overview for Potential Employers"

The LWIB has selected the WIA Executive Director to receive and make a recommendation to the LWIB regarding the approval or denial of providers and training programs.

The process will be as follows:

PHASE I:

- Local ETPL Approver, WIA Executive Director, provides an orientation to potential new providers.
- State ETPL Coordinator collects required documents and reviews the initial application of potential new provider.
- Local Approver provides guidance to new provider during input of training information.
- State ETPL Coordinator reviews program for final approval.

When a new provider contacts the LWIB for assistance, the local ETPL approver will schedule an orientation. During the orientation, the local ETPL Approver(s) will provide to the potential new provider the following:

- Contact Information at AZ DES :  
Moriah E. Blomfield  
Eligibility Training Providing List Coordinator  
Arizona Department of Economic Security  
Division of Employment & Rehabilitation Services  
Employment Administration  
1789 W. Jefferson, Site Code 920Z  
Phoenix, AZ 85007  
Phone: (602) 542-6325  
Fax: (602) 542-2491  
mblomfield@azdes.gov
- Contact Information at LWIA:  
Susan Tegmeyer  
WIA Executive Director  
Navajo County

A list of the required documents for initial provider approval:

- Current license from appropriate Arizona licensing authority or Federal licensing authority; and
- Certificate of Liability Insurance; and
- Results from the latest financial audit or a cover letter from the last financial review; and
- Student grievance policy; and
- Student refund policy and procedures.

Self-registration information/Website Address: [www.azjobconnection.gov](http://www.azjobconnection.gov)

- Provider creates a user name, and password;

## Manual for Providers

### Training and Employment Guidance Letter 15-10

Once the registration is completed and submitted for review, the LWIB will recommend to the new provider that at this time, the required documents should be mailed to the State ETPL Coordinator along with a copy of the registration page;

- Account validation is accomplished within 24 hours;
- Providers will wait 72 hours before making inquiries;

An e-mail notification will be sent to the provider notifying them their account has been approved. If the account is denied, the State ETPL Coordinator will notify the provider and will provide information regarding appeal rights and procedures.

The new provider will communicate with the State ETPL Coordinator as needed to accomplish a successful registration.

#### Phase II:

Once the provider obtains approval, the local ETPL Approver(s) will guide the provider through the process of inputting program information.

The following information will be furnished to the provider:

- ETPL Check list (completing the ETPL checklist will be a collaborative effort between the provider and the Local ETPL Approver(s))
- A copy of the Synopsis sample
- A list of the Accreditation types (as provided by the AZ DES ETPL Coordinator)
  - Institutional Accreditation
  - Programmatic Accreditation
  - National Accreditation
  - Regional Accreditation
  - Non-accredited Private Postsecondary
- The Local ETPL Approver(s) will follow-up to ensure the provider was able to submit the training program for approval.

### ***SUBSEQUENT ELIGIBILITY FOR ALL PROVIDERS AND PROGRAMS***

The LWIA follows this process:

- Training program appears on the Subsequent Approval List on the [azjobconnection.gov](http://azjobconnection.gov) site.
- The Local ETPL Approver will:
  - Contact the training provider to request a review of the program information;
  - If necessary, meet with the training provider to provide guidance;
  - Follow up and ensure that information is submitted by the provider for review;
  - Review the updated program information;
  - Request any documents in need of renewal or re-verification and communicate frequently with provide to collect any missing information;
  - Complete the ETPL check list developed by AZ DES/ETPL Section;
  - Review and determine if the training program will be approved or denied;
  - Make recommendation to LWIB;
  - Approve or deny training program based on LWIB recommendation.

### ***LIST OF ELIGIBLE PROVIDERS, COLLECT PERFORMANCE AND COST INFORMATION***

The LWIB complies with the ETPL policies and procedures. All the approved providers and training programs are listed on the Arizona Job Connection system-  
<http://www.azjobconnection.gov>

The LWIB's ETPL Approver(s) reviews the information carefully before approving the programs. The cost information is carefully examined to ensure the price is feasible and complies with the training dollars cap set by the LWIB.

The providers have been instructed to start collecting performance information as this is now a required element.

Outreach efforts to educational institutions includes information and encouragement to apply for ETPL particularly for those courses of study related to in-demand and growth occupations.

During the initial or subsequent contact, an information sheet is provided to the educational entity that details performance and cost information requirements.

***CONTEMPLATION OF TERMINATION DUE TO FALSE INFORMATION***

In the event that the LWIB becomes aware that the provider has submitted false or inaccurate information, the LWIB will contact the State ETPL Coordinator for advice on how to proceed on the matter. If policy is established by the State, we will follow it regarding termination of eligible providers.

## **I. SERVICE DELIVERY TO TARGET POPULATIONS**

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

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This section of our Business Plan focuses on service delivery to target populations.

## I.1. PRIORITY OF SERVICE

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*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 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.*

*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; and individuals with multiple challenges to employment.*

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

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### **PRIORITY OF SERVICE**

The LWIB has declared the local area to be “unlimited” for Apache, Gila and Navajo Counties until such time as at least 75% of the funds are expended for the current program year. Priority of service will kick in when or if the 75% expenditure rate is reached.

The LWIB will follow State policies regarding priority of service and federal rules and regulations outlined in the Workforce Investment Act.

All individuals entering the One-Stop are eligible to receive core services without definition of priority.

In the event the LWIB determines funds allocated for employment and training activities are limited, priority is given to recipients of public assistance and other low-income individuals on a first come, first served basis. Veteran priority will apply both in limited and unlimited circumstances.

**COORDINATION WITH WORKFORCE SYSTEM PARTNERS**

<b>Populations/Sub-Populations</b>	<b>Strategies</b>
Unemployment Compensation Claimants	<ul style="list-style-type: none"> <li>• Train all partner staff on UI re-employment services (by 10/31/15)</li> <li>• Include on quarterly stakeholder meeting agenda information sharing for more effective referrals (by 9/30/15)</li> <li>• Determine factors that inhibit UI and One-Stop system collaboration (by 9/30/15)</li> <li>• Establish customer flow to increase coordination and co-enrollments (by 9/30/15)</li> </ul>
Long-Term Unemployed	<ul style="list-style-type: none"> <li>• Train all partner staff on the characteristics of the long-term unemployed (by 7/1/15)</li> <li>• Include on quarterly stakeholder meeting agenda to discuss service strategies (by 9/30/15)</li> <li>• Discuss and recommend new or enhanced service delivery models to serve the long-term unemployed (by 1/1/16)</li> <li>• Establish guidelines for co-enrollment as appropriate with other funding streams (10/15/15)</li> </ul>
Under-Employed	<ul style="list-style-type: none"> <li>• Work with the Labor Market Unit at DES to obtain statistics on number of under-employed in Gila, Apache and Navajo Counties. (by 10/1/15)</li> <li>• Discuss training and skill building with educational partners and sector strategy stakeholders. (by 10/1/15)</li> <li>• Create a recommendation for the LWIB on service delivery options. (by 11/1/15)</li> </ul>
Dislocated Workers	<ul style="list-style-type: none"> <li>• Work with the Labor Market Unit at DES to obtain statistics on number of dislocated workers in Gila, Apache and Navajo Counties (by 10/1/15)</li> <li>• Review service designs and make improvements to attract dislocated workers (by 10/15/15)</li> </ul>

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	<ul style="list-style-type: none"> <li>• Prepare a marketing campaign to conduct outreach (by 10/1/15)</li> </ul>
Low-Income Individuals	<ul style="list-style-type: none"> <li>• Understand low-income eligibility requirements for key stakeholder and partner agencies (by 10/1/15)</li> <li>• Review self-sufficiency rate and create a structured formula to measure (by 12/1/15)</li> </ul>
Veterans	<ul style="list-style-type: none"> <li>• Train all Center staff on Veteran services and priority service (by 9/1/15)</li> </ul>
Individuals with Limited English Proficiency	<ul style="list-style-type: none"> <li>• Identify resources for workshops and orientations (by 9/1/15)</li> </ul>
Homeless	<ul style="list-style-type: none"> <li>• Identify resources to refer individuals to and include in workforce system directory (by 7/1/15)</li> </ul>
Ex-Offenders	<ul style="list-style-type: none"> <li>• Work with probation and parole to identify appropriate services (by 9/1/15)</li> </ul>
Older Workers	<ul style="list-style-type: none"> <li>• Include SCSEP in stakeholder meetings (by 9/30/15)</li> <li>• Determine referral methods and procedures (by 7/1/15)</li> </ul>
Non-Traditional Employment Training	<ul style="list-style-type: none"> <li>• Work with educational partners to identify training opportunities (10/1/15)</li> <li>• Establish recruitment and outreach materials (12/31/15)</li> </ul>

A full range of options will be provided to each customer. Customers are greeted and assessed upon entry into the One-Stop Center. At any point in discussion with staff, a customer may self-identify their service needs. The LWIA shares customer referrals with other partner programs and they may also do a complete assessment of client needs. LWIA does not discriminate.

Information about all partner services is available in the Comprehensive One-Stop locations through publication, audio and visual materials. Access to staff-assisted services from each of the partners is facilitated by appropriate information sharing activities.

The following describes how the LWIA will ensure job seekers receive a broad range of services:

**Unemployment insurance claimants:** LWIA staff will assist claimants with accessing the unemployment website, fully registering in the Arizona Job Connection system, and provide resume and job search assistance.

**Long-term unemployed:** LWIA staff will assist claimants with accessing the unemployment website, fully registering in the Arizona Job Connection system, and provide resume and job search assistance.

**Under employed:** LWIA staff will assist with training to improve job skills if eligible for Workforce Investment Act, Title 1B program.

**Dislocated workers (including trade-impacted dislocated workers and displaced homemakers):**

LWIA staff will assist claimants with accessing the unemployment website, fully registering in the Arizona Job Connection system, and resume and job search assistance. Also, staff will assist with job training if claimant is not returning to the same career field, providing they are eligible for Workforce Investment Act, Title 1B program.

**Low income individuals (including recipient of public assistance):** LWIA staff provides services, assessments, employment plans, training and job placement.

**Migrant and seasonal farmworkers:** LWIA staff provides services, assessments, employment plans, training and job placement.

**Veterans:** LWIA staff provides services, assessments, employment plans, training and job placement.

**Individuals with limited English proficiency:** LWIA staff will provide referral to English language classes, services, assessments, employment plans, etc.

**Homeless individuals including veterans:** LWIA staff will provide services, assessments, employment plans, training and job placement.

**Newly released offenders:** LWIA staff will provide services, assessments, employment plans, training and job placement.

**Older workers:** LWIA staff will provide services, assessments, employment plans, training and job placement.

**Individuals training for nontraditional employment; and Individuals with multiple challenges to employment:** LWIA staff will provide services, assessments, employment plans, training and job placement.

***STRATEGIES AND PARTNERSHIPS ON SERVING INDIVIDUALS WITH DISABILITIES***

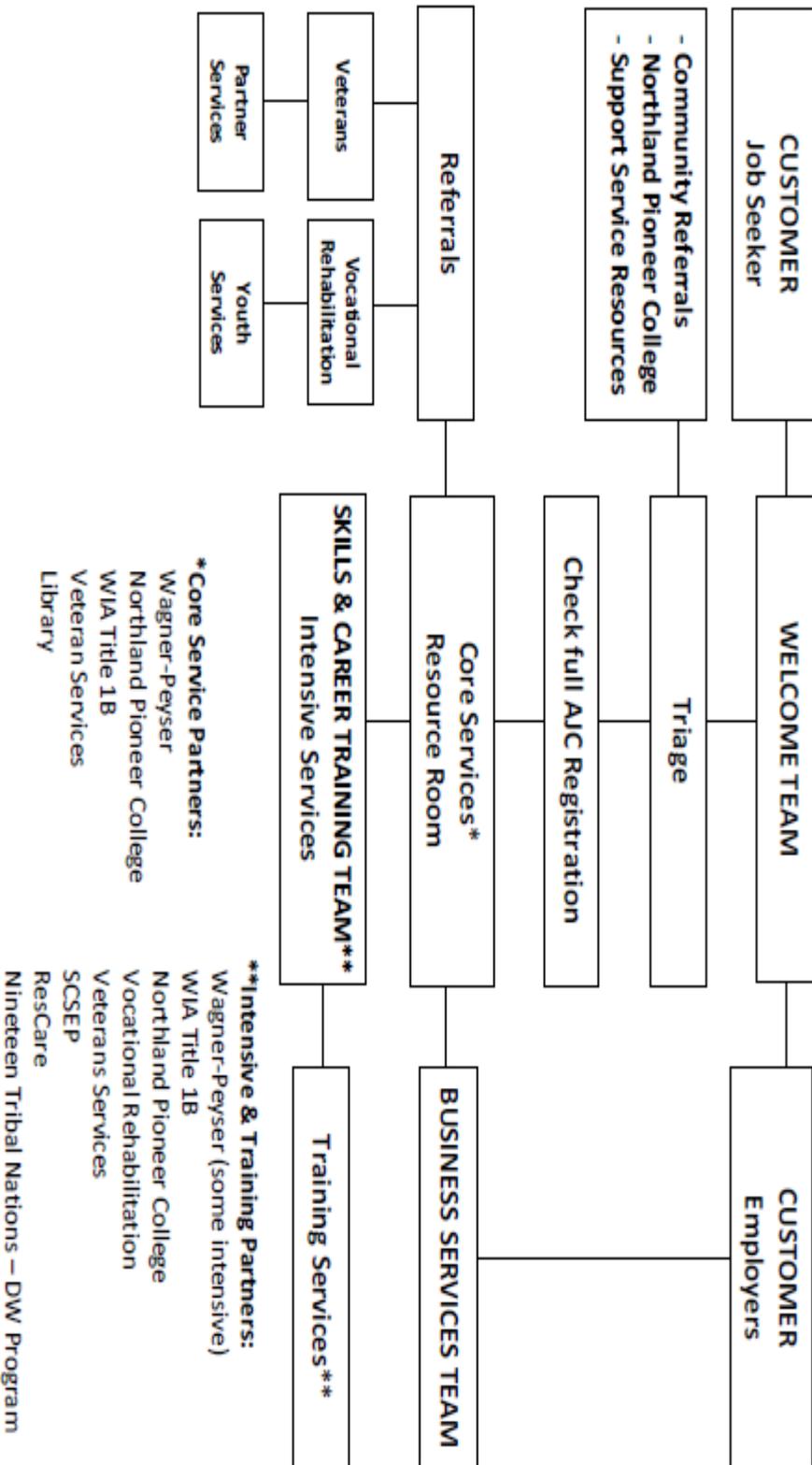
The full range of employment and training programs are provided to all job-seeking customers, with attention given to special populations. Different population groups often face additional challenges and barriers and are in need of more intensive services. The LWIB's staff conducts outreach in the community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

The local Vocational Rehabilitation Services Representative is on the LWIB to ensure the inclusion of the employment and training needs of disabled recipients are made available to persons with disabilities. The LWIB staff is provided with the necessary employment related technical assistance, guidance, and training to effectively serve persons with disabilities.

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

This represents customer flow in the comprehensive center:

### Navajo & Apache Comprehensive One Stop Customer Flow Chart



## I.2. DISLOCATED WORKERS

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*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.*

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

---

### **COORDINATION OF SERVICES TO ELIGIBLE DISLOCATED WORKERS**

Dislocated workers are defined as those individuals who are unemployed due to a downsizing or a business closure.

Often, recruitment occurs at the receipt of a WARN Notice. However, there are many times that a WARN Notice is not generated due to the size of the business closing or downsizing. Northeastern Arizona Innovative Workforce Solutions LWIB will serve all dislocated workers regardless of whether a WARN Notice was issued. In addition, individuals entering the Centers who were laid off but did not receive group orientations or information will be classified as a dislocated worker if evidence of dislocation is available. That provides the dislocated worker with the opportunity to co-enroll into both the WIA Title IB Dislocated Worker Program and the WIA Title IB Adult Program. Co-enrollments will also be sought with Trade Act partners.

The dislocated worker population has traditionally included persons with different needs, employment histories and experiences than the adult low-income population. These include higher financial needs that translate into higher salary requirements, specific training needs, and retirement and pension issues.

As other adult workers served under WIA, they may lack educational credentials and academic skills, which pose a barrier to reemployment. The Core and Intensive services available to dislocated workers are similar to those under the WIA adult programs.

Generally, dislocated workers are eligible for unemployment compensation and therefore can participate in training and not be as concerned about self-sufficiency as perhaps a low-income individual.

W1A has a specific provision assuring unemployment compensation for dislocated workers in training even though that individual is not available for work.

Displaced homemakers are served with dislocated worker funds.

The Dislocated Worker Program is designed to help workers get back to work as quickly as possible and overcome such difficult barriers to employment as:

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- Difficulty transferring specialized skills to other occupations or industries
- A decline in the market demand for certain skills
- Age or length of work experience
- Need for formal training or education
- Lack of jobs with earnings at a level comparable to their previous positions
- Transportation

Dislocated workers are offered the full range of services within a One-Stop in this LWIA.

### **I.3. RAPID RESPONSE**

---

*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.*

*Identify the local Rapid Response Coordinators who are responsible for connecting dislocated workers to WIA Title I-B resources.*

*Identify how the local Rapid Response Coordinators work with additional stakeholders through integrated partnerships to form Rapid Response Teams.*

*Identify the local area's Rapid Response team and their roles and functions*

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

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

---

#### **LOCAL RAPID RESPONSE COORDINATOR**

Christina Throop is the Rapid Response Coordinator for the LWIA. The One-Stop Operator Consortium and the Business Services Team will coordinate to offer the rapid response services. Having the Business Services Team engaged will provide more opportunity to identify companies in need of layoff aversion services.

#### **FORMATION OF RAPID RESPONSE TEAMS**

The LWIB and the administrative entity will be notified by the Rapid Response Coordinator of a local Rapid Response activity at the time of notification from the employer or via a WARN Notice. In addition, information may be discovered through individuals who are losing their jobs.

The Rapid Response Coordinator and staff will meet with the local “network” agencies to inform them of the scope of layoff or closure, and discuss the services that need to be provided.

The One-Stop Operator Consortium will identify agencies that will participate in the pre-layoff activity, identify their role, establish an agenda, identify the date and the location for the activity, and confirm all information with the affected employer.

***RAPID RESPONSE TEAM AND ROLES/RESPONSIBILITIES***

Through One-Stop linkages developed between the Rapid Response Coordinator, Employment Services, Unemployment Insurance and other local partners, a network is established that will identify companies and employees who are in need of Rapid Response services. The Business Services Team will fulfill the role of forming the foundation for the Rapid Response Team working with the One-Stop Operator Consortium. If appropriate, Trade Act representatives will participate.

The Rapid Response Coordinator will respond to those employers that have been confirmed to be in need of assistance and provide them with information, referral services, define the employer’s role and obligations prior to provision of services, identify services required and the number of individuals to be served by the Rapid Response Team.

Job development, occupational counseling, and job placement will also be provided to affected employees who are determined eligible as rapid response/dislocated workers, as specified by the Workforce Investment Act Title 1B.

Navajo and Apache Counties Local Workforce Area will reengineer Rapid Response activities and our approach to ensuring service is effective. Here are the planned steps and the timeline for completion.

Form a “core” rapid response team comprised of Business Service team members and representatives from the One-Stop Operator Consortium partners	By October 1, 2015
Compile and analyze dislocated worker statistics for the LWIA	By November 1, 2015
Create a speakers bureau script, slides, handouts to market to civic organizations and employer groups the services that exist	By January 15, 2016
Create a Rapid Response powerpoint presentation and corresponding materials to use at initial meeting with management (and labor if in place)	By February 15, 2016
Establish a protocol for Rapid Response and train team members on the procedures	By March 15, 2016

***POLICIES AND MINIMUM THRESHOLD NUMBER OF AFFECTED WORKERS***

Northeastern Arizona Innovative Workforce Solutions LWIB have designated seven (7) employees as the approved minimum number of affected workers for Rapid Response

services to be activated. This number was determined by the average number of employees affected within the LWIA in prior years.

Company data is entered on [www.azjobconnection.gov](http://www.azjobconnection.gov) under the Worker Adjustment and Retraining Notification (WARN) section by assigned staff to assist in statewide tracking, and to alert other areas of the layoff. This system allows information sharing statewide so all areas may be aware of Dislocated Workers seeking new employment.

In addition to WARN Notices, company's that do not have to release a WARN Notice will be treated the same as those that do as long as they meet the minimum threshold number of affected workers.

***SERVICES PROVIDED TO THOSE AFFECTED BY MASS LAYOFFS INCLUDING STRATEGIES FOR INCUMBENT WORKER TRAINING FOCUSING ON LAYOFF AVERSION***

All core services, intensive services, and training services that exist within the LWIA will be available to eligible and suitable dislocated workers.

