



## **LOCAL WORKFORCE INVESTMENT AREA**

**TWO YEAR PLAN  
2008-2009**

(Extended to June 30, 2014)



February 8, 2008

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## Introduction

Pima County now has over 1,000,000 people living in its 9,240 square miles. It is located on the border with Mexico. It has a labor force of 461,800 with a 4.4% unemployment rate in 2008 and 9.6% unemployment rate as of January 2011.

**Vision:** Quality Jobs; Qualified Workers.

**Mission:** To strengthen the economy of Pima County by providing a qualified workforce through the One-Stop system.

**Performance History:** Pima County has met or exceeded all of its Workforce Investment Act Performance Measures since 2001.

### **One-Stop service levels**

Last year, a client signed in at either of the two primary One-Stops every 3.5 minutes. During the year, 13,372 persons were provided with 51,223 services. Of the 13,372 persons, 9,672 were new. 4,297 of these had an intake and 3,150 were certified eligible for a program.

Last year, over 803 employers were served by the One-Stop. Each One-Stop hosted 42 employer network events, and two industry wide employment projects were developed.

### ***The One-Stop has attracted several special projects:***

**Technical Skills Training (H1-B):** Pima County was one of the few areas in the nation to receive two of these grants. Funds totaling \$4.5 million were used to train persons in high demand technical occupations. Many projects were developed by employer and employer groups to upgrade skills of existing employees. A total of 78 employers participated in the two grants. Thanks to employer matching funds, more than 2,600 individuals were trained.

**Youth Opportunity:** This five year program that ended in 2006 served nearly 3000 youth from the Tucson/Pima County Federal Empowerment Zone with a comprehensive set of employment, training and youth development activities. The program succeeded in placing 2,424 in long-term employment or post-secondary education, and helped to establish a coordinated network of 20+ youth-serving institutions and organizations. Pima County was one of 36 communities nationwide to receive the grant, which brought a total of \$28 million into some of our highest-poverty neighborhoods.

**Veteran's Workforce Investment Project:** This is a regional initiative that, together with special funding for homeless veterans, provides nearly \$1 million for training and employment services for veterans. The project is a partnership with Cochise and Santa Cruz Counties as well as DES Veteran's programs to help veterans reenter the workforce. First awarded in 2006, the grant was refunded in 2007.

**Faith Based Demonstration Program:** Pima County established a faith based office and then obtained a Department of Labor grant that allowed it to work with faith based groups in connecting them and their congregations to One-Stop services. The grant, which ended in 2007, served 15 groups and found jobs for 199 hard to serve clients.

**WIRED:** This grant, which was awarded in 2007, connects workforce, education, and economic development efforts in Cochise, Pima, Santa Cruz, and Yuma Counties. The grant is for three years and focuses on the border and defense industries, which are common to all four counties.

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# PIMA COUNTY LOCAL WORKFORCE INVESTMENT PROGRAM YEARS 2008 AND 2009 PLAN

## SECTION I--PLAN DEVELOPMENT

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

The Plan is prepared by One-Stop staff under the auspices of the Planning Committee, which is a standing committee of the Workforce Investment Board. The Planning Committee is composed of WIB members and other interested persons. The Plan was reviewed and revised by the WIB at its February 8, 2008 meeting and forwarded to the Pima County Board of Supervisors, including its Chair, Richard Elías (CLEO), for approval.

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

The schedule for public input:

Planning Committee: January 3

Executive Committee: January 24

Public Comments: January 28 – February 5

WIB: February 8

A legal notice was published establishing the comment period of January 25 to February 5. No comments were received as a result of this notification, however several comments were made by the WIB after the public comment period closed. Please see Appendix A for a copy of the legal notice.

## SECTION II--GOVERNANCE STRUCTURE

1. Describe the role of the Chief Local Elected Official (CLEO) in the governance and implementation of WIA in the local area. In local areas consisting of more than one unit of government, indicate the decision making process between the local elected officials.

The Chair of the Pima County Board of Supervisors is the Chief Local Elected Official. All appointments to the Workforce Investment Board (WIB) are made by the Board of Supervisors. As grant recipient, the Pima County Board of Supervisors ratifies all contracts for Workforce Investment Act funds and

authorizes the chair to sign those contracts. The Chair and Board also review and approve the Workforce Plan.

2. Identify the entity responsible for the administrative functions in the delivery of WIA services. Provide contact information for the administrative entity and a copy of the agreement between the CLEO and administrative entity reflecting the designation and responsibilities. Administrative entity contact information and copies of the agreement should be included as **Appendix C**.

As grant recipient, the Chair of the Board of Supervisors delegates the administration of WIA to the County Administrator, who has placed it in the Community and Economic Development Division. Within that division, the Community Services Employment and Training Department is the administrative entity and has direct responsibility for support of the Workforce Investment Board and oversight of the Workforce Investment Act program.

3. Identify the entity responsible for the disbursement of grant funds, as determined by the CLEO. Provide contact information for this fiscal entity, as well as a copy of the agreement between the CLEO and the entity, which reflects the fiscal agent designation. Fiscal agent contact information and copies of the agreement should be included as **Appendix D**.

The fiscal unit of the Community and Economic Development Division processes bills and sends them to the County Finance Department for issuance.

4. Identify the One-Stop Operator. Describe the process for selection and the relationship of the One-Stop Operator to the LWIB (i.e.: when and how the One-Stop Operator was selected.) If the One-Stop Operator is a consortium of three or more One-Stop partners, include copies of the consortium agreement as **Appendix E**.

The One-Stop Operator is Pima County Community Services Employment and Training. The operator was created under the Job Training Partnership Act and grandfathered into WIA. The operator represents four partners: WIA Adults, WIA Dislocated Workers, WIA Youth, and Community Service Block Grants.

5. Provide an organizational chart (**Appendix F**) that delineates the relationship between the agencies involved in the workforce development system, including the CLEO, administrative entity, fiscal entity, One-Stop Operator and the required/optional One-Stop partner programs and lines of authority.

See Appendix F

### **SECTION III--ECONOMIC INDICATORS**

1. The current makeup of the local economic base by industry.

Pima County's largest industry in terms of employment is education and educational services, both private and public. The retail and wholesale trade industry is a close second. These two industries generate over 28% of the County's paychecks. Another one out of ten workers are paid from the

healthcare/medical industry; the leisure and hospitality industry generates one ninth of the County's paychecks.

As Pima County's population passed one million, its manufacturing sector continued to shrink with fewer than eight of every hundred paychecks distributed by manufacturers. The construction industry remains strong and now contributes to more paychecks than manufacturing.

Pima County's population grew 58.7% between 1980 and 2000. What is interesting is that the group of actual and potential workers (persons 15-64 years of age) only grew 55.5% during this same period. At 68.7%, the Civilian Labor Force grew faster than the general population as well as the 15-64 age group. While under age 15 grew 50.6% in this period, the over 64 group grew 92.1%.

Employers have identified a variety of skill set gaps in today's workforce, like problem solving, listening skills, and lack of teamwork. The most critical skill gap is found in the hard working person who lacks basic education skills, a high school diploma and/or is Limited English proficient. Lack of basic skills makes it all the more difficult for these people to overcome new gaps created by innovation and rapidly changing technology. In the next few years, innovation will create additional skill gaps in the medical, manufacturing and production industries as well as information technology and communications.

2. Industries and occupations most critical to the Local Workforce Investment Area (LWIA) and which occupations are expected to grow or decline in the short term and over the next decade.

The WIB's Planning Committee has identified eight target industries. Target industries have a significant number of occupations that are expected to generate at least 100 jobs in Pima County each year for the next ten years through a combination of growth and replacement. The eight target industries are:

Aerospace is the industry that researches, designs, manufactures, operates, and maintains vehicles moving through air and space. Aerospace is a very diverse field, with a multitude of commercial, industrial and military applications.

Construction This sector comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems).

Finance This sector comprises establishments primarily engaged in financial transactions. Three principal types of activities are identified:

- Raising funds by taking deposits and/or issuing securities and, in the process, incurring liabilities
- Pooling risk by underwriting insurance and annuities
- Providing specialized services facilitating or supporting financial intermediation, insurance, and employee benefit programs

Healthcare This sector comprises establishments providing health care and social assistance for individuals.

Hospitality The accommodation and food services sector of hospitality comprises establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption.

Information Technology The IT industry includes such products and services as software, telecommunications, wireless, Internet, hardware, peripherals, and computer and data services. IT is both a distinct industry, and, according to the U.S. Bureau of Labor Statistics, a subset of Manufacturing, Transportation, and Business Services.

Retail The retail trade sector comprises establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise.

Transportation and Utilities The transportation and warehousing, and utilities, supersector is made up of two parts: the transportation and warehousing sector, and the utilities sector. The transportation and warehousing sector includes industries providing transportation of passengers and cargo, warehousing and storage for goods. The modes of transportation are air, rail, water, road, and pipeline. The utilities sector comprises establishments engaged in the provision of the following utility services: electric power, natural gas, steam supply, water supply, and sewage removal.

Some occupations are growing at faster rates. Some of these occupations, such as counter clerk do not require a One-Stop training investment. Others, such as Financial Specialists are difficult for a One-Stop to train people in.

The following is a list of some occupations in Pima County that have a large number of annual openings:

**Selected Growth Occupations in Pima County**

Occupation	Openings	Wage
Nursing	634	\$20.96
Dental Support Services and Allied professions	150	23.14
Electrical and Power Transmission Installer	179	15.8
Specialized Sales, Merchandising and Marketing	142	19.95
Insurance	68	23.14
Plumbing and related water supply services	166	15.94
Masons	180	14.04
Carpenters	371	13.92
Ground Transportation	501	13.74
Business operations support and assistant services	1,671	12.06
Accounting and related services	319	13.59
Mechanical engineer related technologies/technicians	65	16.82

From the Tucson Training and Education Resource Model. Prepared by the Arizona Department of Economic Security, Research Administration December, 2007.

The above table of Selected Growth Occupations in Pima County was compiled during economic expansion. As the economy slows, several of these occupations may stop growing. Wage levels reported in this table are averages and not predictors of what specific employers will be paying in the future.

The One-Stop often places people into positions that are one of the first rungs of a career ladder. An easy example is nursing, where a person can be trained to be a Certified Nursing Assistant, and then with additional education and experience progress through Patient Care Technician, Licensed Practical Nurse and Registered Nurse. In construction trades, a person can start as a laborer, move to a more specialized helper position, then enter an apprenticeship program, and finally become a journeyman. In each case the ladder is several years in length, and with wages doubling or tripling by the end.

Yesterday's declining occupation can become today's growth occupation. For example, the introduction of Automated Teller Machines in the early 80's triggered a decline in the need for live tellers. Training of tellers was discontinued at the local level. Now, the need for tellers has again become significant as teller "age out" of the workforce.

Individuals employed in true declining occupations, like telephone operators, often have skills that can be transferred to emerging occupations within the company or even within the industry. Other declining occupations, like locksmiths and pest control specialists, may represent changes in the industry as people leave companies to become sole proprietors or are placed on commission rather than salary. In a growing area, the demand for these services continues to grow.

## **SECTION IV--PLANNING AND EVALUATION**

1. Describe the Arizona Workforce Connection system in your LWIA. Provide strategic information about the availability and coordination of Arizona Workforce Connection services, including:
  - a) Number and type of sites (i.e.: comprehensive, affiliate, electronic access) and site locations.  
Pima County operates a comprehensive, inclusive One-Stop system that includes partners and other agencies.

Electronic access to job listings and basic registration for job seekers is provided through the Virtual One-Stop which is operated by the State of Arizona.

In Pima County, the two primary (comprehensive) One-Stops are at:

Kino Service Center	Rio Nuevo One-Stop
2797 E. Ajo Way	340 N. Commerce Park Loop
Tucson, AZ 85713	Tucson, AZ 85745

Three affiliated\* DES Job Service sites are at:

316 W. Ft Lowell  
Tucson, AZ 85705

195 W. Irvington  
Tucson, AZ 85713

5411 E. 22<sup>nd</sup> St.  
Tucson, AZ 85711

\*The affiliate sites offer job-seekers consultation with Workforce Development Specialists, as well as some partner services; however, they do not offer the array of comprehensive services (such as assessments, workshops, etc.) available at the “primary” sites. Partner and other services available at the primary sites include Vocational Rehabilitation, veterans’ services, Trade Adjustment Assistance, SCSEP and 50+ Employment Resource [older worker services], Adult Education, housing assistance, Community Action Agency, behavioral health services, WIRED, faith-based services, employer services, and more.

