Workforce Innovation and Opportunity Act

Pima County Workforce Development Plan 2016-2020

“Plan Modifications” 12.15.18
“Plan Modifications” Revisions 02.07.19
“Plan Modifications” Revisions 05.16.19
“Plan Modifications” Revisions 10.03.19
Pima County Workforce Development Plan 2016-2020

“Plan Modifications” 12.15.18

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Executive Summary

As a component of Pima County’s ongoing efforts to promote economic development, job growth, higher wages, and increased wealth within our region, the Pima County Community Services, Employment and Training Department (CSET) has reviewed the Pima County Workforce Development Plan 2016-2020 (Plan) with the Pima County Workforce Investment Board (WIB) and the Local Chief Elected Official (LCEO). The Plan has been modified as required under the Workforce Innovation and Opportunity Act (WIOA) Section 108.

These “Plan Modifications” are a midterm update of the previous Plan approved by the Pima County Board of Supervisors on 11/22/16.

Pima County, the Pima County Workforce Investment Board (WIB), the ARIZONA@WORK Pima County One-Stop Partners and Service Providers that make up the Pima County One-Stop System, consider all of the County’s employers and residents to be its market along with all of the organizations that collaborate to connect people to jobs, educate and train people, and develop economic incentives for industry growth, current or potential Partners.

The ARIZONA@WORK System, a proud partner of the American Job Center network, provides services to this market that connects employers and job seekers by identifying skills gaps that industry and employers encounter and provides job seekers with the soft skills, basic skills, and technical skills that employers need.

This System is marketed to companies and industry sectors that offer occupations with career ladders, and to job seekers for whom the normal employer-job seeker marketplace may not work. In Pima County, investment in this System is through local, state, and federal dollars and supports the past Pima County Economic Development Plan, 2015 through 2017 and current Pima County Economic Development Plan, updated through 2018.

The required ARIZONA@WORK Partners are entities designated by Section 121 (b)(1)(B) of the Workforce Innovation and Opportunity Act (WIOA) of 2014 and 34 CFR Section 463.400. Additional Partners to this Agreement may be so designated by the WIB under Section 121 (b)(2).

<table>
<thead>
<tr>
<th>Entity Responsible for Partner Program</th>
<th>Partner Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pima County Community Services,</td>
<td>WIOA Title I-B</td>
</tr>
<tr>
<td>Employment and Training (CSET)</td>
<td>Adults, Dislocated Workers</td>
</tr>
<tr>
<td></td>
<td>and Youth Programs</td>
</tr>
<tr>
<td></td>
<td>Senior Community Service Employment</td>
</tr>
<tr>
<td></td>
<td>Activities authorized under Title V of the</td>
</tr>
<tr>
<td></td>
<td>Older Americans Act of 1965</td>
</tr>
<tr>
<td>Pima County Community College District,</td>
<td>Employment and Training Activities carried out</td>
</tr>
<tr>
<td>Pima Community College (PCC)</td>
<td>by the U.S. Department of Housing and</td>
</tr>
<tr>
<td></td>
<td>Urban Development (HUD)</td>
</tr>
<tr>
<td></td>
<td>WIOA Title II Adult Education and Literacy</td>
</tr>
<tr>
<td></td>
<td>Activities</td>
</tr>
</tbody>
</table>

06/25/2019 3:00 p.m.; 10/03/2019
<table>
<thead>
<tr>
<th>Career and Technical Education Programs at the Postsecondary Level authorized under the Carl D. Perkins Career and Technical Education Act of 2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arizona Superior Court in Pima County, Adult Probation Department, Literacy Education and Resource Network (LEARN) Program</td>
</tr>
<tr>
<td>WIOA Title II Adult Education and Literacy Activities</td>
</tr>
<tr>
<td>Arizona Department of Economic Security (D.E.S.), Division of Employment Administration</td>
</tr>
<tr>
<td>WIOA Title III Employment Service Programs under the Wagner-Peyser Act</td>
</tr>
<tr>
<td>Programs authorized under State Unemployment Insurance Compensation Laws</td>
</tr>
<tr>
<td>Trade Adjustment Assistance of Title III of the Trade Act of 1974</td>
</tr>
<tr>
<td>Veterans Employment Representative and Disabled Veterans Outreach Activities authorized under Chapter 41 of Title 38, United States Code</td>
</tr>
<tr>
<td>Supplemental Nutrition Assistance Program (SNAP), authorized under Part A of Title IV of the Social Security Act</td>
</tr>
<tr>
<td>Arizona D.E.S., Division of Rehabilitation Services Administration (RSA)</td>
</tr>
<tr>
<td>WIOA Title IV Vocational Rehabilitation Services Programs authorized under Title I of the Rehabilitation Act of 1973</td>
</tr>
<tr>
<td>Portable, Practical Educational Preparation, Inc. (PPEP, Inc.)</td>
</tr>
<tr>
<td>WIOA Title ID, Section 167 Migrant and Seasonal Farm Worker Programs and Section 171 YouthBuild Programs</td>
</tr>
<tr>
<td>Human Learning Systems, Inc./Fred G. Acosta Job Corps Center</td>
</tr>
<tr>
<td>WIOA Title IC Job Corps Programs</td>
</tr>
<tr>
<td>Tucson Indian Center (TIC)</td>
</tr>
<tr>
<td>WIOA Title ID, Section 166, Native American Programs</td>
</tr>
<tr>
<td>ResCare Workforce Services-Arizona, Inc.</td>
</tr>
<tr>
<td>Temporary Assistance for Needy Families (TANF) Program, authorized under Part A of Title IV of the Social Security Act</td>
</tr>
<tr>
<td>Responsible Entity (“Partner”)</td>
</tr>
<tr>
<td>Additional Partner Program</td>
</tr>
<tr>
<td>City of Tucson Housing and Community Development Department</td>
</tr>
<tr>
<td>U.S. Department of Housing and Urban Development (HUD) 24 CFR Part 570 Community Development Block Grant (CDBG) Program authorized under Title I of the Housing and Community Development Act of 1974</td>
</tr>
</tbody>
</table>
The ARIZONA@WORK System’s efforts to connect local strategies to the State Plan include the WIB, WIB Executive Committee, WIB Planning Committee, WIB Performance and Accountability Committee, the One-Stop Business Services Team, and two Pima County staff work groups who have been developing strategies and related action steps in the areas of communication, data, career pathways, sector strategies, and common processes for all of the One-Stop Partners.

The WIB, WIB Committees, the Business Services Team, and the work groups identify ways to strengthen collaboration and more effective ways to communicate amongst all One-Stop Partners and Service Providers, employers, and job seekers.

The local strategies also include seeking more streamlined, common processes within the local ARIZONA@WORK System and methods for gathering information more efficiently across the various data systems used throughout the State’s workforce development system.

The Business Services Team conducts on-going meetings with employers to maintain and establish the business partnerships needed and to help determine what jobs are in-demand in Pima County and that will lead to a job-driven workforce development system:

- The types of training and credentials that individuals need to be qualified for these positions;
- Development and implementation of career pathways;
- Identification of sector strategies; and
- Monthly Job Developers’ (JDS) meetings that provide the JDS and Workforce Development Specialists (WDS) with face-to-face meeting opportunities with employers so the JDS and WDS may learn what the employers’ workforce needs are in order to better assist the ARIZONA@WORK Pima County One-Stop clients. The 09/18/18 meeting featured “Best Practices for Working with People with Barriers.”