Particular attention will be paid to assist groups of individuals who are involved in a mass layoff, including the option of a special class to assist with obtaining a GED or other literacy enhancements. Counseling and assistance with the emotional struggles associated with dislocation is also available as determined through the Individual Employment Plan process.

- ✓ Assessments
- ✓ Career Exploration
- ✓ Basic Computer Skills
- ✓ Career Counseling
- ✓ Development of an Individual Employment Plan
- ✓ Educational Financial Aid Assistance
- ✓ Identification of Transferable Skills
- ✓ Financial Planning
- ✓ Interviewing Techniques
- ✓ Job Development and Placement
- ✓ Job Fairs
- ✓ Job Match
- ✓ Job Search
- ✓ Labor Market Information
- ✓ Life Skills Training
- ✓ Job Club
- ✓ Networking
- ✓ Occupational Skills Training
- ✓ Resume Writing
- ✓ Short Term Credentials
- ✓ Skills Upgrading

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Regarding layoff aversion and incumbent worker training, some individuals may need assistance to retain a good job by enhancing their skills or by learning new technologies and procedures in a changing and challenging economic environment. Without appropriate training that allows existing workers to gain the necessary skills to operate new processes or technologies, employers may find it necessary to lay off workers with obsolete skills. Averting layoffs is one of the functions of our local workforce system.

Layoff Aversion: 1) a worker's job is saved with an existing employer that is at risk of downsizing or close; or 2) a worker at risk of dislocation transitions to a different job with the same employer or a new job with a different employer and experiences no or a minimal spell of unemployment.

Northeastern Arizona Innovative Workforce Solutions Business Service Team will work with the local Chambers of Commerce and community-based organizations to identify at-risk companies. The Business Service Team will establish guidelines by July 1, 2015 for assessing at-risk companies including such indicators as declining sales, supply chain issues, adverse industry market trends, and changes in management behavior or ownership.

Incumbent worker training opportunities will be explored and a strategy unique to the situation created that may include rapid response funds if an approved waiver is in place for Arizona. When a company is identified as potentially "at-risk" the Lead for the Business Services Team will meet with DES to discuss options and strategy.

## I.4. APPRENTICESHIP PROGRAM

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*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.*

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

*Describe current and planned use of WI Title IB funds for apprenticeship training.*

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### **COORDINATING LWIA EFFORTS WITH THE STATE APPRENTICESHIP PROGRAM AND USE OF TITLE IB FUNDS**

Registered Apprenticeships are on our training services menu and included on the Eligible Training Provider List nationally and/or statewide.

Northeastern Arizona Innovative Workforce Solutions Local Workforce Area will work with the Arizona State Apprenticeship Manager to learn more about how it can benefit the residents of our two counties. The Business Services Team Lead who is the WIA Executive Director will schedule a session with the State Apprenticeship Manager to train on how to get more involved and general information regarding apprenticeships. Mr. Higgins will also be invited to give a briefing to the LWIB on apprenticeships and their usefulness in rural Arizona.

Depending on the length of the Registered Apprenticeship, co-enrollments may be made to assist with training costs toward the first year of the service for eligible and suitable participants deemed likely to succeed as defined by the Workforce Investment Act. WIA Title IB funds may be used to pay for a portion of the training through co-enrollments will either Dislocated Worker or Adult programs.

When a potential new apprenticeship provider approaches the (LWIB) regarding the eligibility to become a Registered Apprenticeship entity, the following information will be provided:

- Contact information for Region 6: Tim Carson, ATR U.S. Department of Labor/ Employment and Training Administration / Office of Apprenticeships 119-3<sup>rd</sup> Street NE Suite 215, Cedar Rapids, Iowa 52401 (319) 362-2494 Email: carson.timothy@dol.gov
- Contact Information for AZ Department of Economic Security Willie Higgins, Apprenticeship Manager - (602) 542-5641 E-mail: whiggins@azdes.gov
- US Department of Labor Guide Document: "Setting Up a Registered Apprenticeship: Quick Overview for Potential Employers"

## I.5. TRADE ADJUSTMENT ASSISTANCE (TAA)

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*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).*

*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.*

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### **TAA SERVICES AND CO-ENROLLMENT WITH 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. 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 U.S. 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.

#### **Program Benefits and Services Training**

Allowable Trade Adjustment Assistance training includes: 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 while 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 within local area.
2. The worker would benefit from appropriate training.
3. A reasonable expectation of employment exists.
4. Training is reasonably available.

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5. The 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 annually, and is paying less than the job from which the participant was laid off. 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 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, 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 available training and career options. Specific case management services may include: assessment of skill levels; development of individual employment plans; provision of information on available training and 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 who 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. The Workforce Investment Act, Title 1B Guidance Letter #02-08 dated November 13, 2008, addresses 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

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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

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*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.*

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

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### **REEMPLOYMENT SERVICE COORDINATION WITH ONE-STOP CENTERS**

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. This 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.
5. There must be feedback from the One-Stop to the Unemployment Insurance system regarding the claimant's receipt of services, which is a condition of eligibility.

Claimants that are selected for Reemployment Eligibility Assessment services must be in the ninth week of benefits and 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**

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*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.*

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

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Not applicable to our Local Workforce Area.

## **I.8. SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM (SCSEP)**

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*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.*

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

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### ***SCSEP PROGRAM AND THE LWIA BUSINESS PLAN***

Northeastern Arizona Innovative Workforce Solutions Local Workforce Area partners with the Senior Community Service Employment Program (SCSEP) to enhance the employability of low-income mature workers. Opportunities for part-time work experience coupled with access to One-Stop Center resources and services promote opportunities that develop new job skills and teach 21<sup>st</sup> century job search techniques.

The One-Stop Operator Consortium will work with SCSEP to identify a SCSEP participant to assist with the Welcome function, including greeting customers and assisting in the resource room. The SCSEP participant will be trained to ensure an understanding of the welcome function and overall one-stop delivery system. The worker may help job seekers create email addresses, complete on-line applications, developing resumes, accessing AJC and will provide information on community resources.

All SCSEP workers are provided opportunities to attend a variety of workshops, job fairs, targeted employment recruitments and other events held at the One-Stop Centers.

In addition SCSEP may meet with members of the Skills and Career Development Team to explore career options and possible co-enrollment in WIA to participate in assessments and possible training opportunities.

The SCSEP staff person located at the Show Low comprehensive center will participate on the Skills and Career Development Team.

## I.9. YOUTH SERVICES

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*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.*

*Describe the strategies to be used to incorporate the required youth program elements within the design framework. Youth program elements consist of:*

*1. Tutoring, study skills, training and instruction leading to the completion of secondary schooling including dropout prevention strategies;*

*2. Alternative secondary school services;*

*3. Summer employment opportunities directly linked to academic and occupational learning;*

*4. Paid and unpaid work experiences including internships and job shadowing;*

*5. Occupational skill training;*

*6. Leadership development opportunities;*

*7. Supportive services;*

*8. Adult mentoring for a duration of at least twelve months, that may occur during and after program participation;*

*9. Follow up services for not less than 12 months after the participant completes the program; and*

*10. Comprehensive guidance and counseling, including drug and alcohol counseling and referral to counseling as appropriate to meet the needs of the participant.*

*Describe the strategy to provide initial intake, objective assessment, case management, individual service strategies and eligibility assessment of youth.*

*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 the services provided by the Job Corps (if applicable) program in the state.*

*Identify the additional 5% non-economically disadvantage youth barrier, including the process and criteria to be used to determine "serious barriers to employment", and the process to track enrollment of non-economically disadvantaged youth.*

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

*Identify the sixth youth barrier(s) for "individuals (including youth with a disability) who required additional assistance to complete an educational program, or to secure and hold employment," as identified by the Local Workforce Board.*

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*Describe in detail strategies to identify, recruit and engage youth to comply with the Literacy and Numeracy Gains performance measure.*

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

**STRATEGIES TO INCORPORATE REQUIRED PROGRAM ELEMENTS IN DESIGN FRAMEWORK**

Northeastern Arizona Innovative Workforce Solutions Local Workforce Area provides all of the program element services in-house that are allowed by WIA legislation, regulations and waivers approved for the State of Arizona. The remaining elements are competitively bid according to Federal and State mandates. The members of the Youth Council will assist in identifying coordination opportunities with other youth service providers in the area such as Job Corps.

Navajo, Gila and Apache Counties will have a request for proposal completed and released by July 1, 2014. The request for proposal will solicit specific program element services in addition to allowing for an opportunity to apply for creative and innovative designs that encompass multiple program elements.

The Workforce Investment Act requires that all ten (10) program elements are “available” to all youth who are served by the WIA youth system. The program elements are designed to fill the gaps in the lives of youth who lack the family, educational, and social frameworks to meet their essential needs. “Made available” does not require that WIA fund all of the ten program elements, only that a directory of resources exists to refer youth to in the case the service is needed. Navajo and Apache Counties Local Workforce Area reserves the discretion to determine what specific program services will be provided to a youth participant, based on each participant’s objective assessment and individual service strategy (20CFR664.410(b)).

The basic design framework will consider the following strategies. Those services with an (\*) will not be funded by WIA but will be available by referral.

<b>Program Element</b>	<b>Strategy</b>
Tutoring, Study Skills and Dropout Prevention	<ul style="list-style-type: none"> <li>• Tutoring are designed to improve the academic knowledge and skills of youth in specific areas</li> <li>• Study skills are designed to improve youths’ ability to learn by studying on their own</li> <li>• Dropout prevention strategies are designed to keep youth in school until graduation from high school</li> </ul>
Alternative Secondary School Services *	<ul style="list-style-type: none"> <li>• Provides education and instruction that meet the needs of youth who have not been successful in traditional education programs</li> </ul>

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Summer Employment Opportunities Linked to Academic and Occupational Learning	<ul style="list-style-type: none"> <li>• Gives youth experience in a career field in which they are interested and assists in developing academic and occupational skills that will transfer to employment in that field.</li> <li>• Demonstrates how academic and occupational skills related to the world of work.</li> </ul>
Paid and Unpaid Work Experience	<ul style="list-style-type: none"> <li>• Helps youth explore the world of work and its requirements and helps youth develop work readiness skills</li> </ul>
Occupational Skill Training	<ul style="list-style-type: none"> <li>• Prepares youth to enter specific occupations</li> </ul>
Leadership Development Opportunities	<ul style="list-style-type: none"> <li>• Develops skills and attitudes important to all areas of life – education, employment, family and community</li> </ul>
Supportive Services	<ul style="list-style-type: none"> <li>• Removes or reduces barriers that prevent youth from participating in WIA youth programs</li> </ul>
Adult Mentoring	<ul style="list-style-type: none"> <li>• Builds positive, supportive relationships between youth and adults and provides positive adult role models for youth</li> </ul>
Comprehensive Guidance and Counseling*	<ul style="list-style-type: none"> <li>• Promotes growth in youth’s educational, personal, social, and employability skills</li> </ul>
Follow-Up Services	<ul style="list-style-type: none"> <li>• Provides continued assistance to youth as needed, after completion of participation, in their transition to employment or further education</li> </ul>

The request for proposal will ask bidders to categorize proposed services according to the ten program elements. Many of the program elements will focus on activities that will be incorporated into our BOOMERGANG YOUTH SERVICES initiative.

The local youth programs are designed to prepare our youth to enter post-secondary education, training or employment upon completion of their secondary education. The main purpose of this initiative is to increase the focus on longer-term academic and occupational learning opportunities and provide long-term comprehensive services strategies. The youth services provides an opportunity for disconnected youth to reconnect through multiple pathways to education and training opportunities necessary to enter and advance in the working world. Youth services will target in-school youth 14-21 years of age and out-of-school youth ages 16-21. The out-of-school youth may be co-enrolled in the WIA Title IB program if appropriate, particularly when individual training accounts are necessary.

***INITIAL INTAKE, OBJECTIVE ASSESSMENT, CASE MANAGEMENT, INDIVIDUAL SERVICE STRATEGY AND ELIGIBILITY ASSESSMENT***

Northeastern Arizona Innovative Workforce Solutions Workforce Investment Area adheres to the Workforce Investment Act, Title IB recommendations to serve youth considered neediest and most at-risk, which are defined as: out-of-school

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youth, high school dropouts, runaway and homeless youth, youth in foster care, court-involved youth, children of incarcerated parents, parenting, and youth who are behind in school.

Upon initial assessment, the WIA paid staff person determines whether the youth qualifies as an in-school youth (younger youth) or an out-of-school youth (older youth). The initial assessment and intake process will include a review of which of the ten program elements may be needed by the youth. An Individual Service Strategy will be started that may require some testing and assessments to determine what services are needed for the youth. The Individual Service Strategy tells the story of where the youth has been, where he or she is now, where the youth wants and needs to go, and how he or she will get there.

Once income eligibility is complete, barriers are determined to meet WIA guidelines for participation, an initial assessment provides information on needed services, and an Individual Service Strategy is started, the youth will be required to participate in a preview of the youth services Module Training. The Module Training is a web-based learning tool that provides short training seminars that will help the Youth with school and work goals as well as personal and leadership growth. The youth will be required to complete at least one Module Training seminar prior to enrollment as a participant into a WIA-funded youth program. This preview of the Module Training will orientate the youth on the navigation process of starting and completing a module seminar. During this pre-view of a Module Training seminar, the case manager will assess the youth's ability to independently and with little to no supervision participate in this type of web-based learning. Case managers will review the list of Module Training seminars and work with the youth to determine which of the seminars should be taken and in what order.

In addition, once enrolled, participants will be required to complete at least two (2) of the Module Training seminars monthly. The Module Training seminars provide a pre-test and post-test that allows for tracking of participation. Case managers will ensure completion of the required modules by reviewing the log and test scores tracked at the end of each month and record information in the youth's case notes and on the Individual Service Strategy progress update as appropriate. Content from the seminars will be discussed during mentoring, tutoring, and/or case management discussions.

Module Training seminars include:

- Y101 - Using Your Local One-Stop Career Center
- Y102 - Just Graduated. Now What?
- Y103 - Post High School Job Training
- Y104 - Entry Level and Summer Jobs
- Y105 - Interviewing for Information
- Y106 - How to Respond to Help Wanted Ads
- Y107 - Networking
- Y108 - How to Use the Internet in Your Job Search
- Y109 - How to Make Cold Calls
- Y110 - Locating Job Openings
- Y112 - The Job Application
- Y113 - Blank Job Application
- Y114 - Completed Job Application

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- Y115 - The Resume
- Y116 - Components of a Resume
- Y117 - Making Your Resume Stand Out
- Y118 - Internet Resume
- Y119 - How to Write a Cover Letter
- Y120 - Sample Cover Letters
- Y121 - What Employers Expect of You
- Y122 - Overcoming Challenges to Employment
- Y123 - Preparing for the Job Interview
- Y124 - The Job Interview Step-by-Step
- Y125 - How to Impress the Interviewer
- Y126 - Top Job Interview Questions
- Y127 - Pre and Post Job Interview Checklists
- Y128 - Telephone Interviews and Job Fairs
- Y129 - First Impressions
- Y130 - Thank You Notes and Follow-Up
- Y111 - Get Organized for Your Job Search
- Y131 - Pre-Employment Testing
- Y132 - Accepting a Job Offer
- Y133 - Employee Benefits
- Y134 - Selecting a Career
- Y135 - Identifying Your Job Skills
- Y136 - Interests, Personal Values and Traits
- Y137 - The Top 20 Skills
- Y138 - Careers for Today and Tomorrow
- Y139 - Starting a New Job
- Y140 - All Those Forms!
- Y141 - How to Read Your Paycheck
- Y142 - How to Keep Your Job
- Y143 - How to Quit Your Job
- Y144 - Setting Goal

### ***COMPREHENSIVE SERVICES AND COORDINATION***

Northeastern Arizona Innovative Workforce Solutions Youth Council represent the stakeholders in the community that works with in-school and out-of-school youth. The youth advocates on the Council will serve as a community coordination group to discuss, coordinate and partner with each other to deliver a comprehensive set of services that helps youth in all phases of their lives. In March of 2015, the LWIB Youth Council will sponsor a regional YOUTH SUMMIT that brings together all interested parties to develop some goals and strategies that will be used to help drive the decisions for providers. The results of the YOUTH SUMMIT will be included in the LWIB annual strategic planning session.

Prior to the YOUTH SUMMIT, youth organizations and representatives will present information to the Youth Council that helps identify coordination opportunities. Presentations will be requested from Job Corps, community-based organizations, Juvenile Justice, educational institutions, rehabilitative service

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providers, and prevention programs. Each of the presentations will be followed by a Youth Council discussion on how referrals can be done more effectively to provide a comprehensive and coordinated approach to youth service delivery.

***5% NON-ECONOMICALLY DISADVANTAGED YOUTH BARRIER***

Currently, the LWIB utilizes the 5% economically disadvantaged youth barrier. This barrier is used for youth that have at least one identified documented barrier as defined in WIA section 101(25) and lives in a household that does not meet the income criteria.

Youth providers are required to submit a monthly report that tracks all enrolled youth, including the numbers of youth that are enrolled under the 5% barrier. Fiscal and administrative staffs review the data and immediately alert providers and leadership through email if the 5% cap is close or exceeded.

***TRACKING OUT-OF-SCHOOL YOUTH ENROLLMENTS AND EXPENDITURES TO MEET 30% MINIMUM EXPENDITURE.***

The program has set a target of 30% expenditures for out-of-school youth. Contracts with providers are written reflecting these targets. The local workforce area divides Workforce Investment Act Title 1B youth funds into two streams for tracking and reporting in the financial system, in-school and out-of-school youth. Charges follow each youth, and cost allocation models for related expenditures reflect in- and out-of-school youth funding streams.

***SIXTH YOUTH BARRIER***

The sixth youth eligibility criterion is Occupational Skills Deficient, which is defined as an individual who:

- Has never worked; or
- Has had insufficient job experience and has not successfully completed skills training in the occupation in which training will be provided; or
- Is two or more grade levels below his or her age appropriate level in any category, as this could severely limit the required skills needed for most employment opportunities.

***STRATEGIES TO IDENTIFY, RECRUIT AND ENGAGE YOUTH TO COMPLY WITH LITERACY AND NUMERACY GAINS REQUIREMENTS***

The Youth Council will assist and advise in identifying and recruiting youth. Strategies to be gathered at the March 2015 YOUTH SUMMIT will specifically identify methods and techniques for identification and recruitment. Meanwhile, the recruitment will include a marketing campaign to advertise BOOMERANG YOUTH SERVICES throughout the two counties. The request for proposals will require providers detailing identification and recruitment strategies.

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Individual service strategies will be completed during the assessment phase to include a customized competency-based strategy plan to include literacy and numeracy gains, as needed.

The strategies will be regularly reviewed and updated by the case managers to ensure youth participants are on track to meet their goals. In an attempt to reach the literacy numeracy gains, the case manager can work with the participant one-on-one, or refer, as necessary, to appropriate partners.

### ***MONITORING OF YOUTH PROVIDERS***

Navajo County WIA conducts on-site monitoring of the youth programs to ensure compliance with all program objectives, as well as WIA regulations, Federal, State and local policies and guidance. Reviews are conducted at least bi-annually with each provider. The review includes programmatic, financial, EEO compliance and interviews with program staff and participants. A random sampling of participant files is selected for review. Based upon the findings from the reviews, WIA staff provides appropriate training and technical assistance as needed.

In general, monitoring consists of a review of 25% sampling of active participant files and 25% of exited participant files. First, a desk review of Arizona Jobs Connection (AJC) system data is verified that has been entered by the participant and the case manager. Next an on-site file monitoring is done.

The on-site monitoring involves verification of the presence of hard copy or “source” documentation in the client’s/participant’s file that is located at the physical site from which services have been provided. Both methods are components of programmatic monitoring and aim to determine the rate of accuracy of system staff’s compliance with local, State, and federal rules, regulations, policies, procedures, and documented practices.

Navajo County WIA also conducts Americans with Disabilities Act (ADA) and Equal Opportunity (EO) monitoring which entails verifying written receipt of their legal rights regarding the aforementioned legislation and interviewing clients/participants regarding their experiences in the delivery of WIA services to determine compliance with non-discrimination laws.

A standard checklist is used by monitoring staff to review all Youth Programs. Program providers have been provided with the checklist upon contract award or renewal. If there are updates to the checklist, providers are provided the updated tool. WIA monitoring staff extracts a list from the AJC system of all participants served by a specific provider. From the list of total participants, a random sample as described above is extrapolated. The final list represents clients/participants who will be selected for compliance monitoring/data validation in the AJC system. After the desk reviews have been completed, the list of selected clients/participants is sent to providers so that they can provide access to the corresponding, hard copy, client/participant files, and a minimum of three days prior to on-site monitoring.

At the end of on-site reviews, monitoring staff will discuss with the provider a short-term timeline for:

- Completion of the results of the monitoring visit;
- A date in which results will be released;
- The date of a technical visit to discuss results; and
- Due date for responses to Recommendations and Corrective Actions, if any exist.

