

NOTICE OF PUBLIC MEETING AND EXECUTIVE SESSION  
PINAL COUNTY WORKFORCE DEVELOPMENT BOARD  
SUMMARY OF AGENDA FOR MEETING  
Thursday, March 20, 2025

2:00 PM - CALL TO ORDER

PINAL COUNTY ADMINISTRATIVE COMPLEX  
CONFERENCE ROOM (1st FLOOR)  
135 N. PINAL STREET  
FLORENCE, AZ 85132

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BUSINESS BEFORE THE BOARD

- (1) Roll Call and Introductions
- (2) Consent Agenda: *All items indicated by an asterisk (\*) will be handled by a single vote as part of the consent agenda, unless a Board Member, Board Staff, or member of the public objects at the time the agenda item is called.*
  - \*a. Discussion/approval/disapproval of the Pinal County Workforce Development Board February 20, 2025 Regular Meeting Minutes
  - \*b. Discussion/approval/disapproval of the revised ARIZONA@WORK Pinal County Programmatic and Fiscal Monitoring and Data Validation Policy
  - \*c. Discussion/approval/disapproval of the revised ARIZONA@WORK Pinal County Rapid Response Policy
  - \*d. Discussion/approval/disapproval of the recommendation to appointment Brian Stoner of eCube Solutions, LLC, (Business Sector) Term of Service: April 3, 2025 through April 2, 2027
  - \*e. Discussion/approval/disapproval of the Partner Program Reports
    - Adult/Dislocated Worker Program
    - Youth Program
    - One Stop Operator
- (3) Discussion/approval/disapproval of an amount not to exceed \$50,000 for strategic planning services per the scope of work approved by the PCWDB on January 16, 2025
- (4) Discussion/approval/disapproval of an amount not to exceed \$80,000 of Rapid Response funding for services outlined in the Request for Quote scope of work to provide assistance to employees impacted a mass layoff.
- (5) Discussion/approval/disapproval of the Pinal County Workforce Development Board Budget Report
- (6) Board Chair Report
- (7) Operations Report
- (8) Presentation: "Youth Advisory Committee Update" (Joel Villegas with the Pinal County School Office and Amanda Whatley with Central Arizona College)

(9) Call to Public -

Consideration and discussion of comments from the public. Those wishing to address the Pinal County Workforce Development Board need not request permission in advance. Action taken as a result of public comment will be limited to directing staff to study the matter or rescheduling the matter for further consideration and decision at a later date.

Posted on the 17th of March around 3:00 PM

ZOOM MEETING JOINING INFORMATION: <https://us02web.zoom.us/j/86578012141?pwd=qMYPwnfrSboMRtTbBbwxJ4ZogbkNTT.1> Meeting ID: 865 7801 2141 Passcode: 044988 One tap mobile+17193594580,,86578012141#,,,,\*044988# US +12532050468,,86578012141#,,,,\*044988# US

Pursuant to A.R.S. 38-431.02(H), the public will have physical access to the meeting place fifteen (15) minutes prior to the start of the meeting.

ADJOURNMENT

**(SUPPORTING DOCUMENTS ARE AVAILABLE AT THE WORKFORCE DEVELOPMENT OFFICE)**

In accordance with the requirement of Title II of the Americans with Disabilities Act (ADA), the Pinal County Workforce Development Board does not discriminate against qualified individuals with disabilities admission to public meetings. If you need accommodation for a meeting, please contact the Workforce Development Office at (520)866-6227, at least (3) three business days prior to the meeting (not including weekends or holidays) so that your request may be accommodated.



AGENDA ITEM

March 20, 2025 ADMINISTRATION BUILDING A  
FLORENCE, ARIZONA

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**REQUESTED BY:**

**Funds #:**

**Dept. #:**

**Dept. Name:** Workforce Department

**Director:** Joel Millman

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**BRIEF DESCRIPTION OF AGENDA ITEM AND REQUESTED BOARD ACTION:**

Roll Call and Introductions

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**BRIEF DESCRIPTION OF THE FISCAL CONSIDERATIONS AND/OR EXPECTED FISCAL IMPACT OF THIS AGENDA ITEM:**

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**BRIEF DESCRIPTION OF THE EXPECTED PERFORMANCE IMPACT OF THIS AGENDA ITEM:**

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**MOTION:**

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History	Who	Approval
Time		

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**ATTACHMENTS:**

[Click to download](#)

No Attachments Available



AGENDA ITEM

March 20, 2025 ADMINISTRATION BUILDING A  
FLORENCE, ARIZONA

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**Funds #:**

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**Dept. Name:** Workforce Department

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\*b. Discussion/approval/disapproval of the revised ARIZONA@WORK Pinal County Programmatic and Fiscal Monitoring and Data Validation Policy

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\*d. Discussion/approval/disapproval of the recommendation to appointment Brian Stoner of eCube Solutions, LLC, (Business Sector) Term of Service: April 3, 2025 through April 2, 2027

\*e. Discussion/approval/disapproval of the Partner Program Reports

- Adult/Dislocated Worker Program
- Youth Program
- One Stop Operator

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**BRIEF DESCRIPTION OF THE FISCAL CONSIDERATIONS AND/OR EXPECTED FISCAL IMPACT OF THIS AGENDA ITEM:**



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**BRIEF DESCRIPTION OF THE EXPECTED PERFORMANCE IMPACT OF THIS AGENDA ITEM:**

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**MOTION:**

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History

Time

Who

Approval

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**ATTACHMENTS:**

Click to download

- ☐ [Meeting Minutes 2.20.2025](#)
- ☐ [ARIZONA@WORK Pinal County Fiscal and Programmatic Monitoring and Data Validation Policy and Policy Revision Summary](#)
- ☐ [ARIZONA@WORK Pinal County Rapid Response Policy and Revision Summary](#)
- ☐ [Adult and Dislocated Worker Program Report](#)
- ☐ [AP Services Updates March 2025](#)
- ☐ [Youth Program Report](#)
- ☐ [One Stop Operator Report](#)



**NOTICE OF PUBLIC MEETING PINAL COUNTY WORKFORCE DEVELOPMENT BOARD ACTION LEGAL  
SUMMARY**

**Thursday, February 20, 2025**

**2:00 PM - CALL TO ORDER**

**PINAL COUNTY ADMINISTRATIVE COMPLEX CONFERENCE ROOM (1<sup>st</sup> FLOOR)**

**135 N. PINAL STREET**

**FLORENCE, AZ 85132**

**1. Roll Call and Introductions**

Meeting called to order at 2:00 PM

<b><u>Members Present:</u></b> <ol style="list-style-type: none"><li>1. Harold Christ</li><li>2. Christina Rothlisberger (Zoom)</li><li>3. Susan Aguilar (Zoom)</li><li>4. Richard Wilkie (Zoom)</li><li>5. Andrew Clegg (Zoom)</li><li>6. Mike Cruz(Zoom)</li><li>7. Lynn Parsons</li><li>8. Mary Fleck (Zoom)</li><li>9. Jack Beveridge (Zoom)</li><li>10. Logen Kelly</li><li>11. Sean Salveson</li><li>12. Joshua Paine (Zoom)</li><li>13. Wallin Gustin (Zoom)</li><li>14. Stacey Rich (Zoom)</li><li>15. Erica Ballesteros (Zoom)</li><li>16. Jim Garrett</li></ol> <p><b>Quorum Met</b></p>	<b><u>Members Absent:</u></b> <ol style="list-style-type: none"><li>1. Jakob Andersen</li><li>2. Solomon Galyon</li><li>3. Todd Thomas</li><li>4. Joel Villegas</li><li>5. Bryan Seppala</li><li>6. Samuel Kolapo</li></ol> <b><u>Staff Present:</u></b> <ul style="list-style-type: none"><li>• Joel Millman</li><li>• Moriah Robles</li><li>• Carrie Fike</li><li>• Shannon McHenry</li><li>• Laura Loiacono</li></ul>
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**2. CONSENT AGENDA :***All items indicated by an asterisk (\*) will be handled by a single vote as part of the consent agenda, unless a Board Member, Board Staff, or member of the public objects at the time the agenda item is called.*

- **\*Discussion/approval/disapproval** of the January 16, 2025 Pinal County Workforce Development Board Regular Meeting Minutes
- **\*Discussion/approval/disapproval** of the Shared Governance Agreement which recognizes the shared governance responsibilities between the Pinal County Board of Supervisors, as the Chief Elected Officials (the “PCBOS”), and the Pinal County Workforce Development Board (the “PCWDB”) as required by the Workforce Innovation and Opportunity Act of 2014, Public Law No. 113-128 (WIOA). This Amendment to the Shared Governance Agreement recognizes the election of a new Chair of the Pinal County Board of Supervisors and is entered into by and between the Pinal County Board of Supervisors, as the Chief Elected Officials (the “PCBOS”), and the Pinal County Workforce Development Board (the “PCWDB”).

**Motion Entered in by:** Lynn Parsons

**Second by:** Stacey Rich

**Item Action:** Approved

**3. Board Chair Report (Information Only)**

**Item Action:** No Chair Report

**4. Operations Report (Information Only)**

- **Workforce Arizona Council Workgroups:** Joel Millman shared the Arizona Workforce Council has been evaluating the effectiveness of training programs and training providers in the state.
  - The “Training Effectiveness Workgroup” has been formed for this initiative. The evaluation is currently focused on Adult Program for Program Year 2023, with plans to expand to other programs over time.
  - The “Increasing Apprenticeships Workgroup” has been established to promote the increase of the number of registered apprenticeship programs in the state, tied to in-demand occupations and industries
- **PY 24 DES Programmatic Monitoring:** Moriah Robles discussed the audit results from the Department of Economic Security's Quality Assurance and Integrity Administration
- **Request for Quote (RFQ) Update:** Joel Millman announced the release of a Request for Quote for PCWDB strategic planning, with a recommendation planned to be presented to the PCWDB at the next full board meeting.

**Item Action:** Information Only

5. **Discussion/approval/disapproval** of the Pinal County Workforce Development Board Budget Report  
Carrie Fike presented the monthly Pinal County Workforce Development Board Budget Report.

**Motion Entered in by:** Logen Kelley

**Second by:** Jim Garrett

**Item Action:** Approved

6. **Presentation:** “WIOA Allocations” Manny Estrella, - (Arizona Office of Economic Opportunity)  
Manny Estrella provided an overview of the methodology to be used by the Workforce Arizona Council on how Workforce Innovation and Opportunity Act Title IB (Adult, Dislocated Worker, Youth, and Rapid Response) funds will be allocated to Arizona’s local workforce development areas.

**Item Action:** Information Only

7. **Presentation:** “Integration Exchange” Jose Alvarado (ARIZONA@WORK Pinal County One Stop Operator)  
Jose Alvarado presented the Integration Exchange event held on January 16<sup>th</sup> with selected ARIZONA@WORK Pinal County partners. The event aimed to facilitate relationship building and shared commitment to helping individuals in need through various employment and educational services.

**Item Action:** Information Only

8. **Call to the Public**

**Item Action:** No public comment

9. **Adjournment**

**Motion Entered in by:** Sean Salvesson

**Second by:** Lynn Parsons

**Adjourned** 3:13pm

## **Policy Revision Summary**

**Date: March 20, 2025**

**Name of Policy: Chapter 1300-ARIZONA@WORK Pinal County Programmatic and Fiscal Monitoring and Data Validation Policy**

### **Summary of Updates:**

#### **A. Section 1305-PROGRAMMATIC AND FISCAL AUDITS**

1. Added requirements for grant recipients, including ARIZONA@WORK Pinal County service providers and the One-Stop Operator, that expends more than \$750,000 be audited by a third party account firm.
2. Added requirements for single audits, and information that must be included in single audit reports.
3. Added information the submission of the single audit to the Federal clearinghouse and the Arizona Department of Economic Security.

#### **B. Section 1306-PCWDB FISCAL MONITORING**

1. Added policies and procedures for staff audits conducted by Pinal County Workforce Development staff including audits of ARIZONA@WORK Pinal County Adult, Dislocated Worker, and Youth, Rapid Response and One-Stop Operator activities.
2. Added policy and procedures for the resolution of finding related to fiscal audits conducted by PCWDB.

#### **C. Section 1307- PCWDB FISCAL MONITORING REPORT**

1. Removed requirements for the PCWDB staff to send written monitoring reports to service providers with results of concerns on a quarterly basis.
2. Added requirements that the ARIZONA@WORK Pinal County Adult, Dislocated Worker and Youth service providers and the One-Stop Operator assist with responding to all audits conducted by DES, and assist with resolution of all findings.

#### **D. Section 1313- ELIGIBLE TRAINING PROVIDER MONITORING REVIEWS**

1. Updated that required percent of training programs that will be monitoring by PCWDB staff to align with Workforce Arizona Council Eligible Training Provide List policy.

## **Policy Revision Summary**

2. Added additional procedures for monitoring training programs, including process for audit resolution.

### **E. Section 1315- CONFIDENTIALITY, DATA. AND RETENTION**

- A. Add language to require that all monitoring activities protect the confidentiality of Personally Identifiable Information (PII).

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## **1301 BACKGROUND**

This section establishes Pinal County Workforce Development Board policy regarding the oversight responsibilities as outlined in authorized legislation and state policy as well as the terms in any Intergovernmental Agreement or contract entered into on behalf of the Pinal County Workforce Development Area for ARIZONA@WORK Pinal County Adult, Dislocated Worker, Youth Program, Rapid Response activities as well as the One Stop Operator. The purpose of this policy is to ensure that all Federal funds are expended in accordance with applicable laws and regulations.

This policy will ensure that:

- A. Adult, Dislocated Worker, and Youth Programs and services are operated in compliance with WIOA and applicable Federal and State rules and regulations and Pinal County Workforce Development Board Policies and Procedures;
- B. Services and training are being provided to participants as described in the agreement document;
- C. The appropriate verification of eligibility for enrollment of participants is uploaded into the AJC System. See the ARIZONA@WORK WIOA Title I-B **Adult and Dislocated Worker Programs policy, sections 205.1 and 205.2**, **Youth Program policy, sections 506.1 and 506.2**, the [WIOA Title I-B Adult, Dislocated Worker, and Youth Eligibility Checklist](#).
- D. The appropriate documents for data validation are uploaded into the AJC System. See the **Arizona Department of Economic Security WIOA Title I-B Data Validation procedures** and the **WIOA Title I-B Adult and Dislocated Worker Checklist** and **Youth Data Validation Checklist**;

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- E. The appropriate documentation for basic career services, individualized career services, training services, supportive services, and business services is uploaded into the AJC system, unless uploading into the system is not available;
- F. Rapid Response activities are provided in accordance with federal, state, and local policies;
- G. Effective Equal Employment Opportunity (EEO) guidelines are used in program design and operation;
- H. Tangible outcomes are accomplished within the proposed budget;
- I. Fiscal integrity is ensured and auditable records are maintained;
- J. Eligible Training Providers conform to federal, state, and local policies; and
- K. The One Stop Operator is fulfilling contractual obligations.