The WIB contracts with the following community based organizations for case management services at the One-Stop and at their sites:

Catholic Community Services  
140 W. Speedway Blvd. – Tucson

Goodwill Industries of Southern Az.  
1940 E. Silverlake Rd., #405 - Tucson

Dorothy Kret & Associates  
1502 E. Broadway – Tucson

Portable Practical Education Preparation, Inc.  
802 E. 46<sup>th</sup> St.

Tucson Urban League  
2305 S. Park Ave. -

SER Jobs for Progress  
40 W. 28th St.

Tucson Youth Development  
1901 N. Stone Ave.

Services outside of the Metropolitan Tucson area on an itinerant basis:

PPEP  
1 N. Plaza Street  
Ajo, AZ.

PPEP  
11100 E. Whitehouse Canyon Rd.  
Continental, AZ.

- b) Factors used to assess the effectiveness of such configuration. Include factors for determining a location’s business hours and the types of services offered.

All persons who visit one of the two primary One-Stops are recorded into a database and many of these people complete a satisfaction survey.

Most activity at the One-Stops is conducted during the hours of 8 am to 5 pm, Monday through Friday. Hours are flexed until 7 p.m. for specific activities, such as workshops or youth recruitment. In addition, certain activities, such Rapid Response orientations, intakes, and workshops may be conducted at employer sites or at facilities near the affected employer.

2. Describe any regional workforce development partnerships. Describe the purpose of these partnerships, the roles, goals and objectives along with the activities (such as regional planning, information sharing and/or coordination activities) that will help improve performance.

There are two regional workforce partnerships. The oldest, now in its second year, is a Department of Labor funded Veteran’s Workforce Investment Program that is conducted with Cochise and Santa Cruz Counties. This program expands the services available to Veteran’s in all three Counties by bringing additional training and support funds to help Veteran’s prepare for work. The program is done in conjunction with DES Veteran’s program.

The newest regional partnership is Innovation Frontier Arizona, Department of Labor WIRED program that brings workforce development, economic development, and education together in Cochise, Pima, Santa Cruz, and Yuma Counties in order to transform their economies. The focus is on border and defense industries, and includes a strong emphasis on improving math and science and other technology training in the region.

## **SECTION V--SERVICE DELIVERY**

### **A. Delivery System**

1. Provide a description of the service delivery network; include the services provided by each partner agency.

Services are delivered electronically, through two primary One-Stop Centers, through partner programs, through subcontracted agencies, and through a variety of training vendors and vendors that provide specific supportive services.

Pima County Community Services Employment and Training	Programs authorized under WIA Title I serving Youth, Adults & Dislocated Workers
Fred Acosta Job Corps Center	Job Corps Programs
Tucson Indian Center	WIA Title I Native American programs
Project PPEP	WIA Title I, Section 167 Migrant & Seasonal Farm worker programs
The State of Arizona Department of Economic Security	WIA Section 121(b)(1)(B)(i) Veterans Workforce Programs
The State of Arizona Department of Economic Security	Wagner Peyser Act Programs

Pima County Community College District	WIA Title II Adult Education & Literacy Programs
The State of Arizona Department of Economic Security	Title I, Rehabilitation Act Programs
The State of Arizona Department of Economic Security (subcontractor; Pima Council on Aging)	Senior Community Service Employment Activities of Title V of the Older Americans Act of 1965
Pima Community College	Postsecondary Vocational Ed. Activities of the Carl Perkins Vocational & Applied Technology Act
The State of Arizona Department of Economic Security	Trade Adjustment Assistance Transitional Adjustment Assistance Activities of Title II of the Trade Act of 1974
The State of Arizona Department of Economic Security	Veterans Employment Representative and Disabled Veterans Outreach Activities authorized by Chapter 41, Title 38, United States Code
Pima County Community Services Employment and Training	Community Services Block Grant Employment & Training Activities
City of Tucson Community Services	Department of Housing & Urban Development Employment & Training Activities
The State of Arizona Department of Economic Security	State Unemployment Compensation Activities

Adult Education provides one 12 hour GED class at each of the two primary One-Stop Centers each week as well as at various locations throughout the community. In addition, One-Stop may purchase stylized Workplace Literacy programs from Adult Education. These are generally located at employer sites.

Job Corps conducts part-time recruitment at One-Stops and Rio Nuevo and refers potential clients to One-Stop and other partners.

Job Service provides Labor Exchange services at both County sites and all DES sites.

Older Americans (Title V) houses its local Job Developer at the Rio Nuevo One-Stop.

Rehabilitation Services places Navigators at each site. RS Counselors are available at DES sites and One-Stops. One-Stop has established a funded

collaborative relationship with RS in order to more fully integrate services for persons with disabilities into the One-Stop model.

The DES Trade Adjustment Act counselor is located at Rio Nuevo. This person is part of the Rapid Response team for TAA activities. TAA co-enrolls clients with the WIA Dislocated Worker program.

A Job Service staff member who worked for many years for Unemployment Insurance is housed at Rio Nuevo as part of the Rapid Response team.

The County, through its Workforce Investment Act funds, operates the One-Stop, provides core services, eligibility, case management, training and follow-up at both sites. Additional WIA Case Management is located at the Ft. Lowell and 22<sup>nd</sup> Street Job Service sites.

2. Describe overarching service delivery strategies, including the following:
  - a) The strategy for seamless service delivery including: transition between core, intensive and training services and referral to partner services for both businesses and individual customers.

Each person who enters a One-Stop is asked for very basic information and then provided with core services. These services may be provided by WIA staff, Job Service or other staff. As the person continues to access services, s/he may initiate progression to intensive or training services, or staff may suggest this progression. In addition to WIA staff and Job Service, referrals may be made to on-site Adult Education classes, TAA, Older Worker, and Rehabilitation Services staff. At this point job seekers are accessing assessments and eligibility processes and may enter training through any partner.

Each employer who contacts the One-Stop is referred to the Employer Outreach team. The team will record job orders and refer participants, and also work with employers who are interested in On-the Job Training and/or customized training.

- b) The type and availability of training and employment activities and supportive services available in the Local area. Include a description of how these were assessed/determined.

Pima County offers a full range of allowable WIA employment activities and services with a couple of exceptions. The first exception is needs based payments. The determination to not offer needs based payments was due to limited funding. The second exception is training offered by community based organizations of demonstrated effectiveness. The determination to not offer this was based on the fact that Pima County has many vocational training providers available. In addition, while customized training is available, WIA funds have not been used for it because of two factors: first the 50% matching funds

requirement has been a barrier, and second, many companies find it easier and less costly to access the State Job Training funds.

Access to job seeking materials and aids	Workshops
Resume Assistance assistance	One-on-one job search
Basic Education/English as a Second Language	Case Management
Classroom Skill training	On the Job Training
Customized training	Apprenticeship training
Work Experience/Internships	Follow-up
Bus Pass/Transportation assistance	Books/supplies for training
Uniforms and tools for training/employment	
Fingerprinting/background checks for training/employment	

- c) Describe the coordination of Arizona Workforce Connection partner services. Include copies of the Memorandum of Understanding and Resource Sharing Agreements (**Appendix G**) between the LWIB and each partner in the local workforce investment system, as required in WIA Section 118(b)(2)(B).

The Workforce Investment Board has an Oversight committee that meets quarterly. This committee is composed of One-Stop partners and other interested WIB members. The committee works on issues of common interest, reports statistics for a WIB system-wide report, and reviews the MOU on behalf of the WIB.

## **B. Adults and Dislocated Workers**

Describe any plans for transferring of funds between the Adult and Dislocated Worker programs. If planned, include the circumstances applicable to a transfer request, the measures to assure no loss of service to the original program population, and the expected impact on program performance.

Under WIA, Pima County is able to transfer up to 30% of Adult funds to Dislocated Workers, and up to 30% of Dislocated Worker funds to the Adult program. In order to minimize the impact on performance, the decision to transfer funds is made late in the fiscal year after consideration of client need in the respective funding streams, as well as obligations already made to clients in each funding stream.

## **C. Core Services**

Describe how the LWIB ensures adults and dislocated workers have universal access to the minimum required cores services. Describe how partner services are integrated to avoid duplication of core services.

All individuals who are eligible to work in the United States may be served through Core Services. All employers may use core services.

The Virtual One-Stop, a web-based system, allows anyone to access job openings. Within the local One-Stop Centers system, including Job Service sites, Wagner-

Peyser funded staff currently provide many of the job search services for WIA clients that are just looking for employment.

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

The following Core Services are available to anyone seeking employment:

Labor market information	Job Placement assistance
Resume writing assistance	Work readiness workshops
Orientation to One-Stop services	Initial needs assessment (Triage)
TABE (Test of Adult Basic Education)	Computerized Assessment
Referrals to mandated & contracted agencies	Introduction to computer classes
Employer Network	Access to Computers, fax, copier
Resource areas with experienced staff to assist employment seekers	
Eligibility determination for further services	

Employers may use the One-Stop for interviewing candidates, and setting up specialized assessment through the One-Stop. Job openings are posted at the One-Stop, and the employer outreach team will disseminate openings to staff that work directly with clients.

## PIMA COUNTY ONE STOP FLOW OF SERVICES

### CORE SERVICES

- Available to anyone
- Walk-in
- Short-term
- Self-service or
- Non-staff-intensive

- Computers for resumes and cover letters
- Internet access - explore job opportunities, establish an email account, send resumes
- Copier, fax machines & telephones
- Career Library - local employer directories, sample resumes/cover letters, labor market information
- Business journals, newspapers
- Job service and Virtual One Stop computerized labor exchange systems
- Job lead board and local employer information

- Unemployment insurance information
- Typing/keyboarding Tutorials
- Consultations staff to provide job leads
- Vocational Rehab Counselor/Navigator on site
- Veterans Employment Representative on site
- Assistance with creating a professional resume
- Workshops and Job Clubs
- Pledge-A-Job youth job placement program
- Workshops: Employability Skills, Career Exploration, Interviewing, and Resume Writing

### INTENSIVE SERVICES

- Specialized
- Staff-intensive
- Long-term
- Eligibility criteria apply when funds are limited

**INTRO/ ORIENTATION**  
Overview of WIA and partner program service options and requirements  
1-½ hours  
Often combined with intake

**ELIBILITY & ASSESSMENT**  
1-1½ hours  
Documentation to verify eligibility  
Academic assessment with Test of Adult Basic Education  
Career interest assessment  
Triage/needs assessment

**TRAINING PROPOSAL DEVELOPMENT**  
Viable training goal  
Feasible plan  
Educational prerequisites  
Financial requirements

**JOB DEVELOPMENT**  
Resume  
Employer Network  
Job Referrals  
On-the-job training  
Job Fairs  
Community Resources

**EMPLOYMENT**  
Transitional services and support  
Post placement follow-up

### EDUCATION & TRAINING SERVICES

- Adult education classes on site
- Referrals to ABE, GED, ESL, literacy programs
- Basic computer and keyboarding classes/practice on site
- Las Artes GED program for youth/young adults
- Pima Vocational High School and other charter schools
- Jackson Center programs for homeless youth and adults
- Work experience training for youth and adults

- Occupational skills training from Eligible Training Provider List of more than 300 programs
- On-the-job training and apprenticeships
- Customized training in special demand occupations
- Training applications are approved based on the strength of the application, feasibility of the training plan, and availability of funds

#### D. Intensive Services

1. Describe measures taken to ensure intensive services are provided to adults and dislocated workers who meet the criteria in WIA Section 134(d)(3)(A).

Intensive services are available to WIA eligible customers who have completed one or more core level services and have been assigned to a Workforce Development Specialist (WDS). An Individual Employment Plan (IEP) is developed with the customer based on their immediate needs and employment goal. The WDS guides the customer towards employment goal through use of the following:

Career counseling  
Comprehensive and Specialized assessments  
Workshops  
Supportive Services  
English as a Second Language  
Referrals to mandated partners and subcontractors

Identification of employment barriers  
Work experience  
Job development  
Basic Education  
Basic Computer Skills

Computerized vocational assessments are being utilized to better serve WIA customers who are unemployed or underemployed. The option of multiple assessments allows us to target the most personalized needs of the customer and, in particular cases, the employer. These assessments can be done in general or specific groups. New customers exploring career changes will learn about their strengths, weaknesses and preferences. Each assessment is unique in identifying compatibility for the training and the career they are interested in pursuing. When the customer and workforce development specialist meet, they are each better informed in discussing the customer's goals and creating a viable training or employment plan.