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Each Youth provider is evaluated by WIA on a quarterly basis on seven (7) other criteria:

- Attainment of Federal Performance Measures;
- Expenditures;
- Service Levels;
- Program Monitoring Outcomes;
- Fiscal Monitoring Outcomes;
- Monthly and Quarterly Reports; and
- Submission of Weekly Reports.

For each provider, the aforementioned criteria are reviewed and scored quarterly against established benchmarks. The scores are largely based upon a provider's progress toward the established quarterly measurements.

## I.10. VETERANS

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*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.*

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

*Describe in detail strategies to be implemented to identify and enroll eligible veterans in the Dislocated Worker program.*

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### **COMPLIANCE WITH PRIORITY OF SERVICE FOR VETERANS**

Veterans are identified immediately upon entering one of our Local Workforce Area Centers. Signage is posted in the lobby area on veteran's priority and the flat screens in the lobby also address veteran's priority. Front-end staff on the Welcome Team asks customers if they are a veteran or spouse of a veteran if they do not self-identify as veterans. Priority for services means a veteran or an eligible spouse either receives access to a service earlier in time or, if the resource is limited, receives access to the service instead of or before the non-covered person.

All veterans and/or eligible spouses of veterans will be referred within the One-Stop integrated service delivery process.

Veterans with barriers to employment will be referred to services to include case management by the Disabled Veterans Outreach Program specialist and/or Local Veteran's Employment representative.

Disabled Veterans Outreach Program and Local Veterans Employment Representative staff will assist eligible spouses with employment needs and/or appropriate referrals. All center staff has received training on Veterans priority. In the event there is no Veteran specific staff on-site, WIA staff will work with the Veteran and make contact with a representative in a neighboring office or seek guidance from the State DES Veterans Unit.

A covered person is given Priority of Service and enrolled into WIA as long as they are deemed eligible and appropriate. Priority is also given to veterans seeking training services. Priority of Service does not permit a covered person to "bump" a non-covered WIA participant that has been both, approved for funding and accepted or enrolled in a training program.

Staff does not require verification of the status of a covered person at the point of entry, unless the individual who self-identifies as a covered person:

- Is to immediately undergo eligibility determination and be registered or enrolled in the WIA program;
- The applicable federal program rules require verification at that time.

A covered person shall be given Priority of Service and enrolled into WIA so long as they are deemed eligible and appropriate and will be permitted to follow-up subsequently with any required verification of his or her status as a veteran or eligible spouse or as required by DES WIA Section enrollment.

### ***VETERANS AND THE WIA DISLOCATED WORKER PROGRAM***

Veterans and eligible spouses who meet the specific criteria for WIA Dislocated Worker program definition will be enrolled into the program and provided services under WIA Title 1B Dislocated Worker Program funding.

Veterans are provided a full range of employment services, including referral services, job development, referral to training, and referral to government and community veteran service agencies.

In addition, staff provides targeted case-management services that assist eligible veterans in developing job interviewing and resume writing skills, job club attendance and will identify training and job placement opportunities for veterans. Veterans receiving training services are offered targeted case- management services and provided guidance and support services to ensure positive outcomes.

Upon completion of training activities, staff assist veterans match their job skills to employer job openings and contact employers on behalf of the veteran for consideration in hiring. Exited program participants are provided with 12 months of follow-up services to ensure that employment retention is documented.

All Veteran assistance, including co-enrollments into WIA Title IB dislocated worker, will include the DES Veteran Representatives as a primary partner.

## 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.*

*Identify who will negotiate performance measure goals on behalf of the Local Board.*

*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 plan should also describe any additional established indicators and system measures, beyond those required by programs' authorizing statutes.*

*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.*

*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.*

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

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

### **PERFORMANCE MEASURE NEGOTIATIONS**

The Executive Director, with the input of the LWIB and the Navajo County BOS, will negotiate performance measure goals.

### **NEGOTIATED LEVELS PY 13 WIA TITLE IB COMMON MEASURES**

Performance Measures	PY 13 Negotiated Level
<b>Adult</b>	
Entered Employment	74.5%
Employment Retention	84.0%
Average Earnings (for six-months period)	\$12,600
<b>Dislocated Worker</b>	
Entered Employment	83.0%
Employment Retention	87.5%
Average Earnings (for six-months period)	\$16,400
<b>Youth</b>	
Placement in Employment/Education	62.5%
Attainment of Degree/Certificate	60.5%
Literacy/Numeracy Gains	43.0%

**NEGOTIATED LEVELS PY 13 WIA TITLE 1B STATUTORY MEASURES**

Performance Measures	Target
<b>Adult</b>	
Employment/Credential	66.0%
<b>Dislocated Worker</b>	
Employment/Credential	71.0%
<b>Older Youth</b>	
Entered Employment	72.0%
Employment Retention	77.0%
Earnings Change	\$3,300
Certificate/Credential Rate	50.0%
<b>Younger Youth</b>	
Diploma/Equivalent	62.0%
Retention	65.0%
Skill Attainment	83.0%

**ADDITIONAL PERFORMANCE INDICATORS**

The LWIB currently does not have additional performance indicators. At the upcoming LWIB Strategic Planning session the possibility of additional measures will be discussed and if approved will become part of the goals and objectives with corresponding action steps.

**BALANCED SCORECARD MEASURES AND TRACKING**

Navajo, Gila and Apache Counties Local Workforce Area will comply and track data that is determined to be part of the statewide balanced scorecard by the Workforce Arizona Council. Depending on the measure, functional teams will be engaged to assist in tracking. This will be particularly important with any employer/business measures that will be tracked and followed by the Business Services Team.

**STATE REQUIRED DATA MANGEMENT SYSTEM**

The Arizona Job Connection labor exchange system will be utilized not only for case management but also for common data collection, information management and U.S. Department of Labor reporting for Workforce Investment Act, Title 1B, Wagner-Peyser and Trade Adjustment Act programs. The local area will print out needed Arizona Job Connection management and performance reports to monitor the local workforce system.

The One-Stop Operator Consortium will discuss data sharing and data management at its regularly scheduled meetings.

### ***ROLE OF TECHNOLOGY IN ACCESSING SERVICES AND TRACKING INFORMATION***

Technology plays a crucial role in accessing services and tracking data. In Navajo, Gila and Apache Counties Local Workforce Area the Arizona Job Connection labor exchange system is used as the primary case management and tracking tool.

In addition, technology plays a key role in actual service delivery in this rural area. Of course, registration for services is technology-based; however, we also have Module Training seminars for adults, dislocated workers, and youth that provide web-based training that allows for open entry and open exit by individual participants. This flexible technology based service eliminates the problem in rural areas of having to wait on a seminar until there are enough people to justify the time of a trainer. This web-based system will give immediate access to important training topics.

Also, staff has access to web-based staff training that provides flexibility regarding what topics are covered by which staff. This information is detailed in the system capacity building section of this business plan.

### ***CUSTOMER SATISFACTION MEASUREMENT AND RESULTS***

Customer satisfaction surveys in the Navajo and Apache Counties Local Workforce Area will measure two types of satisfaction: 1) Satisfaction with process; and 2) Satisfaction with results.

Customer surveys focusing on job seeker services will be distributed following a specific service and returned to the WIA Coordinator at the administrative office for review and tallying. The services will include all partners within the Centers.

Following exit, a customer survey will be done regarding results.

Data will be shared with the One-Stop Operator Consortium at least quarterly and discussions among partners will take place to determine if any process or procedure changes are needed among the partner agencies.

All Center staff will receive a quarterly report that details the responses and any changes that may have resulted from the feedback.

The Business Services Team will establish employer surveys and conduct quarterly feedback surveys via Survey Monkey on-line. The Business Services Team will discuss the feedback and provide recommendations to the One-Stop Operator Consortium regarding changes in process or procedures.

## **K. AGREEMENTS, POLICIES AND PROCEDURES**

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*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).*

*In accordance with State policy attach the following:*

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

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

*Local Board and Designated Operator Agreement.*

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

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

*Provide in detail how the Local Workforce Board and Chief Local Elected Official will ensure that One-Stop Operator Agreement will be adhered to and the institutional controls that will be implemented to ensure adherence to the Agreement with respective roles and responsibilities of each party with respect of the operation of the One-Stop system.*

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

*Describe how the Local Workforce Area identifies areas needing improvement and any processes in place to address identified deficiencies.*

*Provide a copy or a URL link to all local operational and programmatic policies.*

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### **AGREEMENTS**

Agreements have been revised to include both the new requirements outlined in Workforce Arizona Council policies AND to support the reengineering of our local workforce system.

The LWIB has elected not to have a Local Board and Operator Agreement. This business plan shall serve as the guidelines to the One-Stop Consortium on roles and responsibilities as well as the other requirements outlined in the Workforce Arizona Council's One-Stop Delivery System Policy.

New AGREEMENTS attached to this business plan include:

- Intergovernmental Agreement between Navajo County and Apache County that identifies the administrative and fiscal entity designations and responsibilities;
- Intergovernmental Agreement revised to include Gila County

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- Chief Elected Official and Local Board Agreement
- LWIB By-laws
- Memorandum of Understanding between One-Stop Operator and Partner Agencies
- Resource Sharing Agreement

***ONE-STOP OPERATOR AGREEMENT***

The One-Stop Consortium has named the AZ DES as the Lead of the One-Stop Consortium and the One-Stop Site Manager for the Comprehensive Center and Affiliate Center. Roles and responsibilities are outlined in this Business Plan.

***MONITORING PROCESS AND OVERSIGHT CRITERIA AND PROCEDURES***

Oversight criteria that will be used in the monitoring process is outlined in the Business Plan contents, the strategic planning sessions, and in the newly approved AGREEMENTS for the local workforce area. A checklist that has a comprehensive listing of requirements in the Business Plan, Agreements, and Strategic Sessions will be completed by July 1, 2014 and used to monitor compliance and progress at least quarterly.

***IDENTIFYING DEFICIENCIES AND NEEDED IMPROVEMENTS***

The WIA monitor will provide reports to the Administrative Entity and to the One-Stop Operator Consortium Lead who will review and share with the Consortium members for discussion on what is working and what may need to be revisited in terms of processes and procedures.

***LOCAL OPERATION AND PROGRAMMATIC POLICIES***

The local LWIA policies and procedures can be found at [www.navajocountyaz.gov](http://www.navajocountyaz.gov)

Employment Service Policy Manual can be found at <http://intranet/main.aspx?menu=452id=3226>

## L. COMPLAINTS, GRIEVANCES

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*Each local area, and direct recipient of funds under 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.*

*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.*

*Include an appeal process that ensures that no individual is excluded from participation in or with a WIA Title 1 funded activity or employment for any reason.*

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

*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.*

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### **FORMAL AND INFORMAL COMPLAINTS**

See the Appendices to this Business Plan for detail regarding the complaint and grievance policies and procedures for Northeastern Arizona Innovative Workforce Solutions Local Workforce Area.

In general, complaints about Workforce Investment Act, Title 1B programs and activities will be accepted from an individual provided the complaint is made in writing and within 30 days of the alleged occurrence.

All participants have a right to file a grievance for denial of training services as follows: If the individual wants to appeal the decision of denial of training services the individual may appeal in writing the decision to the Case Manager.

If the individual wants to appeal the Case Manager's decision of denial of training services the individual may appeal in writing the decision to the Program Manager (Executive Director).

If the individual wants to appeal the Program Manager's (Executive Director) decision of denial of training services, the individual may appeal in writing the decision to the Executive Director. All decisions made by the Executive Director are final.

Upon receipt of a complaint by the Arizona Workforce Connection the participant will receive within 30 days of filing the written notice of the decision by the appropriate individual.

***APPEAL PROCESS***

See the Appendices to this Business Plan for detail regarding the complaint and grievance policies and procedures for Northeastern Arizona Innovative Workforce Solutions Local Workforce Area.

***FORMAL GRIEVANCES***

See the Appendices to this Business Plan for detail regarding the complaint and grievance policies and procedures for Northeastern Arizona Innovative Workforce Solutions Local Workforce Area.

***ELECTRONIC LINK***

See the Appendices to this Business Plan for detail regarding the complaint and grievance policies and procedures for Northeastern Arizona Innovative Workforce Solutions Local Workforce Area.

A copy of operational and programmatic policies for Workforce Investment Act, Title 1B will be provided. Below are the employment service policy manual and the ADOC Human Resources website links:

ES Policy Manual: <http://intranet/main.aspx?menu=452&id=3226>

ADOC Human Resource website: <https://www.azdes.gov/main.aspx?menu=258&id+2198>

## **M. APPENDICES**

**M.1. INTERGOVERNMENTAL AGREEMENT  
APACHE COUNTY AND NAVAJO COUNTY WIA PARTNERSHIP  
EXECUTED JULY 1, 2014**

## **Intergovernmental Agreement Apache County and Navajo County WIA Partnership**

### **I. PURPOSE**

**WHEREAS**, this document hereby replaces the **INTERGOVERNMENTAL AGREEMENT FOR APACHE COUNTY – NAVAJO COUNTY WIA PARTNERSHIP** fully executed and effective July 1, 2006.

**WHEREAS**, this **AGREEMENT** is entered into for the purpose of continuing to have a single recognized entity to administer and operate programs to serve Adults, Dislocated Workers and Youth under Title I of the Federal Workforce Investment Act of 1998 (WIA). In keeping with the original **INTERGOVERNMENTAL AGREEMENT FOR APACHE COUNTY – NAVAJO COUNTY WIA PARTNERSHIP**, Navajo County Board of Supervisors will serve in the roles of Chief Elected Officials (CEO), fiscal agent, and administrative entity for the Apache County and Navajo County WIA Partnership.

**WHEREAS**, this **AGREEMENT** incorporates changes to comply with newly adopted Workforce Arizona Council policy #02-2013 that requires specific inclusions in this **AGREEMENT**.

### **II. LIABILITY OF FUNDS**

**WHEREAS**, Navajo County was designated by the Apache County – Navajo County WIA Partnership to serve as CEO, fiscal agent and administrative entity for the Navajo and Apache Counties Workforce Investment Area.

**WHEREAS**, this **AGREEMENT** provides Navajo County the authority to administer WIA funds and to assign resources to meet the needs in each county.

**THEREFORE**, Navajo County, as CEO, fiscal agent and administrative entity for Workforce Investment Act of 1998 (WIA) funds, for both Apache and Navajo Counties, shall be liable for any disallowed or misuse of WIA funds. Chief Elected Officials in Navajo County are liable in their official capacity and are not personally liable for any misuse of WIA funds.

### **III. BOARD REPRESENTATION AND ADMINISTRATION**

**WHEREAS**, a Local Workforce Investment Board (LWIB) to be known as the Navajo and Apache Counties Workforce Investment Board, certified by the Governor of Arizona, advises and serves the local area.

The LWIB shall be comprised of up to 30 members, one-third of whom shall be from Apache County and two-thirds from Navajo County. Nomination processes and procedures will follow the requirements of the WIA law and regulations and the Workforce Arizona Council policies. LWIB appointments will be made by the Navajo County Board of Supervisors, in their designated capacity as CEO. The chairperson and vice-chairperson shall be selected by LWIB members and shall represent different counties.

**IV. WIA SERVICES**

**WHEREAS**, Navajo County in its role as CEO, fiscal agent, and administrative entity, shall ensure that services are delivered in accordance with the WIA, including subsequent amendments, and related regulations including Workforce Arizona Council policies.

**V. WIA RECORDS**

**WHEREAS**, Navajo County shall maintain and secure, in accordance with established policies and procedures, all records required by Federal, state, and county regulations to operate the WIA programs.

**VI. WIA REPORTING**

**WHEREAS**, Navajo County shall be responsible for all required reporting of WIA activities, performance and expenditures on behalf of the LWIB. Navajo County shall be responsible for all participating tracking and reporting activities required by Federal and state WIA administration and shall provide annual performance reports, as well as quarterly Progress of Program Services reports to the Navajo County Board of Supervisors and the Apache County Board of Supervisors with information on each county's actual service levels.

**VII. WIA PERFORMANCE MEASURES**

**WHEREAS**, the LWIB will be accountable for all required performance indicators, as established by the Governor and in policies by the Workforce Arizona Council.

**VIII. WIA ASSETS**

**WHEREAS**, assets of the LWIB, such as vehicles, shall be purchased by Navajo County in accordance with its procurement policies and procedures. Each asset shall be added to the inventory of the county in which it is housed and shall be the property of that county. Liability and insurance coverage shall be provided by the county where the asset is inventoried. Because both counties are insured by the same carrier, Arizona Counties Insurance Pool, all WIA staff who provide proof that they are licensed and insured will be approved to operate all LWIB vehicles regardless of which county is the owner.

**IX. WIA CONTRACTS**

**WHEREAS**, Navajo County shall administer existing DES contracts for prior program years on behalf of the LWIB. New WIA contracts shall be negotiated, authorized, and executed by Navajo County on behalf of the LWIB.

**X. WIA EXPENDITURES**

**WHEREAS** expenditures on behalf of the LWIB shall be processed by Navajo County in accordance with its financial policies and procedures. Responsibility for maintaining financial records and comply with audits shall be the responsibility of Navajo County.

**XI. FACILITIES**

**WHEREAS**, costs for leases, utilities, insurance, repairs and similar expenses shall be paid by Navajo County from the WIA grant allocations. Navajo will negotiate leases based on availability of funds and service needs.

**XII. PERSONNEL**

**WHEREAS**, LWIB staff and WIA staff will be employees of Navajo County and shall be subject to Navajo County personnel policies and procedures.

**XIII. LOCAL LWIB BUDGET APPROVAL**

**WHEREAS**, in its role as Chief Elected Officials, fiscal agent and administrative entity, Navajo County Board of Supervisors will review and approve the Navajo and Apache Counties Workforce Investment Board budget created for the purpose of carrying out the duties of the LWIB. This budget does not include program operations.

**XIV. PARTICIPATING CHIEF ELECTED OFFICIALS AND NOTICES**

This modification shall be signed by the current Chairperson for Apache County Board of Supervisors and the Chairperson for the Navajo County Board of Supervisors. Any and all notices in connection with this **AGREEMENT** shall be delivered in person or by U.S. Mail, postage prepaid, to the intended recipient at the following address:

Navajo and Apache Counties Workforce Investment Board  
Attn: Susan Tegmeyer  
PO Box 668  
Holbrook, Arizona 86025

Apache County Board of Supervisors  
Tom M. White, Jr., Chairman of the Board of Supervisors  
PO Box 428  
St. Johns, Arizona 85936

Navajo County Board of Supervisors  
Jesse Thompson, Chairman of the Board of Supervisors  
PO Box 668  
Holbrook, Arizona 86025

**XV. TERM/TERMINATION**

This **AGREEMENT** shall be effective as of July 1, 2014 and shall remain in effect until such times as either County withdraws. Either county may withdraw by giving at least 100 days notice of withdrawal prior to the beginning of a new program year. Program years are July 1 through June 30. Upon notice of withdrawal, each county will be responsibility for notifying the DES WIA Section and Workforce Arizona Council and submitting a plan within 30 days outlining the assumption of programmatic and financial responsibilities. On the effective date of withdrawal, the LWIB shall cease to exist and Navajo County's authority as CEO, fiscal agent, and administrative entity shall end, except insofar as Navajo County ay be required to act in order to wrap up the affairs of the LWIB.

**XVI. MAINTENANCE OF AGREEMENT**

This **AGREEMENT** and any modifications shall be maintained and available for monitoring at the Navajo County Administrative Entity office.

**XVII. COMMUNICATION**

LWIB meeting notices and minutes of meetings will be provided to both the Apache County and Navajo County Boards of Supervisors. Navajo County Board of Supervisors, in its official capacity as CEO of the local workforce area, will be invited to a joint meeting with the LWIB annually wherein performance information and financial information will be shared. Apache County Board of Supervisors, or their designees, will also be invited for the purpose of updating them on the performance and activities for the local workforce area. The LWIB will make available to the public, on a regular basis through open meetings, information regarding the activities of the LWIB.

**VIII. REQUIRED SIGNATURES FOR MODIFICATION**

**Chairperson, Apache County Board of Supervisors:**

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*Signature*

*Date*

**Chairperson, Navajo County Board of Supervisors:**

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*Signature*

*Date*

## **M.2. CHIEF ELECTED OFFICIALS AND LWIB PARTNERSHIP AGREEMENT**

## Chief Elected Officials and LWIB Partnership Agreement

### I. PURPOSE

**WHEREAS**, Navajo County was designated by the Apache County – Navajo County WIA Partnership to serve as Chief Elected Official, fiscal agent and administrative entity for the Navajo and Apache Counties Workforce Investment Area.

**WHEREAS**, the **INTERGOVERNMENTAL AGREEMENT for the Apache County and Navajo County WIA Partnership** provides Navajo County the authority to administer WIA funds and to assign resources to meet the needs in each county.