## **1302 AUTHORITY**

- Workforce Innovation and Opportunity Act (WIOA) of 2014 (P.L. 113-128)
- Code of Federal Register 20 Part 683.410; 20 CFR Part 682 Subpart C;
- Code of Federal Register (Uniform Guidance) 2 Part 200 Cost Principles, and Audit Requirements, subpart E and Appendices I through XI, including any exceptions identified by the Department at 2 CFR part 2900, WIOA Final Regulations 29 CFR 95, 29 CFR 97, 29 CFR 9, P.L. 113-128 Sections 184 and 188; 20 CFR Sections 683.200, 683.285, 683.620, 683.630, 684.630, 667.270, Department of Labor



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- US Department of Labor (DOL) Training and Employment Guidance Letter (TEGL) No. 15-23.
- Training and Employment Guidance Letter No. 19-16
- Training and Employment Guidance Letter No. 21-16
- Training and Employment Guidance Letter No. 10-16, Change 2
- Training and Employment Guidance Letter No. 7-18
- Training and Employment Guidance Letter No 23-19, Change 2
- Training and Employment Guidance Letter 19-16 and 12-19, Change 1
- Training and Employment Notices (TENs) 03-10 and 09-12
- Workforce Arizona Council Policy 6 “ARIZONA@WORK WIOA Statewide Monitoring Policy”
- Arizona Department of Economic Security WIOA Policy and Procedure Manual
- DES WIOA Audit and Audit Resolution Policy
- DES WIOA Rapid Response Policy

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### **1303 DEFINITIONS**

- Observation: May be a concern, weakness or flaw in administrative or management practices and/or performance expectations which, at the time of the review did not rise to the level of a finding. In many instances, an observation, if left unaddressed, could result in performance or compliance problems and/or a finding in the future.
- Finding: Denotes non-compliance with laws, regulations and grant agreements and program policies (state and/or local) and requires immediate attention and corrective action.
- Repeat Finding: Denotes that the finding is similar to or essentially the same as a finding which appeared in a previous comprehensive monitoring report, including unresolved findings from that report.

### **1304 SUBRECIPIENT DETERMINATION**

Per Uniform Guidance, 200.330 “sub recipient” means a non-Federal entity that receives a sub-award from a pass-through entity to carry out part of a Federal program. Characteristics which support the classification of an entity as a sub recipient include when the entity:

- A. Determines who is eligible to receive what Federal assistance;
- B. Has its performance measured in relation to whether objectives of a Federal program were met;
- C. Has responsibility for programmatic decision-making;
- D. Has responsibility for adherence to applicable Federal program requirements specified in the award; and
- E. In accordance with its agreement, uses the Federal funds to carry out a program for a public purpose specified in the authorizing statute.

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## **1305 PROGRAMMATIC AND FISCAL AUDITS**

ARIZONA@WORK Pinal County Adult, Dislocated Worker, and Youth Program service providers and One-Stop Operator must ensure that PCWDB staff, DOL Employment and Training auditors, DES Quality Assurance and Integrity (QAIA) Administration auditors, DES WIOA Fiscal Unit, and independent auditors have access to WIOA Title I-B programmatic and fiscal records and financial statements as necessary to conduct WIOA Title I-B programmatic, fiscal and single audits. All participant records must be uploaded into the AJC system.

### **.01 Audit, Monitoring and Schedule**

Each grant recipient, including the PCWDB, ARIZONA@WORK Pinal County service providers, and one-stop operator that expends more than \$750,000 in a fiscal year must be audited yearly by a third party accounting firm.

Additionally, DES WIOA Fiscal Unit and DES QAIA conducts fiscal and programmatic audits annually. DES QAIA conducts data validation and Rapid Response audits quarterly.

PCWDB staff conducts programmatic audits monthly and fiscal audits annually.

### **.02 Single Audit**

- A. In arranging for audit services, the procurement requirements of the Pinal County Administrative Code must be followed.
- B. The grant recipient must not procure an auditor that prepared the grant participant's indirect cost proposal or cost allocation plan when the indirect costs recovered by the auditee during the prior year exceeded \$1 million. This restriction applies to the base year used in the preparation of the indirect cost proposal or cost allocation plan and any

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subsequent years in which the resulting indirect cost agreement or cost allocation plan is used to recover costs.

- C. The grant recipient must submit the Single Audit Reporting Package to the [federal clearinghouse](#) within 30 calendar days after the auditor's report or no later than nine months after the fiscal year end, whichever occurs first, as described at 2 CFR 200.512.

### **.03 Single Auditor Responsibilities**

The Single Audit auditor must:

- A. Determine whether the financial statements are presented fairly in all material respects in conformity with generally accepted accounting principles;
- B. Determine whether the schedule of expenditures of federal awards is presented fairly in all material respects in relation to the financial statements taken as a whole;
- C. Obtain an understanding of the internal controls pertaining to the requirements of each major program, assess control risk, and perform tests of controls unless the controls are deemed to be ineffective; and
- D. Determine whether the non-federal entity has complied with the provisions of laws, regulations, and contracts or grants pertaining to federal awards that have a direct and material effect on each major program.

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#### **.04 Single Auditor's Report**

The single auditor's report must state that the audit was conducted in accordance with OMB Circular A-133 and include the following:

- A. Whether the financial statements are presented fairly and conform with generally accepted accounting principles;
- B. Whether the schedule of expenditures of the WIOA Title I-B funds awarded to the grant recipient is presented fairly in relation to financial statements taken as a whole;
- C. A report on internal controls related to the financial statements and major programs;
- D. A report on compliance with laws, regulations, and the provisions of the contract/grant agreements; and noncompliance with which could have a material effect on the financial statements;
- E. A summary of the auditor's results, which will include:
  1. The type of report the auditor issued on the financial statements of the auditee (i.e. unqualified opinion, qualified opinion, adverse opinion, or disclaimer of opinion);
  2. A statement that reportable conditions in internal control were disclosed by the audit of the financial statements and whether any such conditions were material weaknesses, where applicable;
  3. A statement as to whether the audit disclosed any noncompliance that is material to the financial statements of the auditee;

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4. A statement that reportable conditions in internal control over major programs were disclosed by the audit and whether any such conditions were material weaknesses, where applicable;
  5. The type of report the auditor issued on compliance for major programs (i.e., unqualified opinion, qualified opinion, adverse opinion, or disclaimer of opinion);
  6. A statement as to whether the audit disclosed any audit findings which the auditor is required to report as Audit Findings;
  7. An identification of major programs;
  8. The dollar threshold used to distinguish between Type A and Type B programs, as defined by Circular A-133, Section 520 (b); and
  9. A statement as to whether the auditee qualified as a low-risk auditee.
- F. Findings related to the financial statements that are required to be reported in accordance with generally accepted government auditing standards.
- G. Findings and questioned costs for WIOA Title I-B funds, which will include audit findings.
1. Audit findings (e.g., internal control findings, compliance findings, questioned costs, or fraud) that relate to the same issue should be presented as a single audit finding.
  2. Audit findings that relate to both the financial statements and WIOA Title I-B funds must be reported in both sections of the schedule. However, the reporting in one section of the

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schedule may be in summary form with a reference to a detailed reporting in the other section of the schedule.

## **.05 Submission of Audit Reports to DES**

Once the single audit is completed, the data collection form and reporting package must be submitted to the DES WIOA Finance Unit and to the DES Internal Audit Administration (IAA) by the Pinal County Workforce Development Board (PCWDB) staff. It must be submitted within 30 calendar days after receipt of the auditor's report but no later than 90 days from the completion of the audit, whichever occurs first, as identified in OMB Circular A133.

## **.06 Audits conducted by DES**

### **.01 DES Audits Policy and Procedures**

- A. For audits conducted by DES Fiscal Unit and DES QAIA, PCWDB staff and ARIZONA@WORK Pinal County Adult, Dislocated Worker, and Youth Program service providers must comply with requirements in the following:
  1. DES WIOA Fiscal Policies Audit and Audit Resolutions;
  2. WIOA Fiscal Unit Monitoring Procedures;
  3. DES WIOA Title I-B Programmatic Monitoring Review Procedures;
  4. DES WIOA Title I-B Program Data Validation Procedures.
- B. ARIZONA@WORK Pinal County WIOA Title I-B Adult, Dislocated Worker, and Youth Program service providers and the One-Stop Operator must assist the PCWDB in responding and resolving all

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findings. Fiscal documentation related to participants must be uploaded into the case file in the AJC system. Documentation must be sent to the PCWDB when it is requested within three business days or prior to due dates provided in the request.

### **1306 PCWDB FISCAL MONITORING**

PCWDB staff will conduct a thorough annual desk monitoring review of the ARIZONA@WORK Pinal County WIOA Title I-B Adult, Dislocated Worker, Youth Service Providers, and the One-Stop Operator. The PCWDB will monitor the Adult, Dislocated Worker, Youth, and Rapid Response activities of the service providers and the contractual responsibilities of the One-Stop Operator as necessary to ensure that Federal Awards are used for authorized purposes in compliance with laws, regulations, and the provisions of contracts or grant agreements.

Fiscal monitoring for a given fiscal year will take place between October 1st and May 31st of the same fiscal year and will be completed no later than June 30th unless there is a delay due to any administrative difficulties. The fiscal monitoring may include financial review, site visits, limited scope audits, or other means, as deemed appropriate.

In preparation of the PCWDB monitoring review of the WIOA Title I-B Adult, Dislocated Worker and Youth service providers and One-Stop Operator, the PCWDB staff may request, the following at a minimum:

1. General Ledger;
2. Indirect Cost Plan;
3. Small Purchase policy;
4. Any capital expenditures;
5. Fraud and Abuse Policy; and



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6. Most Current Single Audit.

After the General Ledger is received, PCWDB staff will request documentation of a random selection of transactions, of between 15 to 50 transactions, from the General Ledger.

**1307 PCWDB FISCAL MONITOR REPORT**

No later than June 30 of each program year, PCWDB staff will send the service provider an official PCWDB Fiscal Monitoring Report that lists concerns discovered during the program year. The report will summarize results of the monitoring review.

Observations and/or Findings that are unresolved at this time will be identified in the PCWDB Fiscal Monitoring Report. Observations and Findings must be addressed by the sub recipient through a Corrective Action Plan.

A. The PCWDB staff will transmit the PCWDB Fiscal Monitoring Report of findings, observations and required actions, to the sub recipient. The report will include the following information:

1. Name of sub recipient/training provider;
2. Agreement number(s) or other reference if applicable;
3. Summary of program year accomplishments and best practices;
4. Summary of concerns from the annual monitoring review;
5. Findings, Observations, Recommendations and Required Actions;
6. Time frames for corrective actions; and
7. Due date for response.

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- B. An electronic monitoring file will be maintained for each sub recipient, which will contain monitoring reports and follow-up documents, as well as the worksheets, questionnaires, and other back-up information used in the monitoring. Records will be retained per the State WIOA Record Retention policy.

### **1308 RESOLUTION OF FISCAL FINDINGS ISSUED BY PCWDB**

ARIZONA@WORK Adult, Dislocated Worker, and Youth Program service providers and the One-Stop Operator must follow-up and develop corrective action plans to resolve all fiscal audit findings. WIOA Title I-B service providers and the One-Stop Operator are required to prepare a summary schedule of prior audit findings and prepare a corrective action plan for current year audit findings.

#### **A. Summary Schedule of Prior Audit Findings**

The summary schedule will include the status of all prior audit findings and questioned costs relative to the WIOA Title I-B grant. The summary schedule may include prior findings from multiple years and the fiscal year in which the finding initially occurred. The summary schedule will include the following:

1. The corrective action that was taken for findings that were fully corrected;
2. Partial and planned corrective action taken on findings that was not corrected or was only partially corrected;
3. An explanation when taken corrective action is significantly different from the corrective action that was previously reported in a corrective action plan; and
4. Justification to support that the audit finding(s) are no longer valid or do not require further action.

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**B. Corrective Action Plan**

The WIOA Title I-B Adult, Dislocated Worker, and Youth service provider and One-Stop Operator must develop a corrective action plan within 30 business days after receipt of the PCWDB Fiscal Monitoring Report to address each finding included in the auditor's report and the corrective action plan must begin upon receipt of the auditor's report. The corrective action plan will include the following:

1. Name(s) of the contact person(s) responsible for corrective action;
2. The corrective action planned;
3. Anticipated completion date for the corrective action; and
4. An explanation and specific reasons that support the grant recipient's disagreement with an audit finding(s).

**C. PCWDB Staff Audit Resolution**

1. PCWDB staff must notify the WIOA Title I-B Adult, Dislocated Worker, or Youth service provider or One-Stop Operator of the acceptance or rejection of the submitted corrective action plan within 14 Business Days.
  - a. If the corrective action plan is not acceptable, the response may include recommendations that may be implemented by the ARIZONA@WORK Pinal County Adult, Dislocated Worker, or Youth Program service provider, or One-Stop Operator to resolve the finding.
  - b. If the Corrective Action Plan is accepted, the service provider must adhere to all deadlines, and provide monthly status updates.

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- c. If the service provider or One-Stop Operator requests a deadline extension, the request must be submitted to PCWDB staff at least 30 days before the deadline date.
  - d. A deadline extension will only be approved for extenuating circumstances that are beyond the control of the ARIZONA@WORK Pinal County Adult, Dislocated Worker or Youth Program service provider or the One-Stop Operator.
2. Any unresolved audit or monitoring review findings or observations that required corrective action and have not been resolved will be an automatic finding on the subsequent audit or monitoring review and may result, at the option of the PCWDB, in issuance of a Demand for Assurance letter.
  3. Upon acceptance of the completed corrective action plan from the sub recipient, the PCWDB will issue a final close-out report within 30 business days.
  4. Additionally findings or observations left unresolved may result, at the option of the ARIZONA@WORK Pinal County Adult, Dislocated Worker, or Youth Program service providers and the One-Stop Operator, in retention of payments or forfeiture of such payments.
  5. Failure of the sub recipient to address all outstanding items identified in the "Monitoring Review Corrective Action Plan" within the agreed upon timeframes, could result in further recommended action as determined by the PCWDB up to and including termination of the contractual agreement.

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### **1309 ADULT, DISLOCATED WORKER, AND YOUTH PROGRAMMATIC MONITORING PROCEDURES**

Monitoring of the ARIZONA@WORK Pinal County Adult, Dislocated Worker, and Youth Programs will be conducted by Pinal County Workforce Development Board (PCWDB) staff, under the guidance of the PCWDB Executive Committee, on a monthly basis July through April of each program year.

- A. During the month, PCWDB staff will review the case files in the AJC System.
- B. PCWDB staff will meet with the service providers to discuss any concerns, and provide the service provider opportunity to address concerns and make corrections in the AJC system. The service provider must advise PCWDB staff when all corrections have been made. All corrections must be addressed within 14 business days of the meeting.

### **1310 CONDUCTING PROGRAMMATIC MONITORING REVIEWS**

#### **A. Adult, Dislocated Worker, Youth Programs**

For monitoring of client files, a minimum two client files per WIOA Title I-B Adult, Dislocated Worker, and Youth Program will be randomly selected for review. Monitoring will occur monthly from July through April.

The client files will be for participants served during the current program year, who are either currently being served or who have exited during the current program year. All required documents must be uploaded into the AJC system. PCWDB staff will not accept any additional documents sent via email.

All programmatic monitoring will be conducted via a desk review. This does not preclude a site visit to a sub recipient's administrative offices, if warranted.

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Programmatic Monitoring reviews may include the following:

1. Reviews utilizing access to participant and operational records, including records stored in the State's case management and reporting system. Such reviews will consist of assessing the following:
  - a. Thoroughness, accuracy, timeliness of information entered into the system, including basic career services, individualized career services, training services, supportive services, follow-up services and business services;
  - b. Timeliness and detail of case notes;
  - c. Documents uploaded into the system, including eligibility and data validation documentation, and required documents such as Individual Employment Plans, Individual Service Strategies, Individual Training Account Plans, work-based training contracts, work experience contracts, timesheets, paystubs and supportive service documentation;
2. In addition to the review of the AJC System the following may be reviewed:
  - a. Agency Administration;
  - b. Program Performance;
  - c. Data reports pertaining to program activity and AJC System documents and Tableau Reports;
  - d. Equal Employment and Nondiscrimination; and
  - e. Training services, including use of the Eligible Training Provider List and Work-based Training contracts, such as incumbent worker

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training, customized training, On-the-Job training contracts, and work experience contracts.