The Meca assessment is beneficial for those with limited exposure to careers of interest. The Vocational Interest Assessment is given first with results using the Holland codes, plus offering sample career fields to consider. There are 25 careers to explore on the computer and with kits for hands-on exposure. Each career field has multiple areas of lessons and tests with results given at the end of each section. The customer gains a broad view of all aspects of working in a given career. There are opportunities for individual guidance during this assessment, concluding with the interpretation and dialogue during review of the summary report.

The Pesco-Sage assessment offers many options which can be fine tuned to individual or employer needs and training goals. The Vocational Profile is interpreted individually to the customer. He/she will meet with the counselor in making the best decision on career path, training, school, employment. This profile can be provided to the requesting employer with a brief interpretation specific to their training goal as part of a customized training component. The assessments include:

- a) General Education Development (Reasoning, Math, Language)
- b) Aptitude (11 areas: general learning ability, verbal ability, numerical ability, spatial perception, form perception, clerical perception, motor coordination, finger dexterity, manual dexterity, eye-hand-foot coordination, color discrimination)
- c) Temperaments (11 work situation adaptabilities)
- d) Vocational Interests (12 areas linking occupations with similar interests)
- e) TABE 5 & 6
- f) Local Job Opportunities linked to Training Opportunities matched to customer's Vocational Assessment Profile.
- g) Job Profile (Physical Factors, Environmental Factors)

2. Describe your local co-enrollment process between WIA dislocated worker program and TAA.

The DES TAA representative is stationed in the One-Stop at Rio Nuevo Along with the Rapid Response Coordinator. Training plans are reviewed by a committee and the TAA coordinator is included in this review process on plans for persons who are TAA eligible. If the plan is approved, a determination is made as

to the amount to be paid by WIA Dislocated worker funds and by TAA funds for training, training related supplies, and supportive services. The decision as to funding amounts considers what is allowable under each funding source, the amount of funds available under each fund source, as well as training and support caps allowed by each.

3. Describe local policies regarding self-sufficiency, including the process for establishing, monitoring compliance with and updating policy. Identify the local self sufficiency standards approved by the LWIB for employed adults and dislocated workers as a percentage of the Lower Living Standard Income Level (LLSIL). Describe how your LWIB ensures the self-sufficiency level in your area is reflective of the current labor market information available.

The WIB's Planning Committee researches and analyzes data annually with respect to self-sufficiency levels and makes recommendations to the WIB. The current level is 130% of the LLSIL. Once the level is set it is entered into VOS as an eligibility item to insure compliance.

#### **E. Training Services – Adult and Dislocated Worker**

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

The client and case manager prepare a training plan. Each week, a committee reviews all training plans prepared in the past week. If approved, an ITA voucher is generated. If rejected, the client may appeal or redo the training plan. ITAs currently have a \$3,500 cap. Exceptions may be requested by the training committee and must be approved by a Program Manager.

Pima County aggressively seeks to leverage amounts available for training by co-enrolling individuals with other funding sources and applying for grants for categories of persons. In 2007, clients who may be co-enrolled include TAA clients and employed workers who can be co-enrolled in a special United Way program or ex-offenders who can be co-enrolled through a Department of Labor grant operated by Primavera. Examples of grants for categories of persons include a special grant for the Homeless, Veterans, and the Disabled.

Training services are provided to customers that have completed one or more intensive level service and have been unable to obtain and/or retain employment, leading to self-sufficiency. A training packet consisting of a budget worksheet, customer request for training, information interviews, work search log, academic planning sheet, and Eligible Training Providers List (ETPL) is given to the customer to complete and return. A training plan is assembled and submitted for approval. Training may include, but is not limited to:

- Occupational skills
- Skills upgrade
- Customized training
- On-the-job training

2. Describe how the Eligible Training Provider System is used to provide improvement of education and training opportunities in response to the needs of business and industry. Include the policies and procedures to determine eligibility of training providers, and processes to update or revise system information.

Over the years, the One-Stop has worked with industry and training institutions to develop special programs. In the past year several apprenticeship programs have been established. Other programs include Histology Technician, fast track machinist, electronic technician; hospital based nursing training, and teacher aid to teacher. If the demand is consistent, then the curriculum that is developed is submitted to the Eligible Training Provider List.

Training providers submit requests for new programs or revisions to existing programs to the One-Stop which reviews it based on criteria given to it by the WIB. Criteria include cost and relevancy to the WIB's list of demand occupations and industries.

The WIB's Planning Committee reviews demand occupation data annually and develops lists of those occupations and industries having the best chances for employment, wage gain, and career advancement. These occupations and resulting career ladders are in industries that correspond to industries targeted by the economic development community for retention, expansion and attraction activities. As a result, workforce development and economic development are able to coordinate WIA funds with State Job Training funds and various tax credits to meet local demand for workers in growth industries.

Staff reviews initial training program submissions for mathematical mistakes, severe grammatical errors, and what the WIB has dubbed "common sense" issues. An application may be denied for any of the following issues: licensing, insurance, incorrect program total cost, non-allowable costs under WIA, and OSHA violations. Staff completes the online form to officially approve or deny a program based on the subcommittee's recommendation. If an appeal on a denial is received, the appeal is taken to the WIB's Executive Committee for review. Pima County staff attends statewide ETPL meetings to provide feedback and obtain clarification on issues.

## **F. Service to Specific Populations**

Describe the local strategies to ensure availability of services and training to meet the needs of the following:

Dislocated Workers	Displaced Homemakers	Low-Income Individuals	Migrant Workers	Women and Minorities
Individual training for non-traditional employment	Veterans	Public Assistance recipients	Individuals with multiple barriers	Older Individuals
Persons w/limited English proficiency	Persons with disabilities	Ex-Offenders	TAA	

The One-Stop attempts to provide as broad a spectrum of services as possible by making it attractive for partners to become part of the system. County's One-Stop staff actively seeks to co-enroll clients with partners and other programs in an effort to leverage funds. By having One-Stops and affiliates located throughout the Tucson area, and by having staff at rural sites on a regularly scheduled itinerant basis, the WIB is able to ensure that employers and potential participants throughout the County have an opportunity to obtain services.

Two critical populations in Pima County are dropouts and the limited English proficient. While Adult Education provides basic education classes at each One-Stop 12 hours a week, the WIB supplements this by procuring vendor contracts for Basic Education and ESL classes as well as tutoring for individuals who need more intensive service.

The long-standing commitment to the disabled population continues with Rehab Services Navigators at One-Stops as well as Dorothy Kret & Associates, Inc. and the Community Outreach Program for the Deaf.

The One-Stop has had a long term cost sharing agreement with Trade Adjustment Assistance for Dislocated Workers. It is working with DES to establish a similar relationship for welfare recipients.

Prior to 2005, the WIB RFP'd for agencies that serve specific hard-to-serve populations in order to insure that those populations had access to the One-Stop. In its RFP for the current year, the WIB shifted the emphasis to demand industries, and asked agencies that served specific groups to address their target groups with respect to demand industries.

The One-Stop has contractual agreements, inter-governmental agreements (IGAs), and memorandum of understanding and informal relationships with programs that have specific constituencies. In addition to those mentioned above, the list includes:

- Migrant seasonal farm workers; Portable Practical Education Preparation (PPEP), (co-location & referral)
- Veterans; Veterans Employment Service, (co-location)

- Older workers; DES Aging Adult Administration Title V funded program, (co-location & work experience opportunities)
- Rehabilitation Services: co-location and coordination of services
- Individuals with multiple barriers; services are offered on as needed basis with the inclusion of all entities appropriate agencies.

## **G. Priority of Service**

1. Describe criteria to determine whether funds allocated for employment and training activities are limited and the process by which the Arizona Workforce Connection Operator will apply priority of service.

Steps to determine whether funds are limited:

- Year to date and on-going caseloads and expenditures are analyzed, and projections through the end of the year are made based on caseloads and training obligations.
  - If a determination is made that funds are limited then steps are taken to curtail costs going forward and the WIB is asked to proclaim that funds are limited. (Note: Funds are limited at the time of this writing).
  - The One-Stop Director will then issue a directive that the priority of service system is in place. This system follows WIA regulations and is applied weekly by a review committee to persons applying for training.
2. Describe the LWIB's policies and procedures for priority of service for Arizona Workforce Connection Operators. Identify the priority groups established for Title IB adult and dislocated worker services within your local area.

In the event that funding shortfalls necessitate limiting intensive services and training services, the following priorities shall be in effect:

- Public assistance recipients whose needs are not met or not fully met by JOBS or Welfare to Work
- Other Low-Income Individuals
- Veterans

Additional factors are reviewed and prioritized for the above applicants as well as for applicants when there is no funding shortfall:

- Employment goal is on the WIB's target list
- High School Dropout
- Less than 9<sup>th</sup> grade functional levels
- Limited English Proficient
- Disability
- Rural
- Legal Barriers
- Non-welfare single parent
- Aging out of workforce or occupation
- Unemployed more than 13 weeks
- Processed through multiple layoffs

3. Describe local strategies to ensure Jobs for Veterans Priority Compliance.

Veterans are served at One-Stop by on-site Veteran's program representatives. Additionally, Veteran's are given a priority under One-Stop's prioritization system for WIA services. Staff learn about the Veteran's priority through the 75-hour training program each staff person takes.

## **H. Rapid Response (RR)**

1. Identify the local area's Rapid Response team and their roles and functions. Identify your local Rapid Response policies, including the minimum threshold number of affected workers your LWIB has approved for Rapid Response services to be provided to a company experiencing a layoff, reduction in force or closure.

Pima County has a full time Rapid Response Coordinator housed in its Employer Outreach Unit at our Rio Nuevo One-Stop location. Also housed at that location is the WIA Intake Supervisor, Job Service staff, a Job Service staff person who had extensive experience with Unemployment Insurance, and the Trade Adjustment Act representative from DES. Roles depend on the scope of the layoff and then needs of the employer and employees.

Because Pima County encounters dislocations in both remote rural areas as well as the Tucson urban area, the minimum number of affected workers needed to trigger a Rapid Response is five.

### **Policies:**

1. React within the allowed time of 48 hours to establish contact with employer and employee representatives regarding layoffs or closures.
2. Maintain confidentiality on layoff/closure events, unless employee and/or public notice has been issued.
3. Provide information and access to available services, employment and training activities.
4. Provide services to assist dislocated workers in obtaining re-employment as soon as possible.
5. Ensure that Department of Economic Security (DES) information of services such as Job Service and Unemployment Insurance (UI), Trade Adjustment Assistance (TAA) is provided to dislocated workers by a DES representative.
6. Assist in establishing a labor management committee, worker transition committee or peer advisor group.
7. Provide emergency assistance adapted to the particular closing, layoff or disaster.
8. Maintain accurate company records of layoff events in company files and ARRIS system.
9. Provide assistance to the local community in developing a coordinated response and as needed obtain access to State economic development assistance, which may include the development of an application for a National Emergency Grant.
10. Identify strategies for the aversion of layoffs.
11. Create and maintain linkages with Community Base Organizations and economic development at the Federal, State and local levels.

2. Provide a general project description of services to those affected by a mass lay off; include any overarching strategies and funding.

Rapid Response is the process of ensuring that workers facing potential job loss have quick access to readjustment services to help them become re-employed.

Upon learning of an actual or potential employment action, the Rapid Response Coordinator immediately contacts the business to explain services and arrange for service delivery. Services are generally delivered at the worksite, unless an employer wants them done off-site. Services are directed at the management staff first, with an offer to provide best practices training, and then at the employees.

The Rapid Response Coordinator is a One-Stop employee housed at the One-Stop and this person works closely with Job Service, UI, TAA and other partner staff to assist customers. The Coordinator is the business' first contact and brings in partner staff as needed. Internally, the Coordinator is given the authority to schedule intake and other needed staff to go out to an employer site to provide services. The Coordinator is also responsible for providing pre-layoff assistance to the business' management staff, and may establish a career center at the business. A Workforce Development Specialist is assigned to each layoff and intake staff go out to conduct eligibility determination and assessment.

Businesses use the team as part of its severance package, with the possibility of retraining for workers needing it, and placement services for those needing immediate job placement.