**WHEREAS**, the Navajo and Apache Counties Workforce Investment Board, hereinafter referred to as LWIB, has been appointed by the Navajo County Board of Supervisors, hereinafter referred to as Chief Elected Officials (CEO) as designated in the **INTERGOVERNMENTAL AGREEMENT**, in accordance with the requirements in the Workforce Investment Act of 1998 (WIA).

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

### II. LOCAL BOARD MEMBERSHIP

The WIA Section 117(c)(1) authorizes the CEO to appoint the members of the LWIB in accordance with the criteria established under Section 117(b) of the WIA and the guidelines in Workforce Arizona Council Policy 02-2013 entitled Workforce Investment Act Local Governance Policy.

The CEO must appoint business representatives that meet the criteria established by the Workforce Arizona Council on behalf of the Governor.

The authority to appoint members to the LWIB lies solely with the CEO.

#### A. Terms

LWIB members are appointed for a fixed and staggered 3-year term. Members may be reappointed upon completion of their term.

#### B. Nomination

For each LWIB member position that requires a nomination, the nominating organization as required by the Workforce Investment Act must submit to the Navajo County Board of Supervisors, as designated Chief Elected Official of the local area, a document or letter signed by the chief executive officer or designee identifying the individual being nominated. The document or letter must also acknowledge the nominee's optimum policy making authority and include documentation of curriculum vitae, resume or work history supporting the qualifications of the nomination. Multiple individuals may be nominated for one LWIB position. The CEO

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shall make an appointment of one of the individuals nominated in its role to appoint LWIB members.

**C. Appointment**

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

**D. Change in Status**

LWIB members who no longer hold the position or status that made them eligible LWIB members must resign or be removed by the Navajo County Board of Supervisors as designated CEO immediately upon notification to the LWIB Chair of the change of status as a representative of that entity.

**E. Mid-Term Appointment**

LWIB members replacing out-going members mid-term will serve the remainder of the out-going member term.

**F. Vacancies**

One-third of the total membership of the LWIB shall be from Apache County and two-thirds from Navajo County. That balance in LWIB representation shall be maintained when filling vacancies. Recommended nominees shall be submitted by the appropriate organizations to the Navajo County Board of Supervisors, as designated CEO, for formal appointment. LWIB vacancies must be filled within 120 days of the vacancy. Navajo County Board of Supervisors, as designated CEO, is authorized to make all reappointments of members. Reappointments must be made within 120 days of the term expiration. In the event a vacancy cannot be filled within 120 days, the Administrative Entity must request a waiver in writing to the Director of the Workforce Arizona Council with an explanation of why a vacancy was not filled in the 120-day timeframe and a description of the process underway to fill the vacancy. The Administrative Entity must maintain written approval of the waiver request by the Director of the Workforce Arizona Council and will be monitored according to the process outlined in their approved waiver request.

**G. Removal**

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

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

In addition, LWIB members may be removed from the LWIB for cause, as outlined in the LWIB by-laws, if a two-thirds (2/3) majority of the LWIB approves such actions at a legally constituted meeting. Such action must be confirmed by a four-fifths (4/5) majority of the Navajo Board of Supervisors, as designated CEO.

**III. RELATIONSHIP BETWEEN CEO AND THE LWIB**

The Navajo County Board of Supervisors, as designated CEO, provides the following guidance to the LWIB. In the case of required partnership or approval by the CEO, the LWIB shall get in writing, either through official communication including email or in minutes of meetings, evidence of Chief Elected Official involvement. The LWIB shall in accordance with an Agreement with the CEO and according to the Workforce Investment Act legislative requirements:

**A. In partnership with the CEO:**

- a) Develop and submit a local workforce business plan consistent with WIA, Arizona State Integrated Plan, Workforce Arizona Council and other state administrative entity requirements; and
- b) Select the local workforce system operator according to the Arizona One-Stop Delivery System Policy; and
- c) Select eligible youth service providers consistent with federal, state, and local procurement requirements; and
- d) Select eligible providers of adult and dislocated worker intensive and training services; and
- e) Assist the state administrative entity in maintaining a list of eligible training providers including cost and performance data through a local approval process; and
- f) Conduct oversight of the one-stop delivery system including all WIA activities; and
- g) Negotiate local performance measures; and
- h) Appoint a youth council to advise the LWIB on youth activities.

**B. Approval required by the CEO:**

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

**C. Other LWIB roles and responsibilities:**

- a) Select a private-sector business representative as LWIB chairperson; and
- b) Create an annual report that must be submitted to the Workforce Arizona Council as per guidelines established by the Workforce Arizona Council; and
- c) Promote one-stop center programs and activities; and
- d) Establish a **MEMORANDUM OF UNDERSTANDING** with the WIA partner agencies; and
- e) Assist the state administrative entity in developing the statewide employment statistics system under the Wagner Peyser Act; and
- f) Coordinate with economic development strategies and establish employer linkages with workforce development activities; and
- g) Carry out regional planning responsibilities as required by the Workforce Arizona Council and the state administrative entity, and the Workforce Investment Act in Section 116 (c); and
- h) Per WIA Regulations 661.2059(a)(8), promote private sector involvement in the statewide workforce investment system through effective connecting, brokering, and coaching activities through intermediaries, such as the one-stop operator in the local area, the local business services function, or through other organizations to assist employers in meeting hiring needs; and
- i) Conduct business in an open manner by making available to the public information about

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the activities of the LWIB; this includes the local plan before submission, membership, designation of the local workforce system operator, the awards of grants or contracts, and minutes of LWIB meetings; and

- j) Ensure that partner staff will be governed by their respective personnel laws and collective bargaining agreements in a one-stop center; and
- k) Review and approve workforce system policies recommended by the WIA Executive Director.

**IV. AMENDMENTS/CHANGE TO AGREEMENT/ELECTION**

This **AGREEMENT** may be amended or changed with a written notice by the CEO to the LWIB. Election notice of a new LWIB Chair or Chief Elected Official will be maintained in the Administrative Entity office.

**V. MAINTENANCE OF AGREEMENT**

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

**VI. COMMUNICATION**

LWIB meeting notices and minutes of meetings will be provided to both the Apache County and Navajo County Boards of Supervisors. Navajo County Board of Supervisors, in its official capacity as CEO of the local workforce area, will be invited to a joint meeting with the LWIB annually wherein performance information and financial information will be shared. Apache County Board of Supervisors, or their designees, will also be invited for the purpose of updating them on the performance and activities for the local workforce area. The LWIB will make available to the public, on a regular basis through open meetings, information regarding the activities of the LWIB.

**VII. REQUIRED SIGNATURES**

**Jesse Thompson, Chairperson, Navajo County Board of Supervisors as Chief Elected Officials:**

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*Signature*

*Date*

**Chairperson, Navajo and Apache Counties Workforce Investment Board:**

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*Signature*

*Date*

### **M.3. LWIB BY-LAWS**

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**Article I**

**Name**

The name of the Board shall be the Navajo and Apache Counties Workforce Investment Board hereinafter referred to as LWIB.

**Article II**

**Statement of Purpose**

The LWIB was created through an Intergovernmental Agreement between Apache County and Navajo County that included the formation of a joint Local Workforce Investment Board established in accordance with the Workforce Investment Act Section 117. The Intergovernmental Agreement designates Navajo County Board of Supervisors as Chief Elected Official (CEO) for the local workforce area, as fiscal agent and as administrative entity for the LWIB. Navajo County was also charged in the **INTERGOVERNMENTAL AGREEMENT** with overseeing the delivery of Workforce Investment Act Title IB related services in all non-reservation areas of Navajo and Apache Counties.

The LWIB shall, in partnership with the CEO, establish and oversee the workforce system for Arizona's Navajo and Apache Counties in accordance with legislative requirements of the Workforce Investment Act of 1998 P.L. 105-220, Workforce Arizona Council policy and Department of Economic Security requirements AND to carry out such duties and functions as delegated to it by the **INTERGOVERNMENTAL AGREEMENT** and/or the CEO.

The LWIB shall act as the administrative entity for the CEO and shall be staffed by a WIA Executive Director who shall be designated as the single point of contact for the LWIB and be responsible for all records, materials and other information deemed necessary by the LWIB.

**Article III**

**Duties and Responsibilities**

The LWIB shall in accordance with the **CEO AND LWIB PARTNERSHIP AGREEMENT** and according to the Workforce Investment Act legislative requirements and Workforce Arizona Council policy:

**D. In partnership with the CEO:**

- i. Develop and submit a local workforce business plan consistent with WIA, Arizona State Integrated Plan, Workforce Arizona Council and other state administrative entity requirements; and
- ii. Select the local workforce system operator according to the Arizona One- Stop Delivery System Policy; and
- iii. Select eligible youth service providers consistent with federal, state, and local procurement requirements; and
- iv. Select eligible providers of adult and dislocated worker intensive and training services; and
- v. Assist the state administrative entity in maintaining a list of eligible training providers including cost and performance data through a local approval process; and
- vi. Conduct oversight of the one-stop delivery system including all WIA activities; and
- vii. Negotiate local performance measures; and

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viii. Appoint a youth council to advise the LWIB on youth activities.

**E. Approval required by the CEO:**

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

**F. Other LWIB roles and responsibilities:**

- i. Select a private-sector business representative as LWIB chairperson; and
- ii. Create an annual report that must be submitted to the Workforce Arizona Council as per guidelines established by the Workforce Arizona Council; and
- iii. Promote one-stop center programs and activities; and
- iv. Assist the state administrative entity in developing the statewide employment statistics system under the Wagner Peyser Act; and
- v. Coordinate with economic development strategies and establish employer linkages with workforce development activities; and
- vi. Carry out regional planning responsibilities as required by the Workforce Arizona Council and the state administrative entity, Section WIA 116 (c); and
- vii. Per WIA Regulations 661.2059(a)(8), promote private sector involvement in the statewide workforce investment system through effective connecting, brokering, and coaching activities through intermediaries, such as the one-stop operator in the local area, the local business services function, or through other organizations to assist employers in meeting hiring needs; and
- viii. Conduct business in an open manner by making available to the public information about the activities of the local board; this includes the local plan before submission, membership, designation of the local workforce system operator, the awards of grants or contracts, and minutes of LWIB meetings; and
- ix. Ensure that partner staff will be governed by their respective personnel laws and collective bargaining agreements in a one-stop center.

**Article IV**  
**Membership**

**Section 1: Appointments**

Members of the LWIB shall be appointed by the Navajo County Board of Supervisors, as designated CEO in the **INTERGOVERNMENTAL AGREEMENT** between Navajo and Apache Counties and in accordance with the Workforce Investment Act of 1998, Federal Regulations, and Arizona State Policies.

**Section 2: LWIB Members**

LWIB members may represent multiple categories. The LWIB categories will consist of:

**A. Private Sector Representatives**

- a. A majority, defined as greater than 50% of all LWIB membership, must be private business representatives. All business representatives must be owners of a business, chief executives, operating officers, or other business executives or individuals with optimum policy making or hiring authority and represent business with employment

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opportunities that reflect the employment opportunities of the local area. Business representatives will be appointed by the CEO from among individuals nominated by local business organizations and business trade associations.

**B. Labor Organization Representatives**

- a. At least two (2) representatives of labor organizations with optimum policy making authority within their organization, agency or entity and nominated by a local labor federation or other representation of employees per WIA Section 117.

**C. Local Educational Entity Representatives**

- a. At least two (2) representatives from local educational entities. These may be representatives of local educational agencies, local school boards, adult education and literacy providers, post-secondary educational institutions and community colleges. Educational representatives will be nominated by regional or local educational agencies, institutions or organizations representing such local educational entities.

**D. Community-Based Organization Representatives**

At least two (2) representatives of community-based organizations, which may include, but not limited to, organizations representing individuals with disabilities and veterans and nominated by the community based organization.

**E. Economic Development Agency Representatives**

At least two (2) representatives of economic development agencies, including but not limited to, private sector economic development entities, regional planning commissions, or county economic development organizations and nominated by the economic development agency.

**F. Arizona Workforce System Partners**

At least one (1) member representing each of the following programs and nominated by the respective partner agency. Individuals may represent more than one program as deemed appropriate.

- a. WIA Title I (adult, dislocated worker, and youth); and
- b. Wagner Peyser Act; and
- c. Adult Education and Literacy; and
- d. TANF employment and training program/food stamp employment and training program; and
- e. Vocational Rehabilitation; and
- f. Title V Older Americans Act; and
- g. Postsecondary Vocational Education/Perkins Act; and
- h. Trade Act/NAFTA; and
- i. Veterans Title 38; and
- j. Unemployment insurance.

When present in the local area, the LWIB must have at least one (1) representative of the following programs:

Community Service Block Grant employment and training; and

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Housing and Urban Development employment and training; and  
Native American programs; and  
Migrant and Seasonal Farmworker programs; and  
Job Corps; and  
Veteran workforce investment programs.

**Section 3: Youth Council**

The LWIB shall select the members of the Youth Council subject to review and approval by the CEO. The Youth Council shall operate as a committee of the LWIB. Youth Council members who are not appointed to serve on the LWIB shall be non-voting members of the LWIB. The LWIB Chair will appoint a Chair of the Youth Council who is an appointed member to the LWIB.

**Section 4: Term**

LWIB members are appointed for a fixed and staggered 3-year term. Members may be reappointed upon completion of their term.

**Section 5: Member Compensation**

LWIB member shall serve without compensation except for reimbursement for travel and subsistence expenses.

**Section 6: Vacancies**

One-third of the total membership of the LWIB shall be from Apache County and two-thirds from Navajo County. That balance in LWIB representation shall be maintained when filling vacancies. Recommended nominees shall be submitted by the appropriate organizations to the Navajo County Board of Supervisors, as designated CEO, for formal appointment. LWIB vacancies must be filled within 120 days of the vacancy. Navajo County Board of Supervisors, as designated CEO, is authorized to make all reappointments of members. Reappointments must be made within 120 days of the term expiration. In the event a vacancy cannot be filled within 120 days, the Administrative Entity must request a waiver in writing to the Director of the Workforce Arizona Council with an explanation of why a vacancy was not filled in the 120-day timeframe and a description of the process underway to fill the vacancy. The Administrative Entity must maintain written approval of the waiver request by the Director of the Workforce Arizona Council and will be monitored according to the process outlined in their approved waiver request.

An LWIB Member absence at three (3) consecutive regular meetings shall result in that position being declared vacant by the LWIB without the need for resignation or removal for cause.

**Section 7: Resignations**

LWIB members may resign by submitting a written notice to the LWIB Chair.

**Section 8: Removal for Cause**

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

- d) Documented violation of conflict of interest.
- e) Failure to meet LWIB representation requirements defined in the WIA and Workforce Arizona Council policy.
- f) Documented proof of malfeasance, fraud or abuse.

In addition, LWIB members may be removed from the LWIB for cause if a two-thirds (2/3) majority of the LWIB approves such actions at a legally constituted meeting. Such action must be confirmed by a four-fifths (4/5) majority of the Navajo Board of Supervisors, as designated CEO.

**Article V**  
**Meetings**

**Section 1: Regular Meetings**

The LWIB shall meet no less than four (4) times a year and at least quarterly.

**Section 2: Special Meetings**

The LWIB Chairperson may call a special meeting at any time with at least a forty-eight (48) hour notice. In addition, a special meeting may be called with a majority vote of active LWIB members with at least a forty-eight (48) hour notice. All special meeting notifications must follow appropriate State and Federal Open Meeting Laws.

**Section 3: Quorum**

A simple majority of the currently appointed LWIB membership shall constitute a quorum. Phone participation is permitted, however, no proxies or alternates are permitted and do not count toward a quorum. Web-based participation is not permitted.

**Section 4: Voting**

Each appointed member of the LWIB shall have one vote regardless of the number of categories the LWIB member represents. A simple majority vote of LWIB members present is needed to pass a motion. Members unable to attend may send a representative as a public member of the audience, but the representative is not allowed to vote or participate in the LWIB discussions unless part of a public period on the agenda.

**Section 5: Conflict of Interest**

LWIB members must adhere to the following in regard to conflict of interest.

- A. A LWIB member may not vote on any matter that would provide direct financial benefit to the member or the member's immediate family, or on matters of the provision of services by the member or the entity the member represents.
- B. A LWIB member must avoid even the appearance of a conflict of interest. Prior to taking office, LWIB members must provide to the LWIB Chairperson a written declaration of all substantial business interests or relationships they, or their immediate families, have with all businesses or organizations that have received, currently receive, or are likely to receive contracts or funding from the LWIB. Such declarations must be updated annually or within thirty (30) days to reflect any changes in such business interests or relationships. The LWIB must appoint an individual to timely review the disclosure information and advise the LWIB Chairperson and appropriate members of potential conflicts.
- C. Prior to a discussion, vote, or decision on any matter before the LWIB, if a member, or a person in the immediate family of such member, has a substantial interest in or relationship to a business entity, organization, or property that would be affected by an official LWIB action, the member must disclose the nature and extent of the interest or relationship and must abstain from discussion and voting on or in any other way participating in the decision on the matter.

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All abstentions must be recorded in the minutes of the LWIB meeting and be maintained as part of the official record.

- D. It is the responsibility of the LWIB members to monitor potential conflicts of interest and bring it to the LWIB's attention in the event a member does not make a self-declaration.
- E. A LWIB must ensure that the LWIB, its members, or its administrative staff do not directly control the daily activities of its workforce service providers, workforce system partners, or contractors.
- F. LWIB members or their organizations may receive services as a customer of a local workforce service provider or workforce system partner.

**Section 6: Rules**

Roberts Rules of order shall govern the LWIB actions, unless inconsistent with these Bylaws or LWIB Agreements and Intergovernmental Agreements or applicable laws or regulations.

**Section 7: Arizona Open Meeting Laws**

All meetings of the LWIB, including regular, special, standing committee, and ad hoc committees shall comply in form and manner as required by the Arizona Open Meeting Law.

**Section 8: Agendas**

LWIB meeting agendas are prepared by the LWIB Chairperson in consultation with the WIA Executive Director. LWIB members may propose agenda items in writing to the LWIB Chairperson and/or the WIA Executive Director at least seven (7) working days prior to the date of the meeting. Other agencies, groups, organizations, and individuals desiring to place items on the agenda may present the request, with a statement of purpose, to the LWIB Chairperson at least seven (7) working days in advance of the meeting. The LWIB Chairperson will have the final decision on whether an item is placed on the agenda. All LWIB meetings will include a public comment period limited to 5 minutes for each comment.

**Section 9: Minutes**

Minutes and agendas will be kept of all LWIB regular and special meetings and distributed to members four (4) days prior to scheduled meetings. Distribution shall, at a minimum, include the CEO and LWIB members. Minutes must state if a quorum was present at the meeting to conduct business.

**Article VI**  
**Operating Procedures**

**Section 1: Committees**

- a. Standing Committees
  - i. The LWIB will have four (4) standing committees: Executive, Quality Assurance, One-Stop Services, and Youth Council.
  - ii. The LWIB Chairperson may establish additional standing committees or ad hoc committees to carry out the business of the LWIB as he or she deems appropriate.
  - iii. The LWIB Chairperson may appoint individuals to committees that are LWIB voting members.
  - iv. A simple majority of committee members shall constitute a quorum.

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- v. A simple majority vote of a quorum will constitute committee action.
- b. Committee Appointments
  - i. The LWIB Chairperson shall appoint members to all standing committees and ad hoc committees except the Executive Committee who are elected by the LWIB.
  - ii. The LWIB Chairperson shall appoint a Chair for each Committee.
  - iii. Each standing committee must have at least three (3) members
- c. Committee Authority
  - i. All actions of a LWIB committee shall be advisory to the full LWIB.
- d. Executive Committee
  - i. The Executive Committee shall be Chaired by the LWIB Chairperson.
  - ii. The Executive Committee shall be comprised of three elected officers: Chairperson, Vice-Chairperson, and Secretary, elected by a simple majority vote.
  - iii. Action authorized by the Executive Committee will be reviewed and ratified at the next LWIB regular meeting.
  - iv. The Vice-Chairman on the Executive Committee shall be from the county not represented by the Chairman.

**Article VII**  
**Officers**

**Section 1: Presiding Officer**

The presiding officer of the LWIB shall be called the Chairperson. The LWIB Chairperson will be elected by a simple majority vote at a regular or special meeting of the LWIB with a quorum present.

**Section 2: Officer Terms**

The Chairperson, Vice-Chairperson, and Secretary shall serve a term of one (1) year from July 1 through June 30. The foregoing shall not prohibit the LWIB officers from serving additional terms. Officers elected to fill mid-year vacancies shall complete the vacated term and serve the full term from the following July 1 through June 30.

**Section 3: Chairperson**

The Chairperson shall be from the private sector LWIB membership. The Vice Chairperson must be selected from the LWIB membership representing the county not represented by the Chairperson.

**Section 4: Officer Duties**

The duties of the officers shall include, but not be limited to, the following:

Chairperson: Shall approve LWIB agenda, preside at all LWIB regular and special meetings and when authorized by formal action of the LWIB or the Executive Committee, shall sign all documents on behalf of the LWIB.