### 3. Participant and staff interviews

The PCWDB may request the scheduling of interviews with selected program participants. These interviews may consist of but not be limited to the following topics:

- a. Professionalism of staff serving the participant;
- b. Knowledge of program staff in providing career guidance;
- c. Expectations of program versus actual services provided; and
- d. Overall satisfaction of program experience

### **B. One Stop Operator**

1. The One Stop Operator will be subject to an annual monitoring review by the PCWDB utilizing the contracted Statement of Work as the basis for such review.
2. The One Stop Operator will also be held accountable for the performance metrics agreed to by the PCWDB.
3. The PCWDB will develop monitoring tools to be used for this purpose.

## **1311 PCWDB PROGRAMMATIC MONITOR REPORTS**

No later than June 30 of each program year, PCWDB staff will send the service provider and the One-Stop Operator an official PCWDB Programmatic Monitoring Report that lists concerns discovered during the program year. The report will summarize results for reviews that occur throughout the program year.

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Observations and/or Findings that are unresolved at this time will be identified in the Monitoring Report. Observations and Findings must be addressed by the sub recipient through a Corrective Action Plan.

A. The PCWDB staff will transmit the PCWDB Programmatic Monitoring Report of findings, observations and required actions, to the sub recipient. The report will include the following information:

1. Name of sub recipient/training provider;
2. Agreement number(s) or other reference if applicable;
3. Summary of program year accomplishments and best practices;
4. Summary of concerns from monthly monitoring reviews (Adult, Dislocated Worker, and Youth Programs only); Findings, Observations, Recommendations and Required Actions;
5. Time frames for corrective actions; and
6. Due date for response.

C. An electronic monitoring file will be maintained for each sub recipient, which will contain monitoring reports and follow-up documents, as well as the worksheets, questionnaires, and other back-up information used in the monitoring. Records will be retained per the State WIOA Record Retention policy.

## **1312 RESOLUTION OF PROGRAMMATIC FINDINGS ISSUED BY PCWDB**

A. Sub recipients with open findings identified in the PCWDB Programmatic Monitoring Report (see Section 1311) will have 30 calendar days after receipt of the report to address the findings in writing and present a corrective action plan addressing the required actions outlined in the Monitoring Report utilizing the "Monitoring Review Corrective Action Plan" form (**Exhibit A**).



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- B. The sub recipient will submit updated action to PCWDB staff on a monthly basis until all items are completed and accepted by the PCWDB.
- C. Upon acceptance of the completed corrective action plan from the sub recipient, the PCWDB will issue a final close-out report within 30 business days.
- D. Failure of the sub recipient to address all outstanding items identified in the Monitoring Review Corrective Action Plan” within the agreed upon timeframes, could result in further recommended action as determined by the PCWDB up to and including termination of the contractual agreement.
- E. PCWDB Staff Audit Resolution
  - 1. PCWDB staff must notify the WIOA Title I-B Adult, Dislocated Worker, or Youth service provider, or One-Stop Operator of the acceptance or rejection of the submitted corrective action plan within 14 Business Days.
  - 2. If the corrective action plan is not acceptable, the PCWDB staff response may include recommendations that may be implemented by the ARIZONA@WORK Pinal County Adult, Dislocated Worker, or Youth Program service provider or One-Stop Operator to resolve the finding.
  - 3. If the Corrective Action Plan is accepted, the service provider must adhere to all deadlines, and provide monthly status updates.
  - 4. If the service provider or One-Stop Operator requests a deadline extension, the request must be submitted to PCWDB staff at least 30 days before the deadline date.

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5. A deadline extension will only be approved for extenuating circumstances that are beyond the control of the ARIZONA@WORK Pinal County Adult, Dislocated Worker, or Youth Program service provider or the One-Stop Operator.
6. Any unresolved audit or monitoring review findings or observations that required corrective action and have not been resolved will be an automatic finding on the subsequent audit or monitoring review and may result, at the option of the PCWDB, in issuance of a Demand for Assurance letter.
7. Upon acceptance of the completed corrective action plan from the sub recipient, the PCWDB will issue a final close-out report within 30 business days.
8. Failure of the sub recipient to address all outstanding items identified in the "Monitoring Review Corrective Action Plan" within the agreed upon timeframe could result in further recommended action as determined by the PCWDB up to and including termination of the contractual agreement.

### **1313 ELIGIBLE TRAINING PROVIDER MONITORING REVIEWS**

Monitoring of Eligible Training Provider Programs is a shared responsibility between DES and the PCWDB.

#### **A. DES Audit of Eligible Training Providers**

DES is responsible for monitoring training providers for accuracy of training provider information in the AJC system and compliance with training provider requirements in section IV of this policy. DES must monitor a minimum of fifteen percent (15%) of the training providers within the State each year between July 1 and June 30.

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#### B. PCWDB Audits of Eligible Training Providers

PCWDB Staff will monitor a minimum of fifteen percent (15%) of the training providers' programs approved by the PCWDB each year between July 1 and June 30.

1. The PCWDB staff will conduct monitoring reviews of the training providers approved by the PCWDB on Arizona's Eligible Training Provider List (ETPL) - <https://www.azjobconnection.gov/ada/r/training>).
2. The PCWDB will conduct eligible training provider monitoring in accordance with the **Workforce Arizona Council Eligible Training Provider List** and the ARIZONA@WORK Pinal County ETPL Policy.
3. PCWDB monitoring of eligible training providers will include:
  - a. Compliance with Workforce Arizona Council ETPL Policy, and ARIZONA@WORK Pinal County ETPL Policy;
  - b. Compliance with ETPL reporting requirements;
  - c. Accuracy of information on the training program description in the AJC system;
  - d. Compliance with Equal Opportunity requirements.
4. PCWDB ETPL monitoring may include a desk audit, on-site visits, and WIOA Title I-B student interviews. The audit includes review of training program information in the AJC system, and ETPL performance reports in the AJC Tableau system.

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#### C. PCWDB ETPL Monitoring Procedures

1. PCWDB will provide a 30-day notice audit to the training provider that includes the names of the training programs selected for the audit.
2. No later than June 30 of each program year, PCWDB staff will send the training provider an official PCWDB ETPL Monitoring Report that lists concerns discovered during the review. PCWDB staff will notify the State ETPL Coordinator when potential substantial violations are discovered during PCWDB ETPL audits.
3. Observations and/or Findings that are unresolved at this time will be identified in the PCWDB ETPL Monitoring Report. Observations and Findings must be addressed by the Eligible Training Provider through a Corrective Action Plan. The Corrective Action Plan must be submitted to the PCWDB within 30 Business Days of receipt of the report.

#### D. PCWDB ETPL Audit Resolution

1. PCWDB staff must notify the Eligible Training Provider of the acceptance or rejection of the submitted corrective action plan within 14 business days.
2. If the corrective action plan is not acceptable, the response may include recommendations that may be implemented by the Eligible Training Provider to resolve the finding.
3. If the Corrective Action Plan is accepted, the Eligible Training Provider must adhere to all deadlines, and provide monthly status updates.
4. If the Eligible Training Provider requests a deadline extension, the request must be submitted to PCWDB staff at least 30 days before the deadline date.

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5. Failure of the Eligible Training Provider to address all outstanding items identified in the “[Monitoring Review Corrective Action Plan](#)” within the agreed upon timeframes, could result in further recommended action as determined by PCWDB staff, including recommendation of removal of the Eligible Training Provider and/or eligible training program from the ETPL.

### **1314 TRAINING CONTRACTORS**

- A. Sub recipients will be held accountable for the contracting and monitoring of such contracts of training contractors. Monitoring of training contractors may take place in the form of desk reviews and/or on-site reviews.
- B. Sub recipients will ensure that the contractor is in compliance with the terms, conditions, and specifications of their contract. The PCWDB reserves the right to also perform on-site monitoring when warranted.

#### **1. Desk Review**

A desk review may include:

- a. Compliance with the terms, conditions and specifications of the agreement;
- b. Invoices;
- c. Client progress reports;
- d. Participant surveys;
- e. Credentials and certificates of completion;
- f. Measurable Skills Gains;

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- g. Summary of participant performance data; and
- h. Career Planner feedback.

## **2. On-site Review**

On-site reviews may utilize standard monitoring instruments covering the following, as applicable:

- a. Agency administration;
- b. Program management;
- c. Fiscal management;
- d. Participant files;
- e. Classroom training;
- f. Participant interviews;
- g. Equal Employment and Nondiscrimination; and
- h. Worksite/internship/externship monitoring.

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### **1315 CONFIDENTIALITY, DATA AND RETENTION**

- A. All PCWDB staff and sub recipient staff participating in monitoring activities will protect the confidentiality of all personally identifiable information (PII) contained in the client files. This includes any third party monitoring such as Single Audits conducted on behalf of the local workforce development area or sub recipient.
- B. All requisite Data Sharing Agreements must be in place and current at the time of any monitoring review.
- C. All written reports and other documentation pertaining to monitoring and other oversight activities will be made available for review by the PCWDB, Federal, State and County officials.
- D. Reports and other records of monitoring activities must be retained for three years from the date of submission of the final expenditure reports regarding the funding sources monitored. If any litigation, claim, audit or other action involving the records has been started before the expiration of the three-year period, the records must be retained until completion and resolution of all such actions or until the end of the three-year period, whichever is later.

## **Policy Revision Summary**

**Date: March 20, 2025**

**Name of Policy: Chapter 900-ARIZONA@WORK Pinal County Rapid Response**

### **Summary of Updates:**

- A. Section 905.03.7-Added a requirement for the ARIZONA@WORK Pinal County Rapid Response Checklist to be completed for every Rapid Response Event by the ARIZONA@WORK Pinal County Rapid Response Coordinator, in collaboration with the ARIZONA@WORK Pinal County partner programs.
- B. Section 909-Added requirements for data entry in the AJC System including:
  - 1. Requirement to link a participant who is affected by a specific layoff to the specific layoff event in the AJC system.
  - 2. Clarified a participant who are being served by ARIZONA@WORK Pinal County partner programs staff must be enrolled in the program that the staff member, and that all services must be entered under that enrollment.
  - 3. Added a requirement for all contacts and services that are provided by employer who is experiencing layoff must be tracked in the AJC System under the employer's account.



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## **900 BACKGROUND AND PURPOSE**

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

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

## **901 AUTHORITY**

Workforce Innovation and Opportunity Act (WIOA) of 2014 (P.L 113-128), 20 CFR Part 682 - Subpart C, Training and Employment Guidance Letters (TEGLs) 19-16, 12-19, Change 1, and Training and Employment Notices (TENS) 03-10, 09-12.

## **902 APPLICABILITY**

This section provides policy for the ARIZONA@WORK Pinal County service providers, and the ARIZONA@WORK Pinal County Rapid Response Coordinator to use regarding the standards of the WIOA related to Rapid Response activities.

## **903 ACRONYMS**

Arizona Job Connection (AJC)

Chief Elected Official (CEO)

Consolidated Omnibus Budget Reconciliation Act (COBRA)

Customized Training (CT)

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Department of Economic Security (DES)

Eligible Training Provider List (ETPL)

Emergency Rental Assistance Programs (ERAP)

Federal Emergency Management Agency (FEMA)

Incumbent Worker Training (IWT)

Pinal County Workforce Development Board (PCWDB)

National Dislocated Worker Grant (NDWG)

On-the-Job Training (OJT)

Participant Individual Record Layout (PIRL)

Registered Apprenticeship Programs (RAP)

Supplemental Nutrition Assistance Program (SNAP)

Temporary Assistance for Needy Families (TANF)

Trade Adjustment Assistance (TAA)

Work-Based Training (WBT)

Worker Adjustment and Retraining Notification (WARN)

Workforce Innovation and Opportunity Act (WIOA)

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## **904 DISLOCATION EVENTS TO TRIGGER RAPID RESPONSE SERVICES AND NOTICE**

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

### **.01 Worker Adjustment and Retraining Notification (WARN) Act**

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

#### **A. Employers are covered by WARN if they are:**

1. Private, for-profit, and nonprofit entities; or
2. Public and quasi-public entities that operate in a commercial context and are separate from the regular government; and
3. Employ 100 or more employees, or is laying off at least 50 workers at a single-site, not counting employees who:
  - a. Worked less than six months in the previous 12 months;
  - b. Work an average of less than 20 hours per week;
  - c. Retire, resign, or are terminated for cause; or
  - d. Are offered a transfer to another site of employment within a reasonable commuting distance if:

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- i. The closing or layoff is a result of a relocation or consolidation of all or part of the employer's business;
- ii. The transfer involves no more than a six-month break in employment; and
- iii. The worker accepts the offer within 30 days of the offer or the closing or layoff, whichever is later.

**B. Employees entitled to WARN notice include:**

1. Hourly and salaried workers; and
2. Managerial and supervisory employees.

**C. Employees who are not protected by WARN and not entitled to a WARN notice are as follows:**

1. Workers on a labor strike or who have been locked out in a labor dispute;
2. Temporary workers who clearly understand the temporary nature of the work for which they were hired; and
3. Business partners, consultants, or contracted employees who are paid by another employer or who are self-employed.

**D. The employer must provide a WARN notice to:**

1. The State Rapid Response Coordinator;
2. The Pinal County Board of Supervisors, if the business is located in Pinal County;
3. The Chief Executive Officer of the representative(s) or bargaining agency(ies) of affected workers, or potentially affected workers; and

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4. Individual workers who are not represented by a bargaining agency and who may reasonably be expected to experience an employment loss, including workers who may lose their employment due to “bumping” or displacement by other workers.

E. The WARN must include the following information:

1. The business name and address of the employment site where the plant closing or mass layoff will occur;
2. The corporate or company name and address, if different from the employment site;
3. The name, email address, and telephone number of a company official to contact for further information;
4. A statement as to whether the planned action is expected to be permanent or temporary and, if the entire plant is to be closed, a statement to that effect;
5. The expected date of the first separation, and if applicable, the anticipated schedule for making separations;
6. The job titles of positions to be affected, and the number of affected employees in each job title;
7. An indication as to whether or not bumping rights exist; and
8. The name of each union representing affected employees, and the name and address of the Chief Elected Officer of each union, if applicable.

- F. Any reasonable method of delivery to ensure receipt 60 days before a closing or layoff is acceptable. Notice may be given conditionally upon the occurrence or non-occurrence of an event only when the event is definite, and its occurrence or nonoccurrence will result in a covered employment action less than 60 days after the event.

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## .02 Non-WARN Dislocations

Employers in Pinal County experiencing plant closures or layoffs who do not meet WARN requirements may voluntarily choose to report such plant closures or layoffs to the DES Rapid Response team or PCWDB staff. When an employer voluntarily chooses to report plant closures or layoffs to the DES Rapid Response team or the PCWDB, the PCWDB Rapid Response team will ensure Rapid Response services are provided, regardless of the size of the employer or number of workers affected.

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

## .03 Disasters

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

## .04 Layoff Aversion Events

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

## .05 Trade Adjustment Assistance (TAA) Events

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

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## **905 ROLES AND RESPONSIBILITIES**

### **.01 ARIZONA@WORK Pinal County Rapid Response Team:**

- A. The ARIZONA@WORK Pinal County Rapid Response team consists of:
1. The ARIZONA@WORK Pinal County Rapid Response Coordinator;
  2. ARIZONA@WORK Pinal County Business and Economic Strategist and Business Service Consultants;
  3. ARIZONA@WORK Pinal County One-Stop Operator;
  4. Representative of ARIZONA@WORK Pinal County Employment Service; and
  5. Representative of ARIZONA@WORK Pinal County Dislocated Worker Program.
- B. Assistance from other ARIZONA@WORK Pinal County partners will be requested on a need basis to assist with staffing Rapid Response events.