The One-Stop also offers training that helps businesses learn about best practices in laying off people. This is especially critical where businesses will have employees left after the layoff—employees who naturally are afraid, confused, hurt, and angry.

Statistics show that workers tend to have a more positive attitude towards their current employer and production levels are more likely to be maintained when they have access to the “pre-layoff” services provided by Rapid Response. Further, since discussions between the Rapid Response team and company officials are confidential, all options for the dislocated workers can be candidly discussed and carefully analyzed.

## **I. Youth**

1. Describe the strategy to ensure eligible youth have the opportunity to develop and achieve career goals through education and workforce training. Include discussion regarding youth most in need, such as: out-of-school youth, homeless youth, youth in and aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farm worker youth, and other at-risk youth.

Youth entering the One-Stop system have access to all of the services offered to adults as well as special services offered for young people.

The One-Stop partners with employers in high growth/high demand industries, training and education providers, and community-based and faith-based organizations to operate a One-Stop youth services network. Partners such as Vocational Rehabilitation, Employment Service and Job Corps and Pima Vocational High School charter school also play vital roles in the network. The network offers “no-wrong-door” access to an integrated menu of community youth service options, such as dropout retrieval programs, work experience opportunities, youth development activities, support services and training. Individualized guidance by caring adults is the glue that holds the system together.

2. Describe local efforts to promote collaboration between the public workforce system, education, human services, juvenile justice, and others to better serve youth that are most in need and have significant barriers to employment. Additionally, describe local efforts to successfully connect youth to the education and training opportunities that lead to successful employment.

Services are provided by a multi-agency team of case managers from Job Corps, community-based organizations, Juvenile Justice, training institutions, charter schools, rehabilitation services providers, homeless youth agencies and prevention programs. The strength in this approach is that although each Case Manager/Workforce Development Specialist performs essentially the same job function, still each Case Manager is a “youth specialist” who serves and provides information about a particular youth service, such as charter school admissions, youth adjudication/juvenile court services, Job Corps, etc. Also, each of these organizations either has staff on-site at a One-Stop location; is a One-Stop contractor; or has in place a process of (usually mutual) referrals and co-enrollments within the One-Stop system. One-Stop youth services staff are well-versed in community resources for youth and routinely make referrals to point persons at each community-based organization.

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

Pima County targets WIA youth that are considered neediest and most at-risk, which are defined as: out-of-school youth, high school dropouts, runaway and homeless youth, youth in foster care, court involved youth, children of incarcerated parents, parenting, migrant youth dropouts and youth who are behind in school. Pima County has challenged One-Stop staff working with youth to determine if their clients are without a high school diploma or AIMS deficient and to assist the participant in passing the AIMS test or GED through tutoring programs available in the community, or return to school.

Intake and testing is provided at One-Stop, subcontractor agencies, and schools. Further assessment is conducted at One-Stop. Interested, eligible youth are referred to case managers from the intake unit. It is the Case Manager who prepares an Individual Service Strategy and arranges the services needed for the youth.

4. Describe the design framework for youth programs that includes the following components.
  - Preparing youth for post-secondary education;
  - Connecting academic and occupational learning;
  - Preparing youth for unsubsidized employment opportunities; and
  - Connecting youth to the business community through intermediary entities

Pima County conducts specific Request for Proposals for vendors interested in providing basic education/tutoring and/or work experience/internships to youth. Case managers refer clients to these vendors based on client need and vendor availability.

*Preparing for post-secondary education.* The system incorporates a wide range of assessment tools to pinpoint any basic education skills that youth may be lacking. Once assessments are complete, youth are directed (if necessary) to One-Stop staff and partners who are contracted to provide remedial and/or basic education lessons.

*Connecting academic and occupational learning.* Each youth customer is required to attend the Employability Skills course, where she receives an overview of employer expectations, workplace culture, interviewing skills, and so on. In addition, the One-Stop's Workforce Development Specialists coordinate internship, on-the-job training, and apprenticeship opportunities for youth, which in many cases allow young people to continue or begin an academic program while taking part in workplace or experiential learning. In addition, the system's Las Artes program is designed to support exactly this type of dual function: It assists youth in building academic progress and earning a GED while teaching them artistic and workplace skills in a "quasi-commercial" setting.

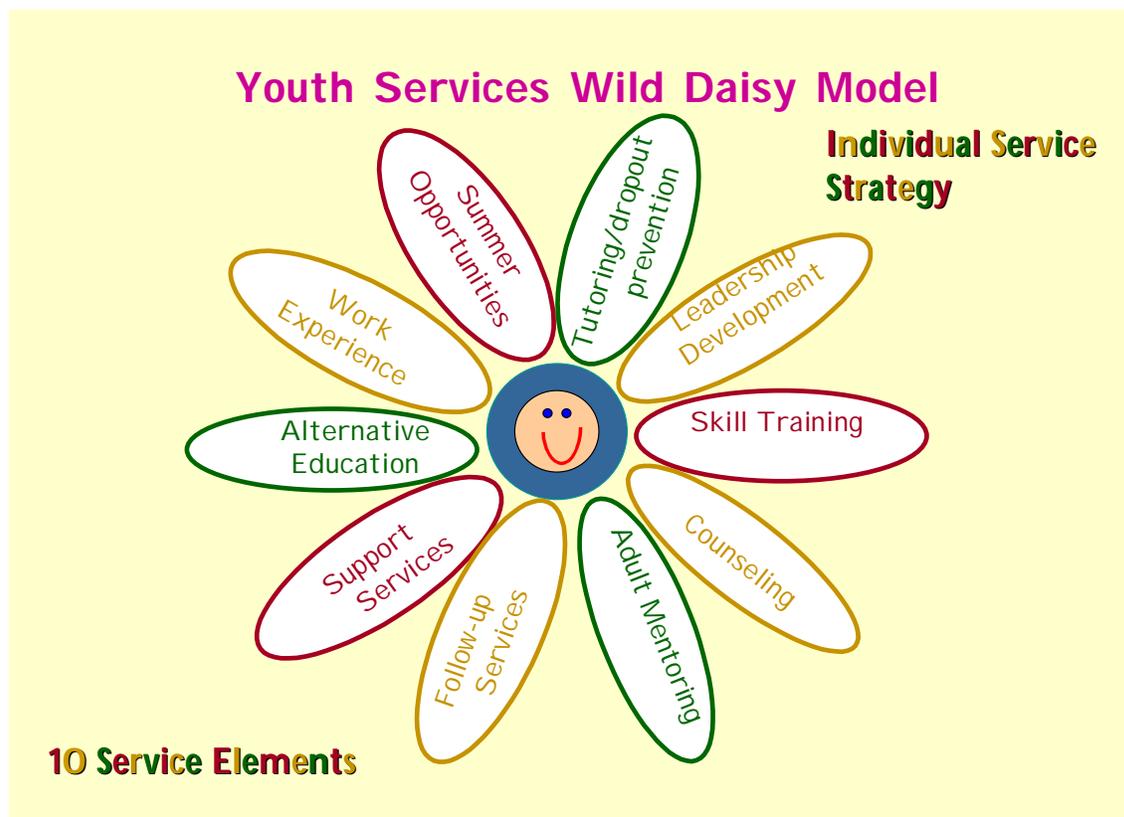
*Preparing youth for unsubsidized employment.* The One-Stop offers the following for these youth: Skills, interests, and aptitudes assessments; employability workshop; career exploration workshop; basic education courses; computer skills courses; GED preparation; résumé assistance; supportive services, including behavioral counseling; and one-on-one sessions with Workforce Development Specialists who provide job leads, career consultation, and assistance with Individual Employment Plan (IEP) development.

*Connecting youth to business.* The One-Stop **Employer Outreach Team** is specially designated to connect all One-Stop customers – including youth – to local businesses. The WIB Youth Council also participates in linking young people to employers. Youth are connected directly to businesses via our Pledge-A-Job program as well.

5. Describe strategies to incorporate the required youth program elements within the design framework. Elements to include are:
- Tutoring, study skills training, instruction leading to secondary school completion, including dropout prevention;
  - Alternative secondary school services;
  - Summer employment opportunities linked to academic and occupational learning;
  - Paid and unpaid work experiences;
  - Occupational skill training;
  - Leadership development opportunities;
  - Comprehensive guidance and counseling;
  - Adult mentoring;
  - Supportive Services; and
  - Follow-up services.

The Wild Daisy model (Exhibit 1) is inherently collaborative. Intake, assessment, service planning, participant tracking, and accountability are centralized or standardized across agencies. Partner agencies form a network offering multiple points of entry and a choice of service-delivery locations. Although agencies focus on particular populations within the County, all youth receive consistent services and access all appropriate service options.

Each agency's services – and any available funding for them – become part of a shared menu of services. Funding for the client in the middle of the daisy is driven by his/her needs, and services (the Petals) are selected as needed.



6. Identify the additional 5% non-economically disadvantaged youth barrier, include the process and criteria used to determine “serious barriers to employment”, and the local process to track enrollment of non-economically disadvantaged youth per Workforce Guidance Letter #04-05.

Not more than 5% of youth participants receiving services through WIA youth funds will be individuals who do not meet the minimum income criteria to be considered eligible. These individuals must lack basic occupational skills. The 5% window is not currently being used, since need exceeds available funding; however, if non-economically disadvantaged youth were to be enrolled, they would be tracked manually.

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

The program has set a target of 50% expenditures for out-of-school youth. Contracts with providers are written reflecting these targets. One-Stop divides WIA youth funds into two streams for tracking and reporting in the financial system: In school and Out of School youth. Charges follow each youth, and cost allocation models for related expenditures reflect in and out of school youth funding streams.

8. Identify the 6<sup>th</sup> youth barrier(s) for “individuals (including youth with a disability) who required additional assistance to complete an educational program, or to secure and hold employment,” as identified by the LWIB.

The sixth youth eligibility criteria is Occupational Skills Deficient, which is defined as:

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

## **J. Business Services**

1. Describe the role and responsibilities of your Business Service Representative/Team in your local area. Include active local business partnerships and established collaborations with Employment Service staff, local economic development entities and the community colleges.

The Employer Outreach team is housed at the One-Stop and coordinates with the Job Service Employer Services Team. The Outreach Team supervisor is part of management and may move across various other sections of the One-Stop in order to identify space for employer interviews, set up special assessments, set up career fairs, or develop customized training. The Team

supervisor also is the official contact for Tucson Regional Economic Opportunities (TREO) the local economic development agency that is funded by Pima County, the City of Tucson, and various businesses.

The team:

- Contacts and presents One-Stop services to employers
- Helps employers with for job matching
- Enter job orders into Job Leads Data Base
- Writes On-the-Job Training contracts
- Generates tax credits for employers
- Creates new training programs
- Attends local area chamber of commerce meetings, industry Cluster meetings, employer advisory committees, business forums, and other events where employers meet
- Update Marketing materials to explain One-Stop services for businesses
- Focuses on High Demand Occupations identified by the WIB
- Holds weekly Employer Networks with employers that represent demand occupations for clients seeking employment or training.
- Conducts industry focus groups to determine shortages, customized training needs, employment opportunities and prepare occupational information brochures

2. Describe what is being done to place job seekers in positions within Arizona’s industries of opportunity and outline the specific goals established to increase the number of placements in targeted industries.

Each year the WIB’s Planning Council reviews data and selects several industries to target. The goal is that 75% of WIA placements will be in these targeted industries. The industries targeted for 2007-08 are:

Aerospace	Construction	Finance	Health
Hospitality	Information Technology	Retail	Transportation & Utilities

3. Describe current and/or planned use of WIA Title IB funds for apprenticeship training.

Traditionally, WIA funds have been used to support participants who enter a variety of apprenticeships. Support often consists of tuition and books for the classroom portion of the apprenticeship for the first year or two, as well as tools/and or work clothing.

The Employer Outreach team developed group apprenticeship projects in three areas in the past three years: Grade Checker, Electrician, and Plumber. Under this

scenario the team works with industry employers and puts together classes and identifies candidates.

4. Describe the approach for coordinating training activities with the Arizona Job Training Program in your local area and what strategies are in place to connect with local businesses.

Most local Arizona Job Training Program proposals are written with the assistance of TREO. One-Stop's Employer Outreach team will work with interested employers in developing training packages that complement the Arizona Job Training Program, including OJT opportunities and basic education/English as a Second Language activities. In addition, One-Stop will refer customers companies who receive Job Training Program grants, since these are growing companies in the area.