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Vice-Chairperson: Shall perform the duties of the Chairperson when the Chairperson is unable to do so and to represent the LWIB at meetings at the request of the Chairperson.

Secretary: Shall be responsible for reviewing the minutes and making motions to accept or correct them. Secretary shall preside over meetings in the absence of the Chairman and Vice-Chairman and to represent the LWIB at meetings at the request of the Chairperson.

**Article VIII**  
**Conflict Resolution**

It is the intent of the LWIB to resolve conflicts by consensus. In instances where consensus cannot be reached at the lowest level, and the functioning of the LWIB or one-stop system is impaired, those LWIB Members, service delivery partners, or consortium partners who are parties to the dispute shall submit to the following Dispute Resolution (complaint) Procedures, if state and/or federal laws and regulations allow:

- If the LWIB Members, service delivery partners, or consortium partners are unable to resolve a dispute to the satisfaction of the parties to the dispute, the complaint shall be submitted in writing to the LWIB Executive Committee within 15 days of the dispute.
- The Executive Committee shall evaluate the merits of the dispute and may attempt to resolve the dispute through mediation; however, in all cases, the Executive Committee shall prepare a response to the complaint within 30 days.
- If the Executive Committee is unable to resolve a dispute to the satisfaction of the parties to the dispute, the complaint shall be submitted to the Chief Elected Officials, which will respond with a decision within 45 days. The Chief Elected Officials decision shall be final and binding on all parties to the dispute.

**Article IX**  
**Indemnification**

LWIB members shall be held harmless and indemnified from liability incurred due to their volunteer Board membership to the extent allowed by law, and to the extent that such indemnification is available from an active Directors' and Officers' insurance policy or from umbrella protection available through the Chief Elected Officials. Grant funds may not be used for indemnification unless it is an allowable use for the funds under the terms of the grant.

**Article X**  
**Adoption and Amendments**

**Section 1: Adopted**

These Bylaws are hereby adopted on this \_\_\_17th\_\_\_ day of \_\_\_\_\_July\_\_\_\_\_, 2014, and shall become effective July 1, 2014.

**Section 2: Amendment or Repeal**

The Bylaws may be amended or repealed in part or in whole only by a majority vote of the members at a regular or special meeting with a quorum present.

**Article XI**  
**Compliance with the Law**

In execution of its business, the LWIB must comply with the WIA and regulations as well a policies and directives from the state administrative entity and the Workforce Arizona Council.

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LWIB Chairperson

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Date

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CEO/Designate

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Date

## **M.4. MEMORANDUM OF UNDERSTANDING**

**I. Introduction**

- a. This Memorandum of Understanding (hereinafter “MOU”) establishes the terms and conditions among the undersigned partners of the Navajo and Apache Counties Local Workforce Investment Area 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 of a One-Stop System.
- b. This MOU is consistent with the Local Workforce Area Business Plan submitted to the State Administrative Entity.
- c. All partners physically located in each of their comprehensive and affiliate One-Stop Centers and all required partners who may provide services through electronic means or formalized referral processes must be parties to this document.
- d. Local boards must designate an operator for their local area that will ensure oversight and seamless service delivery within each One-Stop Center.
- e. The designated operator for the Navajo and Apache Counties Workforce Investment Area is a consortium of three (3) partner agencies:
  - Arizona DES
  - Navajo County WIA
  - Northland Pioneer CollegeArizona DES serves as the Lead of the One-Stop Consortium and as Site Manager in Show Low and Winslow Centers.

**II. Purpose of the Agreement**

The purpose of this Memorandum of Understanding (MOU) is to improve the accessibility and quality of services made available to a shared customer pool.

To 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 Navajo and Apache Counties Local Workforce Investment Board (LWIB) enters into this agreement to ensure that the principles outlined in this MOU are consistent with the Local Area Business Plan and State Administrative Policies.

**III. One-Stop Center Locations and Operational Infrastructure**

The local workforce system is comprised of one comprehensive One-Stop Center located in Show Low, one affiliate One-Stop Center located in Winslow, and one satellite access point located in Eagar.

This MEMORANDUM OF UNDERSTANDING covers the Local Workforce Investment Area comprised of Apache County and Navajo County excepting tribal reservations.

**IV. Cost Sharing**

Each Partner agrees to contribute to the operational costs of the system (20 CFR §662.270). The contributions of partners may consist of cash resources, non-cash resources or a mixture of cash and non-cash resources. A negotiation will be completed prior to July 1 of each program year with individual partner agencies. Each partner must contribute a fair share of the operating costs of the One-Stop delivery system proportionate to the use of the system by individuals attributable to the

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partner's program. The negotiated resource sharing shall be documented in a resource sharing agreement that shall become an attachment to the Memorandum of Understanding.

The Resource Sharing Agreement requires partners to comply with the Federal Cost Principles set forth in the applicable Office of Management and Budget (OMB) Circulars.

- OMB Circular A-21 Cost Principles for Educational Institutions
- OMB Circular A-87 Cost Principles for State, Local and Indian Tribal Governments
- OMB Circular A-122 Cost Principles for Non-Profit Organizations

The Resource Sharing Agreement outlines how services and operating costs of the system will be funded, the methodology for cost sharing, invoice and payment processes, and cost allocation methodology. It includes a description of the payment system for any shared costs and consequences for non-payment of fair share costs.

**V. Functional Alignment and Oversight**

Functional alignment is both an opportunity and a tool to effectively streamline customer service delivery, capitalize on the strengths of staff and technology to deliver services, and thereby reduce duplication.

SHOW LOW FUNCTIONAL ALIGNMENT ROLES AND RESPONSIBILITIES

- Welcome Function
  - Employment Service and Workforce Investment Act Title 1B staff located at this site will rotate on a weekly basis.
  - Greet customers at entry point.
  - Check Arizona Job Connection for full workforce system registration.
  - Conduct an initial assessment to determine the appropriate "first serve" need.
  - Route job seeker to appropriate program staff (i.e. Veterans, Core Services, Training Services) or to the resource room.
    - Review checklist of community resources (i.e. utilities, food, etc.) for customers, as appropriate
- Skill and Career Development Function
  - Assist job seekers in resource room who need core services staff assistance.
  - Conduct one-on-one REA EUC orientations by appointment.
  - Conduct one-on-one RES orientations by appointment.
  - Meet one-on-one to provide core services for job seekers who require significant staff involvement.
  - Make appropriate referrals to partner programs for training and/or support services.
  - Job match and make appropriate referrals to employers in Arizona Job Connection.
  - Conduct intake and assessment interviews with clients.
  - Formulate and update case plan and service strategy objectives.
  - Enroll clients in computer system (Arizona Job Connection.)
  - Manage individual portion of agency goals and objectives.
- Business Services Function
  - Assist with developing, writing and entering job orders in Arizona Job Connection.

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- Conduct outreach to employers.
- Organize in-office recruitments, job fairs and/or other hiring events.
- Coordinate and facilitate employment-related workshops.
- Attend community meetings, as appropriate.
- Assist in coordinating and running job fairs.
- Utilize marketing toolkit.
- Assemble Business Service Team for meetings

The Arizona DES will serve as Site Manager. The Site Manager will oversee the day-to-day operation of functional alignment at the Show Low comprehensive center and the Winslow affiliate center to include:

- Holiday scheduling/office closure
- Compliance with emergency procedures
- On-site customer complaints
- Unusual incidents
- Staff meeting coordination
- Staff training coordination
- Staff fingerprinting
- Local policies and procedures updates
- Communication of local area performance standards and outcomes
- Facility management coordination
- Office recruiting, job fairs and hiring events coordination
- Office activity coordination

The Site Manager shall have the authority to make temporary assignments to meet the needs of the Center and customer service. For instance, if a front desk welcome team member calls in sick, the Site Manager may need to ask partner staff to help cover the front desk on a temporary basis. Site Management is a functional relationship. Formal supervision remains with each partner's respective supervisor.

A state or workforce partner supervisor must be vested with the sole authority to hire, terminate, discipline, promote, assign, and transfer their employees. Further, the operator and site manager, in consultation with the state agency or workforce partner supervisor, must determine the purpose and activities of the functional units incorporating individual partner activities of their employees. In any event, the state as well as any partner will retain authority over all actions that may affect the current base pay, status, or tenure of their employees. The state will retain the sole discretion to determine which employees must occupy positions throughout the state. Duties retained by the state and other workforce partners include: changes to permanent work schedule, including lunches and breaks; pre-approval for vacations, sick leave and personal leave; and travel and travel expense approval. This includes state staff working in Tribal offices.

**Partner staff provisions.** Respective partner personnel laws and collective bargaining agreements will continue to govern their staff in a one-stop center.

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**VI. Business Services**

The Business Services Team in the LWIA includes:

- WIA Executive Director
- WIA Case Manager
- Business Outreach Coordinator/Employment Services IV Supervisor
- Local Veteran Outreach Representative
- Northland Pioneer College Placement and Training Representative

The WIA Executive Director serves as the Lead for the Business Services Team whose primary role is business development. This dual role exists because of the size of the local area and the expertise the WIA Executive Director brings to the table.

Individual funding streams continue to conduct their own job development activities targeted at helping a particular jobseeker. The business development done by the Business Services Team focuses on working with sector strategies implementation, and developing business relationships for recruitment, screening, assessment and referral based on the individual needs of the business or employer.

The Business Services Team meets regularly, but no less than once a month. The team is moving toward a single point of contact by establishing subject matter expertise in specific sectors that support the local sector strategy implementation. The LWIB is sponsoring a service mapping session that will include an inventory of agencies that work with businesses and the services they provide. Business Service Team members will grow the business service map and include additional information that will help achieve a single point of contact.

In order to establish trust that is needed in a single point of contact environment, each partner is educating the others on their target populations, eligibility requirements, outcomes, and service strategies. A catalog inclusive of all local target populations is planned and will be completed by December 15, 2014.

Business Service Team members are creating a *leads list* of businesses to focus on in the next twelve months.

The Team will be recommending to the LWIB a balanced scorecard performance management dashboard that helps them meet success indicators for each partner program. The scorecard will be ready to recommend by December 15, 2014.

**VII. Customer Satisfaction**

Customer satisfaction surveys in the Navajo and Apache Counties Local Workforce Area will measure two types of satisfaction: 1) Satisfaction with process; and 2) Satisfaction with results.

Customer surveys focusing on job seeker services will be distributed following a specific service and returned to the WIA Coordinator at the administrative office for review and tallying. The services will include all partners within the Centers.

Following exit, a customer survey will be done regarding results.

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Data will be shared with the One-Stop Operator Consortium at least quarterly and discussions among partners will take place to determine if any process or procedure changes are needed among the partner agencies.

All Center staff will receive a quarterly report that details the responses and any changes that may have resulted from the feedback.

The Business Services Team will establish employer surveys and conduct quarterly feedback surveys via Survey Monkey on-line. The Business Services Team will discuss the feedback and provide recommendations to the One-Stop Operator Consortium regarding changes in process or procedures.

**VIII. Performance Accountability and Database Access**

The Arizona Job Connection labor exchange system will be utilized not only for case management but also for common data collection, information management and U.S. Department of Labor reporting for Workforce Investment Act, Title 1B, Wagner-Peyser and Trade Adjustment Act programs. The local area will print out needed Arizona Job Connection management and performance reports to monitor the local workforce system.

The One-Stop Operator Consortium will discuss data sharing and data management at its regularly scheduled meetings.

Partners other than those co-located in the Centers and approved to access the Arizona Job Connection, will work with the One-Stop Operator Consortium to identify methods to track information that will assist with individual funding source requirements. This will be particularly necessary in regard to tracking referrals to partner agencies and from partner agencies to the workforce system access points.

Navajo and Apache Counties Local Workforce Area will comply and track data that is determined to be part of the statewide balanced scorecard by the Workforce Arizona Council. Depending on the measure, functional teams will be engaged to assist in tracking. This will be particularly important with any employer/business measures that will be tracked and followed by the Business Services Team.

An important ingredient to partner success is understanding customer flow and how each program and/or funding source fits into the overall strategy of serving individual and business customers. Each partner will participate in a customer flow process to determine appropriate referrals.

The comprehensive and affiliate One-Stop Centers will have an evaluation done annually to ensure processes, referrals, customer flow, and partnering is happening as outlined in the plan and in this Memorandum of Understanding.

**IX. Referral Process/Methods Between Organizations**

Each comprehensive One-Stop Center will utilize a customer flow model as outlined in the local business plan.

**a. Referral Point of Contact for each organization**

A service mapping session will be conducted to create a directory of services in Apache and Navajo Counties.

**b. Co-enrollment**

Staff from all partner agencies will be trained on each other's services and will work together to identify opportunities for co-enrollment to leverage resources.

**c. Appointment Scheduling**

Individual partner agencies will declare preferences regarding walk-ins and appointments. The Welcome Team will follow specific partner instructions.

**X. Staff Development/Capacity Building**

Our LWIA will comply with the State's requirements and all partners and stakeholders will complete the required competency courses.

Meanwhile, Navajo and Apache Counties has purchased a one-year license for each of its WIA staff to use a web-based learning program that includes the following topics:

- Assessment Tools & Techniques
- Baby Boomers in the Talent Pipeline
- Baby Boomers in the Workplace
- Behavior Based Interviewing
- Career Decision Making
- Case Management
- Customer Service
- Developing Good Work Experience Sites
- Diffusing Negative Attitudes
- Employment Buyer
- Illegal Interview Questions
- Individual Service Strategies
- Informational Interviewing
- Introduction to One-Stops
- Job Developer Characteristics
- Job Development
- Job Loss to Entrepreneur
- Key Skill Identification
- Learning Styles
- Local Elected Officials
- Local Workforce Investment Boards
- Management and Supervision

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- Marketing Workforce Development Products
- Motivating Teens
- Navigating Job Fairs
- On-the-Job Training
- Outreach and Recruitment
- Person Centered Planning
- Problem Identification & Solving
- Serving the New Unemployed
- Stress Management
- Target Marketing
- Time Management
- Unadvertised Job Search
- Understanding Multiple Intelligences
- Using Employment Proposals
- When You Don't Have All the Answers
- WIA 101
- WIA Partnering and Collaboration
- WIA Youth Program Elements
- WIA Youth Eligibility

These web-based seminars include a pre-test and a post-test. Administration gets a report on who has taken what seminars and the post-test scores. Each seminar is thirty to fifty minutes in length.

This low cost method of building the capacity of WIA staff provides an easy way to bring quality training to rural Arizona without the cost or time associated with classroom trainings.

In addition, Wagner-Peyser Employment Service Staff are required to complete mandated training courses with annual refreshers related to policies, customer service and programmatic training before meeting with customers, so they may provide exemplary customer service.

The courses listed below are required courses for Employment Service field staff and supervisor staff. The courses may be required for Workforce Investment Act, Title 1B staff for additional cross-training opportunities.

Below is mandatory training for field staff:

- DES Initial Security Training
- HIPAA Level 1
- ES Basic Training
- AJC Module 1
- AJC Module 2
- State Employee Driving Training
- DES Mandatory Workplace Violence
- Veterans Priority of Service

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- Fair Labor Standards Act (FLSA)
- Sentence Structure Part 1
- Sentence Structure Part 2
- Introduction to MAP
- MAP for Employees
- ADA 504 Compliance Overview
- ADA 504 Compliance Exam
- Standards of Conduct
- LEP Overview Course Study
- LEP Overview Course Exam
- Electronic Records Retention
- Electronic Records Retention Exam
- UI-Guide Training Program
- UI-Guide Training Exam

Below is the required mandatory training for Stat supervisors:

- DES Initial Security Training
- HIPAA Level 1
- AJC Module 1
- AJC Module 2
- LEP Overview Course Study
- LEP Overview Course Exam
- Electronic Records Retention Identify & Organize
- Electronic Records Retention Using MS Outlook
- Electronic Records Retention Exam
- UI-Guide Training Course
- UI-Guide Training Exam
- Work Place Violence
- Diversity and Cultural Competency
- Preventing Inappropriate Behavior In the Workplace
- Time Sheet Entry
- REA Training
- Drug & Alcohol Testing Policy
- Drug & Alcohol Testing Exam
- Limited English Proficiency Overview
- Limited English Proficiency Overview Course Exam
- AIRSNET

The One-Stop Operator Consortium will work together to identify opportunities for all partners to get training together focused on an aligned local workforce system. This will start with joint trainings to focus on sector strategy implementation. Labor market information will help drive training needs related to specific job and career paths.

**XI. Marketing and Outreach**

Navajo and Apache Counties WIA are currently developing an education and outreach strategy. The LWIB has established a working relationship with a public relations contractor to help develop and implement a comprehensive plan for Navajo and Apache Counties.

Elements of the preliminary plan include: a Situation Analysis, Goals & Objectives, SWOT Analysis, Target Audiences, Branding & Messaging, Strategic Alliances, Community Relations, Economic Development/ B2B Strategies, Media Relations, Social Media Strategies, Speakers Bureau, Collateral Material Development (such as brochures, fliers, etc.), Website, and more.

Among the goals of the outreach and education plan are: elevating awareness of the WIA programs and services among business and industry, and increasing participation with the WIA program among target audiences. The plan will be ready to implement prior to the end of 2014.

Branding and marketing principles adopted by the Workforce Arizona Council will be incorporated into local strategies and implemented according to State policy.

**XII. Duration of the Agreement**

This MOU will commence on July 1, 2014 and shall remain in effect until June 30, 2016 at which time a LWIB review will take place. The LWIB may extend the existing Memorandum of Understanding for an additional two years or may request revisions or renegotiations.

**XIII. Dispute Resolution Process**

It is the intent of the LWIB to resolve conflicts by consensus. In instances where consensus cannot be reached at the lowest level, and the functioning of the LWIB or one-stop system is impaired, those LWIB Members, service delivery partners, or consortium partners who are parties to the dispute shall submit to the following Dispute Resolution (complaint) Procedures, if state and/or federal laws and regulations allow:

- If the LWIB Members, service delivery partners, or consortium partners are unable to resolve a dispute to the satisfaction of the parties to the dispute, the complaint shall be submitted in writing to the LWIB Executive Committee within 15 days of the dispute.
- The Executive Committee shall evaluate the merits of the dispute and may attempt to resolve the dispute through mediation; however, in all cases, the Executive Committee shall prepare a response to the complaint within 30 days.

If the Executive Committee is unable to resolve a dispute to the satisfaction of the parties to the dispute, the complaint shall be submitted to the Chief Elected Officials, which will respond with a decision within 45 days. The Chief Elected Officials decision shall be final and binding on all parties to the dispute.

**XIV. Indemnification/Hold Harmless**

Each party hereby agrees to indemnify, defend and hold harmless all other parties identified as a partner 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.

**XV. Non-participation by a required partner**

If a required Partner elects not to participate, that Partner may not be represented on the LWIB. All efforts must be made to meet and confer and to come to agreement on the issue(s) involved. Alternative representative(s) must be sought which represent the required partner or funding stream.

**XVI. 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.

**XVII. 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.

**XVIII. 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.

Business Plan for Program Years 2014 - 2017

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.”

**XIX. Disabilities Services**

All parties to this MOU will abide by 29 CFR Part 37.7 through 37.10, and will assure that the following is provided, to the extent possible, in the One-Stop delivery system.

- a. One-Stop center facilities that are programmatically and architecturally accessible;
- b. Program access for individuals with disabilities;
- c. Reasonable accommodations for individuals with disabilities.

Ensure all parties to this MOU agree to abide by the provisions outlined in the Workforce Investment Act Section 188 “Nondiscrimination”.

**XX. Whole Document**

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 all parties to this MOU pursuant to the terms for amending the document set forth herein above.

**XXI. Amendments**

This document may be amended in whole or in part. Individual partner amendments may take place only if a particular decision between the LWIB and the partner does not impact any other partner. In the event the LWIB accepts an individual partner amendment, all partners will be notified and a signed amendment with the change must be attached to the whole document.