### **.02 State Rapid Response Coordinator and Team Assistance**

The State Rapid Response Coordinator is responsible for the following:

- A. Serving as the point of contact for the State for notification of dislocation events by employers.
- B. Ensuring that WARNs and Non-WARNs are entered into the state system of record within two (2) business days of receipt.
- C. Ensuring that information on WARNs and Non-WARNs received are shared with the PCWDB staff within two (2) business days of receipt.
- D. Coordinating additional staff assistance from DES upon request from the PCWDB staff, including:
  1. DERS Rapid Response team;
  2. DERS Business Services team;
  3. Representatives from Unemployment Insurance;

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4. Representatives for Supplemental Nutrition Assistance;
  5. Representatives of TAA; and
  6. Representatives for the Division of Technology Services for technology support.
- D. Assisting PCWDB with the process of accessing state Rapid Response funds needed to address a dislocation event in their Pinal County.
- E. Providing extra staff and support at Rapid Response Hiring events, per request from PCWDB staff.

.03 ARIZONA@WORK Pinal County Rapid Response Coordinator:

- A. The ARIZONA@WORK Pinal County Rapid Response Coordinator responsibilities include:
1. Designating staff to serve on the ARIZONA@WORK Pinal County Rapid Response team for dislocation events that affect workers in Pinal County.
  2. Coordinating and taking the lead for Rapid Response services in Pinal County, in collaboration with the ARIZONA@WORK Pinal County partners.
  3. Coordinating with local additional partners (other ARIZONA@WORK partners and other community partners) to serve on the ARIZONA@WORK Pinal County Rapid Response team, as needed.
  4. Notifying the State Rapid Response Coordinator of dislocation events in Pinal County, including WARN and Non-WARN events.
  5. Coordinating promotion of Rapid Response Job Fairs and other Rapid Response events.
  6. Requesting additional assistance from the State Rapid Response team, including but not limited to assistance with promoting events, staffing of job fairs and requests for additional Rapid Response funds.



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7. Completing the [ARIZONA@WORK Pinal County Rapid Response Event Checklist](#) (Exhibit 900A), in collaboration with ARIZONA@WORK Pinal County Partner programs for each Rapid Response event.
- B. ARIZONA@WORK Pinal County Business Services responsibilities include:
1. Serving as the sole contact with the affected employer.
  2. Contacting other employers to sign up for job fairs and other hiring events to offer employment to affected workers.
  3. Building relationships with employers to increase awareness of Rapid Response services, including layoff aversion services.
- C. ARIZONA@WORK Pinal County Adult and Dislocated Worker Programs responsibilities include:
1. Registering affected workers in the AJC System and determining eligibility for the ARIZONA@WORK Pinal County Adult and Dislocated Worker Programs, and enrolling affected workers whose assessment indicates a need for ARIZONA@WORK Adult and Dislocated Worker Programs services, and providing appropriate Adult and Dislocated Worker Programs services.
  2. Providing support services funded under WIOA Title I in accordance with the ARIZONA@WORK Pinal County Support Services policy to affected workers enrolled in ARIZONA@WORK Pinal County Adult and Dislocated Worker Programs, whose assessment indicates a need for such services.
  3. Following-up with job seekers who attended the Rapid Response events and have requested additional services.
  4. Tracking outcomes of follow-up including the number of AJC registrations and enrollments.

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5. Co-enrolling participants in the Rapid Response Program in the AJC System.

#### D. ARIZONA@WORK Pinal County Employment Service

The ARIZONA@WORK Pinal County Employment Service responsibilities include:

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

#### E. Other ARIZONA@WORK Pinal County Partners

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

## **906 STAGES OF RAPID RESPONSE**

In order to conduct layoff aversion activities or to prepare for and respond to dislocation events, the ARIZONA@WORK Pinal County Rapid Response Team may devise strategies or conduct activities that are intended to minimize the negative impacts of dislocation on workers, businesses, communities and ensure

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that workers impacted by dislocations are able to be reemployed as quickly as possible. Such activities include, but are not limited to:

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

#### .01 Layoff Aversion Activities

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

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

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

OJT, as described in 20 CFR § 680.700 and section 416.03 of the ARIZONA@WORK Pinal County Training Services Policy and section 1208 of the ARIZONA@WORK Pinal County Business Services policy, is training provided under a contract with an employer who is reimbursed a percentage of the wage rate of the participant being trained while engaged in productive work in a job, and will be made available to workers affected by dislocations, as appropriate.

2. Registered Apprenticeship Programs (RAP):

RAPs, as described in Section 415 of the ARIZONA@WORK Training Services Policy, is an industry-driven system of employment, OJT and related technical instruction (RTI), and will be made available to workers affected by dislocations, as appropriate.

3. Incumbent Worker Training (IWT):

IWT, as described in section 416.02 of the ARIZONA@WORK Training Services Policy and section 1207 of the ARIZONA@WORK Business Services policy, is designed to meet the special needs of an employer (including a group of employers) to retain a skilled workforce, or to avert the need to lay off employees, by helping workers gain skills needed to retain employment and increasing the occupational

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competitiveness of the employee or the employer, and will be made available to workers affected by dislocations, as appropriate.

4. Customized Training: Customized Training, as described in section 416.01 of the ARIZONA@WORK Pinal County Training Services Policy and section 1206 of the ARIZONA@WORK Pinal County Business Services policy, is designed to meet the specific needs of an employer or a group of employers committed to employing an individual upon the successful completion of the program, for which the employer pays a significant portion of the training, and will be made available to workers affected by dislocations, as appropriate.

E. Connecting businesses to:

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

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

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

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

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

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## .02 Immediate Employer Contact

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

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

## .03 Initial Employer Meeting

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

- A. Services available through ARIZONA@WORK Pinal County, and resources in Pinal County to meet the short-term and long-term assistance needs of the affected workers, including:
  1. Unemployment Insurance;
  2. Reemployment Services;
  3. Job Training;
  4. Trade Adjustment Assistance (TAA);
  5. Financial counseling; and

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6. Federal and state emergency management agencies, if the dislocation is due to a disaster.

B. Rapid Response content, format, and benefits to the employer and affected workers.

C. An assessment of the employer's layoff plan and schedule.

#### .04 Information Sessions for Affected Workers

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

A. Unemployment Insurance benefits;

B. Services available through ARIZONA@WORK Pinal County;

C. Continuation of health insurance through COBRA;

D. Employers currently hiring in Pinal County;

E. Training and supportive services available through the ARIZONA@WORK Adult, Dislocated Worker, and Youth Programs;

F. TAA services, if applicable;

G. Services available for veterans, including services available through the Jobs for Veterans State Grant and the GI Bill;

H. Federal and state emergency management agencies, if the dislocation is due to a disaster;

I. Services available in the community to meet basic needs, which include but are not limited to:

1. Financial Counseling;

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2. Emergency Rental Assistance Programs (ERAP);
3. Utility Assistance;
4. Supplemental Nutrition Assistance Program (SNAP), including the Disaster Nutrition Assistance;
5. Temporary Assistance for Needy Families (TANF);
6. Other emergency assistance programs.

## **907 ADDITIONAL RAPID RESPONSE SERVICES TO BE MADE AVAILABLE**

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

### **.01 Professional Outplacement Team**

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

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



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## .02 Work-Based Training

Work-based training, as described in 20 CFR § 680.700, the ARIZONA@WORK Pinal County Training Services Policy, the ARIZONA@WORK Pinal County Business Services Policy and Section 906.01.D of this policy, are valuable business engagement activities which are to be made available as a Rapid Response service for any layoff aversion and any dislocation event

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

## .04 Upskilling

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

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#### .05 Reskilling

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

#### .06 Community Transition Teams

Rapid Response Teams may provide guidance and/or financial assistance to establish community transition teams to assist the impacted community in organizing support for dislocated workers, and in meeting the basic needs of their families. Such assistance may include, but is not limited to, providing heat, shelter, food, clothing, and other necessities and services that are beyond the resources and ability of the ARIZONA@WORK Pinal County partners to provide.

### **908 COORDINATION WITH TRADE ADJUSTMENT ASSISTANCE TEAM**

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

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

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## **909 DATA COLLECTION AND PERFORMANCE**

The entry of WARN or non-WARN dislocations are recorded in the AJC system when they are submitted to DES by the State Rapid Response Team. ARIZONA@WORK Pinal County partner staff are responsible for entering Rapid Response services into the AJC system as follows:

- A. During job seeker registration in the AJC system, if an individual indicates that they were impacted by a WARN or non-WARN dislocation, they must be reported as having participated in Rapid Response.
- B. ARIZONA@WORK Pinal County partner programs are responsible for timely entry of Rapid Response services into the AJC system and ensuring accuracy in the reports submitted to DOL. For the ARIZONA@WORK Pinal County Adult, Dislocated Worker and Youth program's data must be validated for any participant who receives Rapid Response services in compliance with [ARIZONA@WORK Pinal County Programmatic Monitoring and Data Validation County](#) policy.
- C. Services provided to individuals impacted by a WARN or Non-WARN dislocation must be recorded by the appropriate ARIZONA@WORK Pinal County Partner Program staff, in the AJC system, within the program enrollment for which they were provided.
- D. Contacts with the employer and services provided to the employer as part of a Rapid Response must be entered in the AJC system under the employer's account.

## **910 RAPID RESPONSE MONITORING**

PCWDB staff must monitor ARIZONA@WORK Pinal County partners and service providers for compliance with the Rapid Response policy and procedures. Service providers will also be monitored for fiscal compliance for Rapid Response activities when they are allocated Rapid Response funds. The [ARIZONA@WORK Pinal County Programmatic and Fiscal Monitoring and Data Validation Policy](#), including requirements, and procedures for monitoring of Rapid Response activities.

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# Adult & Dislocated Worker

PCWDB Service Provider Updates

March 2025

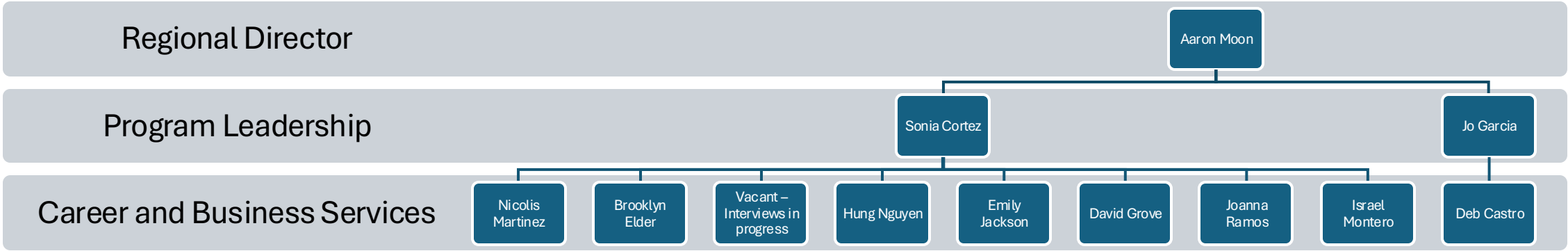
**Sonia Cortez, Program Manager**



PINAL COUNTY

Innovative Workforce Solutions

# Team Updates



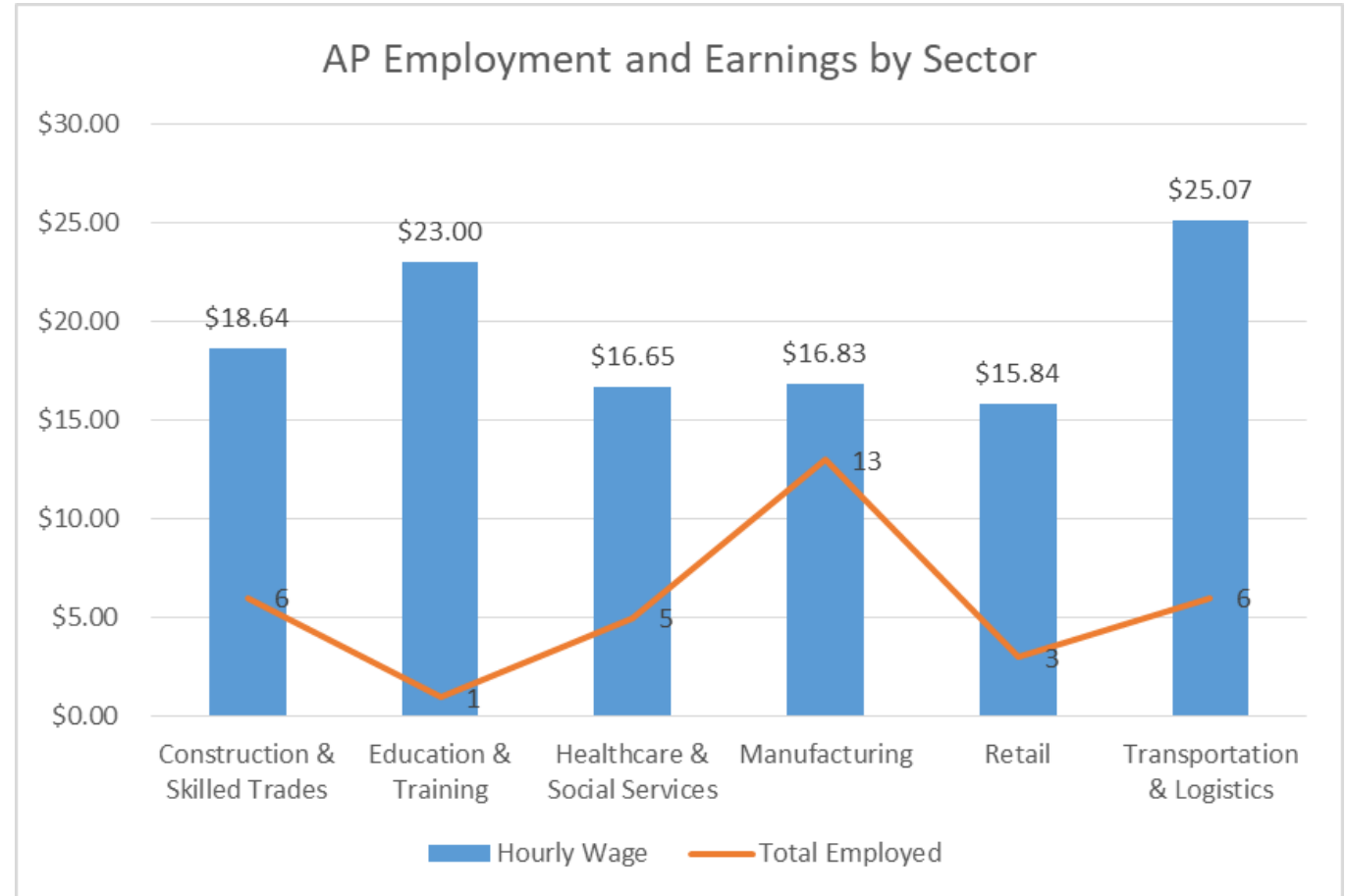
Career Coach Vacancy –  
Interviews in Progress



# Adult Probation Updates

- 74 Enrollments since Feb 2024
- 66 BOOST Completions
- 21 Occupational Skills Training
- 8 Transitional Jobs
- 34 Placements
- 23 Financial Literacy Training

\*Exploring opportunities for staff to obtain National Association of Reentry Professionals (NARP) certifications



# Dislocated Worker Services

- **Corazon Behavioral Health Services Casa Grande, closure**
  - 30 impacted workers
  - Service presentation conducted
  - 18 Dislocated Worker Enrollments
  - Anticipate services – resume updates, Career enhancing training certifications, job placement assistance, support services
- **Nikola Motors Closure**
  - 315 impacted workers
  - Response is being coordinated via multiple local area Rapid Response Teams





# Community Health Worker Cohort

- **In Partnership with Arizona State University and Empowerment Systems Inc, and Regenerating Sonora**
  - 6 participants, 4 Apache Junction, 2 Superior
  - ASU funding the CHW training
  - ARIZONA@WORK Pinal County providing career services and funding 480 internships and job placement assistance services
  - Empowerment Systems and Regenerating Sonora serving as host agencies for internships



# March Madness Initiatives

## LICENSE to THRIVE!

Take control of your career and hit the road toward success!