As these partnerships are developed and strengthened, they lead to enhanced services to job seekers. As employers become more familiar with the ARIZONA@WORK services, their interest in providing opportunities for job seekers expands into participation in work-based training such as On-the-Job Training (OJT) and customized training.

The ARIZONA@WORK System has created sector strategies identifying industries most critical to economic growth. It is a priority being addressed by the WIB because of the need to better align workforce, education, and economic development with industry needs.

The Rapid Response activities provide services to employers and includes strategies for incumbent worker training focusing on layoff aversion.

The Arizona Department of Economic Security (D.E.S.) maintains the State Eligible Training Provider List (ETPL), which contains approved Eligible Training Providers who offer training services to meet the skill development needs of Adult and Dislocated Worker Program participants, including those who are disabled and/or require literacy assistance. The Pima
County training programs approved for the Pima County ETPL are for in-demand occupations in the local area. The training programs are monitored by the WIB Performance Committee and the WIB Planning Committee to determine the occupations that are offered to Pima County One-Stop clients. Pima County uses criteria that includes the demand for occupations in Pima County, alignment with the WIB’s sector strategies, the WIB Pima County Career Pathways Guidelines, and this Pima County Workforce Development Plan.

The Arizona Office of Registered Apprenticeship transferred from the Arizona Commerce Authority (ACA) to D.E.S. in 2011 and the ACA Arizona Workforce Team relocated to the Arizona Office of Economic Opportunity (OEO) in 2016.

The Arizona Office of Registered Apprenticeship works closely with workforce partners in local areas to develop strategies for engaging the business community and increasing the visibility of the Arizona Registered Apprenticeship Program.

The WIB currently has three members who represent the following Workforce Category and Subcategories:

1. Tucson Electrical Joint Apprentice and Training Center;
2. Pima Area Labor Federation, AFL-CIO; and
3. Southwest Regional Council of Carpenters, Local Union 1912.

The OEO supports the WIB by providing reports, analyses, and technical assistance. The OEO webpages https://population.az.gov/ and https://laborstats.az.gov/ are available to all stakeholders and the general public. The OEO has been an integral partner during the WIOA implementation and has worked ongoing with the WIB to help identify needs for data and technical assistance. The OEO is also an important partner for the implementation of strategies requiring labor market information.

The ARIZONA@WORK System has service and referral agreements between the local adult education provider – Pima County Community College District - and the local ARIZONA@WORK Job Centers. Many of the strategies and initiatives outlined in this Plan are designed to increase and strengthen the collaboration between adult education and workforce partners to develop and implement consistent and standardized processes for communication, intake, orientation, assessment, referral and data sharing to better serve Pima County clients.

3. Analysis

Physically about the size of Massachusetts and home to a million people, Pima County is the largest county in southern Arizona. It is predominantly rural with the major population center in Tucson, the county seat. Pima County has the second largest population in Arizona after Maricopa County, and will continue to be a major economy in the state. The military has a large presence in Pima County, and there are many veterans and transitioning military personnel with excellent skill sets living here, and who help anchor one of the most important industry sectors - Aerospace and Defense (A&D).
The Pima County Workforce Investment Board (WIB) has defined six industry sectors that include:

1) Aerospace & Defense  
2) Emerging Technologies  
3) Health and Bioscience  
4) Infrastructure  
5) Logistics; and  
6) Natural and Renewable Resources.

The following sections of this Plan provide additional detail and data about Pima County’s growing, dynamic economy. Because of the growth and seasonal changes, data describing Pima County is constantly changing. Much of the data reported here is from the OEO.

The University of Arizona Eller College of Management developed the Making Action Possible (MAP) Dashboard which is a project created to measurably improve Southern Arizona through data driven collective civic action and education. This website provides users with indicators on our region’s progress, as well as access to the latest information and research. MAP fills a gap by providing a common collection of information upon which to evaluate our community and collaborate to address our shared issues. Visit the MAP Dashboard for an excellent resource of data at https://ebr.eller.arizona.edu/research-publications/making-action-possible-dashboard.

Government and private sector leaders across Pima County agree that a quality workforce sufficient to meet economic demand is critical to our being competitive in the current global, knowledge and technology-based economy. While focused on workforce, this Pima County Workforce Development Plan is consistent with and supports the Pima County Economic Development Plan, and the State Workforce Development Plan.

3. Analysis

a. Analysis of regional economic conditions.

i. Counties covered; brief description of the characteristics of the local area and list of service access sites.

The Arizona Office of Economic Opportunity (OEO) produces demographic, labor force, regulatory, workforce, and economic information for Arizona and sub-state areas. OEO created the following summary of economic highlights for Pima County.

This section summarizes labor market and workforce trends occurring within the Pima County economy to help address and manage future workforce challenges.

- Pima County experienced a population growth of 42,509 individuals from 2010-2017 making it the 3rd largest population growth of all Arizona counties.

- Through 2021, it is projected that 3/4ths of the county’s population growth will be...
created from net migration (number of individuals moving to the county will exceed the number leaving the county).

- Pima County is a slightly older and poorer county with a higher median age, a lower median household income, and a higher rate of poverty when compared to Arizona and the United States.

- Pima County’s population has a higher proportion of individuals with an Associate’s degree or higher when compared to Arizona and the United States.

- Unemployment rates for Pima County workers are higher than the state rate for all education levels except those with a high school diploma. The unemployment rate for those with high school diplomas is 1.2 percentage points lower than the unemployment rate for those with a high school diploma across the state (Pima: 5.4%, Arizona: 6.6%, United States: 5.7%).

- Pima County has a higher rate of SNAP and Medicaid/AHCCCS users than either Arizona or the United States, but is close to the state average rate in use of TANF and SSI.

- Pima County has similar health coverage patterns to the state level; though there is a higher proportion of individuals receiving public coverage and a lower percentage of uninsured individuals.

- Pima County recorded declines in unemployment since 2010, with consistently higher levels of unemployment than the state.

- In September 2018, Pima County saw the largest over-the-year job growth in Education and Health Services (11.1%, 1,200 jobs); Professional and Business Services (3.7%, 2,200 jobs); and Construction (11.1%, 1,200 jobs).

Pima County has a population of 980,263 living in an area that is a little larger than the state of Massachusetts (9,240 square miles).

Most of the population lives in the Metropolitan Tucson area, which includes:

- Marana: 34,961
- Oro Valley: 41,011
- South Tucson: 5,652
- Tucson: 520,116
Populations close to the Metropolitan area include:

- Avra Valley: 6,050
- Catalina: 7,569
- Green Valley: 21,391
- Sahuarita: 25,259
- Vail: 10,208

Populations in distant or rural communities include:

- Ajo: 3,304
- Amado: 295
- Arivaca: 695
- Avra Valley: 6,050
- Picture Rocks: 9,563
- Sells: 2,495
- Three Points: 5,581


**August 2018 Unemployment Rate Comparisons**

**Historical Rates**

![Unemployment Rate Graph](image)

Source: OEO in cooperation with the US Department of Labor, Bureau of Labor Statistics using Local Area Unemployment Statistics (LAUS).
In general, Pima County’s unemployment rate has trended below Arizona’s rate.