**XXII. Signatures**

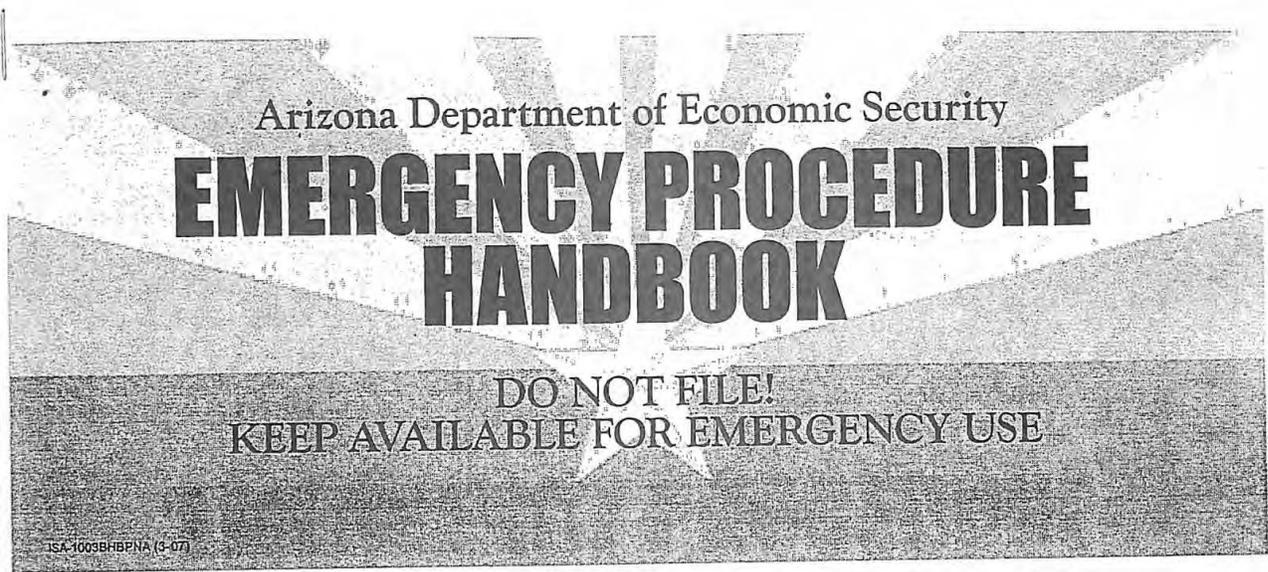
Each partner is an entity which receives a grant or administers a program for job seeker or employer participants of the Workforce Investment system, whether at a One-Stop Center or at another location. Required partners are entities designated by Section 121 of the Workforce Investment Act of 1998 and by CFR 662.200. Additional partners to this Agreement may so be designated by the local Workforce Investment Board and shall execute an amendment signifying their acceptance of all terms and conditions of the MOU.

Navajo & Apache Counties Local Workforce Investment Area

Business Plan for Program Years 2014 - 2017

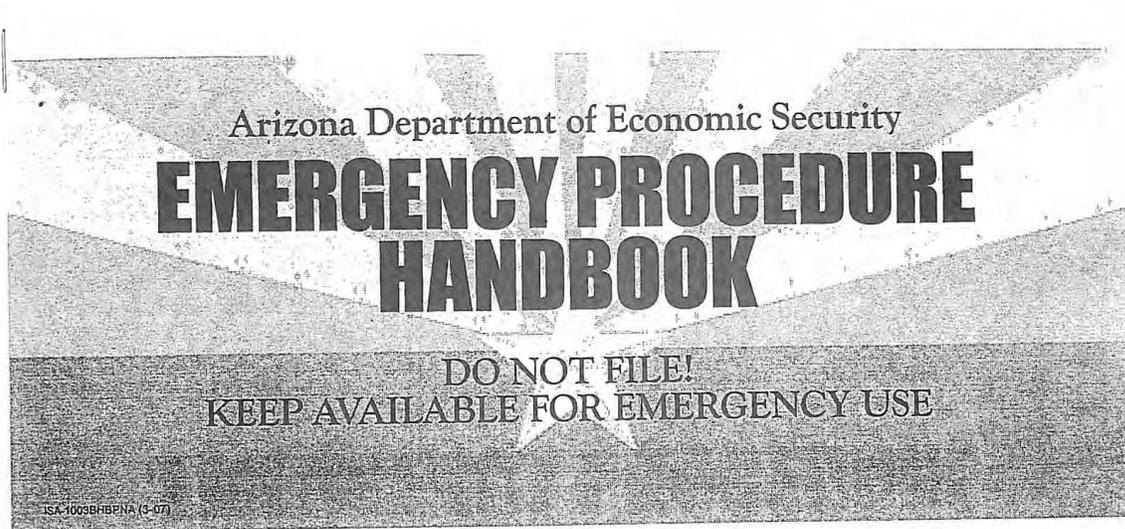
SIGNATURES	PARTNER REPRESENTATION
	WIA Title IB Adults, Dislocated Workers, Youth, Community Services Block Grant <i>Navajo County Board of Supervisors</i>
	WIA Title III, Wagner Peyser Act Programs, Unemployment Insurance, Veterans Employment and Training, and Trade Adjustment Act <i>Arizona Department of Economic Security Employment Administration</i>
	WIA Title IIA Adult Education & Literacy Programs, Postsecondary Vocational Ed Activities of the Carl D. Perkins Career and Technical Education Improvement Act of 2006 <i>Northland Pioneer College</i>
	WIA Title IV, Rehabilitation Act Programs <i>Vocational Rehabilitation Services Administration</i>
	WIA Title ID, Sec 166 Native American Programs <i>Affiliation of Arizona Indian Centers</i>
	WIA Title IC, Job Corps Programs <i>Job Corps</i>
	Senior Community Service Employment Program of WIA Title IIIB the Older Americans Act of 1965 <i>Arizona Department of Economic Security, Division of Aging and Adult Services</i>
	Additional Partner Organization <i>Department of Housing and Urban Development</i>
	Additional Partner Organization <i>Arbor, Employment and Training Programs</i>

## **M.5. EMERGENCY PROCEDURES**



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## EMERGENCY NUMBERS

POLICE .....	<b>911</b>
FIRE - PARAMEDICS .....	<b>911</b>
CAPITOL POLICE.....	<b>602-542-4580</b>
BUILDING SECURITY .....	_____
BUILDING MANAGER _____	_____
POISON CONTROL CENTER ..... <small>Name</small> .....	<b>1-800-222-1222</b>
DES OFFICE OF RISK MANAGEMENT .....	<b>602-229-2760</b>
DES OFFICE OF FACILITIES MANAGEMENT .....	<b>602-542-3325</b>
ADOA WORKERS COMPENSATION UNIT .....	<b>602-542-WORK(9675)</b> <b>or 1-800-837-8583</b>

The information contained in this handbook is not all inclusive, but covers most actions that should be taken in the event of an emergency. Common sense must prevail when instructions are not available or do not fit your particular needs. If you have questions concerning a unique situation not covered in this handbook, contact your supervisor, the DES Office of Risk Management or the DES Office of Facilities Management.



Equal Opportunity Employer/Program - Under Titles VI and VII of the Civil Rights Act of 1964 (Title VI & VII), and the Americans with Disabilities Act of 1990 (ADA), Section 504 of the Rehabilitation Act of 1973, and the Age Discrimination Act of 1975, the Department prohibits discrimination in admissions, programs, services, activities, or employment based on race, color, religion, sex, national origin, age, and disability. The Department must make a reasonable accommodation to allow a person with a disability to take part in a program, service or activity. For example, this means if necessary, the Department must provide sign language interpreters for people who are deaf, a wheelchair accessible location, or enlarged print materials. It also means that the Department will take any other reasonable action that allows you to take part in and understand a program or activity, including making reasonable changes to an activity. If you believe that you will not be able to understand or take part in a program or activity because of your disability, please let us know of your disability needs in advance if at all possible. To request this document in alternative format or for further information about this policy, contact 602-220-2760; TTY/TDD Services: 7-1-1.

## INTRODUCTION

Emergencies, disasters, accidents and injuries can occur in any setting and at any time-usually without warning. Being prepared physically and psychologically to handle emergencies is an individual responsibility as well as an organizational one.

The purpose of this guide is to acquaint you with a plan for handling emergencies, and to establish guidelines for you to follow at work and at home. Once you are familiar with this information, you should be able to protect yourself and perhaps others.

Preparation is the key to minimizing the effects of emergencies. Know the answers to the following questions BEFORE you have to use the information:

- ★ Where are the **EXITS**?
- ★ Where are **FIRE EXTINGUISHERS**?
- ★ Where is the **FIRST AID KIT**?
- ★ How will visitors and employees with disabilities be evacuated?
- ★ Are vital records protected?

The time spent researching and answering these questions can save lives and resources. Preparation will minimize panic and confusion. It will also allow a planned response rather than an undirected reaction. No matter what the crisis **THINK** before you act, then act swiftly to limit exposure to the danger for yourself and others.

Please read this guide thoroughly **BEFORE** an emergency occurs and become acquainted with your **EMERGENCY RESPONSE TEAM** members and **EMERGENCY PHONE NUMBERS**.

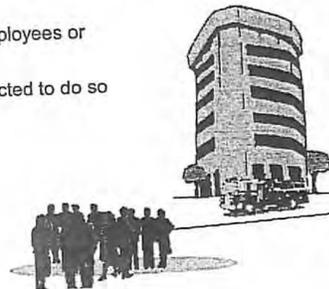
This guide is prepared through the cooperative efforts of many state agencies and DES divisions. The purpose of this guide is to establish standard emergency procedures for DES employees. **YOUR SAFETY IS OF PRIMARY IMPORTANCE!**

If a catastrophic event occurs, Capitol Police or local law enforcement will contact the appropriate emergency response personnel in your local area.

## SOME EMERGENCIES MAY REQUIRE EVACUATION OF THE BUILDING

### IMPORTANT POINTS TO REMEMBER

1. Verbal notice or fire alarms will be used to sound the evacuation.
2. Remain calm and orderly; move quickly and safely.
3. Follow the instructions of emergency personnel.
4. Render assistance to any injured persons in the area.
5. If time permits, turn off the power to **ALL** electrical equipment in the area. This can be done by tripping the main circuit breaker in the service panel.
6. Go to an open area away from the building. Remember to keep roadways and walkways clear for emergency vehicles and personnel.
7. Perform a head count of all employees. Report to emergency personnel if any employees or visitors are thought to be remaining in the building.
8. **WAIT FOR INSTRUCTIONS. DO NOT RE-ENTER THE BUILDING** unless instructed to do so by emergency personnel.



## 911 - TO REPORT EMERGENCIES

### WHEN CALLING:

1. Give your name.
  2. Give your phone number.
  3. Give your address. Include building number, room number, floor, cross streets, and any other information that will help the emergency personnel find you.
  4. Calmly describe the situation: who, what, where, how and how many are involved.
  5. **DON'T HANG UP!** Let the person you are talking to end the conversation. Other information may be needed.
- ★ When reporting a workplace injury of a DES employee, you must call **602-542-WORK (9675)** in the Phoenix metropolitan area (or **1-800-837-8353** statewide) *within 48 hours* of the injury. You must also complete an Employee's Report of Industrial Injury (IR-050) within five days of the injury to ensure timely reporting to ADOA Risk Management. Send the completed IR-050 to DES Office of Risk Management, Site Code 842C, or fax to 602-229-2890. Complete an Unusual Incident Report (J-309) and send it to the Office of Risk Management, Site Code 842C.

## EMERGENCY RESPONSE PROCEDURES

- Each **Local Office Coordinator (LOC)**, **Local Office Manager (LOM)** or **Building Coordinator (BC)** will request that their section supervisors designate an Evacuation Monitor, and a back-up monitor, to assist in carrying out the procedures outlined in this Emergency Procedure Handbook.
- The LOC/LOM/BC will be responsible for providing training to all Evacuation Monitors and designated back-ups. If specialized training is required, contact the Office of Organization and Management Development for a listing of available classes.
- Evacuation Monitors are responsible for annual training of their employees to familiarize them with fire alarms, fire protection equipment, exits, egress routes, areas of refuge and assembly areas. Annual fire drills will be conducted and documented by the Evacuation Monitors.

## COMPLETE THE FOLLOWING INFORMATION

### DISTRIBUTE AND POST!

**BUILDING** \_\_\_\_\_ **FLOOR** \_\_\_\_\_ **LOC/LOM/BC** \_\_\_\_\_

#### EVACUATION MONITORS:

	NAME	BACKUP
AREA 01	_____	_____
AREA 02	_____	_____
AREA 03	_____	_____
AREA 04	_____	_____

**EMERGENCY SERVICE PHONE NO.** \_\_\_\_\_

**FIRE DEPARTMENT PHONE NO.** \_\_\_\_\_

**POLICE DEPARTMENT PHONE NO.** \_\_\_\_\_

**PREDESIGNATED EXIT/ASSEMBLY AREA:** \_\_\_\_\_

## EMERGENCY RESPONSE TEAMS

### KNOW THE LOCATION OF FIRE EXTINGUISHERS IN YOUR AREA AND HOW TO USE THEM

#### FOLLOW THESE STEPS IN THE EVENT OF A FIRE:

1. Pull the emergency alarm or otherwise sound an alarm.
2. Report the fire to the fire department—**call 911!** Call the DES Office of Risk Management as soon as possible after the fire.
3. If the fire is small, obtain the nearest fire extinguisher. Direct the discharge of the fire extinguisher at the base of the flames.
4. If the fire is large, evacuate the building, alerting personnel as you go. Render assistance to any injured persons in the area.
5. Make sure all doors leading to the main hallways are closed to prevent further spreading of the fire. **DO NOT** lock doors.
6. Once outside, move to an open area at least 20 yards from the building. Avoid inner courtyards. Keep roadways clear for emergency vehicles.
7. Follow the instructions of emergency personnel.
8. **REMEMBER!** If a fire extinguisher has been discharged, ensure that it is replaced with a fully-charged extinguisher.



## FIRE

### FIRE ON YOUR FLOOR

1. Call **911** and report the location of the fire.
2. Activate the fire alarm, alert others, and move everyone away from the area of the fire.
3. Use a fire extinguisher on small fires, only if it is safe.
4. For larger fires, **GET OUT!** Close doors to confine the fire as much as possible.
5. If your clothing catches fire:



### WHEN A FIRE ALARM SOUNDS

1. Proceed to the nearest **EXIT**. Follow the directions of emergency personnel.
2. Feel closed doors before opening them. If they are **HOT** or smoke is visible, **DO NOT OPEN!**
3. **Do not risk personal safety attempting to save possessions.**
4. **DO NOT USE ELEVATORS.**
5. **DO NOT BREAK WINDOWS.** Oxygen feeds fires.
6. If moving through smoke, stay as low to the ground as possible.
7. **ALL** fires, regardless of size, **MUST** be reported to the fire department and the DES Office of Risk Management.

### FIRE EXTINGUISHER FUNDAMENTALS

- P**ULL safety pin from handle.
- A**IM nozzle at base of fire.
- S**QUEEZE the trigger handle.
- S**WEEP the spray from side to side.



### OTHER FIRE TIPS



#### IF CAUGHT IN SMOKE

Drop to hands and knees and crawl. Hold your breath as much as possible, and breathe through your nose using a filter (blouse, jacket, handkerchief).

#### ADVANCING THROUGH FLAMES

If forced to advance through flames, move quickly. Hold your breath; keep your head down, covering your head and hair; keep your eyes closed as much as possible.

#### IF TRAPPED IN A ROOM

Place cloth material under/around door to prevent smoke from entering. Close as many doors as possible between you and the fire.

## **EVACUATION OF PERSONS WITH DISABILITIES**

It is very likely evacuations will involve individuals with disabilities. The following information will be helpful in safe evacuation and communication during an emergency. Above all else, involve the individual. It is vital to *consult with the individual prior to an emergency* to develop a personal evacuation plan with that person. They are the experts on their disability, and know best how to move them out of a building in an emergency. Make sure they understand what is happening, and what procedures must be followed. In some instances, the person with a disability will not be able to evacuate the facility and should be positioned in an area of refuge to await assistance by the fire department.

### **PERSONS WITH MOBILITY IMPAIRMENTS**

Persons with limited mobility may or may not use wheelchairs. Those individuals who can ambulate in varying degrees will need to be assisted down stairs. Ask the individual for instructions; they know best how to move and what accommodations to make.



#### **Important Points to Remember**

- Always consult with the individual who uses a wheelchair before moving him or her.
- Transfer the individual from the wheelchair to an evacuation chair, if possible.
- If the emergency dictates that you must move the individual downstairs in his or her wheelchair, **DO NOT** move them down the stairs backwards.
- The number of people that may be required for evacuation assistance should be discussed and planned prior to an emergency. Designated individuals should be aware of their roles in an emergency situation.
- Be aware that some individuals who use wheelchairs may use catheter leg bags, braces, oxygen, prosthetics, or other devices. Ask the individual for guidance prior to moving him or her.

### **PERSONS WITH VISUAL IMPAIRMENTS**

In the event of an emergency, tell the visually-impaired person the nature of the emergency, and offer to guide them to the nearest exit. Have the person take your elbow and escort him or her during the evacuation. Although most persons with a visual impairment will be familiar with their immediate work environment, it still may be necessary to escort them to safety.

#### **Important Points to Remember**

- Explain the nature of the emergency.
- Offer to guide the individual to safety. As you walk, explain your destination, where you are, any obstacles, which way you are going to turn, the number of stairs, etc.
- Upon reaching safety, orient the individual to his or her surroundings.
- Ask if further assistance is needed. Stay with the individual until help arrives.



### **PERSONS WITH HEARING OR SPEECH IMPAIRMENTS**

Communication varies with persons who are hearing or speech impaired. They may not hear audible alarms. In an emergency, it is important that everyone understands what is happening and how to proceed. To gain a hearing impaired individual's attention, turn lights off and on, or tap him or her lightly on the shoulder. Another good method is to convey your message in writing. Use concise words. A good example: "**Fire! Exit out rear door to right, down stairs. Leave NOW!**"

#### **Important Points to Remember**

- Gain attention by turning lights off and on.
- Convey message in writing.
- Use short, concise words.

## MEDICAL EMERGENCIES

**IMPORTANT!** If you think an individual requires immediate medical attention, **CALL 911!**

### CONSCIOUS VICTIMS

1. Sound the alarm and call for help. Have someone call 911.
2. If the victim is conscious, have him or her sit down with the head between the knees, or lying down.
3. Try to control any heavy bleeding using direct pressure to the wound.
4. Try to maintain the victim's body temperature and slightly elevate the legs to prevent going into shock.

### UNCONSCIOUS VICTIMS

1. Sound the alarm and call for help. Have someone call 911.
2. Check that the victim is breathing. If breathing, roll victim onto his or her side. If victim is not breathing, begin mouth-to-mouth resuscitation.
3. Establish and maintain an airway.
4. Check for bleeding. Try to control excess bleeding with direct pressure.
5. Check for a pulse. Start cardiopulmonary resuscitation (CPR) if the individual has no pulse. **Begin CPR ONLY if you are trained in this procedure.**



### SEVERE BLEEDING

1. Sound the alarm and call for help. Have someone call 911.
2. Apply direct pressure to the wound area with a clean cloth.
3. If possible, use a barrier between the wound and yourself (rubber gloves, bandages, a clean cloth).
4. Apply firm, steady pressure for five to fifteen minutes or until medical help arrives.
5. Do not remove bandages.
6. If more bandages are needed, add to the existing bandages. **DO NOT REMOVE BANDAGES.**
7. If the victim is bleeding from an extremity (hand, foot, etc.) use gravity to slow the flow of blood.
8. If there are no broken bones, elevate the limb so that it is above the victim's heart.

### SEIZURE

1. Sound the alarm and call for help. Have someone call 911.
2. Let the seizure run its course immediately. Know the signs and symptoms of heat
3. **DO NOT** attempt to force anything into the victim's mouth.
4. Help the victim lie down, to prevent injuries from falling down.
5. Loosen restrictive clothing.
6. **DO NOT** use force or attempt to restrain a seizure victim.
7. **Provide an opportunity for the victim to rest after the seizure.**
8. **There is little help you can render to stop a seizure from occurring.** Simply keep the victim comfortable and away from danger.

**MEDICAL EMERGENCIES (continued)**

**IMPORTANT!**

**If you think an individual requires immediate medical attention,**

**CALL 911!**

**HEAT STROKE**

Heat stroke can be fatal if the victim is not cooled immediately. Know the signs and symptoms of heat stroke:

- Lack of perspiration
- Red, bluish or mottled skin
- Hot, dry skin
- Mental confusion, anger, delirium
- Chills, nausea, dizziness

Take the following actions:

1. Sound the alarm and call for help. Have someone call 911.
2. Cool the victim with sponges of cool water and cold compresses.
3. **DO NOT** give a heatstroke victim anything to drink.
4. Use a fan to help cool the skin.
5. If available, lay a wet sheet over the victim to draw the heat out.

**BURNS**

1. Sound the alarm and call for help. Have someone call 911.
2. Immerse minor burns in cool water.
3. Flood chemical burns with cool water for at least twenty minutes.
4. Cover the burns with dry bandages.

**POISONING**

1. Sound the alarm and call for help. Have someone call 911.
2. Call the Poison Control Center at 1-800-876-4766 for instructions, if necessary.
3. **DO NOT** induce vomiting, unless instructed to do so.



**LEARN FIRST AID AND CPR BEFORE  
AN EMERGENCY OCCURS!**

ADOA offers classes through its *Arizona Healthways* program.

Call 602-542-4128 or 1-800-784-3055.