- ✓ 100% Tuition Assistance Available (for eligible participants)
- ✓ Professional CDL Training & Certification
- ✓ High-Demand Careers with Competitive Pay
- ✓ Fast-Track Your Future in Just a Few Weeks!

🔊 **Don't Miss Out – Enrollment is OPEN NOW!**  
Spots are filling fast! Secure your seat and start your journey toward financial freedom today.

Scan the QR Code to get started today!

**ARIZONA@WORK™**  
PINAL COUNTY

2024 Jobs	2030 Jobs	2024 - 2030 Change	2024 - 2030 % Change	Pct. 25 Hourly Earnings	Avg. Hourly Earnings	Pct. 75 Hourly Earnings
45,055	50,447	5,393	12%	\$20.65	\$30.13	\$30.68

### Regional Skill and Wage Progression

Equal Opportunity Employer / Program • Auxiliary aids and services are available upon request to individuals with disabilities. Certain accommodations require 48- hour notice. To request this document in an alternative format or for further information about the ARIZONA@WORK Pinal County Equal Opportunity and Affirmative Action policy, please call 520-866-6227. TTY/ TDD Services 7-1-1 For Steven's Amendment Information, please visit <http://pinal.gov/StevensAmendment>





# Take a Winning Shot this March with a Career in Healthcare



- ✓ **100% Tuition Assistance Available (for eligible participants)**
- ✓ **Training & Certification**
- ✓ **High-Demand Jobs with Competitive Pay**
- ✓ **Fast-Track Your Career in Just a Few Months!**

 **Don't Miss Out – Enrollment is Open NOW!**

Spots are filling fast! Scan the QR code to secure your seat before the buzzer sounds.



Career Path Opportunities	2024 Jobs	2030 Jobs	2024 - 2030 % Change	Pct. 25 Hourly Earnings	Avg. Hourly Earnings	Pct. 75 Hourly Earnings
Nursing Assistants	15,513	17,569	13%	\$17.71	\$19.85	\$21.16
Dental Assistants	6,701	7,624	14%	\$19.09	\$22.94	\$24.43
Medical Assistants	20,981	24,044	15%	\$18.40	\$20.95	\$22.29
Phlebotomists	4,334	5,330	23%	\$18.60	\$21.30	\$23.05

## Regional Skill and Wage Progression



Innovative Workforce Solutions

## YOUR SECOND CHANCE STARTS NOW! GET TRAINED. GET CERTIFIED. GET HIRED.

- ◆ Are you ready to take control of your future?
- ◆ Do you want a **high-paying career** and a **fresh start**?
- ◆ **No-cost training programs** available NOW for **justice-involved individuals**!

### 🔥 High-Demand Certification Programs Available:

- ✓ **Class A CDL** – Get on the road with a commercial driver's license
- ✓ **Heavy Equipment Operator** – Learn to operate bulldozers, excavators & more
- ✓ **Building & Construction Trades** – Hands-on training for a skilled career
- ✓ **Peer Support Specialist** – Turn your past into a powerful career helping others
- ✓ **Information Technology (IT) Certifications** – Cybersecurity, Networking & more

📱 **Spots Are Limited – Scan the QR Code, text, or call to APPLY TODAY!**

**If you're ready to take the next step, don't wait! Opportunities are filling fast.**

**Brooklyn Elder**  
Workforce Re-entry Career Coach

**Email:** [belder@eckerd.org](mailto:belder@eckerd.org)

**Cell:** (520) 204-9963

**Nick Martinez**  
Workforce Re-entry Coordinator

**Email:** [nmartinez@eckerd.org](mailto:nmartinez@eckerd.org)

**Cell:** (928)-575-2816





# Enrollments and Placements Program YTD

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- **199 Participants Served**
  - 175 Adults / 24 Dislocated Workers
- **57 Job Placements**
  - avg. \$21.00/hr
- **105 New Enrollments –**
  - 90 Adults / 15 Dislocated Workers
  - 18 DW enrollments in progress



Innovative Workforce Solutions





# Questions



ARIZONA@WORK Pinal County Adult and Dislocated Worker programs remain committed to supporting justice-involved individuals, with an emphasis on Adult Probation, by providing career development opportunities that lead to meaningful employment and long-term self-sufficiency. From February 2024 to February 2025, **74 participants** have been enrolled in justice-involved services, reflecting a strategic effort to address employment barriers and create pathways for career advancement.

### **The Role of Dedicated Staff and Strategic Partnerships**

A key factor in the success of these initiatives is the **dedicated workforce development team** that goes above and beyond to engage, coach, and mentor participants who face significant barriers to employment. These professionals provide **individualized support, motivation, and career coaching**, helping participants navigate challenges and build confidence in their ability to succeed.

Additionally, **strategic partnerships** have been leveraged with:

- **Behavioral health providers** to address underlying mental health and substance use challenges that may impact employment readiness.
- **Probation officers and specialty courts** to ensure alignment with judicial requirements and provide structured support.
- **Transitional living centers** to stabilize participants and reduce housing-related employment barriers.
- **Employers** willing to offer **transitional employment and direct hiring opportunities**, creating direct pipelines to the workforce.

These partnerships create a **comprehensive ecosystem** of support, ensuring participants have access to the resources they need for long-term career success.



## Building a Strong Foundation through Pre-Vocational Training

A crucial component of this initiative is **BOOST**, a pre-vocational training program designed to equip participants with the knowledge and skills necessary for career success. Of the 74 enrolled participants, **66 (89%) have completed BOOST**, gaining critical insights in:

- **Self-Discovery and Strength Identification** – Helping individuals recognize their abilities and align them with viable career paths.
- **Labor Market Awareness** – Educating participants on in-demand job opportunities and industry trends in Pinal County.
- **Career Pathway Exploration** – Guiding participants in identifying progressive career pathways that lead to financial stability.
- **Soft Skills Development** – Emphasizing communication, teamwork, adaptability, and workplace professionalism to enhance employability.

By integrating these foundational elements, BOOST ensures that participants are well-prepared to navigate the workforce with confidence and clarity.

## Leveraging the ABC Career Pathway Model

Justice-involved participants follow a structured career development approach using the **ABC Career Pathway Model**, which helps individuals transition from an **‘A’ job (initial employment for stability and work history)** to a **‘Better’ job (upskilling and wage progression)** and, ultimately, to a **‘Career’ (long-term employment in a high-demand field)**.

To support this model, ARIZONA@WORK Pinal County has connected participants to a variety of workforce development opportunities:

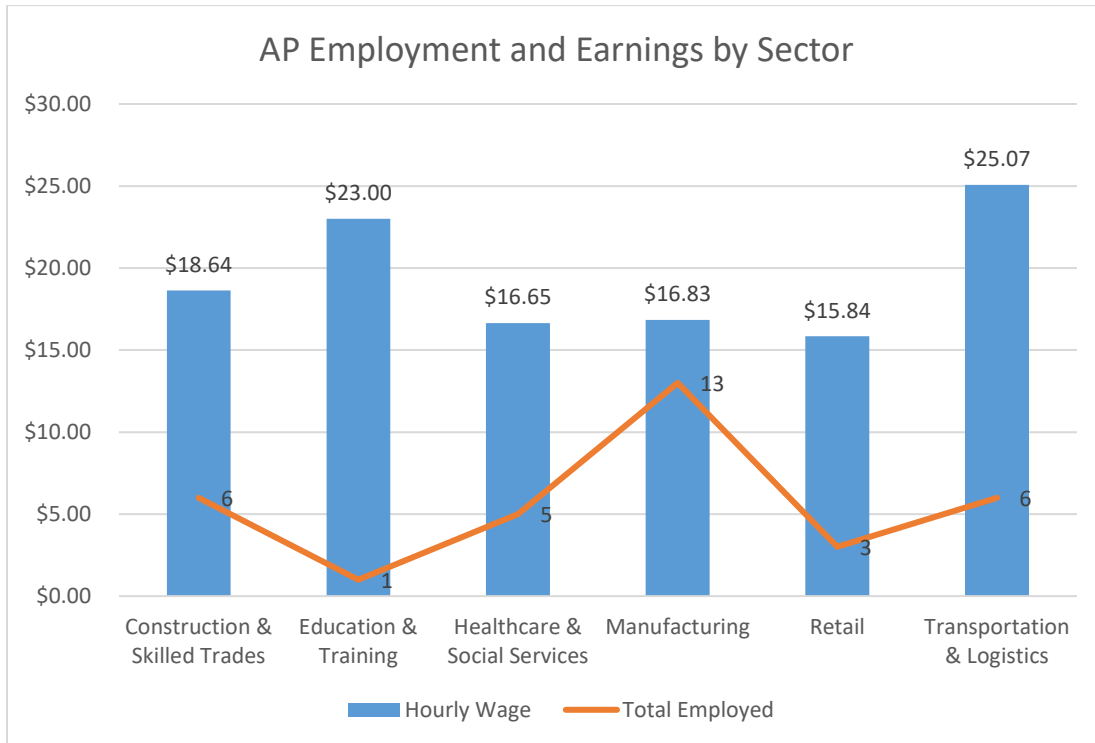
- **Transitional Employment:** 8 participants have gained valuable hands-on experience through short-term, subsidized work placements designed to build skills and work history.
- **Occupational Skills Training:** 21 participants have enrolled in industry-recognized training programs to obtain certifications that increase their competitiveness in the job market.
- **Direct Job Placements:** Some participants have been placed directly into unsubsidized **‘A’ jobs**, providing immediate income and stability while allowing them to build experience and work history.
- **Support Services:** 47 individuals have received assistance with transportation, tools, and work attire to help them overcome employment barriers.



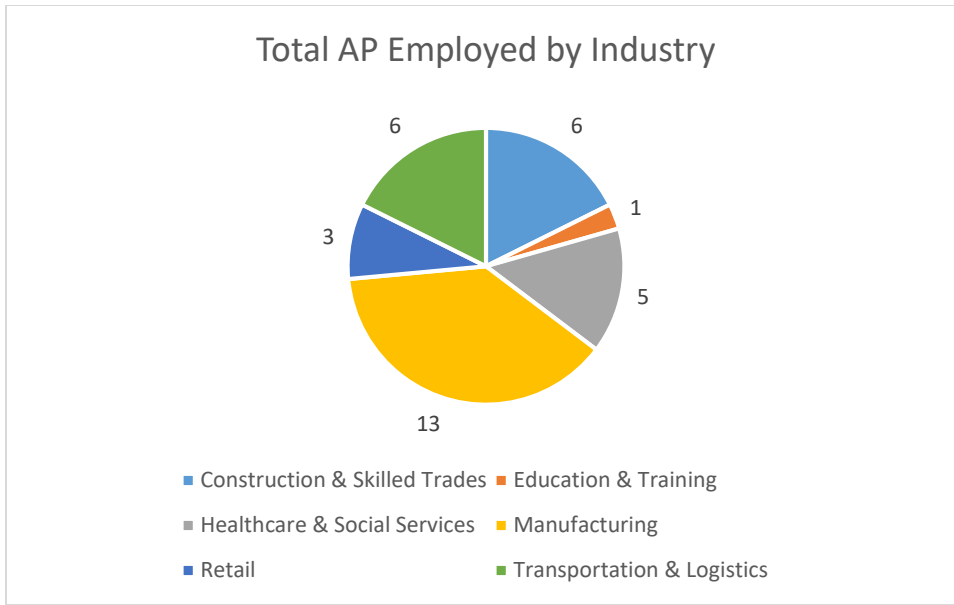
- **Financial Literacy Training:** 23 participants have completed financial literacy programs, equipping them with essential money management skills to build financial stability.

### Successful Transitions to Unsubsidized Employment

To date, **34 participants** have successfully transitioned into unsubsidized employment, securing positions across multiple industry sectors. These employment outcomes align with Pinal County's workforce trends and demonstrate the effectiveness of a structured career development approach.



- **Manufacturing (38.24%)** leads in employment placements, offering competitive wages averaging **\$16.83 per hour** and career advancement opportunities.
- **Construction & Skilled Trades (17.65%)** remains a strong employment pathway, with wages averaging **\$18.64 per hour**, providing hands-on work for individuals with technical skills.
- **Healthcare & Social Services (14.71%)** continues to be a growing sector, offering entry-level and mid-level opportunities with wages averaging **\$16.65 per hour**.
- **Transportation & Logistics (20.69%)** offers stability and higher wage potential, averaging **\$25.07 per hour**, supporting justice-involved individuals seeking careers in driving and logistics.
- **Retail (8.82%)** provides accessible entry-level employment, often serving as an initial step into the workforce, with wages averaging \$15.83 per hour.



### **A Holistic Approach to Reemployment**

These outcomes highlight the power of progressive career pathways, starting with pre-vocational training through BOOST, followed by transitional employment and occupational skills training, and direct placement into ‘A’ jobs for stability—ultimately leading to higher-skilled, higher-wage employment.

Through strategic partnerships, employer engagement, and individualized coaching, ARIZONA@WORK Pinal County ensures that justice-involved individuals receive the tools, training, and support necessary for sustainable career success.

With ongoing efforts to expand training cohorts and employer partnerships, ARIZONA@WORK remains dedicated to empowering justice-involved participants with career pathways that foster long-term stability and self-sufficiency in Pinal County’s evolving labor market.

## Youth Program Report

*March 20, 2025*

### Program Overview and Updates

The ARIZONA@WORK Pinal County Youth Program has exceeded negotiated service levels for the year already! With this amazing team dedicated to innovation and creativity, we have been able to reach participants more efficiently and provide effective targeted services.

### Updated Program Statistics PY24

- **Active Participants:** 67 individuals are engaged in our program.
- **Follow-Up:** We are monitoring 39 participants in the follow-up phase.
- **Completed:** Since July 1, 27 participants have completed follow-up.
- **Total Served:** Since July 1, 133 participants have been served by the program.

### Participant Voices

To gain deeper insight into the impact of our programs, we have started conducting video-recorded interviews with participants. These interviews provide a firsthand perspective on how our services are making a difference in their lives. By asking the same 10 questions to each participant, we can gather consistent and comparable data. We also wanted an opportunity to share their stories and how the program has impacted them, not through our words, but theirs.

The interviews were conducted and recorded, focusing on key themes such as challenges faced, perceptions of work, support received, and outcomes achieved. Each participant was asked the same 10 questions to ensure consistency and depth in the responses.

From the interviews, several key themes emerged:

- **Personalized Support:** Participants consistently highlighted the importance of the personalized support they received, which helped them navigate their individual



Angelina Vargas, a Youth Program participant

challenges. They stated the care and attention received by their career planner was essential in their success.

- **Skill Development:** Participants highlighted the importance of acquiring transferable skills to enhance their employability.

Learning how to work in a team was described as particularly important.

- **Positive Outcomes:** Success stories range from securing employment to gaining confidence and achieving personal goals.

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*"It is really good having staff that care about you ...you feel that they actually care about you and want to see you succeed, instead of another student that they're just trying to bypass."*

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*-Angelina*

## Participant Success Story



Alexander came to our program as a high school dropout with a dream of becoming an electrician. Despite his determination, he faced significant financial barriers that made it difficult to pursue his goal. He wanted to enroll in the Commercial Electrical Installer program at Central Arizona College but found himself stuck. Without a high school diploma he did not qualify for financial aid, but he needed a way to make a better living. It was quite the conundrum.

In his search for support and resources, Robert came across our program's website and registered for an orientation. After meeting with his career planner, he was enrolled in April of 2024. We were then able to assist him with gas to attend training and provided the necessary supplies, like a toolbelt, ratchet set, crimper, torpedo level, and more. With this support and constant mentoring, Robert persevered through his studies.

This December, Alexander successfully completed the program and was offered employment by Wilson Electric as an Electrician's Assistant! Congratulations, Alexander, on your well-deserved success!