Pima County’s Economic Development Plan, updated in 2014 and 2018, discusses several employment centers in the urban area. Central Tucson houses government, the University of Arizona, part of Pima Community College, and features a revitalized downtown with start-up business activity.

The Sonoran Corridor and Aerospace Parkway broke ground in December 2015 and is anchored by Davis-Monthan Air Force Base, the Tucson International Airport, Raytheon, the Pima Community College Aviation Center, and World View Enterprises, Inc. A professional analysis estimates World View’s economic impact in the region at $3.5 billion over the next 20 years.

The Tucson Tech Corridor, near Vail in Southeast Tucson, is anchored by the Port of Tucson and the University of Arizona, Tech Parks Arizona which features a range of innovation, from corporate incubation to IBM.

The I-10 corridor through Marana and Oro Valley includes companies such as Sargent Aerospace and Defense and Ventana Medical Systems.

Job Locations (Goods Producing) Pima County 2014

Source: Produced by the Arizona Office of Employment and Population Statistics using On The Map, in cooperation with the U.S. Census Bureau
Pima County is large enough to have a rich variety of industries, from goods-producing to service. Construction is recovering toward to pre-recession levels, and like most areas of the country, manufacturing has been strengthened. Health services continue to be strong, and Pima County continues to be a resort destination. Visitors spend $2.4 billion annually in Pima County, including $74 million in local taxes. Their expenditures on lodging, food and beverages, entertainment, retail, local transportation and gasoline help to employ 25,500 people in Pima County.


Perhaps the most difficult challenge for the WIB is service to rural residents. While most of Pima County’s residents live in the 500 square mile urban area surrounding Tucson, some live in the other 8,700 square miles. The WIB reached back to the area’s frontier roots and created “circuit-rider” staff that moves through the small communities on a regular schedule. Another method has been a partnership with the Pima County Public Library system.
ARIZONA@WORK Pima County One-Stop workforce system access points:

(2) Comprehensive ARIZONA@WORK Pima County One-Stop Career Center locations with co-located Partners’ staff:

**Kino Service Center**
2797 E. Ajo Way
Tucson, AZ  85713
520-724-7700

**Rio Nuevo Service Center**
City of Tucson Community Resource Center
Tortolita Building
340 N. Commerce Park Loop
Tucson, AZ  85745
520-724-7600
(2) Specialized ARIZONA@WORK Pima County One-Stop Career Center locations:

**Kino Veterans’ Workforce Center** *(located next to the Kino Service Center)*
2801 E. Ajo Way
Tucson, AZ  85713
520-724-2646

**Youth Employment Center** *(located next to the Rio Nuevo Service Center)*
City of Tucson Community Resource Center
Sentinel Building, 2nd Floor
320 N. Commerce Park Loop
Tucson, AZ  85745
520-724-9649

(10) Affiliate ARIZONA@WORK Pima County One-Stop Career Center locations:

**Pima Community College (PCC) Learning Centers:**

**29th Street Coalition Center**
4355 E. Calle Aurora
Tucson, AZ  85711
520-206-3550

**El Pueblo Liberty Learning Center**
101 W. Irvington Road, Building 7
Tucson, AZ  85714
520-206-3737

**El Rio Learning Center**
1390 W. Speedway Boulevard
Tucson, AZ  85745
520-206-3800
Arizona Department of Economic Security (D.E.S.)
Employment Administration, Employment Service Local Offices:

Arizona D.E.S. Tucson North Office
316 W. Fort Lowell Road
Tucson, AZ 85705
520-638-2230

Arizona D.E.S. Tucson South Office
195 W. Irvington Road
Tucson, AZ 85714
520-638-2350

Arizona D.E.S. Tucson East Office
1455 S. Alvernon Way, #201
Tucson, AZ 85711
520-872-9095

Arizona Department of Economic Security (D.E.S.)
Vocational Rehabilitation Services (VRS)
Region II Vocational Rehabilitation Local Locations:

Rehabilitation Services Administration (RSA)/Vocational Rehabilitation (VR)
Transition School to Work (TSW) Office
1455 S. Alvernon Way, #201
Tucson, AZ 85711
520-872-9095

RSA/VR 22nd Office
5441 East 22nd Street, Suite 101
Tucson, AZ 85711
520.638.2701
TTY: 520.790.5674
TTY Server: 1.855.475.8194

Irvington Office
195 West Irvington Road
Tucson, AZ 85714
520.638.2390
TTY Server: 1.855.475.8194

Alvernon Office
1455 South Alvernon Way, #201
Tucson, AZ 85711
520.872.9095
TTY Server: 1.855.475.8194
Additional Workforce System Access Point Locations:

(2) Core Program Partners

Arizona Superior Court of Pima County, Pima County Adult Probation, Literacy Education and Resource Network (LEARN) Centers:

South LEARN Center
2695 East Ajo Way
Tucson, AZ  85713
520-724-5434

East LEARN Center
8180 East Broadway Boulevard
Tucson, AZ  85710
520-724-5434

West LEARN Center
3781 North Highway Drive, #109
Tucson, AZ  85705
520-724-5434

Arizona Department of Economic Security (D.E.S.) Vocational Rehabilitation Services (VRS):

Blind, Visually Impaired, and Deaf (SBVID) Office
100 North Stone Avenue, #500B
Tucson, AZ  85701
520-629-0225
TTY Server:  1-855-475-8194

Mona Lisa Office
7225 North Mona Lisa, #202
Tucson, AZ  85741
520-544-8618
TTY Server:  1-855-475-8194

Wilmot Office
899 North Wilmot Road, #C7
Tucson, AZ  85711
520.790.0107
TTY Server:  1.855.475.8194

(4) Required Other Partners:

- Fred G. Acosta Job Corps Center
(5) Local Service Providers:

- Community Outreach Program for the Deaf (COPD)
- Dorothy Kret Advocates, Inc. (DKA, Inc.)
- Goodwill Industries of Southern Arizona, Inc.
- The Tucson Urban League, Inc. (TUL)
- Tucson Youth Development, Inc. (TYD)

(21) Pima County Public Library Branches

(3) Pima County Organizations:

- 6 Pima Community College campuses (5 campuses as of 07/01/19)
- Pima County Las Artes, Arts and Education Center
- Pima County Sullivan Jackson Employment Center

3. Analysis

a. Analysis of regional economic conditions

ii. Existing and emerging in-demand industry sectors and occupations.