#### **K. Faith-Based and Community Organizations**

1. Describe service coordination with faith-based and community organizations.

The Pima County One-Stop spearheads a countywide effort to actively reach-out to include the faith-based community in all aspects of county programming. This policy was established by Pima County Resolution 2003-224 and was titled Resolution to Support of White House Faith-based and Community Initiatives and was passed on 9/9/03.

Since that date, the Pima County One-Stop has aggressively reached out to the faith-based community through establishing a Community Partners Initiative. In 12/03 a statewide meeting was held to encourage community collaborations within the faith-based and community-based organizations. Approximately 540 people attended representing 400 groups and were introduced to the Pima County One-Stop Kiosk Program.

In fiscal year 2005-2006, the WIB became 1 of 10 WIBs across the nation to receive a Dept of Labor Faith based grant. Through this grant, Pima County linked the One-Stop to 12 faith-based community groups with mini-grants. These small grants were used to interact and educate the faith community on using the resources and the systems of the One-Stop. In addition, these grants encouraged hard-to-serve populations to stay in the One-Stop system by supplying faith based "coaches" to work with the client and coordinate with the One-Stop. The grant served over 300 people

2. Describe activities designed to create and strengthen your local area's partnerships with faith-based and community-based organizations and their customers. Provide specifics on the organizations with whom you coordinate and/or partner.

Currently 22 Community Partners participate in the Kiosk Program, a computer lab with a specially designed One-Stop program that ties the Community Partner with the One-Stop resources through the Internet.

The Pima County Workforce Investment Board (WIB) established a faith-based subcommittee in July of 2004, which meets monthly and has been instrumental in developing processes for closer interactions between the faith community and the One-Stop.

## **SECTION VI—ADMINISTRATION**

### **A. Program Administration**

1. Describe any local policies or guidelines implemented to support WIA Title IB program operations that are not addressed elsewhere in the Plan. Include information regarding the purpose, development, implementation, and monitoring of such policies.

Not applicable.

2. Describe the local process and procedures that will be utilized to monitor sub-recipients (including OJT contractors) for program and EO compliance.

Community Services Employment and Training staff conducts on-site monitoring of subcontractors on an annual basis. On-the Job Training activities are conducted by subcontractors and are part of the monitoring. This includes overall program activities, financial tests, personnel files, participant files, and interviews with participants and staff.

Contracts with sub-recipients are monitored internally by Community Services Employment and Training fiscal staff to insure that no excess or duplicate payments are made. The finance department produces the official accounting reports each month. Both the accounting section and a designated program staff member verify the accuracy of fiscal reporting and bills. This approach relies heavily on a computer tracking system of participant records.

Monthly desk reviews cover subcontractor logs and reports and compare activity to plan. The WIB's Performance Committee reviews monthly reports. Subcontractors may be asked for corrective action, and may have their contracts reduced or eliminated if performance does meet requirements.

Specific, ongoing actions taken by local EO Officer to ensure contractor compliance:

- Review contractor facilities for EO signage;
- Complete EO complaint reports where applicable; and
- Conduct staff (Pima County and contractors) EO training as part of

monthly staff meetings.

## **B. Fiscal Administration**

1. Describe the administration of WIA funds used by the LWIB. Include oversight responsibilities for WIA funds, Arizona Workforce Connection and other workforce development resources.

Each funding stream will be reviewed by the WIB in October and March of each year to assess changes in funding levels and review expenditures.

The WIB conducts a Request for Proposal process for agencies and vendors interested in participating in the WIA 1B program. The WIB's Performance Committee monitors performance of agencies and the overall WIA program on a monthly basis and reports to the full WIB on a quarterly basis.

Through its Oversight Committee, the WIB attempts to collect data from mandated WIA partners on a quarterly basis.

2. Describe measures to eliminate duplicative administrative costs being used by the LWIB.

The One-Stop employs a cost allocation model that allows overhead and administrative costs to be charged to the funding stream(s) that reflect the clients each staff person works with. This model is applied to county staff, subcontracted agency housed at the One-Stop and partner staff housed at the One-Stop.

## **C. Procurement**

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

The Pima County Procurement Director has delegated authority to Pima County Community Services Employment and Training to conduct procurement processes on behalf of the Workforce Investment Board.

Non-competitive contracts are awarded to Pima College and other government agencies through an Intergovernmental Agreement (IGA) when it is determined that it is in the best interests of the County to do so.

Other than IGAs, there are two types of contracts—fee for service vendor contracts and cost reimbursement comprehensive service contracts.

### **Fee For Service**

#### **Contracts are used for:**

Workshops  
Basic Education  
Youth Skills Training  
Work Experience

### **Cost Reimbursement**

#### **Contracts are used for:**

One-Stop Staff  
Job Development  
Case Management  
Special Projects

## Behavioral Counseling

Potential service providers and vendors learn about solicitations conducted by WIB and One-Stop from the WIB and County websites and in local newspapers.

Procurements have specified timelines, and proposals are reviewed by WIB members who make funding recommendations to the Pima County Board of Supervisors. The Workforce Investment Board's (WIB) Planning Committee, with the assistance of the One-Stop staff, recommends priorities for solicitation of One-Stop services

On-the-Job Training contracting is subcontracted on a competitive basis to one or more agencies that operate on a cost reimbursement basis.

Customized training is developed on an as needed basis with existing training vendors.

The WIB has not operated other types of training that are exceptions to the ITA process.

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

Typical evaluation factors are:

- Cost
- Quality, appropriateness of proposed services
- Applicant's capacity to provide services, including for special populations
- Past performance

Some typical evaluation questions:

- How will you contribute to the responsiveness of a demand-driven workforce system?
- What qualifies you to work with local demand/growth industries?
- How will you contribute to workforce participation by populations that are under-represented in the workforce and/or have barriers to employment?
- What qualifies you to work with the target group/s?
- What is your strategy to connect members of your target population to opportunities in demand industries?
- How will you contribute to the performance and accountability of the local workforce system?
- Cost
- Capacity

## **D. Appeals Process**

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

An interested party may file a protest regarding an alleged violation of the proposal review process that resulted in discrimination or unfair consideration. Protests must be filed according to the procedure established by the Department under Pima County Procurement Code Title 11.20.010.

#### **E. Equal Opportunity and Affirmative Action**

1. Describe the system to assure compliance with all applicable federal and state laws and regulations including those regarding debarment, tax liabilities or delinquent obligations, the Federal Lobbying Act, Minority and Women Business, discrimination or harassment.

All contracts received or issued by One-Stop are processed through the Pima County Attorney's office, the Pima County Procurement Department and the Clerk of the Board of Supervisors. Contracts issued by One-Stop have a checklist of certain items to be checked, including lobbying and debarment. Procurement rules require open competitive processes, and the Procurement Department houses the County's Office of Minority and Women's Businesses which compiles vendor lists.

2. Provide contact information for the Equal Opportunity (EO) Officer in the local area.

Rosemary Cora-Cruz  
340 N. Commerce Park Loop  
Tucson, Az. 85701

3. Describe how the identity of the EO Officer and the appeal process are made available.

This information is provided to applicants at time of intake. "Equal Opportunity is the Law" posters are also posted at all One-Stop and contractor offices.

4. Describe the appeal process for assuring that no individual shall be excluded from participation, denied benefit or employment, nor subjected to discrimination under or in connection with, any program or activity for any reasons, including but not limited to: race, color, religion, national origin or citizenship, age, disability, political affiliation or belief.

At time of intake, each client is given information regarding the filing of complaints.

If a person has a complaint against a contract agency, they should file the complaint with the agency first and follow that organization's process. If resolution is not reached, the complaint moves to the One-Stop Director. If a person has a complaint against a County One-Stop staff member the complaint is take to the staff members supervisor, and if not resolved moves up the chain of command to the Director. If resolution is not achieved, a hearing will be held within 30 days by the County Deputy Director. If it cannot be resolved at the County level, the complaint is forwarded to the State WIA Administrator.

Complaints of discrimination on the grounds of race, color, religion, national origin or citizenship, age, disability, political affiliation or belief shall be sent directly to:

Directorate of Civil Rights  
U.S. Department of Labor  
200 Constitution Avenue  
Washington, D.C. 20210

## SECTION VII—PERFORMANCE

### A. Performance Management

1. Describe the monitoring process and oversight criteria and procedures utilized to move the workforce investment system toward LWIA goals.

Two types of monitoring occur—desk monitoring and on-site monitoring. Desk monitoring is conducted by One-Stop Case Supervisors on a monthly basis. They meet with each case manager and review a sample of files. On-site monitoring is conducted at least once a year by two or three staff, often including a One-Stop Case Supervisor, who visit the agency and review program activities, files, performance, and related expenditures. (Also refer to response to question two, below).

2. Describe how the LWIA identifies areas needing improvement and any processes in place to address deficiencies.

The WIB's Performance Committee reviews overall WIA performance on a quarterly basis, and subcontracted agency performance on a monthly basis. The following process is used if performance needs to be addressed:

- 1). Pima County Community Services, Employment & Training staff meet with agency representatives to alert agency about concerns; to discuss factors negatively impacting performance; and to devise possible solutions.
- 2). County requires agency to submit a written *Corrective Action Plan*, which addresses each problem area, outlines specific courses of action to improve performance, and provides *Plan* end date.
- 3). County reviews *Plan*, requires amendments where necessary, and approves *Plan*.
- 4). Subsequent to implementation of *Plan*, County monitors agency performance through *Plan* end date.

5). If performance has not adequately improved after implementing these steps, the steps *may* be repeated at the discretion of County.

6). Contract shall be modified (reduced) or terminated if performance remains unsatisfactory.

## **B. Negotiated Performance**

1. Describe how levels of negotiated performance ensure and support the LWIA vision.

The WIB's vision is *Quality Jobs; Qualified Workers*. Performance is targeted at improving what workers have to offer employers, such as credentials for training; retention of employees (which helps reduce employer turnover) and wage gains for employees (which increases the community's buying power).

Provide a listing of the PY 2008 LWIA performance standards for the Adult, Dislocated Worker, and Youth Programs negotiated with the State WIA Section, as **Appendix H** in the Plan.

See Appendix H.

# Appendix A – Published Notice

## **PUBLIC NOTICE**

### **Pima County Workforce Investment Act (WIA) Two Year Plan**

The Workforce Investment Board (WIB) is preparing its two year plan for the One Stop Career Center System. The public may review and make comments on the DRAFT Pima County WIA Two Year Plan. Comments will begin to be taken at Noon on January 28, 2008 through Tuesday, February 5, 2008 until 5pm MST. Comments should be sent to Charles Casey at:

1. Kino Service Center, 2797 E. Ajo Way, Tucson, Az. 85713, or
2. E m a i l e d t o [charles.casey@pima.gov](mailto:charles.casey@pima.gov).

A copy of the plan is available for review at:

1. Kino Service Center, 2797 E. Ajo Way, Tucson, Az. 85713,
2. Rio Nuevo One Stop Center, 340 N. Commerce Park Loop, Tortolita Bldg, Tucson, AZ, 85746, and
3. County Website: <http://www.pima.gov/CED/CS/OneStop/index.html>

**PUBLISH: The Daily Territorial  
Jan. 28, 29, 30, 31;  
Feb. 1, 4, 5, 2008  
pnworkforce th**

# Appendix B – Plan Review Comments

- 1). Add a section that highlights our job seeker assessment activities and explains how we use these tools to guide customers into appropriate career ladders.
- 2). Credit the source of the occupations data in the table on page 4. Include a disclaimer regarding how the numbers might fluctuate due to market and economic forces.
- 3). Add our “One-Stop Service Flow” chart somewhere in the Service Delivery section.
- 4). Add a brief, bulleted section about accomplishments we’ve made and/or programs we’re involved in, i.e. WIRED, Faith-based, etc.
- 5). Include a blurb about the rescission.
- 6). Add a statement that we’ll review the funding picture semi-annually and make adjustments to plan/operations as necessary.

# Appendix C – Administrative Entity Agreement

See appendix E.

The Administrative Entity contact is:

Arthur Eckstrom  
Director  
Pima County Community Services Employment and Training  
2797 E. Ajo Way  
Tucson, Az. 85713

# Appendix D – Fiscal Agent Agreement

See Appendix E.