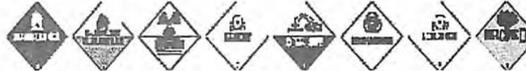
**HAZARDOUS MATERIALS  
HAZARDOUS SUBSTANCE SPILL**

**IMMEDIATELY REPORT A SPILL**

Call the Fire Department .....	<u>911</u>
Call Local Law Enforcement .....	<u>911</u>
DES Office of Risk Management .....	<u>602-229-2760</u>
DES Office of Facilities Management .....	<u>602-542-3325</u>

**PROVIDE THE FOLLOWING INFORMATION:**

1. Your name.
2. Your telephone number.
3. The address of the facility involved in the spill.
4. Location of the spill (room number, floor, etc.).
5. Type of incident (fire, chemical release, etc.).
6. Type of material spilled (liquid, solid, etc.).
7. Characteristic of spilled material, (flammable, corrosive, reactive, toxic).
8. The quantity spilled: Actual \_\_\_\_\_ Estimated \_\_\_\_\_
9. Source of spill (tank, drum, cylinder, can, etc.).
10. Cause of the spill.
11. Any known hazards to human health or the environment.
12. Extent of injuries, if any.



**HAZARDOUS MATERIAL INCIDENTS**

An accident resulting in a spill of a hazardous material on the premises usually involves materials used at the facility. In many cases, these materials are common cleaning chemicals that when stored or spilled in large quantities can pose a hazard to human health or the environment.

A Material Safety Data Sheet (MSDS) for each chemical used should be available within the work environment. An MSDS should be on hand for everything from common cleaners and office chemicals, to the more industrial solvents such as acetone and bleach. The MSDS will describe what health and safety precautions to take in the event of a spill or mishap involving the chemical, as well as first aid for individuals exposed to the chemical. If you need an MSDS for a chemical in your workplace, contact the DES Office of Risk Management at 602-229-2760.

**HAZARDOUS SPILL OR RELEASE - INSIDE**

1. Sound the alarm and call for help. Have someone call 911.
2. **EVACUATE THE AREA** (See the Evacuation section of this handbook).
3. Notify appropriate emergency and agency personnel.
4. Time and **safety permitting**, shut down equipment, secure the area and any vital records.
5. Limit activity to protection of lives and evacuation of personnel.



**HAZARDOUS SPILL OR RELEASE - OUTSIDE**

1. Sound the alarm and call for help. Have someone call 911.
2. Notify appropriate emergency and agency personnel.
3. Comply with directives from emergency personnel.
4. Evacuate as directed. Be familiar with alternative exits away from the spill location.
5. Contain the spill.
6. Time and **safety permitting**, shut down equipment, secure the area and any vital records.

## BOMB THREATS OR OTHER SUSPICIOUS ACTIVITIES

In the event of a bomb threat or other suspicious activity occurring at or near your facility, take the following actions:

Contact Local Law Enforcement .....	<u>911</u>
Fire Department.....	<u>911</u>
Building Security.....	<u>602-229-2760</u>
DES Office of Risk Management.....	<u>602-542-3325</u>
DES Office of Facilities Management.....	

### BOMB OR OTHER THREATS ON THE TELEPHONE

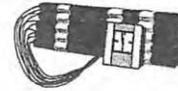
Record critical information on the BOMB THREAT CHECKLIST in this handbook.

#### DURING THE CALL

1. Don't hang up! Gather as much information as you can.
2. Stay as calm as possible.
3. Attempt to find out why the caller is upset, and the reason for the threat.
4. If possible, try to identify the type of threat and at whom it is directed.
5. Attempt to calm down the caller.
6. Get as much information as possible about the type and location of the package or threat.
7. Notify local law enforcement and fire officials.

#### AFTER THE CALL

1. Write down the exact threat and other statements made by the caller.
2. Notify your supervisor about the threat.
3. If directed to evacuate, proceed in accordance with the Evacuation section in this handbook.



### DISCOVERY OR SUSPICION OF A BOMB WITHIN THE FACILITY

Evacuate the facility immediately and notify police and fire officials.

1. DO NOT HANDLE THE PACKAGE!
2. Refer to Letter and Parcel Bomb Recognition Points after this section.
3. Secure the area.
4. Contact local law enforcement and fire department personnel.
5. If an item has been opened and is threatening, or appears to be a suspicious device, DO NOT HANDLE THE DEVICE ANY FURTHER!
6. Keep everyone away until police arrive.
7. Take necessary steps to evacuate the building as directed by police and fire officials.

### LETTER AND PARCEL BOMB RECOGNITION POINTS

If you discover a package or parcel that contains one or more of these points, you should consider the item as suspicious or take appropriate actions.

- Foreign Mail, Air Mail or Special Delivery markings on an unexpected package.
- Restrictive markings such as "Confidential", "Personnel", etc.
- Excessive postage.
- Handwritten or poorly typed addresses.
- Incorrect titles
- Titles but no names.
- Misspellings of common words.
- Oily stains or discolorations.
- No return address.
- Excessive weight.
- Rigid envelope.
- Lopsided or uneven envelope.
- Protruding wires or tinfoil.
- Excessive securing material, such as masking tape, duct tape, string, etc.
- Visual distractions.
- Obvious hate markings.



## BOMB THREAT CHECKLIST

If you receive a bomb threat on the telephone, attempt to complete the following checklist while a co-worker contacts local law enforcement.

### ASK THESE QUESTIONS:

1. When is the BOMB set to explode?
2. Where is the BOMB located?
3. What does the BOMB look like?
4. What kind of BOMB is it?
5. What will cause the BOMB to explode?
6. Did you place the BOMB?
7. Why, what is the reason for the BOMB?
8. What is your address, or where are you located?
9. What is your name or your organization's name?
10. Exact words of the threat (*describe on a separate sheet of paper or on the back of this handbook*).

Sex of caller: \_\_\_\_\_ Race: \_\_\_\_\_

Age: \_\_\_\_\_ Length of call: \_\_\_\_\_

Phone no. where call was received:  
\_\_\_\_\_

Time: \_\_\_\_\_ Date: \_\_\_\_\_

### THREAT LANGUAGE:

(Check all that apply)

- |  |   |
|--|---|
| <input type="checkbox"/> Well spoken   | <input type="checkbox"/> Incoherent       |
| <input type="checkbox"/> Foul          | <input type="checkbox"/> Taped            |
| <input type="checkbox"/> Irrational    | <input type="checkbox"/> Prepared message |
| <input type="checkbox"/> Remarks _____ |   |

### CALLER'S VOICE: (Check all that apply)

- |                                   |  |
|-----------------------------------|--|
| <input type="checkbox"/> Calm     | <input type="checkbox"/> Nasal           |
| <input type="checkbox"/> Angry    | <input type="checkbox"/> Stutter         |
| <input type="checkbox"/> Excited  | <input type="checkbox"/> Lisp            |
| <input type="checkbox"/> Slow     | <input type="checkbox"/> Raspy           |
| <input type="checkbox"/> Rapid    | <input type="checkbox"/> Deep            |
| <input type="checkbox"/> Soft     | <input type="checkbox"/> Ragged          |
| <input type="checkbox"/> Loud     | <input type="checkbox"/> Clearing throat |
| <input type="checkbox"/> Laughter | <input type="checkbox"/> Deep breathing  |
| <input type="checkbox"/> Crying   | <input type="checkbox"/> Cracked voice   |
| <input type="checkbox"/> Normal   | <input type="checkbox"/> Disguised       |
| <input type="checkbox"/> Distinct | <input type="checkbox"/> Accent          |
| <input type="checkbox"/> Slurred  | <input type="checkbox"/> Familiar        |

If the voice was accented or sounded familiar, describe how it sounded: \_\_\_\_\_

### BACKGROUND SOUNDS:

(Check all that apply)

- |  |  |
|--|--|
| <input type="checkbox"/> Street noises | <input type="checkbox"/> Factory machinery |
| <input type="checkbox"/> Animal noises | <input type="checkbox"/> Voices            |
| <input type="checkbox"/> Clear         | <input type="checkbox"/> PA systems        |
| <input type="checkbox"/> Static        | <input type="checkbox"/> Local call        |
| <input type="checkbox"/> Music         | <input type="checkbox"/> Long distance     |
| <input type="checkbox"/> House noises  | <input type="checkbox"/> Phone booth       |
| <input type="checkbox"/> Motor         | <input type="checkbox"/> Office            |
| <input type="checkbox"/> Other _____   |  |

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## NATURAL DISASTERS

In the event of a natural disaster inflicting damage to a Department of Economic Security (DES) facility, where the safety of employees or the public is threatened, DES and the Arizona Department of Administration (ADOA) will monitor reports from the National Weather Service and other emergency advisories to determine necessary action, such as closure of state offices.



### OFFICE INVENTORY

1. Each facility should prepare a facility inventory of ALL items, including those under \$1000 (furniture, chairs, computers, books, TVs, water coolers, etc.). This inventory can prove valuable in the claims process when recovering from a natural or man-made disaster.
2. Keep one copy of the inventory on site and one off site. It is a good idea to periodically review and update the inventory.
3. If a camera is available, photograph the entire office and maintain these photos as part of the office inventory.
4. Digital inventories are acceptable. However, in the event of a disaster, local computer servers may be unavailable. Keep a back-up on separate media (i.e., CD-ROM, diskette).

### FLOODING

1. Notify a supervisor, appropriate state agency (Facilities Management, Risk Management) and emergency personnel (fire department, police).
2. Secure your area and vital records. Prepare to receive and comply with directions from emergency personnel.
3. Use caution around appliances or other electrical equipment near any water or leaks.
4. If the source of the leak is known and you can SAFELY stop the leak, do so CAUTIOUSLY.
5. If directed to evacuate, do so according to the Evacuation section of this handbook.

### EARTHQUAKE

1. Take cover underneath a desk or table. Protect your head and neck.
2. Stay away from windows and objects that could fall on you.
3. **DO NOT USE ELEVATORS.**
4. Stay where you are. **DO NOT RUN OUTSIDE**—falling debris could cause serious injury.
5. If outdoors, stay in an open area. Avoid areas with overhead electrical transmission lines. **DO NOT** enter any building.

### WILD LAND FIRES

If you live or work where flammable vegetation is abundant, your house and business property could be a target for wild land fire. Be prepared for these damaging fires, triggered by lighting or accidents, that sweep through the woods. The following safety tips will create a fire safe environment for the property.

- Thin tree and brush cover
  - Dispose of trash debris left from thinning
  - Remove dead limbs, leaves and other litter
  - Maintain irrigated greenbelt
  - Mow dry grasses and weeds
  - Prune branches to 10 feet above the ground
  - Stack firewood away from structures
1. Ask a fire prevention officer for information about wild land fires in your community. Find out whether they can inspect your property for fire hazards.
  2. Practice wildfire safety:
    - Establish an escape plan
    - Create a safety zone around the property
    - Have smoke detectors on every floor
    - Use fire-resistant materials on structures
    - Screen, clean and inspect chimneys
    - Keep branches around the property free of dead or dying wood or vegetation
    - Have the gutters and roof cleaned of pine needles and dry leaves, regularly dispose of rubbish
    - Store combustible or flammable materials in approved containers and keep them a safe distance from the property
    - Stack fire wood uphill and at least 100 feet from a structure
    - Plan escape routes from the community
    - Have an inventory of all items within the office.
  3. Be prepared to evacuate. Maintain an emergency supply kit. Kits should be prepared prior to an emergency and stored for easy access and removal. You should have enough water, food, clothing and supplies to last for three days.
  4. Follow the instructions of the local law enforcement and fire officials. When directed to evacuate, do so.

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## NATURAL DISASTERS (continued)

### POWER FAILURE

1. If power should fail, employees should remain calm and limit movement.
2. DO NOT USE ELEVATORS!
3. Notify the DES Office of Facilities Management at 602-542-3325.
4. If the situation warrants, the section supervisor will instruct employees to relocate or evacuate until power is restored.
5. Take note of any emergency lighting failures and report them to the DES Office of Facilities Management for repair.



### BLACKOUT SAFETY TIPS

A "rolling blackout" occurs when a power company turns off electricity to selected areas to save power. The areas are selected using sophisticated computer programs and models. The blackouts are typically for one hour, then power is restored and another area is turned off. Blackouts usually occur during peak energy times, but they can happen at any time of day. They may affect the same area more than once a day, and may exceed an hour in duration.

To find out if your area will have a rolling blackout, listen to local television and radio, and check the website of your power company. Rolling blackouts may occur when power usage increases, especially during hot weather when many people are using air conditioning. Power companies try to give warning when they will turn off power to an area, but they cannot always do that.

#### Safety Tips for a Blackout

1. Only use a flashlight for emergency lighting. Never use candles!
2. Turn off electrical equipment you were using when the power went out.
3. Avoid opening the refrigerator and freezer.
4. Do not run a generator inside a home or garage.
5. If you use a generator, connect the equipment you want to power directly to outlets on the generator.
6. Listen to local radio and television for updated information.

### STUCK IN AN ELEVATOR

1. If trapped in an elevator during a power failure, mechanical breakdown or other emergency, occupants should remain calm.
2. DO NOT attempt to escape by forcing the doors, as this could cause damage.
3. The alarm button should be pushed for a three-second duration at regular intervals to alert rescuers.
4. If available, the emergency phone should be used to notify others of the situation.

### CIVIL DISTURBANCES

Civil disturbances are generally riots, or demonstrations, marches, groups and assemblies that have become riotous and threatening.

1. Notify local law enforcement, a supervisor, and appropriate agency offices, such as the DES Office of Facilities Management and DES Office of Risk Management.
2. Restrict both employee and visitor movement in your area.
3. Prepare for evacuation. Follow the procedures in the Evacuation section of this handbook.
4. Secure the area. Lock doors, safes and file cabinets, and secure vital records.



### NEWS MEDIA

To avoid misinformation, it is essential that all inquiries from the news media be directed to the DES Public Information Office (PIO) at 602-542-4296.

During working hours, staff should refer media requests or contacts to their division's Assistant Director, who will notify the agency PIO.

All employees not involved in the information chain are not to discuss any situation with anyone, except as necessary or directed.

Please note that home telephone numbers of staff and clients are considered confidential and should not be given out.

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## SECURITY TIPS

The following tips are for you to increase your awareness of danger and to minimize your chances of becoming the victim of a crime.

1. Always be aware of your surroundings.
2. Always report suspicious activities to the police. Give details about description: individuals involved, location and other vital information to the police.
3. Know locations and be able to relate them to the police. Always be knowledgeable about where you are.
4. Always let someone know you are leaving and give them your basic travel route.
5. Be especially careful in parking lots, garages, and in unfamiliar areas.
6. Whenever possible, walk with groups to parking lots, to lunch and when going on errands.
7. Stay in well-lighted areas and be alert to the presence of others.
8. Always lock your car and keep your windows rolled up, even while driving.
9. Always look under, inside and around your car while walking to it. Attackers hide in or near vehicles and wait for victims.
10. Avoid hidden areas, such as doorways, corners of buildings, and between vehicles. Avoid bushes and alleys where someone can hide.
11. Wear clothes and shoes that give you freedom of movement. Don't burden yourself with unnecessary packages, books, etc.
12. Trust your instincts. If you think you are in danger, retreat to safety. Be prepared to yell for help and run.
13. If someone tries to take your purse, **GIVE IT UP!** Unsnap or unzip the purse and carry it upside down. The contents will spill on the ground if it is snatched from you, possibly foiling an attempted theft.
14. Stay in good physical condition so you can run if you have to.



**Stay Alert! Be Cautious! REMEMBER! Know Your Surroundings! Take Precautions!**

## AVOIDING WORKPLACE VIOLENCE

1. Learn to recognize, avoid or defuse potentially violent situations.
2. Attend personal safety and security training, as well as handling hostile client classes.
3. Follow the procedure for alerting supervisors to any concerns about safety or security.
4. Plan an emergency code to alert others that a potentially violent situation is occurring.
5. Speak calmly, do not agitate the angry person.
6. Call for assistance, your supervisor or the police.
7. Collect information regarding client's history prior to meeting, if possible.
8. Report all violent incidents to the DES Office of Risk Management via the Unusual Incident Report, J-309.

## HOMELAND SECURITY

We are a nation at risk to terrorist attacks and will remain at risk for the foreseeable future. At all Threat Conditions, we must remain vigilant, prepared, and ready to deter terrorist attacks. The following Threat Conditions each represent an increasing risk of terrorist attacks. Beneath each Threat Condition are some suggested Protective Measures.

### 1. Low Condition (Green)

This condition is declared when there is a low risk of terrorist attacks. Departments and agencies should consider the following general measures in addition to the agency-specific Protective Measures they develop and implement:

- Refining and exercising as appropriate preplanned Protective Measures;
- Ensuring personnel receive proper training on the Homeland Security Advisory System and specific preplanned department or agency Protective Measures; and
- Institutionalizing a process to assure that all facilities and regulated sectors are regularly assessed for vulnerabilities to terrorist attacks, and all reasonable measures are taken to mitigate these vulnerabilities.

### 2. Guarded Condition (Blue)

This condition is declared when there is a general risk of terrorist attacks. In addition to the Protective Measures taken in the previous Threat Condition, departments and agencies should consider the following general measures in addition to the agency-specific Protective Measures that they will develop and implement:

- Checking communications with designated emergency response or command locations;
- Reviewing and updating emergency response procedures; and
- Providing the public with any information that would strengthen its ability to act appropriately.

### 3. Elevated Condition (Yellow)

An Elevated Condition is declared when there is a significant risk of terrorist attacks. In addition to the Protective Measures taken in the previous Threat Conditions, departments and agencies should consider the following general measures in addition to the Protective Measures that they will develop and implement:

- Increasing surveillance of critical locations;
- Coordinating emergency plans as appropriate with nearby jurisdictions;
- Assessing whether the precise characteristics of the threat require the further refinement of preplanned Protective Measures; and
- Implementing, as appropriate, contingency and emergency response plans.

### 4. High Condition (Orange)

A High Condition is declared when there is a high risk of terrorist attacks. In addition to the Protective Measures taken in the previous Threat Conditions, departments and agencies should consider the following general measures in addition to the agency-specific Protective Measures that they will develop and implement:

- Coordinating necessary security efforts with Federal, State, and local law enforcement agencies or any National Guard or other appropriate armed forces organizations;
- Taking additional precautions at public events and possibly considering alternative venues or even cancellation;
- Preparing to execute contingency procedures, such as moving to an alternate site or dispersing their workforce; and
- Restricting threatened facility access to essential personnel only.

### 5. Severe Condition (Red)

A Severe Condition reflects a severe risk of terrorist attacks. Under most circumstances, the Protective Measures for a Severe Condition are not intended to be sustained for substantial periods of time. In addition to the Protective Measures in the previous Threat Conditions, departments and agencies also should consider the following general measures in addition to the agency-specific Protective Measures that they will develop and implement:

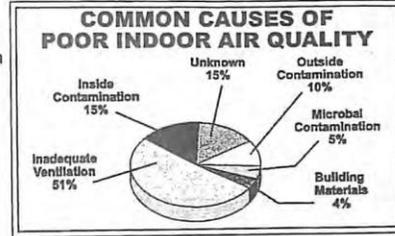
- Increasing or redirecting personnel to address critical emergency needs;
- Assigning emergency response personnel and pre-positioning and mobilizing specially trained teams or resources;
- Monitoring, redirecting, or constraining transportation systems; and
- Closing public and government facilities.

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## INDOOR AIR QUALITY

Poor indoor air quality (IAQ) can originate from a variety of sources, which may require extensive air testing to determine the origin and/or cause(s). In many cases poor IAQ can be indicated by an increase in absenteeism among employees from the same work area, or when one or more of the following symptoms are present among many employees:

- Eye irritation
- Dry throat
- Headache
- Fatigue
- Drowsiness
- Skin irritation
- Shortness of breath
- Coughing
- Dizziness
- Nausea
- Sneezing
- Nose irritation



Employees sometimes request air quality testing to identify an offending contaminant. Blind tests are expensive and wasteful when there are no clues that a contaminant is present. Without the right clues, many tests may be run without identifying a single contaminant because the right test was not run.

Over half of IAQ problems identified are a result of poor ventilation. The first step is to move air through the facility, change air filters, introduce fresh air, and condition the air so that it is uniform throughout the facility. If these actions do not correct the problem, it is time to complete the IAQ Checklist below. It is possible that an IAQ evaluation will need to be done.

## INDOOR AIR QUALITY CHECKLIST



When requesting an IAQ evaluation, please complete all sections of this checklist. You can request an IAQ evaluation through the Office of Risk Management.