The WIB’s Planning Committee periodically reviews local data and economic development reports to determine which industries are critical to the growth of the local economy. It takes into consideration sectors emphasized by the Pima County Economic Development Plan, Update 2015-2018, Sun Corridor Inc., and the Arizona Commerce Authority.
A complete list of the following 2017-2019 Pima County Industry Employment Projections may be found at Laborstats.az.gov:

<table>
<thead>
<tr>
<th>Industry Title</th>
<th>2017</th>
<th>2019</th>
<th>Numeric Change</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total All Industries</td>
<td>392,316</td>
<td>405,671</td>
<td>13,355</td>
<td>3.4%</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>62,130</td>
<td>64,883</td>
<td>2,753</td>
<td>4.4%</td>
</tr>
<tr>
<td>Admin. &amp; Support &amp; Waste Management &amp; Remediation</td>
<td>30,385</td>
<td>32,123</td>
<td>1,738</td>
<td>5.7%</td>
</tr>
<tr>
<td>Administrative and Support Services</td>
<td>29,699</td>
<td>31,430</td>
<td>1,731</td>
<td>5.8%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>23,884</td>
<td>25,347</td>
<td>1,463</td>
<td>6.1%</td>
</tr>
<tr>
<td>Ambulatory Health Care Services</td>
<td>21,653</td>
<td>22,990</td>
<td>1,337</td>
<td>6.2%</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>39,625</td>
<td>40,826</td>
<td>1,201</td>
<td>3.0%</td>
</tr>
<tr>
<td>Construction</td>
<td>15,819</td>
<td>17,019</td>
<td>1,200</td>
<td>7.6%</td>
</tr>
<tr>
<td>Food Services and Drinking Places</td>
<td>31,858</td>
<td>32,960</td>
<td>1,102</td>
<td>3.5%</td>
</tr>
<tr>
<td>Specialty Trade Contractors</td>
<td>11,665</td>
<td>12,628</td>
<td>963</td>
<td>8.3%</td>
</tr>
<tr>
<td>Professional, Scientific, and Technical Services</td>
<td>19,140</td>
<td>20,088</td>
<td>948</td>
<td>5.0%</td>
</tr>
<tr>
<td>Hospitals</td>
<td>18,999</td>
<td>19,618</td>
<td>619</td>
<td>3.3%</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>42,115</td>
<td>42,704</td>
<td>589</td>
<td>1.4%</td>
</tr>
<tr>
<td>Social Assistance</td>
<td>11,033</td>
<td>11,610</td>
<td>577</td>
<td>5.2%</td>
</tr>
<tr>
<td>Transportation and Warehousing</td>
<td>8,417</td>
<td>8,989</td>
<td>572</td>
<td>6.8%</td>
</tr>
<tr>
<td>Arts, Entertainment, and Recreation Industries</td>
<td>8,514</td>
<td>8,978</td>
<td>464</td>
<td>5.4%</td>
</tr>
<tr>
<td>Amusement, Gambling, and Recreation Industries</td>
<td>7,137</td>
<td>7,538</td>
<td>401</td>
<td>5.6%</td>
</tr>
<tr>
<td>Finance and Insurance</td>
<td>11,207</td>
<td>11,550</td>
<td>343</td>
<td>3.1%</td>
</tr>
<tr>
<td>Information</td>
<td>5,374</td>
<td>5,679</td>
<td>305</td>
<td>5.7%</td>
</tr>
<tr>
<td>Truck Transportation</td>
<td>2,068</td>
<td>2,338</td>
<td>270</td>
<td>13.1%</td>
</tr>
<tr>
<td>Insurance Carriers and Related Activities</td>
<td>4,477</td>
<td>4,746</td>
<td>269</td>
<td>6.0%</td>
</tr>
<tr>
<td>Government</td>
<td>27,942</td>
<td>28,209</td>
<td>267</td>
<td>1.0%</td>
</tr>
<tr>
<td>Other Services (Except Government)</td>
<td>14,657</td>
<td>14,909</td>
<td>252</td>
<td>1.7%</td>
</tr>
<tr>
<td>Nursing and Residential Care Facilities</td>
<td>10,445</td>
<td>10,665</td>
<td>220</td>
<td>2.1%</td>
</tr>
<tr>
<td>Local Government, Excluding Education and Hospitals</td>
<td>14,538</td>
<td>14,757</td>
<td>219</td>
<td>1.5%</td>
</tr>
<tr>
<td>Construction of Buildings</td>
<td>2,574</td>
<td>2,769</td>
<td>195</td>
<td>7.6%</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>8,055</td>
<td>8,246</td>
<td>191</td>
<td>2.4%</td>
</tr>
<tr>
<td>Food and Beverage Stores</td>
<td>9,458</td>
<td>9,638</td>
<td>180</td>
<td>1.9%</td>
</tr>
<tr>
<td>Educational Services</td>
<td>37,768</td>
<td>37,933</td>
<td>165</td>
<td>0.4%</td>
</tr>
<tr>
<td>Educational Services</td>
<td>37,768</td>
<td>37,933</td>
<td>165</td>
<td>0.4%</td>
</tr>
<tr>
<td>Repair and Maintenance</td>
<td>4,001</td>
<td>4,164</td>
<td>163</td>
<td>4.1%</td>
</tr>
<tr>
<td>Building Material and Garden Equipment and Supplies Dealers</td>
<td>2,823</td>
<td>2,982</td>
<td>159</td>
<td>5.6%</td>
</tr>
<tr>
<td>Motor Vehicle and Parts Dealers</td>
<td>5,792</td>
<td>5,949</td>
<td>157</td>
<td>2.7%</td>
</tr>
</tbody>
</table>

Source: Arizona Office of Economic Opportunity 2017-2019 Industry Projections

The Arizona Commerce Authority (ACA) has developed a “Sector Strategy” approach for the statewide workforce development system. In Pima County, a number of sector initiatives have developed out of a synergistic approach that incorporates integrated cross-program strategies that meet the needs of specific populations and sub-populations as well as the workforce needs of employers in a sector at the regional level. A great example is the Southern Arizona Logistics Education Organization (SALEO).
At the local level, the ARIZONA@WORK System has helped industry and education rejuvenate the machinist/manufacturing pipeline. For more detail on Pima County sector strategies, see Plan Section 7.

**Aerospace and Defense (also a state sector)**
The nation’s fifth largest aerospace-defense industry sector accounts for 50,000 jobs in southern Arizona, many of which are in Pima County. This includes a concentration of the highest paid jobs, with military bases, defense contractors, and supporting manufacturers anchored by Davis-Monthan Air Force Base and major companies such as Raytheon, Bombardier, and Sargent Aerospace & Defense, and the private American near-space exploration and technology company World View Enterprises, Inc.

**Emerging Technologies**
This sector encompasses entrepreneurship research and development, innovation, technology transfer and commercialization. These activities create primary jobs and drive competitiveness.
The area has had a number of locally grown companies, including Tucson-based Burr-Brown Corporation that was sold in June 2000 to technology giant Texas Instruments Corporation, and Ventana Medical Systems, Inc., a member of the Roche Group, innovates and manufactures instruments and reagents that automate tissue processing and slide staining for cancer diagnostics.

Pima County has 1,200 high tech companies, ranging from established Fortune 500 companies to small start-ups, some of them resulting from technology transfer activities from the University of Arizona (UA) Tech Launch Arizona.