Revenues are received by and expenditures are disbursed from the Pima County Finance Department. The WIA Fiscal Agent contact is:

Ron Meck  
Senior Accounting Manager  
Pima County Community and Economic Development  
2797 E. Ajo Way  
Tucson, Az. 85713

# Appendix E – One-Stop Operator Consortium Agreement

The Attached **meeting minutes** designate Pima County as the One-Stop operator.

TO: WORKFORCE INVESTMENT BOARD MEMBERS

FROM: ARTHUR ECKSTROM, JTPA MANAGER

SUBJECT: MINUTES OF DECEMBER 10, 1999 MEETING

---

**Members Present:** Jim Mize, Hank Atha, Jacob Bernal, Skip Bingham, Carla Blackwell, Hareld Craig, Don Fornear, John Gabusi, Robert Gonzales, Fred Gould, Henry Granillo, Peg Harmon, Patricia Hutton, Robert Jensen, Steven Juliver, Claudia Kaiser, Suzanne Lawder, Lorraine Lee, Stephanie Lemme, Jan Leshar, Charles Luebbering, Wade McLean, Marsha Morgan, Ed Parker, Sherrie Perez, Michelle Pierson, Martha Preston, Roy Sasiadek, Carol Somers, Elaine Spolar, Frank Thomson, Deborah Tinajero, Jim Watson

**Members Absent:** Maria Alday, Duane Bock, Frank Castro, Ray Clarke, Laura DeNinno, Katie Dow, Dannie Dyas, Jack Elliott, Tom Goulet, Steve Leal, George Miller, Dixie Nixon, Chris Sierra, Marc Underwood, Ernie Urias

**Staff Members Present:** Charles Casey, Art Eckstrom, Kay Gartrell, Noel Gastelum, Celina Somoza

**Guests Present:** Johnson Bia, Xavier Esparza, Charlotte Gomez, Sule Issifu, Penny Lee, Paul Reid, Vertie Sparks, Bob Teso, Diane Wilson,

The meeting was called to order by Chairman Jim Mize at 7:45 A.M. The meeting was held at the Manning House, 450 West Paseo Redondo.

**Pledge of Allegiance:**

Workforce Investment Board members, Community Services Department staff, and audience guests stood to recite the Pledge of Allegiance.

**Approval of Minutes:**

MOTION WAS MADE BY DON FORNEAR, SECONDED BY FRANK THOMSON, AND UNANIMOUSLY APPROVED TO ACCEPT THE MINUTES OF NOVEMBER 19, 1999 AS PRESENTED.

**Legal Requirements For Arizona Advisory Boards: Open Meeting Law and Conflict of Interest:**

Paula Wilk, Deputy County Attorney, addressed the WIB regarding the Open Meeting Law and Conflict of Interest. She indicated the Open Meeting Law was enacted to protect the right of citizens to observe how public officials make decisions in their community. Public meeting notices must be posted for the public to see at least 24 hours prior to a meeting and only the agenda items listed on the meeting notice may be discussed and/or voted on. Minutes of public meetings must be an accurate description of any legal action proposed and voted on and must be made available to the public upon request.

Ms. Wilk stated people in the audience of a public meeting cannot be required to identify themselves unless they speak. Anyone is allowed to record or videotape a public meeting if doing so is not disruptive to the meeting. She also pointed out that handicap services must be made available for individuals with a disability attending public meetings upon request.

Regarding Conflict of Interest, Ms. Wilk reported there are both State and Federal laws on the subject that public meetings must adhere to. Both laws state a conflict of interest exists when a Board member or a member of his or her family may receive anything of value that results from a decision of the Board. The Board member who has a conflict of interest with an item on the agenda may not take part in any of the discussion or in the decision-making process of that item.

Ms. Wilk pointed out that Pima County provides personal liability for Board members by providing legal representation should a law suit be brought against a member.

### **State Council Report:**

Suzanne Lawder reported there had been no meetings of the State Workforce Investment Council. The next meeting will be on February 8, 2000.

### **Committee Reports:**

Elaine Spolar, Chair of the Youth Council, reported the first meeting of the Council on December 6<sup>th</sup> was very productive. A timeline was adopted for completing the Youth Council Plan with a draft plan expected to be completed by December 27<sup>th</sup>. The draft will be reviewed by the WIB at the January 14, 2000 meeting and will be available for public review the last two weeks in January.

Chairman Mize reported for Duane Bock, Chair of the Nominating Committee, in his absence. It was Mr. Bock's decision not to set up a Nominating Committee until after the Bylaws Committee had established a sub-committee structure. Mr. Mize stated if anyone wished to be a part of the Nominating Committee, they should call Duane Bock at 884-3758.

Steven Juliver, Chair of the Bylaws Committee, reported the Committee met on December 7<sup>th</sup> and would be meeting right after the WIB meeting adjourns. He indicated any of the WIB members would be welcome to attend the meeting. He stated the goal of the Committee is to distribute the draft bylaws to the WIB for review one week prior to the January meeting at which time they would be discussed and/or voted upon.

Carla Blackwell, Chair of the Plan Committee, reported on the status of the Five-Year Pima County Workforce Investment Plan which had been submitted to the State with the recommended changes made by the WIB at the November, 1999 meeting. She indicated public comments that came in after the public hearing had been added and a transcript of the public hearing had been attached to the Plan. Ms. Blackwell went on to ask for volunteers to continue to work on developing and expanding a local comprehensive plan. She also reported that under the Workforce Investment Act Pima County is considered a consortium since it operates WIA programs, Community Services Block Grant programs, and Housing and Urban Development programs. Since the County's One-Stop was established under JTPA it is considered "grandfathered" into WIA.

MOTION WAS MADE BY DON FORNEAR, SECONDED BY HARELD CRAIG, AND UNANIMOUSLY PASSED TO RECOGNZE PIMA COUNTY AS THE ONE-STOP OPERATOR UNDER THE WORKFORCE INVESTMENT ACT.

### **GTSPED Legislative Agenda:**

Hank Atha reported that the Greater Tucson Strategic Partnership for Economic Development Legislative Agenda 1999-00 compiled by Robert Gonzales, John Gabusi and himself may be something the WIB would want to support. He said two recommendations were added on the last page to enhance funding for K-12, the University of Arizona and Pima Community College. He also said training programs should be expanded to focus on incumbent workers and training should also be made available for clusters to meet future needs of high school graduates who enter the job force by providing adequate teacher training in information technology skills. He also said revenue should be expanded to provide a training system for new companies who come to Tucson. He stated as a member of the WIB, he would recommend that the Board support the Legislative Agenda.

Several WIB members expressed concern that the construction industry and other industries were not being represented. Robert Gonzales responded by pointing out the Innkeeper's Association, Carpenter's Apprenticeship, and many other industry groups and employers have been represented and stated the development process has been open and receptive to any group who wanted to participate.

**ACTION:**

MOTION WAS MADE BY LORRAINE LEE, SECONDED BY CARLA BLACKWELL, AND UNANIMOUSLY APPROVED THAT THE WORKFORCE INVESTMENT BOARD SUPPORT THE GTSPED LEGISLATIVE AGENDA 1999-00 AS IT RELATES TO WORKFORCE DEVELOPMENT.

**Staff Report:**

Hank Atha talked about the handout entitled "Estimate Of Training Needs" which contains statistics indicating training needs in the community and service projections through the year 2002. He stated Bob Teso and Robert Jensen had completed a comprehensive survey and pointed out the WIB must address all the resources available in the community.

There was brief discussion regarding the handout entitled LWIB News containing updates on the activities of the Pima County Community Services Department and the latest grant awards and submission of grant applications.

Chairman Mize stated there had been plans to present a plaque to George Miller for his many years of service on the Board and read the inscription on the plaque to the WIB in Mr. Miller's absence.

**State Liaison Report:**

Sule Issifu, State JTPA Liaison, introduced Xavier Esparza who has been hired as a new State liaison. Mr. Issifu presented a plaque to the WIB Chair for meeting or exceeding five out of the six JTPA performance standards for PY 1997-98.

**Call To The Audience:**

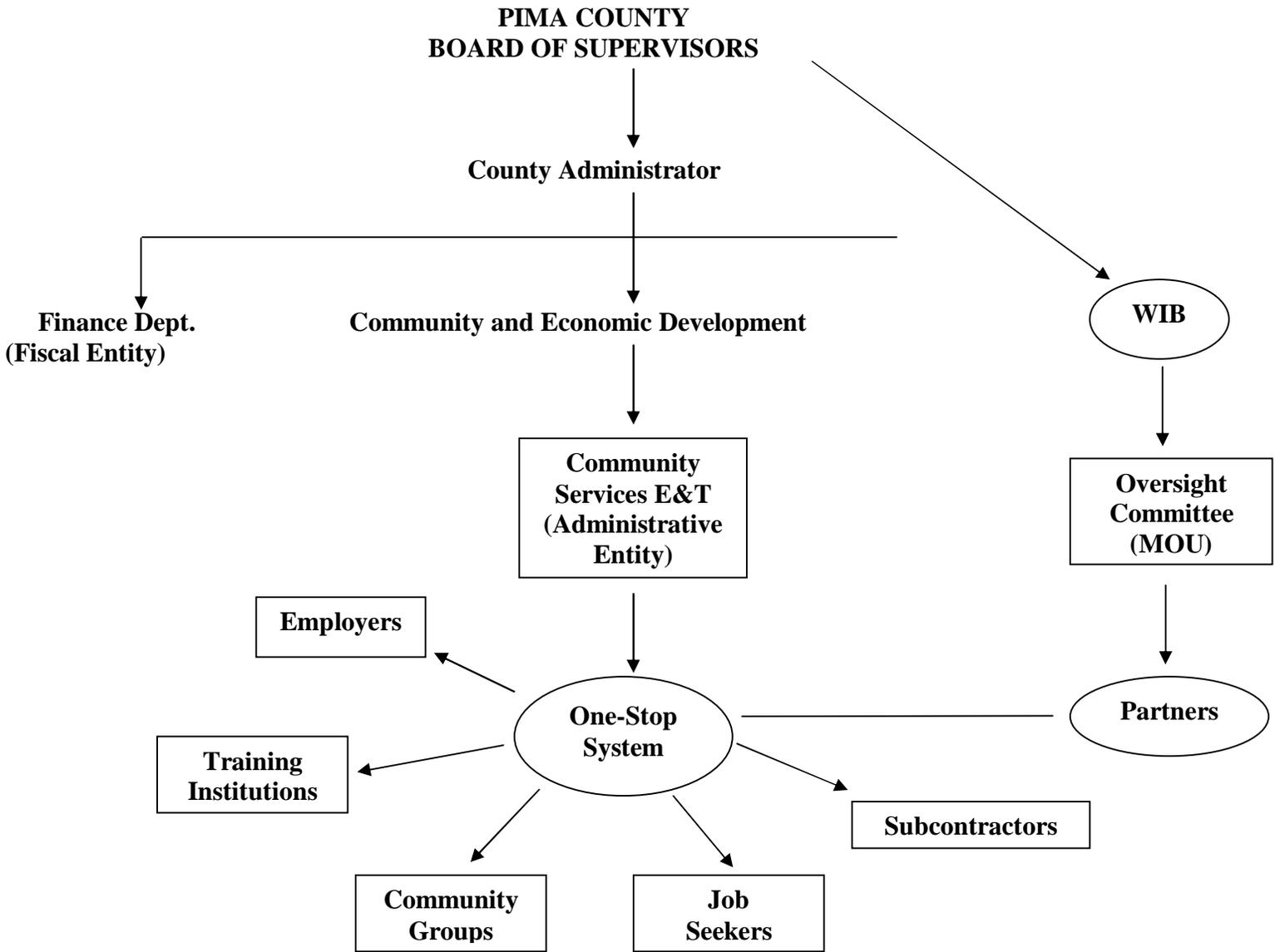
Diane Wilson of Project PHASE thanked the WIB for sending a support letter to the Arizona Department of Education which will no longer support the PHASE program. As a result of the WIB's support, the 20 clients who had not completed training prior to the end of ADE's funding will be able to complete their training this year.

**Adjournment:**

There being no further business to be brought before the WIB, the meeting was adjourned at 9:00 A.M.