## Key Events

### Central Arizona Welcome Week



Staff represented the ARIZONA@WORK system at the Maricopa, San Tan, Signal Peak, and Superstition Mountain Campus open houses January 27-30. The events were held at each campus to celebrate with students, their families, friends, and were open to the community. Hundreds of attendees participated in the events – reaching many Pinal County residents.

### Worlds of Work

Achieve Pinal in collaboration with Sci Tech Institute and Central Arizona College hosted a Worlds of Work Career Exploration Day event at CAC Signal Peak on Thursday, February 13. This was a hands-on event where students learn about in-demand industries in the region. They will rotate through the “Worlds” while learning about the different industries and talking to employers. They will also visit various CAC programs that are direct pathways into these fields. They also were able to receive personalized feedback on resume writing and interview skills. Watch carefully and you may see some familiar faces in the video: <https://www.youtube.com/watch?v=NUsRFkcjN8M>

### Orientation

The Youth Program continues to hold its bimonthly orientations for interested parties to learn more about the program and themselves. Interested participants can register on our website at <https://centralaz.edu/wioa/>. Participants learn about what makes our program different and how they can develop the skills to succeed in the workplace.

## Conclusion

The ARIZONA@WORK Pinal County Youth Program continues to make a significant impact on the lives of young individuals in our community. The insights gained from participant interviews highlight the importance of personalized support, skill development, and the positive outcomes achieved by our participants. These stories and data reinforce our commitment to providing effective, targeted services that truly make a difference.

Our goal is to ensure that every participant receives the support they need to succeed and achieve their personal and professional goals. We are grateful to all participants for sharing their stories and contributing to the success of our program.