The UA Tech Parks Arizona creates the place, environment and interactive ground that generates, attracts, and retains technology companies and talent in alignment with the research, mission, and goals of the UA. Tech Parks Arizona directs the UA Tech Park at Rita Road, UA Tech Park at The Bridges, and the Arizona Center for Innovation.

The UA Tech Park at Rita Road is one of the nation’s premier research parks. It is a dynamic, interactive community where innovators and business leaders meet and where emerging companies and technology giants work side by side. It is located in one of Arizona’s fast-growing suburban settings on Tucson’s southeast side and has 2 million square feet of space for high-tech offices, R&D, and laboratory facilities.

The UA Tech Park at The Bridges, an urban research park, is Arizona’s newest offering and it is development-ready. The site will soon be home to a dynamic community of technology companies, along with a science-and-technology high school, recreational facilities, and high-quality and residential development. Together they will create a live-work-play-learn environment that is one of the region’s most innovative and exciting developments.

**Logistics**

The region’s strategic location along the U.S.-Mexico border and key trade routes accounts for the prominence of transportation and logistics, with career opportunities in purchasing, expediting, distribution, fleet management, import/export, inventory management, supply-chain management and warehousing. The major crossroads aspect of Pima County, located along Interstates 10 and 19, as well as rail connections running east/west from the sea ports of California and north/south from Mexico, is exemplified by the Port of Tucson, a full service inland port, rail yard and intermodal facility. Major employers in the area include Union Pacific Railroad, American Airlines, Target.com Fulfillment Center, UPS, Off-Shore Group, Biagi Bros. Logistics, and ABF Freight.

Bringing the HomeGoods Distribution Center to Tucson was a collaboration with the City of Tucson, Pima County, the Arizona Commerce Authority, Sun Corridor and HomeGoods. In addition, the votes by the other boards of school districts and governmental entities helped to bring the distribution center here.
According to an independent economic analysis, the HomeGoods Distribution Center will have an economic impact of $838 million for our community.

In April 2016, HomeGoods announced that they were looking to fill 400 positions for its new distribution center that was set to open in June 2016. Applications for general warehouse associate, distribution center supervisor, and management positions were accepted for their 850,000-square foot HomeGoods Distribution Center that gets the products sold by HomeGoods to their stores across the Western United States. As of October 2018, HomeGoods employs 1,000 people.

After months of unofficial reports and rumors about Amazon bringing a fulfillment center to Tucson, the company made an official announcement on May 16, 2018 confirming that Amazon will be bringing 1,500 jobs to Tucson with their new fulfillment center to be located on Tucson’s southeast side. The building will be located at the Port of Tucson, 6701 S. Kolb Road. It will be on the east side of Kolb Road on blocks 7, 8 and 9 of the Port of Tucson’s phase 2 area, a couple miles south of Kolb and Valencia. Amazon purchased the property for just under $12 million. The building is expected to open in June of 2019 with construction expected to start in June 2018. The new fulfillment center is expected to add $600 million to the regional economy over the next five years.

Amazon is also expanding their Tucson presence with an auxiliary distribution site for independent contractors and flex drivers on the city’s west side. The site is at the southwest corner of Silverlake Road and the Interstate 10 frontage road. The site will receive and sort packages from larger warehouses to be transferred onto vans and smaller delivery vehicles. Construction crews have already begun grading the land and placing infrastructure. City records show the project received an initial building permit of $4.3 million. A vehicle storage, washing and fueling station will also be at the site, as well as a customer pickup station for preordered merchandise. The single-story warehouse and adjacent vehicle support stations will sit on about 12 acres and will operate 24 hours a day. As of 01/13/19, employment numbers were not available, but jobs will be a mix of direct Amazon employees, contract “last mile” business owners and flex drivers who can pick their available drive times using an availability app according to an Amazon spokeswoman. “Pima County congratulates Amazon on its continued expansion in Pima County, bringing hundreds of good jobs and continuing our region’s strong economic growth,” said Chuck Huckelberry, Pima County Administrator.
Health and Bioscience
Health Care and Bioscience are large and vibrant industries that provide a significant number of high-paying jobs in southern Arizona, anchored by the University of Arizona Medical School, and ranging from traditional health occupations, state of the art health information systems, and cutting edge biotechnology businesses.

Employers range from medical offices to hospitals such as Tucson Medical Center, Banner-University Medical Center, Carondelet Health Network, and Northwest Medical Center, to biotech firms such as Accelerate Diagnostics, Ventana Medical Systems and Sanofi Tucson Research Center.
Natural and Renewable Resources
This sector focuses on both the creation of “green” jobs, facilities and systems that help reduce or eliminate reliance on non-replaceable energy sources and the importance of extracting natural resources from the ground.

The natural resource aspect of the area features mining firms and suppliers such as Freeport-McMoRan, Asarco, CAID Industries, and Caterpillar Inc.

Sun Corridor Inc., the Arizona Commerce Authority, Rio Nuevo, the City of Tucson, and Pima County all worked together to assemble a package of economic incentives that ultimately induced Caterpillar to select Tucson as the site for its reorganized Surface Mining and Technology Headquarters. This consolidated operation is expected to grow to include nearly 1,000 jobs within five years, which means this action will result in 650 new highly-skilled jobs with an average annual salary of $90,000.

In May 2016, Caterpillar announced an economic development project win for the state with the news that Caterpillar Inc., the world’s leading manufacturer of construction and mining equipment, selected Tucson and an economic impact study commissioned by Sun Corridor Inc. has estimated Caterpillar’s operation in Pima
County would generate a total economic impact during its first five years of almost $600 million.

The renewable resources industry sector features “Solar Zone” at the University of Arizona, Tech Parks Arizona that helps companies conduct research for new photovoltaic and other sun powered systems under the areas’ 311 days of sun each year. The Zone attracts both proven energy suppliers such as Tucson Electric Power and Duke Energy, to smaller companies such as Arizon Solar, E.On Climate & Renewables North America, and REhnu Next Generation Solar.

**Infrastructure**

The foundations of a safe, clean, and connected community include occupations in construction, communication and utilities. Major employers include Tucson Electric Power, Unisource Energy Solutions, Southwest Gas, Cox Communications, CenturyLink, Sundt, Granite Construction, and Ashton Contractors & Engineers.
The Demand Designation Protocol provided by the Arizona Department of Administration was used to define demand occupations within broad groupings as shown in the table below:

<table>
<thead>
<tr>
<th>Occupational Group</th>
<th>Jobs</th>
<th>Number Projected Change</th>
<th>Percentage Projected Change</th>
<th>Occupational Codes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthcare</td>
<td>41,904</td>
<td>1,775</td>
<td>4.2%</td>
<td>29-0000 31-0000</td>
</tr>
<tr>
<td>Business Management, Operations, Support</td>
<td>101,698</td>
<td>3,975</td>
<td>3.9%</td>
<td>11-0000 13-0000 43-0000</td>
</tr>
<tr>
<td>Production</td>
<td>16,055</td>
<td>477</td>
<td>3.0%</td>
<td>51-0000</td>
</tr>
<tr>
<td>Construction, Building/Grounds, Maintenance, Installation,</td>
<td>49,365</td>
<td>1,765</td>
<td>4.0%</td>
<td>47-0000 49-0000 37-0000</td>
</tr>
</tbody>
</table>
3. **Analysis**

**a. Analysis of regional economic conditions**

**iii. The employment needs of employers in those industry sectors and occupations.**

In Pima County, during the next five years, the in-demand industry sectors are bracing themselves for a workforce shortage as the Baby Boomer generation retires. This will create a critical shortfall of experienced workers, with a particular gap in skilled technicians with 10 to 20 years of experience.