When did the problem begin? \_\_\_\_\_

How many employees are affected? \_\_\_\_\_

What part of the facility is affected? \_\_\_\_\_

Who has been contacted for assistance? \_\_\_\_\_

Have the employees complained in writing?  Yes  No

Are any vents blocked by furnishings, partitions, cardboard or deliberately closed?  Yes  No

Is air flowing from the supply vents?  Yes  No

Are there deposits of dirt around the supply and return vents?  Yes  No

Are doors and windows being opened to allow fresh air into the facility?  Yes  No

When were the air filters last replaced? \_\_\_\_\_

Has a dust storm occurred in the last 48 hours?  Yes  No

Are building renovations in progress?  Yes  No

Are the air filters overloaded with dirt and/or lint?  Yes  No

Have pesticides been applied recently?  Yes  No

Is smoke from a nearby smoking area filtering through?  Yes  No

Are air intakes located where they may draw in auto exhaust?  Yes  No

Are the carpets dirty?  Yes  No

Is there an accumulation of dust on office furniture?  Yes  No

Has new carpet or furniture been introduced to the facility recently?  Yes  No

Are odors present?  Yes  No

Are there wet areas inside the ventilation system?  Yes  No

Has rain damage occurred in the building recently?  Yes  No

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## INCIDENT REPORTING

### UNUSUAL INCIDENT REPORTING

Unusual incidents include but are not limited to: death of an employee while at work; death of a client; hospitalization of an employee; hospitalization of three or more employees as a result of a single incident; workplace injuries or illnesses; property damage or theft. Additionally, unusual incidents can include events that may be considered newsworthy by the media, and/or incur liability to the agency or the state.

Immediately after an incident occurs the employee should notify his or her supervisor. Once this is accomplished, an **Unusual Incident Report (UIR), J-309** should be completed. Forward completed UIRs through the appropriate division channels to the DES Office of Risk Management within 72 hours. The UIR can be faxed to the Office of Risk Management at 602-229-2980.

### EMPLOYERS REPORT OF INDUSTRIAL INJURY

When an employee is injured on the job, and **Employer's Report of Industrial Injury, IR-050** must be completed. This form starts the worker's compensation claim process within the department, and with the Arizona Department of Administration (ADOA) Workers Compensation Unit. This form must be completed and returned to the DES Office of Risk Management Worker's Compensation Section within five working days from the date of the incident or the date the agency was notified. **Any workplace fatality must be reported to the DES Office of Risk Management within 24 hours.**



The supervisor or employee should also call in an early notification to the ADOA Workers' Compensation Hotline at 602-542-WORK (9675) or 1-800-837-8583. Remember, even if you call the claim in you still must complete and submit the IR-050.

### PROPERTY LOSS REPORT

To claim for property losses, an ADOA Risk Management Section **Property Loss Report, J-939**, is completed by the agency or office experiencing the loss. In an emergency the loss can be reported by telephone at 602-229-2760. Timely reporting affords the Risk Management Section the opportunity to inspect the damages and adjust the loss, as well as to settle your claim promptly.

Please include as much supporting documentation as possible when submitting the claim, i.e. receipts, police reports, photos (if available), serial numbers and inventory reports. The more information that is provided with the loss report, the better ADOA can adjust the claim. Ensure that names and phone numbers of ALL involved parties are included in the report, as well as who prepared the report. Clearly describe the item or items involved in the loss and indicate what the agency has done following the loss.



### AUTOMOBILE LOSS REPORT

To claim for vehicle losses, an ADOA Risk Management Section **Automobile Loss Report, J-940**, is completed by the agency or office experiencing the loss. In an emergency the loss can be reported by telephone at 602-229-2760.

Timely reporting affords the Risk Management Section the opportunity to inspect the damages and adjust the loss, as well as to settle your claim promptly.

Please include as much supporting documentation as possible when submitting the claim, i.e. receipts, police reports, photos (if available), repair estimates, license plate numbers and driver license numbers of **all** drivers involved. The more information that is provided with the loss report, the better ADOA can adjust the claim. Be sure to include the names and phone numbers of ALL involved parties, as well as who prepared the report.

## **M.6. PROCUREMENT POLICY**

**NAVAJO COUNTY  
PROCUREMENT POLICY  
TABLE OF CONTENTS**

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## NAVAJO COUNTY GOVERNMENT

<b>TITLE: PROCUREMENT POLICIES</b>		<b>BOARD APPROVED: 11-06-89</b> <b>BOARD APPROVED: 06-21-93</b> <b>BOARD APPROVED: 12-09-02</b> <b>BOARD APPROVED: 06-02-03</b>
<b>REVISED: 07-01-93 EFFECTIVE</b> <b>07-01-01 EFFECTIVE</b> <b>06-01-03 EFFECTIVE</b>	<b>FILENAME: Procurement</b> <b>03</b>	<b>SECTION: FINANCE</b>

### PURPOSE AND SCOPE

These Procurement Policies apply to all purchases of equipment, materials, supplies and services by the County. There are different rules for

- (1) purchases exceeding \$35,000, except construction and professional services see paragraphs B.1 through B.4;
- (2) purchases of \$35,000 or less, except construction and professional services see paragraph B.5;
- (3) all construction, as well as construction-related professional services see paragraph B.7;
- (4) other (non-construction) professional services see paragraph B.8.

The Board of Supervisors, acting through the County Manager and the Purchasing Agent, is responsible for the implementation of these policies. All expenditures of County monies must be approved by the Board of Supervisors. Only the Board of Supervisors is authorized to enter into contracts on behalf of the County. Departments may not enter into any contract, or otherwise obligate the County for the payment of money, without prior Board approval.

References to the Purchasing Agent mean the Central Purchasing Administrator. References to Departments and Department Heads include appointed and elected officials and their department.

#### A. Statutory References.

- (1) A.R.S. § 11-254.01 - Purchasing Procedures
- (2) A.R.S. § 41-2535 - Competitive Bid Threshold
- (3) A.R.S. § 34-201 et. seq. - Construction-Related Procurement
- (4) A.R.S. § 41-2501(c) - Procurement Code - Note - Navajo County has adopted the Procurement Code only to the extent that statutes in Title 41 are specifically referred to in these Procurement Policies.

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## NAVAJO COUNTY GOVERNMENT

TITLE: PROCUREMENT POLICIES		BOARD APPROVED: 11-06-89 BOARD APPROVED: 06-21-93 BOARD APPROVED: 12-09-02 BOARD APPROVED: 06-02-03
REVISED: 07-01-93 EFFECTIVE 07-01-01 EFFECTIVE 06-01-03 EFFECTIVE	FILENAME: Procurement 03	SECTION: FINANCE

B. Requirements of Purchasing Statutes

- (1) A.R.S. § 11-254.01 requires all purchases of supplies, materials, equipment and contractual services, except professional services, made by the County having an estimated cost in excess of \$35,000 per transaction to be based on sealed, competitive bids. Purchases may not be artificially split up to avoid the \$35,000 threshold.
- (2) The following are exceptions to this requirement:
  - a) Sole Source Purchasing (A.R.S. § 41-2536): a contract may be awarded for supplies, materials, equipment and contractual services, without competition if the Purchasing Agent or Department Head determines and documents in writing that there is only one source for the required material, service or construction item. The Purchasing Agent requires the submission of cost or pricing data in connection with an award under this section.
  - b) Sole source purchasing shall be avoided, except when no reasonable alternative exist. Written determination for the basis of a sole source purchase shall be attached to the contract and the purchase order. All written determinations must be attached to the backup and submitted for payment for proper audit documentation.
  - c) Emergencies (A.R.S. §41-2537): Competitive sealed bidding is not required if the Board of Supervisors determines by a two-thirds majority that there is a threat to the public health, welfare or safety or a situation requiring immediate action which makes competitive sealed bidding impracticable, unnecessary or contrary to the public interest. Emergency procurement's shall be made with such competition as the Board deems practicable under the circumstances. A written determination of the basis for the emergency and the selection of the particular contractor shall be attached to the contract.
- (3) Public Notice for Purchases More Than \$35,000
  - a) The invitation for bids and specifications will be issued in sufficient time before the purchase is made and in sufficient detail to permit free competition.
  - b) Notice of the invitation shall be published once a week for two (2) consecutive weeks in a newspaper of general circulation in the County.
  - c) Purchase of items through pre-bid State Contracts or through bids by other political subdivisions with whom Navajo County has a cooperative purchasing agreement, may be made without rebidding.

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**NAVAJO COUNTY GOVERNMENT**

TITLE: PROCUREMENT POLICIES		BOARD APPROVED: 11-06-89 BOARD APPROVED: 06-21-93 BOARD APPROVED: 12-09-02 BOARD APPROVED: 06-02-03
REVISED: 07-01-93 EFFECTIVE 07-01-01 EFFECTIVE 06-01-03 EFFECTIVE	FILENAME: Procurement 03	SECTION: FINANCE

Requirements of Purchasing Statutes - continued

- (4) Awarding of Bids
  - a) Bids shall be opened publicly, at the time stated in the invitation for bids.
  - b) On the Board of Supervisors approval, the Purchasing Agent shall make awards, by giving written notice to the responsible bidder whose bid conforms to the invitation and whose bid is the most advantageous to the County concerning price, conformity to the specifications and other factors. The Board of Supervisors may reject all bids if rejection is in the public interest. All bids must include all applicable sales tax and will be deemed to have included such taxes whether itemized or not.
  - c) Cancellation of invitation for bids, (A.R.S. § 41-2539): an invitation for bids, or other solicitation may be canceled if it is in the best interest of the County. The reasons for the cancellation shall be made part of the contract file.
- (5) Purchases of \$35,000 Or Less, aggregate dollar amount per transaction, shall be made using the following procedures as recommended by the Auditor General:
  - a) Purchases costing \$15,000 or more, but less than the \$35,000 - The Purchasing Agent or Department Head must obtain written price quotations from three (3) or more vendors. Published advertisements and catalogs may constitute written price quotes.
    - 1) If three (3) written quotations cannot be obtained, the Purchasing Agent or Department Head must document the vendors contacted, who did not offer price quotations, and the reasons why they did not.
    - 2) If a vendor is selected because of reasons other than the lowest price, such as quality of the product or work to be performed, the reasons must be fully documented.
    - 3) The invitation for price quotes must be issued in sufficient time before the purchase is made and in sufficient detail to permit free competition. Normally, ten (10) working days is sufficient time.
    - 4) All purchases for \$5,000 and up, excluding equipment maintenance contracts, shall be ordered by completing a Navajo County Purchasing Requisition.

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Requirements of Purchasing Statutes - continued

- b) Purchases of \$5,000 or more, but less than \$15,000 - The Purchasing Agent or Department Head must obtain oral price quotations from three (3) or more vendors. All oral price quotations received, must be recorded on the "Record Of Oral Quotations" form and attached to the original requisition copy.
- 1) If three (3) quotations cannot be obtained, whether written or oral, the Purchasing Agent or Department Head must document the vendors contacted, who did not offer price quotations, and the reasons why they did not.
  - 2) If a vendor is selected because of reasons other than the lowest price, such as quality of the product or work to be performed, the reasons must be fully documented.
  - 3) The invitation for price quotes must be issued in sufficient time before the purchase is made and in sufficient detail to permit free competition. Normally, ten (10) working days is sufficient time.
  - 4) All purchases for \$5,000 and up, excluding equipment maintenance contracts, shall be ordered by completing a Navajo County Purchasing Requisition.
- c) Purchases of less than a \$5,000 - the Purchasing Agent or Department Head must use reasonable efforts to obtain the lowest and best price.
- d) Purchases for less than \$1,000 will be processed on a Cash Purchase Order (CPO) (Demand) form. (NO P.O. REQUIRED)
- In 5.a, 5.b and 5.c. above all written and oral quotations must be attached to the requisitions prior to forwarding to the Purchasing Agent and/or finance for further processing.
- e) The provisions dealing with sole source purchasing and emergency purchasing found in paragraphs B.2.a and B.2.b. also apply to purchases of \$35,000 or less.
- (6) Unbudgeted equipment purchase limit requirements
- a) Funds MUST be available within the department's operating budget.
- PERSONNEL AND OTHER UNUSED CAPITAL DOLLARS SHALL NOT BE CONSIDERED FOR USE IN THIS POLICY.
- 1) \$ -0- To \$499.99 may be approved by the Department Head.
  - 2) \$500 To \$4,999.99 may be approved by the County Manager.
  - 3) \$5,000 up must be approved by the Board of Supervisors.
  - 4) Departments with Budgets exceeding Five Million dollars may be approved by the Department Head for capital expenses up to \$999.99.

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Requirements of Purchasing Statutes - continued

- b) Equipment costing \$5,000 and up must be placed into the County's master General Fixed Asset list, inventory listing, reference Capital Assets Policy.
- c) Equipment with a unit cost of \$1,000 to \$4,999.99 must be identified as equipment of the County and be tagged and kept on a supplementary list for control purposes, by completing an inventory data/request form #100.
- (7) Construction-Related Purchasing, A.R.S. § 34-101 et. Seq. & A.R.S. 41-1624.01(B)
  - a) Construction-related purchasing is governed solely by Title 34 of the Arizona Revised Statutes, A.R.S. § 34-101 et seq. This includes all construction, alteration or expansion of any public building or structure which requires the preparation of plans and specification. It does not include the routine maintenance of, or routine repairs to, public buildings or structures. The term "structure" is very broad – for example, roads are considered "structures".
  - b) Title 34 applies to the construction itself as well as to construction-related professional services (architects, engineers, landscape architects, geologists, assayers and land surveyors).
  - c) The requirements of Title 34 are extremely technical, and there are severe penalties for failure to comply with them. Consult the County Attorney's Office for guidance and to make sure you are looking at the most current version of the statutes.
  - d) In appropriate circumstances, the Board of Supervisors may contract with the Department of Corrections for the use of prison labor pursuant to A.R.S. § 41-1624.01-(B).
  - e) The provisions for sole source and emergency purchasing found in paragraphs B.2(a) and B.2(b) also apply to construction-related purchasing.
- (8) Purchasing Professional Services - (Except Construction-related professional services governed by paragraph 7.b.)
  - a) Professional services are those requiring specialized knowledge, skill and expertise. Typical examples are accounting, engineering and legal services. Other services may qualify as professional services. If in doubt, consult the County Attorney's Office. Professional services may be purchased by sealed bids or requests for proposals in the same manner as equipment or supplies. Alternatively the Purchasing Agent or Department Head may obtain approval from the Board of Supervisors to negotiate directly with a particular professional. A maximum dollar authority will be set by the Board at the time of this approval. If the professional services exceed the approved dollar limit, additional Board approval must be obtained. This section does not apply to construction-related professional services, which are governed solely by paragraph 7.b. and Title 34 of the Arizona Revised Statutes. The requirements of Title 34 are very specific and technical concerning the procurement of construction-related professional services. If in doubt, consult the County Attorney's Office before proceeding.

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Requirements of Purchasing Statutes - continued

- b) Professional services will be processed on an In-House Purchase Order, issued by Finance.
  - c) Persons or businesses engaged in providing the service or services required, shall submit written statements of qualifications and expressions of interest in providing such service or services to the Department Head. The professional shall execute a Professional Services Contract on the County's standard form or another form approved by the County Attorney's Office.
  - d) The Department will recommend to the Board of Supervisors the professional service provider to which a contract should be awarded after considering qualifications and making a determination that the compensation is fair and reasonable.
  - e) The written statements of qualifications and expressions of interest will be maintained with the contract file and a copy of same attached to the Purchase Order in Finance.
  - f) All professional service contracts shall be set up on an In-House Purchase Order for control purposes which will be issued by Finance.
- (9) Lease-purchases: A.R.S. §§ 11-251(46) and 11-651 to -653 allow the County to lease-purchase real property and equipment. A lease-purchase agreement is a lease whereby the County acquires title to the property or equipment at the end of the lease. A lease-purchase of real property may not exceed 15 years. A lease-purchase of equipment may be entered into for only one fiscal year at a time. The Board of Supervisors may continue it on a year-to-year basis and may cancel at any time. The County does not acquire title to the equipment until the full purchase price has been paid. Leases and lease-purchases do not require competitive sealed bidding, but the Purchasing Agent or Department Head should follow a competitive procedure which is appropriate in light of the circumstances and the nature and dollar amount of the lease or lease-purchase.
- (10) Information Technology and Communication Purchases - To insure compatibility and the maximum benefit to the county as a whole, all purchases of computer/communications equipment must be coordinated with the MIS Department and reviewed by the MIS Director. This policy includes the following items: software, computers/peripherals, communications devices (data/voice/video), operating systems, development environments and communications services.
- (11) Medications - Over the counter medications which include aspirin, non-aspirin, cold tablets, hay fever/sinus tablets, cough drops, throat lozenges, antacids, etc. can only be legally dispensed by a registered nurse working under a doctor's order. County departments, with the exception of the jail, are not allowed to purchase such medications.

NOTE: This does not include first aid supplies such as bandages, gauze, sterile pads, clean wipes, adhesive tapes, ointments, eye washes, etc. These items are to be ordered on a central stores requisition.

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Requirements of Purchasing Statutes - continued

- (12) Christmas, Appreciation and Thank You Cards - Christmas, appreciation and thank you cards are considered to be a personal type expense and cannot be purchased out of County funds, nor can they be composed on a County PC and copied on County copiers, without specific approval of the Board of Supervisors.
- (13) Personal Purchases - No one is authorized to purchase any item for personal use through the County. This includes purchases made through the use of a County open charge accounts and County credit cards. No purchases of a personal nature can be made using the Arizona State Purchasing Contract.
- a) For the purpose of identifying the person charging on credit or on County credit cards, individuals shall print his or her name and department number on ALL charge tickets at the time of the sale.
- (14) Blanket Purchase Orders
- a) Blanket purchase orders must be issued for supplies, fuel, utilities, repairs, food, building materials, etc., used by the department on a quarterly or yearly basis. These are set up at the beginning of every quarter or year, for that requested span of time, and completed when all documentation is received for that time frame. If blanket P.O.'s are issued by the Purchasing Agent for Central Stores, supplies, fuel or building materials, these must have previously been bid.
- NOTE: The Department Heads must review all the invoices being processed on blanket Purchase Orders, and initial a Cash Purchase Order (Demand) and date it received with the term (various,) dates, prior to forwarding to Finance for payment.
- b) Blanket Purchase Orders may only be exceeded by 10% of the purchase order amount. Misuse of this procedure may cause the loss of the authority to purchase through a blanket purchase order for the department in violation.
- (15) Exceeding Purchase Orders By More Than (10%) If a purchase order amount is exceeded by 10%, a complete written explanation must be made to the Administration/Finance explaining why the purchase order amount was exceeded. The written explanation will be maintained with the purchasing documents.

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Requirements of Purchasing Statutes - continued

(16) Purchase Order Exemptions - The following purchases may be made without the use of Demand Purchase Orders but the submission of a Cash Purchase Order (Demand) or other appropriate document is still required before payment can be made:

- 1) Salaries and related costs
- 2) Jury and witness fees
- 3) Travel
- 4) Utilities and communications, (telephone, natural gas, electricity, etc.)
- 5) Postage
- 6) Uniform allowance
- 7) Medical expenses
- 8) Purchases less than \$1,000
- 9) Law Book subscriptions
- 10) Maintenance Contracts
  - (a) Equipment Maintenance Contracts
  - (b) Software Program Maintenance

(17) Signature Exemption Requirements

- a) Signatures will NOT be required on the following charges and payments:
- 1) Postage for Departments using the central postal service in Administration
  - 2) Fuel through the central key system
  - 3) All utilities, propane, natural gas, water, telephone

NOTE: All utilities will be mailed, by the vendor, directly into finance for processing.

C. Responsibilities

(1) Department:

- a) Operates within its budget or obtains approval from the Board of Supervisors to exceed budgetary limitations.
- b) Purchases of all items' \$5,000 and up (excluding professional services) will be made by means of a Navajo County Purchasing Requisitions which are to be furnished by the Purchasing Agent. These will be completed, signed and forwarded to the Purchasing Agent for processing.
- c) Orders may be placed by the Departments by phone, fax, or the Internet, however, the departments will still be required to complete all the necessary paper work as required by policy.

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- d) If orders are being placed by the Departments, and delivered to the warehouse, the Departments are required to copy the order, which must reflect the Vendor name and the department placing the ordering, and forward the copy to the Purchasing Agent. This will be used by the Purchasing Agent to receive in all items with ease and deliver same, to the Departments.
  - e) Navajo County Purchasing Requisitions must be completed and submitted to the Purchasing Agent approximately 30 days prior, to allow enough time for ordering and receiving of requested items.
- (2) Purchasing Agent:
- a) Maintains a supplies inventory warehouse.
  - b) Provides departments with sufficient Central Stores Requisition forms to meet purchasing needs.
    - 1) Note: If the department is on line, they will be able to access the Central Stores Catalog on line through the Remote Requisition Module. When ordering on line, a Central Stores Requisition form is not needed.
  - c) Prepares, as needed, the computerized Purchase Orders from the Navajo County Purchasing Requisitions as required.
  - d) Orders may be placed by the Departments or the Purchasing Agent. These orders may be placed by phone, fax, Internet, or the order can be placed by mailing out the Vendor Retention Copy of the Purchase Order, to the vendor.

Note: The vendors' retention copy is the order form, so if the order has already been placed it must contain the statement "CONFIRMATION ONLY, to avoid a double order.

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