# ATLAS CommUNITY Connexions Partner Portal Report **January & February 2025**

# 646

**TOTAL REFERRALS YTD**

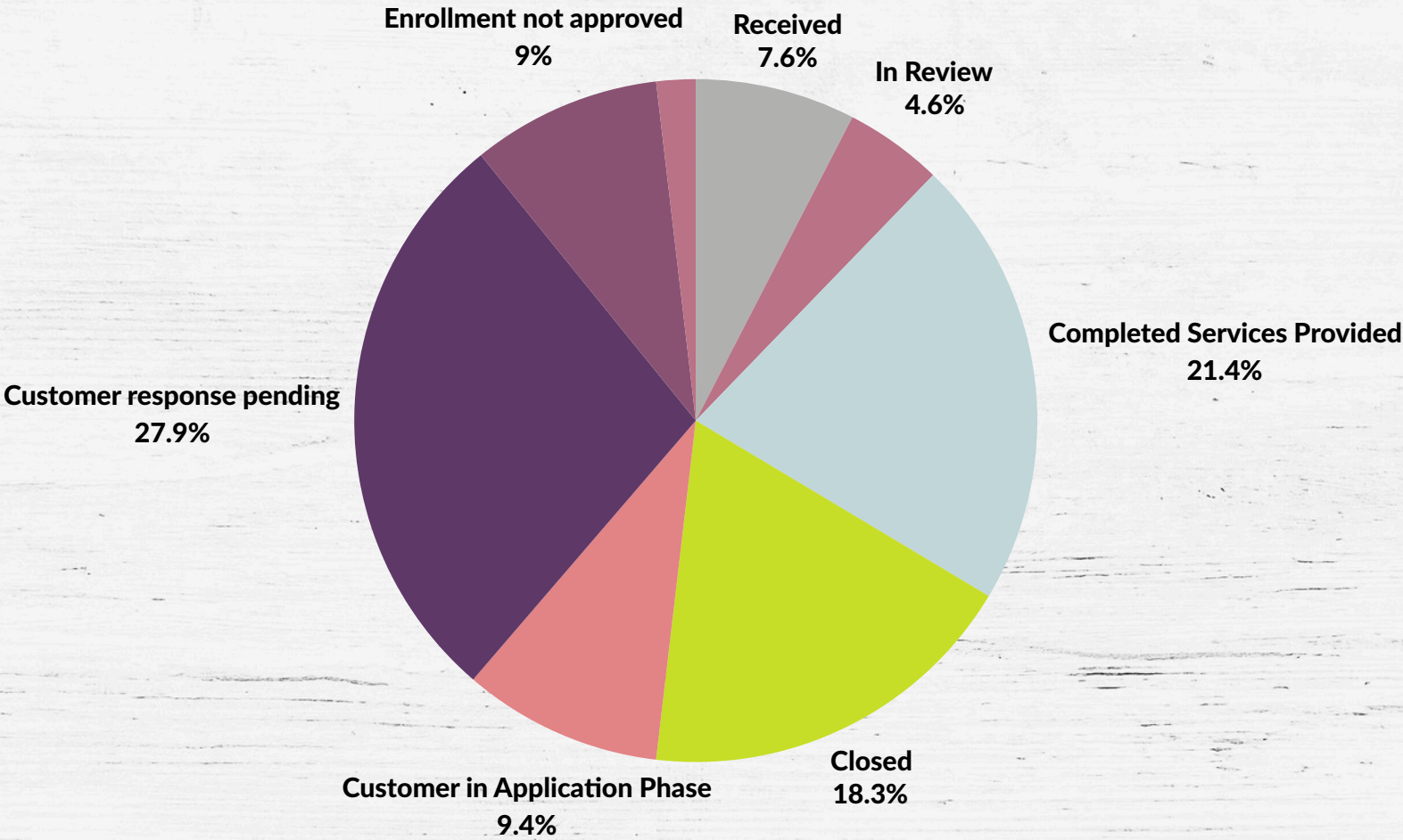


**TOP SERVICE REQUESTED WAS CAREER AND  
TECHNICAL EDUCATION**

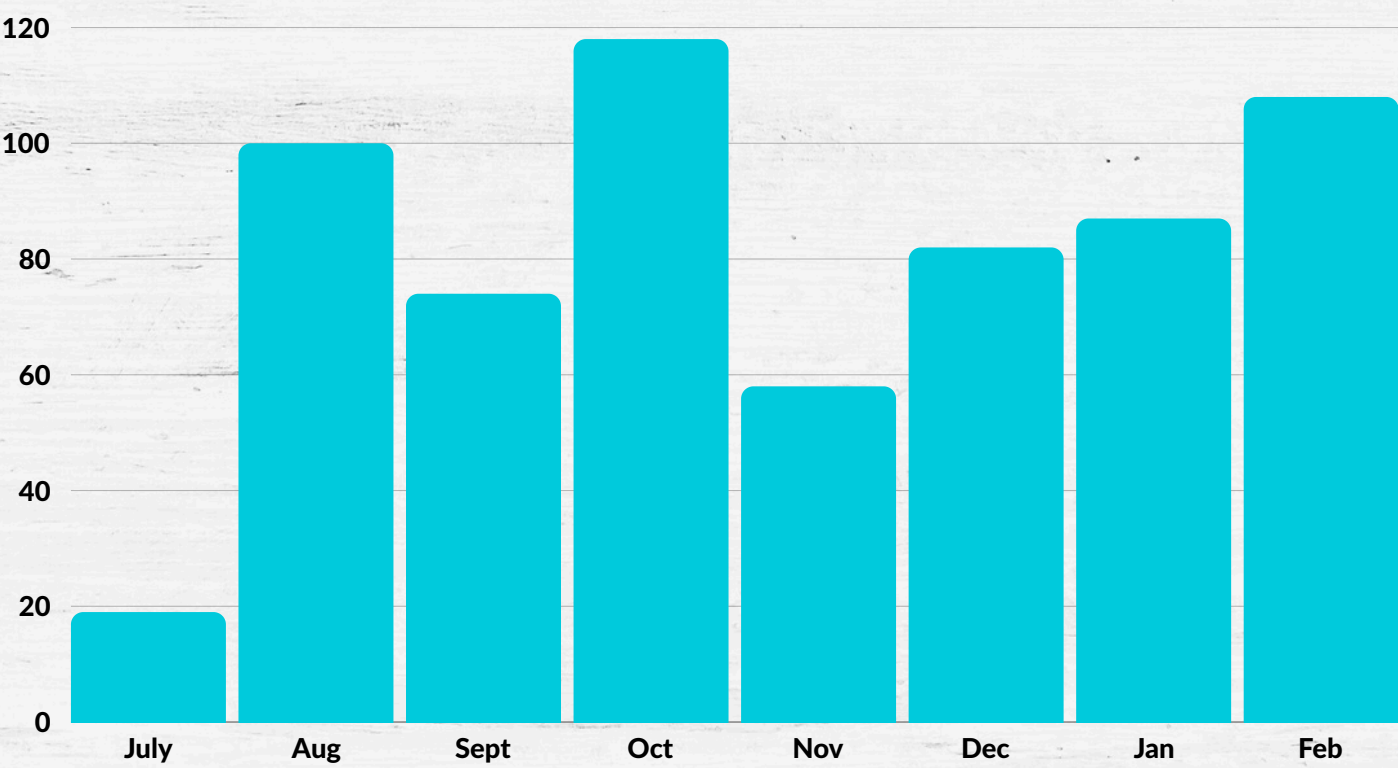


**86 REFERRALS WERE COMPLETED IN JANUARY AND  
FEBRUARY 2025**

# Total Referral Status YTD

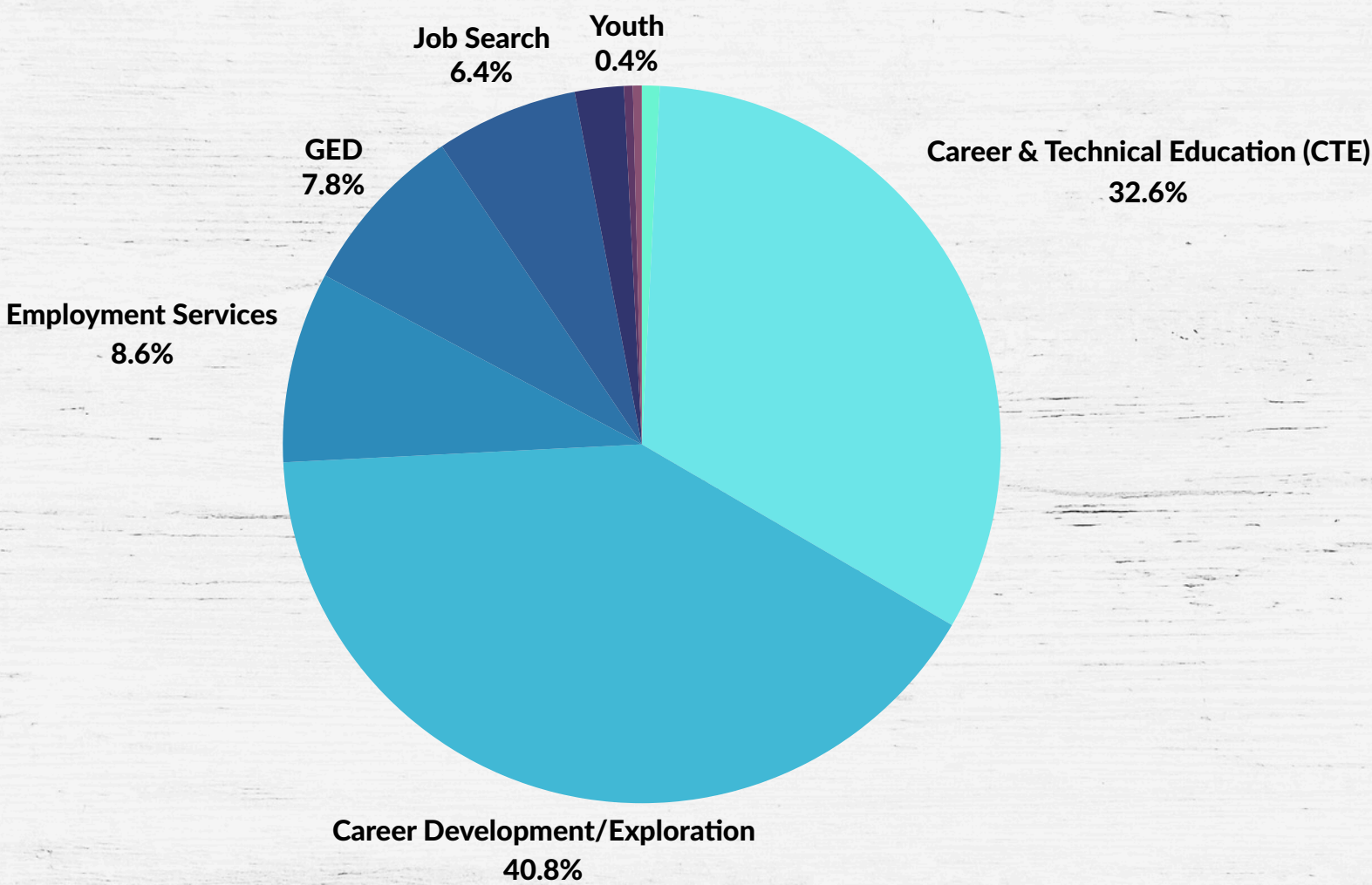


## Referrals by Month





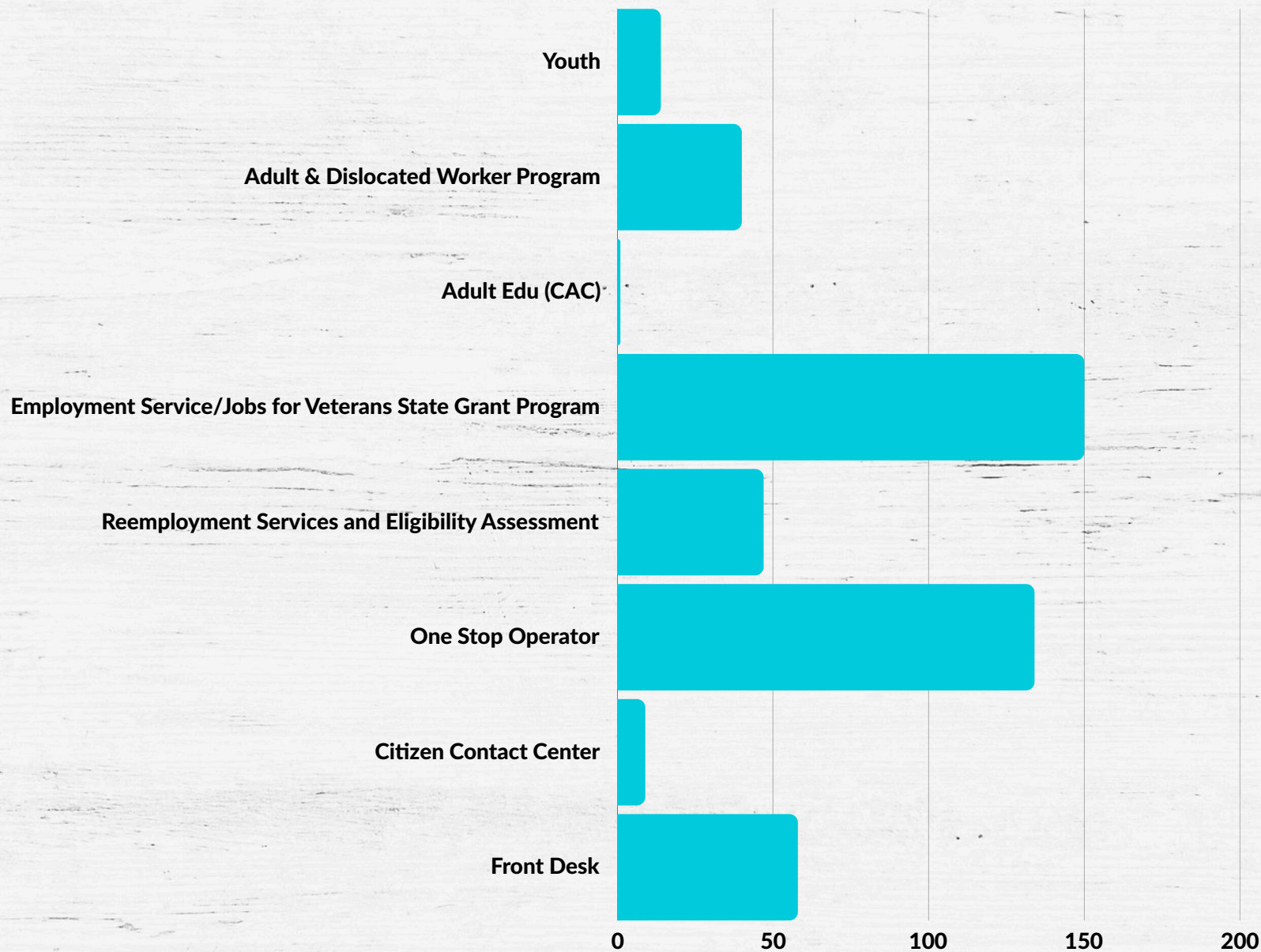
# Referrals by Service Category



- **Top requested service was career development/exploration**

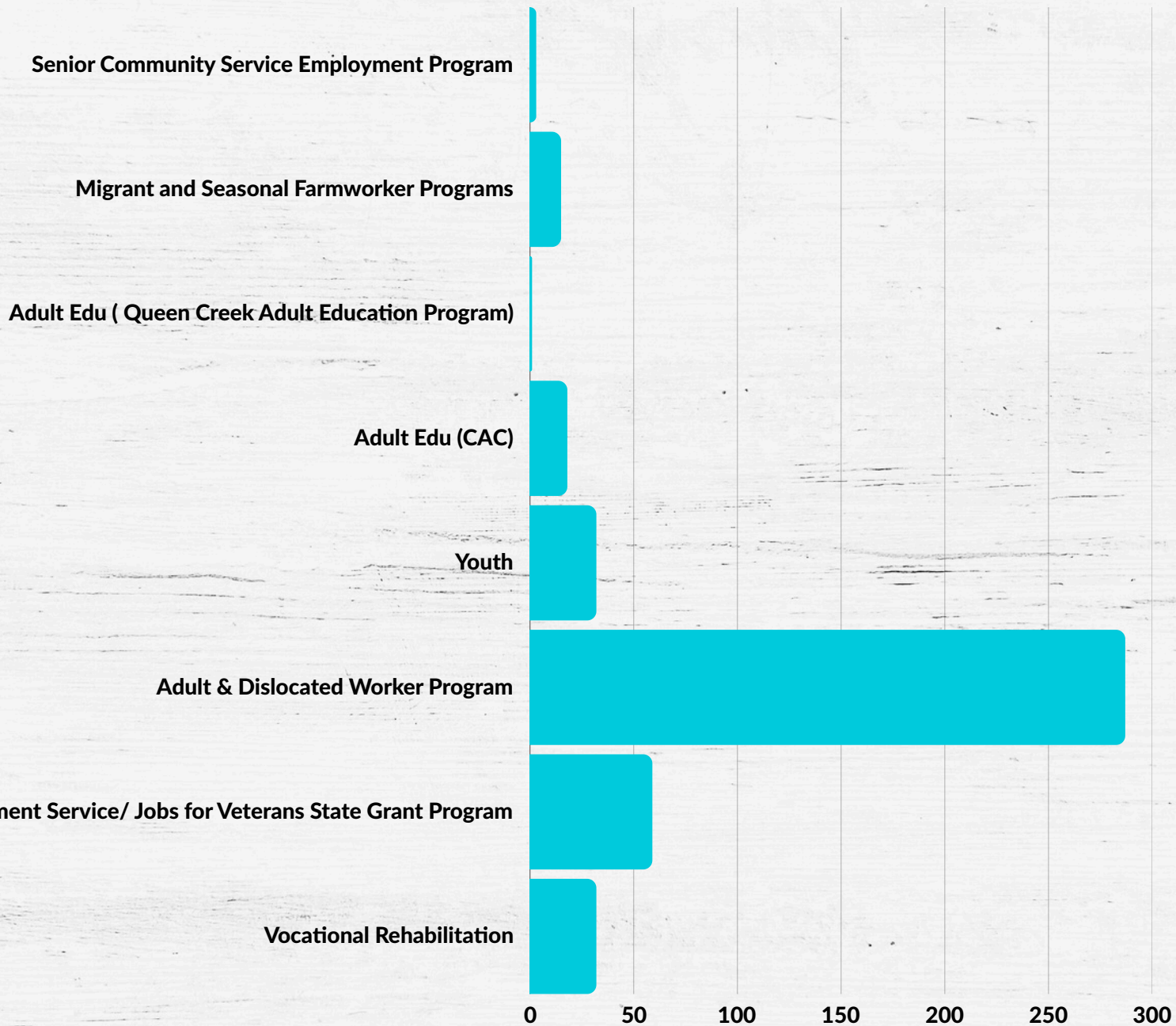


## Referrals by Agency



- **Top referring agency was the Employment Service/Jobs for Veterans State Grant Program**

## Receiving Agency



- **Top receiving agency was the Adult & Dislocated Worker Program**





## **Stay Connected**

**Jose Alvarado, One Stop Operator**

**Email: [Jose.alvarado@cplc.org](mailto:Jose.alvarado@cplc.org)**

**Office: 520.866.3611**



AGENDA ITEM

March 20, 2025 ADMINISTRATION BUILDING A  
FLORENCE, ARIZONA

---

**REQUESTED BY:**

**Funds #:**

**Dept. #:**

**Dept. Name:** Workforce Department

**Director:** Joel Millman

---

**BRIEF DESCRIPTION OF AGENDA ITEM AND REQUESTED BOARD ACTION:**

Discussion/approval/disapproval of an amount not to exceed \$50,000 for strategic planning services per the scope of work approved by the PCWDB on January 16, 2025

---

**BRIEF DESCRIPTION OF THE FISCAL CONSIDERATIONS AND/OR EXPECTED FISCAL IMPACT OF THIS AGENDA ITEM:**

---

**BRIEF DESCRIPTION OF THE EXPECTED PERFORMANCE IMPACT OF THIS AGENDA ITEM:**

---

**MOTION:**

---

History		
Time	Who	Approval

---

<b>ATTACHMENTS:</b>
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AGENDA ITEM

March 20, 2025 ADMINISTRATION BUILDING A  
FLORENCE, ARIZONA

---

**REQUESTED BY:**

**Funds #:**

**Dept. #:**

**Dept. Name:** Workforce Department

**Director:** Joel Millman

---

**BRIEF DESCRIPTION OF AGENDA ITEM AND REQUESTED BOARD ACTION:**

Discussion/approval/disapproval of an amount not to exceed \$80,000 of Rapid Response funding for services outlined in the Request for Quote scope of work to provide assistance to employees impacted a mass layoff.

---

**BRIEF DESCRIPTION OF THE FISCAL CONSIDERATIONS AND/OR EXPECTED FISCAL IMPACT OF THIS AGENDA ITEM:**

---

**BRIEF DESCRIPTION OF THE EXPECTED PERFORMANCE IMPACT OF THIS AGENDA ITEM:**

---

**MOTION:**

---

History	Who	Approval
Time		

---

**ATTACHMENTS:**

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☐ [Request for Quote for Career Readiness Workshops and Job Fair Planning Assistance](#)

March 2025

The Pinal County Workforce Development Board (PCWDB) is appointed by the Pinal County Board of Supervisors (BOS) and certified by the Workforce Arizona Council (state workforce board). The PCWDB oversees the ARIZONA@WORK Pinal County network of public and private partners to coordinate a cohesive strategy for talent development within the county.

Rapid Response is a pro-active, business-focused, and flexible strategy designed to respond to layoffs and plant closings by quickly coordinating services. The ARIZONA@WORK Pinal County Rapid Response Team, in coordination with the Pinal County Workforce Development Board (PCWDB) is seeking assistance in providing services to job seekers who may have been impacted by a mass layoff and employers who are seeking to hire such individuals.

### STATEMENT OF WORK

The PCWDB is seeking itemized quotes and a timeline for work to be done by an organization that can provide the following under the guidance of the ARIZONA@WORK Pinal County Rapid Response Team:

- I. **Organize and implement** a series of workshops tailored for individuals recently laid off from employment or seeking to further their careers. Such workshops may include but not limited to:
  - Job Search Strategies, including but not limited to, (how to effectively complete an employment application, how to work a job fair, online job search, networking, job searching in the Arizona Job Connection and other job search sites, leveraging social media for job search).
  - Interviewing Techniques
  - Resume Creation and Update
  - Financial Literacy and Personal Budgeting
  - Negotiating Salaries

Such workshops may be conducted either in-person or online prior to hiring events or held concurrent to such events.

- II. In coordinating with ARIZONA@WORK Pinal County Business Team representatives, **organize and implement two in-person and one virtual job fairs** targeting Pinal County employers who are actively seeking to fill vacant positions aligned with the skillsets of the impacted employees. Such activities may include but are not limited to:
  - Recruiting employers seeking to hire impacted employees as a result of a mass layoff. Other targeted population may include:
    - Veterans,
    - Individuals who have overcome barriers to employment
- III. **Assist with marketing** such job fairs, expos, etc. to promote such events to maximize the talent pool available to participating employers

**Tentative Timeframe:**

- Workshops:
  - In-person: April and May 2025
  - Virtual: June 2025
- Job Fairs:
  - In-Person: April and May 2025
  - Virtual: June 2025

**NOTES:**

All work will be conducted using the ARIZONA@WORK Pinal County brand, logos, etc. must conform to the ARIZONA@WORK branding style guide and the Pinal County branding guidelines as well as federal and state policies regarding advertising, outreach and public relations.

- [ARIZONA@WORK Branding Style Guide](#)
- [State Policy](#) (see Page 5, Section 102 "Advertising, Outreach and Public Relations")

A statement of qualifications including samples of past/current work performed must be included in the proposal.





AGENDA ITEM

March 20, 2025 ADMINISTRATION BUILDING A  
FLORENCE, ARIZONA

---

**REQUESTED BY:**

**Funds #:**

**Dept. #:**

**Dept. Name:** Workforce Department

**Director:** Joel Millman

---

**BRIEF DESCRIPTION OF AGENDA ITEM AND REQUESTED BOARD ACTION:**

Discussion/approval/disapproval of the Pinal County Workforce Development Board Budget Report

---

**BRIEF DESCRIPTION OF THE FISCAL CONSIDERATIONS AND/OR EXPECTED FISCAL IMPACT OF THIS AGENDA ITEM:**

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**BRIEF DESCRIPTION OF THE EXPECTED PERFORMANCE IMPACT OF THIS AGENDA ITEM:**

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**MOTION:**

---

History	Who	Approval
Time		

---

**ATTACHMENTS:**

Click to download

☐ [Budget Report](#)



# PINAL COUNTY WORKFORCE DEVELOPMENT BOARD BUDGET

PY23 - awarded 7/1/23 to be spent by 6/30/25

**\$2,588,720**

**Grant time lapse 75%**

<b>PROGRAM (Time Lapse 50%)</b>	<b>Budget</b>	<b>Transfer</b>	<b>Expended</b>	<b>% Expended</b>	<b>Balance</b>
YOUTH- CAC	\$559,368		\$446,932	80%	\$112,436
ADULT PROGRAM- Eckerd	\$625,303	\$250,000	\$530,158	85%	\$345,145
DISLOCATED WORKER- Eckerd	\$528,788	<b>\$250,000</b>	\$440,335	83%	\$88,453
ONE-TIME FUNDING- Eckerd (Adult Probation Initiative)	\$271,712		\$69,322	26%	\$202,390
<b>TOTAL</b>	<b>\$1,985,171</b>		<b>\$1,486,748</b>	<b>75%</b>	<b>\$498,423</b>

	<b>Budget</b>		<b>Expended</b>	<b>% Expended</b>	<b>Balance</b>
<b>Board Operating Budget</b>	<b>\$603,549</b>				
Personnel	\$388,565		\$196,621	51%	\$191,944
One-Stop Operator	\$129,290		\$65,443	51%	\$63,847
Office Operating Supplies- Cell,/Postage/Data Circuit	\$5,105		\$2,686	53%	\$2,419.00
Travel	\$20,000		\$11,000	55%	\$9,000
Marketing	\$6,500		\$20	0%	\$6,480
Strategic Planning	\$6,000			0%	\$6,000
ONE-TIME FUNDING- (ATLAS)	\$15,000		\$13,000	87%	\$2,000
Subscriptions/ Memberships	\$15,716		\$930	6%	\$14,786
Unallocated	\$17,373		\$0	0%	\$17,373
<b>TOTAL</b>	<b>\$603,549</b>		<b>\$ 289,700</b>	<b>48%</b>	<b>\$313,849</b>

<b>TOTAL PCWDB Budget Allocation</b>	<b>\$2,588,720</b>		<b>\$1,776,448</b>	<b>69%</b>	<b>\$812,272</b>
--------------------------------------	--------------------	--	--------------------	------------	------------------

*Date of Report 3/06/2025*

*Expenditures through 01/31/2025*

**PINAL COUNTY WORKFORCE DEVELOPMENT BOARD BUDGET**

PY24 - awarded 7/1/24 to be spent by 6/30/26

\$2,817,998

**Grant time lapse 25%**

<b>PROGRAM (Time Lapse 25%)</b>	<b>Budget</b>	<b>Transfer</b>	<b>Expended</b>	<b>% Expended</b>	<b>BALANCE</b>
YOUTH- CAC	\$547,766		\$0	0%	\$547,766
ADULT- Eckerd	\$615,759		\$0	0%	\$615,759
DISLOCATED WORKER- Eckerd	\$617,322		\$0	0%	\$617,322
RAPID RESPONSE- Eckerd	\$165,000		\$4,003.00	2%	\$160,997
<b>TOTAL</b>	<b>\$1,945,847</b>		<b>\$4,003.00</b>	<b>0%</b>	<b>\$1,941,844</b>

	<b>Budget</b>		<b>Expended</b>	<b>% Expended</b>	<b>BALANCE</b>
<b>Board Operating Budget</b>	<b>\$872,151</b>		<b>\$0</b>	<b>0%</b>	<b>\$872,151</b>
Personnel	\$496,000		\$0	0%	\$496,000
One-Stop Operator	\$129,290		\$0	0%	\$129,290
Office Operating Supplies- Cell,/Postage/Data Circuit	TBD		\$0	0%	TBD
Travel	TBD		\$0	0%	TBD
Marketing	TBD		\$0	0%	TBD
Strategic Planning	TBD		\$0	0%	TBD
Subscriptions/ Memberships	TBD		\$0	0%	TBD
RAPID RESPONSE	\$225,000		\$0	0%	\$225,000
Unallocated	\$21,861		\$0	0%	\$21,861
<b>TOTAL</b>	<b>\$872,151</b>			<b>0%</b>	<b>\$872,151</b>

<b>TOTAL PCWDB Budget Allocation</b>	<b>\$2,817,998</b>		<b>\$4,003</b>	<b>0%</b>	<b>\$2,813,995</b>
--------------------------------------	--------------------	--	----------------	-----------	--------------------

*Date of Report 3/06/2025*

*Expenditures through 01/31/2025*



AGENDA ITEM

March 20, 2025 ADMINISTRATION BUILDING A  
FLORENCE, ARIZONA

---

**REQUESTED BY:**

**Funds #:**

**Dept. #:**

**Dept. Name:** Workforce Department

**Director:** Joel Millman

---

**BRIEF DESCRIPTION OF AGENDA ITEM AND REQUESTED BOARD ACTION:**

Board Chair Report

---

**BRIEF DESCRIPTION OF THE FISCAL CONSIDERATIONS AND/OR EXPECTED FISCAL IMPACT OF THIS AGENDA ITEM:**

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**BRIEF DESCRIPTION OF THE EXPECTED PERFORMANCE IMPACT OF THIS AGENDA ITEM:**