Local industry will need to partner with the local workforce development system, the Pima County Joint Technical Education District (JTED), local high school Career Technical Education (CTE) programs, and Pima Community College to develop industry recognized stackable career pathway training programs that will meet their needs and at the same time get the available workforce to work.

Local industry has not only expressed the need for skilled workforce, time and time again, they also continue to emphasize the need for a motivated workforce that possesses “soft skills.” Soft skills training development and implementation needs to be a major component of all training programs.

**iv. Proposed Lower Living Standard Income Level (LLSIL) percentages and description of how the local area will ensure that the LLSIL level is reflective of the current labor market information.**

The Pima County Workforce Investment Board (WIB), through its Planning Committee, periodically reviews the Pima County labor market and wage scales and balances those against the amount of funds available for investment from WIOA.

The WIB reviewed and established the self-sufficiency level at 130% of the Lower Living Standard Income Level (LLSIL) and there are no changes since 2016.

Eligible for individualized career services: unemployed or underemployed.

Underemployed = earning less than 130% LLSIL.

Priority for individualized career services (i.e., assignment of available WDS appointments in scheduling system):
First – Veterans who are either below the higher of 70% LLSIL or FPL, or Basic Skills Deficient (referred with a TABE 11/12 score below 9th grade or lacks a High School Equivalency (HSE) diploma, or receiving public assistance.

Second – Non-veterans who are either below the higher of 70% LLSIL or FPL, or Basic Skills Deficient (referred with a TABE 11/12 score below 9th grade or lacks an HSE diploma, or receiving public assistance.

Third – Veterans earning less than 130% LLSIL.

Fourth – Non-veterans earning less than 130% LLSIL.

This LLSIL will be maintained at the present, but the WIB reserves the right to review and adjust this level when it determines there may be a need in the community and to adjust the level to assist employers in a specific industry sector, if that sector makes a compelling argument for an adjustment that will benefit workers while improving the productivity of companies in the sector.

A region of contrasts, Southern Arizona struggles with high poverty rates and low educational attainment alongside strategic innovation assets that include a thriving transportation and logistics industry, (anchored by international ports and trade routes), four key military installations, the fifth-largest aerospace-defense industry in the nation, and a top-20 research university (i.e., Counties covered; brief description of the characteristics of the local area and list of service access sites).

3. Analysis

b. An analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations (an existing analysis may be used, per sec. 108(c) of WIOA).

The ARIZONA@WORK System’s vision is “connecting qualified workers with quality jobs.” The significance of that vision is that Tucson’s ability to attract quality jobs depends in part on the availability of a labor pool of qualified workers. This is consistent with the Pima County Comprehensive Plan Pima Prospers.

- 6.4 Goal 1: Develop our workforce to meet the business needs of our economy;
- State Goal 3. Grow and Develop a Skilled Workforce; and
- State Strategy 7. Identify and Respond to High-Demand and Growing Industry/Employment Sectors at Local and Statewide Levels.

One of the first priorities for employers is to find people who understand the need to be punctual, communicate with the supervisor and team members, and dress appropriately.

Appropriate use of communication tools is also a growing need, as these tools become both more personalized and more pervasive.
Employers have identified a variety of skill set gaps in today’s workforce such as 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 the rapidly changing technology.

Innovation will continue to create additional skill gaps in the medical, manufacturing and production industries as well as information technology (IT) and communications.

The ARIZONA@WORK System often trains and places people into positions that are one of the first rungs of a career ladder. A traditional example is nursing, where a person can be trained to be a Certified Nursing Assistant, and then with additional education and experience they may progress to a Patient Care Technician, Licensed Practical Nurse and/or Registered Nurse.

In construction trades, a person may 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, with wages doubling or tripling by the end.

Southern Arizona’s aerospace and defense and other high-tech industries suffer shortages of skilled workers in IT, engineering and technical-management occupations. In aerospace, the ARIZONA@WORK System, Pima County JTED, and Pima Community College (PCC) set up a program for high school students to gain dual credit in the aviation program. More recently, PCC developed a short-term program to help experienced aerospace workers gain Federal Aviation Agency (FAA) certifications.

In 2010 local employers submitted H1-B visa applications for 71 engineering jobs, 97 computer positions and 15 engineering or high-tech management positions. In Workforce Needs Surveys conducted by Pima County for the past three years, 27 companies identified engineers among their five hardest-to-fill jobs, along with 25 listed IT occupations such as software engineers and security analysts. In many cases, when demand is met, it is done through external employee recruitment. Greater focus must go toward developing highly skilled, homegrown talent.

Pima County is home to the University of Arizona (UA), a top 20 U.S. and premier, public research university and a global leader in research and innovation; PCC - the nation’s eighth largest; a branch of Northern Arizona University; and 40+ proprietary post-secondary schools.

The UA Tech Parks Arizona is a suburban research park that creates the place, environment and interactive ground that generates, attracts, and retains technology companies and talent in alignment with the research, mission, and goals of the UA. Tech Parks Arizona, is part of Tech Launch Arizona.

An estimated 70,000 individuals work in high-tech occupations, one third of these being engineering/engineering technicians. Notwithstanding these assets, overall educational
attainment rates lag the nation, indicating uneven access to the region’s educational opportunities.

The region has a higher concentration of people with less than a high school diploma and a smaller share with a Bachelor’s Degree, compared to both Arizona and the U.S. Statewide. Arizona ranks 35th in the nation on percentage of working-age adults with a Bachelor’s Degree, and a recent study for the Arizona Governor’s P-20 council showed that educational attainment is much lower among those entering the workforce than those about to retire. (National Center for Higher Education Management Systems, Feasibility and Demand Study for the State of Arizona, Governor’s P-20 Council, October, 2007.)

The aerospace and defense, healthcare-biotechnology, logistics, IT, and emerging technologies sectors rely upon a pipeline of professionals educated in Science, Technology, Engineering and Math (STEM). Not only is the traditional academic pathway in STEM unable to supply enough graduates to meet the needs, but those who do graduate are disproportionately non-Hispanic, white students. Hispanics, who make up about one third of the entire Arizona population and the bulk of projected population growth, account for only 8.9% of all Bachelor's Degrees attained.

The disparity is even more pronounced in the STEM fields. The result is a vicious cycle in which the high-skill/high-wage jobs are filled by educated in-migrants, while local workers in technician-level jobs are unable to move forward in their careers because they lack sufficient skills and education. This current workforce, including dislocated workers and Veterans with technical backgrounds, represents an untapped potential talent pool. Career-ladder development and non-traditional delivery of education is needed to allow current workers to move up into high-technology occupations, diminishing the need to import outside talent to address unmet demand.