# Appendix F – Organizational Chart



# Appendix G – Memorandum of Understanding and Resource Sharing Agreement

**Workforce Investment Act  
One-Stop System Partner  
2006 Memorandum of Understanding for the  
Pima County Workforce Investment Board**

**1. Introduction**

This Memorandum of Understanding (hereinafter "MOU") defines Partner roles and responsibilities for the Pima County One-Stop System. For the purposes of this MOU, partners are the mandated partners specified in the Workforce Investment Act (WIA) of 1998 and its successor legislation, as well as additional partners who choose to join the One-Stop System.

The partners that are parties to this MOU are:

- Pima County Community Services representing WIA Title I Adults, Youth, and Dislocated Workers
- The State of Arizona Department of Economic Security representing Job Service, Unemployment Insurance, Rehabilitation Act programs, Veterans' Programs, Trade Adjustment Assistance, and Title V of the Older Americans Act
- The State of Arizona Department of Economic Security (subcontractor: Pima Council on Aging) representing the Senior Community Service Employment Program (SCSEP Title V of the Older Americans Act)
- Pima Community College representing the Adult Education Program and Post Secondary Carl Perkins programs
- Fred Acosta Job Corps Center representing Job Corps
- Tucson Indian Center representing Native American programs
- Project PPEP representing Migrant and Seasonal Farm Worker programs
- City of Tucson Community Services representing Housing and Urban Development Employment and Training under the Family Self Sufficiency Program

**2. Purpose**

The partners agree that the purpose of this MOU is to lay out the referral and funding mechanisms to coordinate workforce services to individuals and employers in the One-Stop System.

The Workforce Investment Act is "... an act to consolidate, coordinate, and improve employment, training, literacy and vocational rehabilitation programs in the United States and for other purposes."

The One-Stop System is operated by Pima County under the auspices of the Pima County Workforce Investment Board (WIB).

**The WIB's vision is:**  
***"Quality Jobs; Qualified Workers!"***

**The WIB's mission is:**  
***"To strengthen the economy of Pima County by providing a qualified workforce through the One-Stop system."***

The Partners agree that WIA and the One-Stop System were created by Congress to develop a systematic approach to help all federally funded workforce programs match employer needs with the workforce by providing job seekers with universal access and individual choice, and by delivering integrated services in an accountable setting.

The partners agree that for the purposes of this MOU:

**Universal Access:** All legitimate employers and bona fide job seekers will be given both physical space and cyberspace to exchange resumes, job orders, and job applications.

**Individual Choice:** Job Seekers will have access to career, skill, employment and training information to obtain the services and skills they need to enhance their employment opportunities within the defined scope of the strategic plan.

**Integrated Services:** Each partner will participate in the One-Stop System Oversight Committee, at which partners will review their respective funding and program goals, develop coordinated activities, set up simple systems to track clients funded by more than one partner, and set up and track referrals.

**Program Quality/Accountability:** Each partner agrees to share feedback from its respective program services with the One-Stop System Oversight Committee. Feedback shall include summaries of surveys and other tools deemed necessary to measure the success of the system, summaries of program statistics, specific problems regarding individuals, and success stories that the Committee will submit to the WIB.

### **3. Geographical Area Covered by Agreement**

Pima County covers 9,184 square miles, of which the proposed service delivery area occupies 5,318. 14.9 percent of this land area is owned by the state of Arizona; the U.S. Forest Service and Bureau of Land Management owns 12.1 percent; other public lands account for 17.1 percent; and individual or corporate ownership, 13.8 percent. The eastern section of the county consists of a large metropolitan area around the City of Tucson, which includes the incorporated towns of Marana, Oro Valley, Sahuarita and the city of South Tucson. As of July 2005, the U.S. Census Bureau recorded an estimated 957,345 people living in the service delivery area; roughly 90% of them were concentrated in the Tucson metropolitan area and 55% lived within the city limits. About 60,000 people lived in rural, off-reservation communities, including Ajo, Arivaca, Three Points, Picture Rocks, Avra Valley and Catalina.

#### **Governing Law**

This Agreement shall be construed under and in accordance with Workforce Investment Act of 1998, federal laws governing partner programs, and State and local laws.

**4. Certification of Authority of partners to commit their organizations to MOU terms**

Partner warrants its power and right to enter into this MOU and to participate in the provision of services set forth in this MOU. If any court or authorized administrative agency determines that Partner does not have authority to enter into this MOU, Partner shall not be liable to other Partners or any third person by reason of such court determination or by reason of this MOU.

**5. Terms and Conditions**

The term of this MOU shall commence on July 1, 2006, shall be binding upon each party hereto upon execution by such party. This MOU may be modified, altered, or revised, as necessary, by mutual consent of all parties, by the issuance of a written amendment, signed and dated by all parties affected by such an amendment. Any Partner may initiate an amendment by submitting proposed changes in writing to the One-Stop System Oversight Committee. The partners will review this MOU once a year and suggest changes by February 28.

**6. Partner Identification**

Current One-Stop Partners have been listed below. The committee agreed unanimously that an addendum can be added at a later date if additional partners come to the One-Stop system via some form of WIA funding stream; for example more than one entity may be the recipient of Title V funds in the local area. Those partners would then assign a representative to the One-Stop Oversight Committee.

<b>Partner Name</b>	<b>Local Representative/Organization</b>
WIA Adult, WIA Youth, WIA Dislocated Worker	Pima County Community Services Employment & Training (CSET)
Job Service, Unemployment Insurance, Veteran's Programs, Trade Adjustment Assistance	Arizona Department of Economic Security Employment Administration (EA)
Title V of Older Americans Act	Arizona Department of Economic Security – Division of Aging and Adult Services (subcontractor: Pima Council on Aging)
Adult Education, Post Secondary Carl Perkins Programs	Pima Community College
Job Corps	Fred G. Acosta Job Corps
Migrant & Seasonal Farm Workers	Portable Practical Education Preparation (PPEP)
Rehabilitation Act	Arizona Department of Economic Security – Rehabilitation Services Administration (RSA)
HUD Employment & Training	City of Tucson – Family Self Sufficiency Program
Native American Programs	Tucson Indian Center

**7. One-Stop Center Operational Infrastructure**

Site Management and Supervision Parameters

Pima County Community Services shall operate the One-Stop Centers. County Human Resource, Risk Management, Procurement and Accounting policies shall be used in operating the center.

One-Stop System Oversight Team

The partners shall establish an oversight team that shall:

- Discuss general One-Stop System operating philosophy and promotion;
- Facilitate referral and tracking of referrals between partners;
- Maintain a subcommittee that develops common intake elements and definitions, and advocates for the use of common intake within respective funding streams;
- Maintain a subcommittee to help coordinate employer relations and contacts to reduce duplication; and
- Maintain a subcommittee to support long-term development of a centralized data system.

**8. One-Stop System Services**

**Employer/Business Services:**

Partners shall coordinate services for employers by participating in the Employer Relations Team. The team and the One-Stop System shall provide:

- Recruitment, orientation and referral of qualified job seekers to job vacancies;
- Labor market information;
- Connection to economic development resources;
- Rapid response and plant closure assistance;
- Resource referrals; and
- Directory of services.

**Job Seeker Services:**

The partners agree to coordinate supportive services for the individual and their families within the boundaries of their respective capacities. This will be tracked and accounted for in the case management process.

Partners provide the following WIA funded services to job seekers through the One-Stop System in Pima County. However, one or <sup>more</sup> partners may provide additional services, which may include, but are not limited to: services available to Job Seekers through the One-Stop System in Pima County include, but are not limited to:

- |   |                                     |
|---|-------------------------------------|
| • Assessments                           | • Work/Training Related Physicals   |
| • Budget assistance                     | • Housing                           |
| • Career exploration/Career information | • Internships/Work experience/OJT   |
| • Case management                       | • Job Club/Job Fair                 |
| • Clothing                              | • Job interviewing                  |
| • Coaching/Mentoring                    | • Job Leads/Job Matching            |
| • Computer Labs/Resource Materials      | • Job search assistance             |
| • Crisis Intervention/ Counseling       | • Labor market information          |
| • Customer service plans                | • Literacy training/Basic education |
| • Emergency assistance                  | • Post placement activities         |
| • Financial aid                         |                                     |

- Resume writing
- Skills training

- Stipends
- Transportation

**Supportive Services could include:**

- Childcare
- Housing
- Food

**9. Referral Processes/Methods Between Organizations**

The partners have developed a strategy by which to assist every other partnering organization in the understanding of eligibility requirements necessary to refer a potentially eligible client. Attachment A

Partners agree to adhere to a general referral process, which is as follows: Basic client information will be gathered and entered into the "One-Stop Referral System", which is an Internet-based stand-alone system. Based on eligibility criteria submitted by each partner, the One-Stop Referral System will then determine potential eligibility for a partner program and a referral will be generated.

**Co-enrollment**

Partners may co-enroll a participant whenever appropriate to broaden the service options available to that participant. For example, a participant may be eligible to receive specific services under both Title IB Adult funds and TAA. All partners agree to:

- Review and revise enrollment procedures to facilitate co-enrollment whenever possible and appropriate;
- Cross-train partner staff in enrollment procedures and requirements to facilitate co-enrollment as needed; and
- With the informed consent of the affected participant, share participant information (including eligibility and assessment information) to minimize participants' needs to have to provide similar or identical information to more than one partner.

**Release of Information Processes**

Information pertaining to the client belongs to the client and may only be released by the client.

Partners will utilize the universal release of information form in Attachment B for referrals within the One-Stop System. All participant files and related information will be processed and maintained in accordance with applicable federal, state, and local confidentiality policies. Information sharing of such specifics is allowed on a strict, professional need-to-know basis. Information exchanges will be permitted only after the organization/staff possessing the information cites the participant's authorization for the release of information, identifies the organization/staff requesting the information, determines that the organization/staff is authorized to receive the information, confirms that the organization/staff requires the information for official business purposes, and verifies that the other organization/staff will handle/maintain the information as confidential in nature.

**10. Confidentiality**

Each Partner shall maintain confidential client and applicant files and shall provide access to these files only to persons properly authorized. Each Partner shall observe and abide by all applicable State and Federal statutes and regulations regarding use or disclosure of information including, but not limited to, information concerning applicants for and recipients of contract services.

**11. Information and Cost Sharing**

Collectively, the Partners have established the "One-Stop Partner Impact Report (OS PIR)". Every quarter, each partner reports on the following items as they relate to the funding stream that makes a partner a partner: dollars received in Pima County, dollars spent in Pima County, dollars spent at the One-Stop, number of new clients served, total number of clients served, number of clients served at the One-Stop, number of clients placed into unsubsidized employment, number of clients who received a credential, and number of clients who received a GED.

The following WIA partners are physically housed at one of the two main One-Stop Centers in Pima County:

- WIA Adult
- WIA Dislocated Workers
- WIA Youth
- Job Service
- Unemployment Insurance
- Veteran's Programs
- Trade Adjustment Assistance
- Rehabilitation Services Administration
- Adult Education

The attached report highlights activity for one fiscal year for the Pima County One-Stop system as it relates to the funding stream that makes each partner a WIA partner (Attachment C).

**12. Performance Accountability**

The Partners agree to set a quarterly agenda item of the Oversight Committee to facilitate the exchange of information about performance and discuss how to assist each other in meeting their respective program and performance goals.

**13. Customer Satisfaction**

Partners will use monthly One-Stop System Oversight Committee meetings to review customer satisfaction tools employed by the One-Stop System and each partner's program. These meetings may also be used to resolve problems encountered through feedback and to prepare success stories for the WIB.

**14. Continuous Improvement**

Partners will use their monthly One-Stop System Oversight Committee meetings to review customer satisfaction, performance, and other feedback and develop plans to improve the system.

**15. Technology Infrastructure**

A subcommittee of the One-Stop Oversight committee will focus on long-term technology development and the maintenance of that technology.

The committee will review common definitions and applications, and will be an advocate to each funding streams management to consider these common definitions and applications whenever the funding stream's management considers changing or upgrading its technology.

**16. Capacity Building**

Each partner agrees to provide training to the other partners in the system. Each partner also agrees to attend training given by other organizations within the One-Stop System.

**17. Marketing, Public Outreach and Promotion**

Partners will distribute all brochures regarding their respective program services throughout all partner sites, including websites.

Partners will link all websites if applicable. Partners will coordinate the announcement of special projects or new programs with the One-Stop System Oversight Committee.