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**MOTION:**

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History	Who	Approval
Time		

---

**ATTACHMENTS:**

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AGENDA ITEM

March 20, 2025 ADMINISTRATION BUILDING A  
FLORENCE, ARIZONA

---

**REQUESTED BY:**

**Funds #:**

**Dept. #:**

**Dept. Name:** Workforce Department

**Director:** Joel Millman

---

**BRIEF DESCRIPTION OF AGENDA ITEM AND REQUESTED BOARD ACTION:**

Operations Report

---

**BRIEF DESCRIPTION OF THE FISCAL CONSIDERATIONS AND/OR EXPECTED FISCAL IMPACT OF THIS AGENDA ITEM:**

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**BRIEF DESCRIPTION OF THE EXPECTED PERFORMANCE IMPACT OF THIS AGENDA ITEM:**

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**MOTION:**

---

History	Who	Approval
Time		

---

**ATTACHMENTS:**

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- |  |
|--|
| <input type="checkbox"/> <a href="#">Operations Report</a>           |
| <input type="checkbox"/> <a href="#">NAWB Advocacy Day One Pager</a> |



# Pinal County Workforce Development Board Regular Meeting

*Operations Update*  
*March 20, 2025*



# Operations Update

- Request for Quotes (RFQ) Update
- Rapid Response Update
- National Association of Workforce Boards' Advocacy Day
- Update on Board Management Tools
- Workforce Development Board Recertification Update
  - a. New Member Nomination/Application Requirements
- Officer Elections
- [World of Work Video](#)

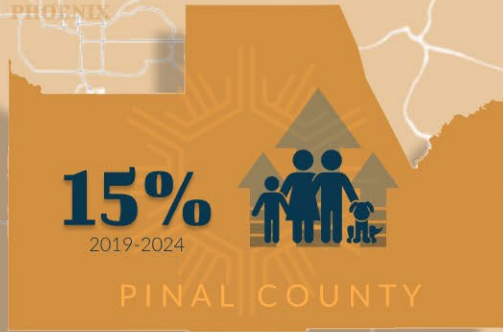
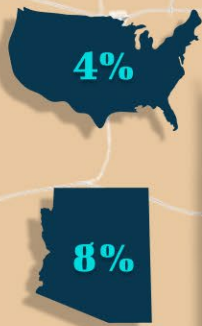




# ARIZONA@WORK PINAL COUNTY

## WORKFORCE DEVELOPMENT THAT WORKS

### KEY FACTS



+100,000, 21%, by 2030!

By 2030,

**ADVANCED  
MANUFACTURING**  
Announcements & Expansions



**Transportation & Material  
Moving Occupations**

**Health Care  
Support Occupations**



THE FASTEST GROWING COUNTY IN ARIZONA REQUIRES A SKILLED WORKFORCE.



**236**

In Program Year 2023, Adult, Dislocated Worker and Youth Programs served **374** job seekers, assisting **236** in finding a job.



**\$9.8M/yr**

The average wage of participants that found a job in PY2023 was **\$20.05/hr**, resulting in **\$9,842,144** in total yearly earnings.



**155**  
COMPLETED  
TRAINING

**80%**  
MEASURABLE  
SKILL GAINS

**155** participants completed at least one **occupational training** leading to an industry recognized credential. Measurable **skill gains** were attained by **80%** of participants.

Workforce development is more than just getting people jobs—it's about **creating career pathways**, **supporting businesses**, and **driving economic growth**. Through **ARIZONA@WORK PINAL COUNTY**, job seekers receive the **training and connections** they need to secure high-quality employment, while businesses gain access to a **skilled workforce** that fuels regional prosperity.

**WE NEED FEDERAL FUNDING THAT WORKS**

EARNINGS

**ROI 328%**

Every **\$1** invested in **ARIZONA@WORK PINAL COUNTY** generates **\$4.28** in earnings.

### BEYOND THE NUMBERS

Employment fosters **purpose**, **dignity**, and **self-sufficiency**, enhancing **well-being** and **social connections** while **strengthening communities**. It **breaks poverty cycles**, promotes inter-generational **economic mobility**, and drives **innovation** and **resilience**, benefiting both individuals and society.



AGENDA ITEM

March 20, 2025 ADMINISTRATION BUILDING A  
FLORENCE, ARIZONA

---

**REQUESTED BY:**

**Funds #:**

**Dept. #:**

**Dept. Name:** Workforce Department

**Director:** Joel Millman

---

**BRIEF DESCRIPTION OF AGENDA ITEM AND REQUESTED BOARD ACTION:**

Presentation: "Youth Advisory Committee Update" (Joel Villegas with the Pinal County School Office and Amanda Whatley with Central Arizona College)

---

**BRIEF DESCRIPTION OF THE FISCAL CONSIDERATIONS AND/OR EXPECTED FISCAL IMPACT OF THIS AGENDA ITEM:**

---

**BRIEF DESCRIPTION OF THE EXPECTED PERFORMANCE IMPACT OF THIS AGENDA ITEM:**

---

**MOTION:**

---

History	Who	Approval
Time		

---

**ATTACHMENTS:**

Click to download

- ☐ [Youth Advisory Committee Presentation](#)
- ☐ [Adult ED Data CAC](#)
- ☐ [Aggregate Feedback Data](#)





**Pinal County**  
School Office



# Youth Advisory Committee

2024-25 Update

# Purpose:

The purpose of the standing youth committee includes providing information to assist with planning, operations, oversight, and other issues related to the provision of the WIOA Title I-B youth program.

# Membership:

The standing youth committee membership must include a **minimum of 5 individuals**.

The committee members are recruited based on their expertise to help address the employment, training, education, human and supportive service needs of eligible youth

# Current Members:

- Joel Villegas- PCWDB board member
- Amanda Whatley- Youth Program Director
- In-School Alternative High School Students (input)
- Adult Education Program Participants (input)
- Business/Industry Partner
- Community Organization Representative
- Adult Education Representative
- School Administrator

# Preliminary Scope:

## Recommend

Recommend ways to leverage resources and coordinate services among schools, public programs, and community-based organizations serving youth

## Recommend

Recommend ways to coordinate youth services and youth service providers;

## Provide

Provide on-going leadership and support for continuous quality improvement for local youth programs

## Statement of Problem:

- **1,600** aged 16-19 have dropped out of school and are not working.
- **6,300** aged 20-24 are out of school and not working.
- **7,900** Total Opportunity Youth

# Causes:

- Collect data from youth on Factors/Causes that lead youth to disconnect
- Review Data for recommendations on both prevention and intervention strategies
- Seek input from various populations including Alternative School students, regular education, adult education, and disconnected youth

# Youth Input on Factors and Interventions:

## Aggregate Feedback Data

Factors that contribute to high school dropout cases in 16–18-year-olds (ranked highest to lowest):

- Highest
- ↓
- Lowest
- Mental Health (depression, anxiety, suicide thoughts, etc.)
  - Don't want to be there (lack of interest, try to make money by using other means)
  - Behind in Academics (schoolwork/credits)
  - School Environment (no support, violence, bullying, active shooter fear, traumatic events)
  - Drug Problems
  - Pregnancy/Parenting
  - Involved in Illegal Activities
  - Family Problems (home environment, traumatic events, decline of family member's health)
  - Providing care for younger siblings/elders
  - Learning Disabilities
  - Behavior Problems
  - Lack of Positive Role Models and Mentors
  - Lack of Career Awareness
  - No Transportation
  - Lack of Risk Taking (fear of failure)

Rating supports and interventions for dropout prevention of in-school students:

Support/Intervention	Average Score
Health and Wellness	7.3
Work-Based Learning	6.3
Family Engagement	6.3
Academic Support	6.0
Career Connected Learning	5.7
Mentoring	5.6
School/Classroom Environment	5.4
Service Learning	4.6
Literacy Development	4.4
Behavior Intervention	3.8

## Central Arizona College Adult Education 12/4/24

Factors that contribute to high school dropout cases in Adult Education population (ranked highest to lowest)  
Items that tied are *italicized*:

- Highest
- ↓
- Lowest
1. Mental Health (depression, anxiety, suicide thoughts, etc.)
  2. Family Problems (home environment, traumatic events, decline of family member's health)
  3. Drug Problems
  4. Learning Disabilities: 7.36
  5. Behind in Academics (schoolwork/credits)
  6. *Involved in Illegal Activities*
  7. *Don't want to be there (lack of interest, try to make money by using other means)*
  8. *Death of Family/Friend*
  9. School Environment (no support, violence, bullying, active shooter fear, traumatic events)
  10. Absenteeism/Truancy
  11. Lack of Positive Role Models and Mentors
  12. Lack of Risk Taking (fear of failure)
  13. *Providing care for younger siblings*
  14. *Pregnancy/Parenting*
  15. No Transportation

Rating supports and interventions for dropout prevention of in-school students (lower number denoted significance):

1. **Work-Based Learning:** 2.92
2. **Career Connected Learning:** 3.5
3. **Academic Support:** 4.08
4. **Mentoring:** 4.43
5. **School/Classroom Environment:** 5.92
6. **Health and Wellness:** 6.0
7. **Literacy Development:** 6.21
8. **Service Learning:** 6.77
9. **Behavior Intervention:** 6.87
10. **Family Engagement:** 7.57



# Thoughts on the Data

- What stands out?
- What insight does this data give us on our disconnected youth?
- How can we use this data to inform and align programming, as well as identifying service gaps?

# Next Steps

- Develop Screener for In-school At-Risk Students



## ACTION NEEDED

- Increase and expand wraparound services and community school programs in K-12.
  - Align community partners to identify and coordinate resources to serve opportunity youth. Create a resource directory.
- Be proactive in identifying and supporting Opportunity Youth earlier.
  - Implement a screening process that can be done in middle and high schools as well as through career training programs, the courts, and colleges to identify Opportunity Youth, their needs, and the barriers they experience. Integrate this screening into other screenings that exist. Use attendance data to better track and be able to quickly identify students at risk of stopping out.
- Remove barriers to traditional pathways and ensure that alternative pathways exist and are available to these young adults.
  - Allow students to re-enter education more easily. Provide grants and financial aid to support their re-engagement.

## Next Steps:

- Collect data from opportunity youth not in school programs and not working. (Go to them)
- Use electronic form with QR code to quickly gather similar data at different community sites.
- Include offer to contact them when collecting data with the option to remain anonymous.

# Where?

---

## Targeted Sites

---

Public Libraries  
Adult/Juvenile Probation  
Faith Based Organizations (Victory Chapel)  
Group Homes  
City Recreation Programs  
Seeds of Hope  
Against Abuse  
Turtle Bay Café  
Social Media Campaign  
Goodwill Job Placement  
Probation Officers  
Adult Education Program  
Youth Program  
Job Corp

# In the Future:

## Recommend

Recommend policy direction to the PCWDB for the design development and implementation of programs that benefit all youth;

## Recommend

Recommend the design of the comprehensive community youth workforce development system to ensure a full range of services and opportunities for youth, including disconnected youth; matters related to youth

## Oversee

Oversee eligible youth providers, as well as other youth program responsibilities.

## Central Arizona College Adult Education 12/4/24

Factors that contribute to high school dropout cases in Adult Education population (ranked highest to lowest). Items that tied are *italicized*:

- Highest  
Lowest  
↓
1. Mental Health (depression, anxiety, suicide thoughts, etc.)
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  3. Drug Problems
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  12. Lack of Risk Taking (fear of failure)
  13. *Providing care for younger siblings*
  14. *Pregnancy/Parenting*
  15. No Transportation

Rating supports and interventions for dropout prevention of in-school students (lower number denotes greater significance):

1. **Work-Based Learning:** 2.92
2. **Career Connected Learning:** 3.5
3. **Academic Support:** 4.08
4. **Mentoring:** 4.43
5. **School/Classroom Environment:** 5.92
6. **Health and Wellness:** 6.0
7. **Literacy Development:** 6.21
8. **Service Learning:** 6.77
9. **Behavior Intervention:** 6.87
10. **Family Engagement:** 7.57

Key Qualitative insights:

- Overstimulation from behavior of other students was cited as a contributing factor affecting academic achievement and desire to attend school.
- Limited social interaction, specifically being confined to family interaction vs other social exposure, can result in unawareness of external challenges and results in the adoption of undesirable habits without realizing their negative impact.
  - Social interaction has been further limited due to increasing screen time creating a lack of quality one-on-one time with others.
  - Social media prevents learning from others' and is a constant activity.
- Lack of bathroom access in schools causing health issues, especially for female students.



## Aggregate Feedback Data

Factors that contribute to high school dropout cases in 16–18-year-olds (ranked highest to lowest):

Highest  
Lowest  
↓

- Mental Health (depression, anxiety, suicide thoughts, etc.)
- Don't want to be there (lack of interest, try to make money by using other means)
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AGENDA ITEM

March 20, 2025 ADMINISTRATION BUILDING A  
FLORENCE, ARIZONA

---

**REQUESTED BY:**

**Funds #:**

**Dept. #:**

**Dept. Name:** Workforce Department

**Director:** Joel Millman

---

**BRIEF DESCRIPTION OF AGENDA ITEM AND REQUESTED BOARD ACTION:**

Posted on the 17th day of March around 3:00 PM

---

**BRIEF DESCRIPTION OF THE FISCAL CONSIDERATIONS AND/OR EXPECTED FISCAL IMPACT OF THIS AGENDA ITEM:**

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**BRIEF DESCRIPTION OF THE EXPECTED PERFORMANCE IMPACT OF THIS AGENDA ITEM:**

---

**MOTION:**

---

History	Who	Approval
Time		

---

**ATTACHMENTS:**

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No Attachments Available



AGENDA ITEM

March 20, 2025 ADMINISTRATION BUILDING A  
FLORENCE, ARIZONA

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**REQUESTED BY:**

**Funds #:**

**Dept. #:**

**Dept. Name:** Workforce Department

**Director:** Joel Millman

---

**BRIEF DESCRIPTION OF AGENDA ITEM AND REQUESTED BOARD ACTION:**

ZOOM MEETING JOINING INFORMATION: [https://us02web.zoom.us/j/86578012141?](https://us02web.zoom.us/j/86578012141?pwd=qMYPwnfrSboMRtTbBbwxJ4ZogbkNTT.1)  
pwd=qMYPwnfrSboMRtTbBbwxJ4ZogbkNTT.1 Meeting ID: 865 7801 2141 Passcode: 044988 One tap  
mobile+17193594580,,86578012141#,,, \*044988# US +12532050468,,86578012141#,,, \*044988# US

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**BRIEF DESCRIPTION OF THE EXPECTED PERFORMANCE IMPACT OF THIS AGENDA ITEM:**

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**MOTION:**

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History	Who	Approval
Time		

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**ATTACHMENTS:**

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AGENDA ITEM

March 20, 2025 ADMINISTRATION BUILDING A  
FLORENCE, ARIZONA

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**REQUESTED BY:**

**Funds #:**

**Dept. #:**

**Dept. Name:** Workforce Department

**Director:** Joel Millman

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**BRIEF DESCRIPTION OF AGENDA ITEM AND REQUESTED BOARD ACTION:**

Pursuant to A.R.S. 38-431.02(H), the public will have physical access to the meeting place fifteen (15) minutes prior to the start of the meeting.

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**BRIEF DESCRIPTION OF THE FISCAL CONSIDERATIONS AND/OR EXPECTED FISCAL IMPACT OF THIS AGENDA ITEM:**

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**BRIEF DESCRIPTION OF THE EXPECTED PERFORMANCE IMPACT OF THIS AGENDA ITEM:**

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**MOTION:**

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History	Who	Approval
Time		

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**ATTACHMENTS:**

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No Attachments Available