During the 10/14/16 WIB monthly meeting, Bruce W. Grant, Chair, WIB Planning Committee, facilitated a group discussion with the WIB members and meeting guests about the Pima County In-Demand Industries and Occupations.

The need for employees who can interface with computerized devices will continue to grow in many occupations as rapidly changing technology creates real or perceived skills gaps.

In efforts to help prepare employers and job seekers in Pima County, the Pima County Community Services, Employment and Training Department (CSET) released a competitive Layoff Aversion Study Request for Proposal (RFP) on May 2, 2017 for the Pima County WIB based on the WIB Planning Committee’s recommendations.

The RFP-CSET-RRLA-2017-09 was to help the WIB to obtain the two different successful and qualified vendors to provide economic analysis and forecasting services to:

1) Project the impact of automation on occupations in Pima County; and
2) Determine the impact of minimum wage increases on occupations in Pima County.
In accordance with Pima County Board of Supervisors Policy (“Selection and Contracting of Professional Services”), Pima County CSET requested proposals from Respondents who are qualified, responsible, and willing to provide services in compliance with all specifications and requirements contained in the RFP. Pima County reserves the right to extend contracts for up to four (4) one-year periods.

Using the RFP Evaluation Criteria, proposers were evaluated as to their capability to conduct research and analysis of trends that may result in worker dislocations in the future, as well as strategies to avert layoffs and or mitigate their impacts. The two different proposers were selected to each provide one of the following work statements:

A. Impacts of automation on the Pima County economy: selected vendor will produce a written report, gave an oral presentation approximately 30 minutes in length for the Pima County Workforce Investment Board (WIB) during their 12/14/18 Annual Meeting, and create a series of graphic representations of key trends, insights and recommendations. All three deliverables will address the following:

1. Analysis of the industries, occupations, types of employers and characteristics of jobs in the regional economy that may be replaced, reduced, changed, or created, by automation trends (include control systems, robotics, online processes, cloud-based services, and artificial intelligence) to include analysis of the impacts in manufacturing, retail, and transportation/logistics or other industries.

2. Quantitative projections of the scale of these impacts on the regional workforce.

3. Qualitative analysis of the anticipated shifts in staffing patterns; skill sets needed to work in automated settings; and transferrable skills that may be valued in non-automated settings.

A current trend that is visible to many consumers in stores is the moving of Point of Sale from a central location to a roving sales clerk carrying a tablet. The push for accessible, standardized health information has created the need for re-training many front line health care workers. Computational and higher level math skills are also increasing in demand, as well as the ability to retrieve, analyze, and interpret data generated through computer software platforms.

A subset of the occupations listed in the previous section was identified using the following combination of factors from the 2012-2022 Tucson MSA Occupational Projections:

- Educational Requirements at Associate’s level and below;
- Median Wage at or above the median wage for the region;
- At least 10 projected openings per year and/or significant rate of growth; and
- Additional target occupations identified based on overriding labor-market conditions.
Knowledge, Skills and Abilities (KSAs) required for these occupations are found in the corresponding O*Net pages listed below. Nearly all of the targeted occupations require critical thinking and active listening skills; many require communication, teamwork and inter-personal skills. Each industry sector has a core skill set that often involves safety standards, documentation requirements, and standard protocols. Basic qualities, including work ethic, attendance, punctuality, appropriate dress, cooperation, productivity, workplace etiquette and proper use of e-mail and internet, are constantly cited by employers across all industries as critical needs.

**Healthcare**

<table>
<thead>
<tr>
<th>SOC Code</th>
<th>SOC Title</th>
<th>O*Net KSAs</th>
</tr>
</thead>
<tbody>
<tr>
<td>29-1141</td>
<td>Registered Nurses</td>
<td><a href="http://www.onetonline.org/link/summary/29-1141.00">http://www.onetonline.org/link/summary/29-1141.00</a></td>
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<tr>
<td>29-2061</td>
<td>Licensed Practical and Licensed Vocational Nurses</td>
<td><a href="http://www.onetonline.org/link/summary/29-2061.00">http://www.onetonline.org/link/summary/29-2061.00</a></td>
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<tr>
<td>29-2071</td>
<td>Medical Records and Health Information Technicians</td>
<td><a href="http://www.onetonline.org/link/summary/29-2071.00">http://www.onetonline.org/link/summary/29-2071.00</a></td>
</tr>
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<tr>
<td>29-2021</td>
<td>Dental Hygienists</td>
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<td>29-2012</td>
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<td>29-2041</td>
<td>Emergency Medical Technicians and Paramedics</td>
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<td>Radiologic Technologists</td>
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<td>Surgical Technologists</td>
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<td>31-9091</td>
<td>Dental Assistants</td>
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<td>Medical Assistants</td>
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<tr>
<td>SOC Code</td>
<td>SOC Title</td>
<td>O*Net KSAs</td>
</tr>
<tr>
<td>----------</td>
<td>---------------------------------------------------------------------------</td>
<td>------------------------------------------------</td>
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<tr>
<td>43-6013</td>
<td>Medical Secretaries</td>
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<td>Food Service Managers</td>
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<td>13-1031</td>
<td>Claims Adjusters, Examiners, and Investigators</td>
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<tr>
<td>43-1011</td>
<td>First-Line Supervisors of Office and Administrative Support Workers</td>
<td><a href="http://www.onetonline.org/link/summary/43-1011.00">http://www.onetonline.org/link/summary/43-1011.00</a></td>
</tr>
<tr>
<td>43-3011</td>
<td>Bill and Account Collectors</td>
<td><a href="http://www.onetonline.org/link/summary/43-3011.00">http://www.onetonline.org/link/summary/43-3011.00</a></td>
</tr>
<tr>
<td>43-3021</td>
<td>Billing and Posting Clerks</td>
<td><a href="http://www.onetonline.org/link/summary/43-3021.00">http://www.onetonline.org/link/summary/43-3021.00</a></td>
</tr>
<tr>
<td>43-3031</td>
<td>Bookkeeping, Accounting, and Auditing Clerks</td>
<td><a href="http://www.onetonline.org/link/summary/43-3031.00">http://www.onetonline.org/link/summary/43-3031.00</a></td>
</tr>
<tr>
<td>43-1011</td>
<td>First-Line Supervisors of Office and Administrative Support Workers</td>
<td><a href="http://www.onetonline.org/link/summary/43-1011.00">http://www.onetonline.org/link/summary/43-1011.00</a></td>
</tr>
<tr>
<td>43-6014</td>
<td>Secretaries and Administrative Assistants, Except Legal, Medical, and Executive</td>
<td><a href="http://www.onetonline.org/link/summary/43-6014.00">http://www.onetonline.org/link/summary/43-6014.00</a></td>
</tr>
<tr>
<td>43-3031</td>
<td>Bookkeeping, Accounting, and Auditing Clerks</td>
<td><a href="http://www.onetonline.org/link/summary/43-3031.00">http://www.onetonline.org/link/summary/43-3031.00</a></td>
</tr>
</tbody>
</table>
### Insurance Claims and Policy Processing Clerks

**SOC Code**: 43-9041  
**SOC Title**: Insurance Claims and Policy Processing Clerks  
O*Net KSAs: [http://www.onetonline.org/link/summary/43-9041.00](http://www.onetonline.org/link/summary/43-9041.00)