Other avenues that may be utilized for the promotion of the One-Stop System may include but are not limited to:

Employer Outreach Team/Business Services Unit  
Phone Book references in several different areas  
Partner newsletter with "hot" alerts and "save the date" references  
Staff training  
One-Stop orientation sessions  
TV/VCR/Computer display with running/looping messages

**18. Disabilities Services**

Pursuant to 29 CFR Part 37.7 through 37.10, the parties to this agreement will assure that the following is provided, to the extent possible, in the One-Stop delivery systems:

- a. One-Stop System facilities that are both programmatically and architecturally accessible;
- b. Program access for individuals with disabilities;
- c. Reasonable accommodations for individuals with disabilities.

**19. Dispute Resolution Process**

It is expected that the One-Stop partners will function by consensus. In instances where consensus cannot be reached at the lowest level and the functioning of the One-Stop system is impaired, those One-Stop partners who are parties to the dispute shall submit to the following dispute resolution (complaint) procedures:

- If the partners are unable to resolve a dispute to the satisfaction of the members who are parties to the dispute, the complaint shall be submitted in writing to the local One-Stop Oversight Committee within 15 days of the initial dispute.

- The local One-Stop Oversight Committee shall evaluate the merits of the dispute and may attempt to resolve the dispute through mediation. However, in all cases, the One-Stop Committee shall prepare a response to the complaint within 30 days.
- If any party to the dispute is not satisfied with the decision of the local One-Stop Oversight Committee, the dispute shall be referred to a three-person hearing panel, chosen by the Executive Committee of the WIB, for resolution. The panel shall be requested to make a determination within 30 days. The decision of the panel shall be final and binding on all parties to the dispute.

**20. Indemnification**

- a. Unless Partner is a political subdivision with a self insurance program acceptable to the County, Partner shall indemnify and hold harmless all Federal, State, and County agencies and their officers, boards, commissions, employees, and agents against and from any and all claims, damages, suits, and proceedings, regardless of the merits of the same, and from punitive damages, liability, costs, and expense of any type, all or any part of which arise out of or are in any way connected with or by reason of any negligent or intentional act or omission of the Partner or its subcontractors or anyone directly or indirectly employed by either the Partner or its subcontractors in carrying out any obligations arising under or in any way related to this MOU.
- b. If this is a MOU between County and the State or political subdivisions of the State, each of them shall be responsible for any and all liability for their own negligence and the negligence of their employees, agents and officers arising out of this MOU.

**21. Non-participation by a required partner**

Per section 662.310 of the Workforce Investment Act, if a required partner elects not to participate in this MOU, that partner may not be represented on the local WIB.

**22. Severability Clause**

If any provision of this MOU is held to be invalid or unenforceable, the remaining provisions shall continue to be valid and enforceable to the full extent permitted by the law.

**23. Insurance**

- a. Unless Partner is a political subdivision with a self-insurance program acceptable to the County, Partner shall obtain and maintain at its own expense, during the entire term of this MOU, the following type(s) and amounts of insurance:
  - i) Commercial General Liability in the amount of \$1,000,000 combined, single limit Bodily Injury and Property Damage. The policy shall be endorsed to include Pima County as an additional insured for claims related to Contractor's work.
  - ii) Comprehensive Automobile Liability - \$1,000,000 Combined single limit, or \$1,000,000 bodily injury and \$1,000,000 property damage.
  - iii) If this agreement involves professional services, professional liability insurance in the amount of \$1,000,000.00.

iv) Workers' compensation and employers' liability insurance, if required by law.

b. Prior to performing any Work or receiving any payment pursuant to this MOU, Pima County Community Services Department must have current Certificates of Insurance. All Certificates of Insurance must provide for a guaranteed thirty days written notice of cancellation, non-renewal or material change.

**24. Assurances and Non-Discrimination Clause**

Partner will not discriminate against any One-Stop System employee, client or any other individual in any way because of race, age, creed, color, religion, sex, disability or national origin in the course of carrying out Partner's duties pursuant to this MOU. Partner agrees to comply with all applicable provisions of federal and state laws, as currently amended, and any regulations adopted pursuant to such laws concerning nondiscrimination: including, but not limited to:

- a. Title VI of the Civil Rights Act of 1964, (P.L. 88-352, 42 U.S.C. § 1971), as amended, which prohibits the denial of benefits of or participation in federally assisted programs on the basis of race, color, or national origin;
- b. Title IX of the Education Amendments of 1972, (20 U.S.C. §§1681-1683, and 1685-1686), as amended, which prohibits discrimination on the basis of sex;
- c. Section 504 of the Rehabilitation Act of 1973, (29 U.S.C. § 794), as amended, which prohibits discrimination in the employment or advancement in employment of qualified persons because of physical or mental disability;
- d. Age Discrimination Act of 1975, (42 U.S.C. §§ 6101-6107), as amended, which prohibits discrimination on the basis of age;
- e. The Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse;
- f. The Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism;
- g. §§ 523 and 527 of the Public Health Service Act of 1912, (42 U.S.C. §§290 dd-3 and 290 ee3), as amended, relating to confidentiality of alcohol and drug abuse patient records;
- h. Title VIII of the Civil Rights Act of 1968, (42 U.S.C. §§3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing;
- i. Any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made;
- j. The requirements of any other nondiscrimination statute(s) which may apply to the application;
- k. Title VII of the Civil Rights Act of 1964, as amended, which prohibits employment discrimination on the basis of race, color, or national origin;
- l. Fair Labor Standards Act of 1938, (29 U.S.C. § 201, et seq.), as amended, which prohibits wage discrimination on the basis of sex;
- m. The Arizona Civil Rights Act, 41 A.R.S. §41-1401, et seq., as amended;
- n. The Americans with Disabilities Act of 1990, as amended, which prohibits discrimination against qualified individuals who have a physical or mental disability and requires reasonable accommodation to be made for such individuals;

Arizona Executive Order 75-5, as amended by Executive Order 99-4, which mandates that all persons, regardless of race, color, religion, sex, age, national origin

or political affiliation, shall have equal access to employment opportunities, which is incorporated into this Contract as if printed out in its entirety.

**25. Whole Document**

There are no other agreements or understandings, written or oral, between the undersigned other than as set forth herein. This MOU shall not be modified or amended except by a written document executed by both parties to this MOU pursuant to the terms for amending the document set forth herein above.

**26. Signatures**

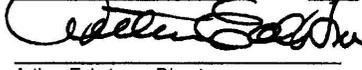
In WITNESS THEREOF, the parties to this MOU execute this agreement:

*(Signatures, agencies and the title of the authorized representative follow this page.)*

**One-Stop System Partner:**

**Authorized Signature:**      **Date:**

WIA Adult, WIA Dislocated  
Workers, WIA Youth

 9, 26, 06

Arthur Eckstrom, Director  
Pima County Community Services Employment & Training Department

Job Service, Unemployment  
Insurance, Veteran's Programs,  
Trade Adjustment Assistance,  
JOBS

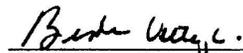
 9, 20, 06

Peggy Feenan, District II Program Manager  
AZ DES ESA

Senior Community Service  
Employment Program (SCSEP/  
Title V of Older Americans Act)

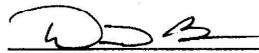
 10, 19, 06  
for Katheline Babonis, Procurement Officer  
AZ DES

Rehabilitation Act

 09, 20, 06

Bertha Villegas-Kinney, Program Manager  
Vocational Rehabilitation  
DES

Adult Education, Post  
Secondary Education Carl  
Perkins Act

 9, 14, 06

Dr. David Bea, Vice-Chancellor  
Pima Community College

Job Corps

 9, 07, 06

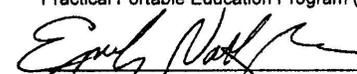
Joe Altamirano, Director  
Fred G. Acosta Job Corps

Migrant & Seasonal Farm Workers

 9, 06, 06

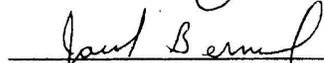
Dannie Dyas, Regional Director  
Practical Portable Education Program (PPEP)

HUD Employment & Training

 9, 10, 06

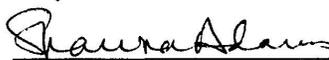
Dr. Emily Nottingham, Director  
City of Tucson Community Services

Native American Programs

 9, 12, 06

Jacob Bernal, Executive Director  
Tucson Indian Center

Workforce Investment  
Board

 1, 15, 07

Shawna Adams, Chair  
Pima County Workforce Investment Board

# Appendix H – Performance Measures and Levels for PY 2008

<b>PIMA PERFORMANCE MEASURES</b>	<b>PY07</b>	<b>PY08</b>
Adult Entered Employment Rate	77.00%	78.50%
Dislocated Worker Entered Employment Rate	86.20%	86.40%
Older Youth Entered Employment Rate	72.60%	73.00%
Adult Retention Rate	84.00%	84.50%
Dislocated Worker Retention Rate	89.00%	89.00%
Older Youth Retention Rate	81.90%	82.00%
Younger Youth Retention Rate	60.00%	61.00%
Adult Earnings (change thru 2005)	\$11,100	\$11,200
Dislocated Earnings (change thru 2005)	\$14,500	\$15,000
Older Youth Earnings (change thru 2005)	\$3,800	\$3,900
Adult Credential Rate	61.00%	61.50%
Dislocated Worker Credential Rate	62.50%	63.50%
Older Youth Credential Rate	40.00%	41.00%
Younger Youth Credential Rate	56.00%	57.00%
Younger Youth Skill Attainment	83.00%	83.00%

# Appendix I – Assurances

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

1. That it will establish, in accordance with Section 184 of the Workforce Investment Act (WIA), fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for funds paid to the local area through the allotments made under Sections 128 and 133.
2. That veterans will be afforded employment and training activities authorized in Section 134 of the Workforce Investment Act, to the extent practicable. (112(b)(17)(B).
3. That it will comply with the confidentiality requirements of Section 136(f)(3).
4. That no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing (Section 181(b)(7)).
5. That it will comply with the nondiscrimination provisions of Section 188, including compliance with the State Methods of Administration (Section 188.)
6. That it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of Section 188 (Section 185.)
7. That it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at Section 189(c) of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will specify the required terms and conditions and assurances and certification, including, but not limited to, the following:
  - a) General Administrative Requirements:
    - 29 CFR part 97 – Uniform Administrative Requirements for State and Local Governments (as amended by the Act)
    - 29 CFR part 96 (as amended by OMB Circular A-133) – Single Audit Act
    - OMB Circular A-87 – Cost Principles (as amended by the Act)
  - b) Assurances and Certifications:
    - SF 424 B – Assurances for Non-construction Programs
    - 29 CFR part 31, 32 – Nondiscrimination and Equal Opportunity Assurance (and regulation)
    - CFR part 93 – Certification Regarding Lobbying (and regulation)
    - 29 CFR part 98 – Drug Free Workplace and Debarment and Suspension Certifications (and regulations)
  - c) Special Clauses/Provisions:
    - Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.
8. That veterans’ services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
9. That it developed, and will continue to develop, this Plan in consultation with local elected officials, the local workforce board, the business community, labor organizations and other partners.
10. That it will meet the regulatory requirements to procure youth services by a competitive process as outlined in the WIA regulations and State Youth Procurement Guidelines.
11. That the LWIB will meet a minimum of four times per year, or once each quarter.
12. That all LWIB business will be conducted in accordance with the Arizona Open Meeting Law.
13. That it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

- Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I financially assisted program or activity;
  - Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color, and national origin;
  - Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
  - The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
  - Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs. The grant recipient also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant recipient's operation of the WIA Title I-financially assisted program or activity, and to all agreements the grant recipient makes to carry out the WIA Title I – financially assisted program or activity. The grant recipient understands that the United States has the right to seek judicial enforcement of this assurance.
14. That program services will be provided and funds will be spent in accordance with the Workforce Investment Act and Wagner-Peyser Act legislation, regulations, written Department of Labor and State of Arizona guidance, and all other applicable Federal and State laws. Local plan contents cannot override the legislative and regulatory requirements of the Workforce Investment Act and/or the Wagner-Peyser Act.

**Appendix J – Local Plan Signature Page  
Program Year 2008 through Program Year 2009  
WIA Title IB**

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

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**Local Workforce Investment Area (LWIA)**

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

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**Signature – Local Elected Official**

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**Date**

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**Name and Title**

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**Signature – LWIB Chair**

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**Date**

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**Name and Title**

**Approved on behalf of the State of Arizona:**

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**Signature – Chairman  
Governor’s Council on Workforce Policy**

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**Date**