### Payroll and Timekeeping Clerks

**SOC Code**: 43-3051  
**SOC Title**: Payroll and Timekeeping Clerks  
O*Net KSAs: [http://www.onetonline.org/link/summary/43-3051.00](http://www.onetonline.org/link/summary/43-3051.00)

## Production, Aerospace & Defense

### Team Assemblers

**SOC Code**: 51-2092  
**SOC Title**: Team Assemblers  
O*Net KSAs: [http://www.onetonline.org/link/summary/51-2092.00](http://www.onetonline.org/link/summary/51-2092.00)

### Machinists

**SOC Code**: 51-4041  
**SOC Title**: Machinists  
O*Net KSAs: [http://www.onetonline.org/link/summary/51-4041.00](http://www.onetonline.org/link/summary/51-4041.00)

### First-Line Supervisors of Production and Operating Workers

**SOC Code**: 51-1011  
**SOC Title**: First-Line Supervisors of Production and Operating Workers  
O*Net KSAs: [http://www.onetonline.org/link/summary/51-1011.00](http://www.onetonline.org/link/summary/51-1011.00)

### Welders, Cutters, Solderers, and Brazers

**SOC Code**: 51-4121  
**SOC Title**: Welders, Cutters, Solderers, and Brazers  
O*Net KSAs: [http://www.onetonline.org/link/summary/51-4121.00](http://www.onetonline.org/link/summary/51-4121.00)

### Inspectors, Testers, Sorters, Samplers, and Weighers

**SOC Code**: 51-9061  
**SOC Title**: Inspectors, Testers, Sorters, Samplers, and Weighers  
O*Net KSAs: [http://www.onetonline.org/link/summary/51-9061.00](http://www.onetonline.org/link/summary/51-9061.00)

### Structural Metal Fabricators and Fitters

**SOC Code**: 51-2041  
**SOC Title**: Structural Metal Fabricators and Fitters  
O*Net KSAs: [http://www.onetonline.org/link/summary/51-2041.00](http://www.onetonline.org/link/summary/51-2041.00)

### Computer-Controlled Machine Tool Operators, Metal and Plastic

**SOC Code**: 51-4011  
**SOC Title**: Computer-Controlled Machine Tool Operators, Metal and Plastic  
O*Net KSAs: [http://www.onetonline.org/link/summary/51-4011.00](http://www.onetonline.org/link/summary/51-4011.00)

### Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic

**SOC Code**: 51-4012  
**SOC Title**: Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic  
O*Net KSAs: [http://www.onetonline.org/link/summary/51-4012.00](http://www.onetonline.org/link/summary/51-4012.00)

### Aircraft Mechanics and Service Technicians

**SOC Code**: 49-3011  
**SOC Title**: Aircraft Mechanics and Service Technicians  
O*Net KSAs: [http://www.onetonline.org/link/summary/49-3011.00](http://www.onetonline.org/link/summary/49-3011.00)

## Infrastructure-Construction

### First-Line Supervisors of Construction Trades and Extraction Workers

**SOC Code**: 47-1011  
**SOC Title**: First-Line Supervisors of Construction Trades and Extraction Workers  
O*Net KSAs: [http://www.onetonline.org/link/summary/47-1011.00](http://www.onetonline.org/link/summary/47-1011.00)

### Carpenters

**SOC Code**: 47-2031  
**SOC Title**: Carpenters  
O*Net KSAs: [http://www.onetonline.org/link/summary/47-2031.00](http://www.onetonline.org/link/summary/47-2031.00)
<table>
<thead>
<tr>
<th>SOC Code</th>
<th>SOC Title</th>
<th>O*Net KSAs</th>
</tr>
</thead>
<tbody>
<tr>
<td>47-2051</td>
<td>Cement Masons and Concrete Finishers</td>
<td><a href="http://www.onetonline.org/link/summary/47-2051.00">http://www.onetonline.org/link/summary/47-2051.00</a></td>
</tr>
<tr>
<td>47-2073</td>
<td>Operating Engineers and Other Construction Equipment Operators</td>
<td><a href="http://www.onetonline.org/link/summary/47-2073.00">http://www.onetonline.org/link/summary/47-2073.00</a></td>
</tr>
<tr>
<td>47-2081</td>
<td>Drywall and Ceiling Tile Installers</td>
<td><a href="http://www.onetonline.org/link/summary/47-2081.00">http://www.onetonline.org/link/summary/47-2081.00</a></td>
</tr>
<tr>
<td>47-2111</td>
<td>Electricians</td>
<td><a href="http://www.onetonline.org/link/summary/47-2111.00">http://www.onetonline.org/link/summary/47-2111.00</a></td>
</tr>
<tr>
<td>47-2141</td>
<td>Painters, Construction and Maintenance</td>
<td><a href="http://www.onetonline.org/link/summary/47-2141.00">http://www.onetonline.org/link/summary/47-2141.00</a></td>
</tr>
<tr>
<td>47-2152</td>
<td>Plumbers, Pipefitters, and Steamfitters</td>
<td><a href="http://www.onetonline.org/link/summary/47-2152.00">http://www.onetonline.org/link/summary/47-2152.00</a></td>
</tr>
<tr>
<td>49-1011</td>
<td>First-Line Supervisors of Mechanics, Installers, and Repairers</td>
<td><a href="http://www.onetonline.org/link/summary/49-1011.00">http://www.onetonline.org/link/summary/49-1011.00</a></td>
</tr>
<tr>
<td>49-3023</td>
<td>Automotive Service Technicians and Mechanics</td>
<td><a href="http://www.onetonline.org/link/summary/49-3023.00">http://www.onetonline.org/link/summary/49-3023.00</a></td>
</tr>
<tr>
<td>49-3042</td>
<td>Mobile Heavy Equipment Mechanics, Except Engines</td>
<td><a href="http://www.onetonline.org/link/summary/49-3042.00">http://www.onetonline.org/link/summary/49-3042.00</a></td>
</tr>
<tr>
<td>49-9021</td>
<td>Heating, Air Conditioning, and Refrigeration Mechanics and Installers</td>
<td><a href="http://www.onetonline.org/link/summary/49-9021.00">http://www.onetonline.org/link/summary/49-9021.00</a></td>
</tr>
<tr>
<td>49-9041</td>
<td>Industrial Machinery Mechanics</td>
<td><a href="http://www.onetonline.org/link/summary/49-9041.00">http://www.onetonline.org/link/summary/49-9041.00</a></td>
</tr>
<tr>
<td>49-9071</td>
<td>Maintenance and Repair Workers, General Helpers--Installation, Maintenance, and Repair Workers</td>
<td><a href="http://www.onetonline.org/link/summary/49-9071.00">http://www.onetonline.org/link/summary/49-9071.00</a></td>
</tr>
<tr>
<td>49-9098</td>
<td>Water and Wastewater Treatment Plant and System Operators</td>
<td><a href="http://www.onetonline.org/link/summary/51-8031.00">http://www.onetonline.org/link/summary/51-8031.00</a></td>
</tr>
</tbody>
</table>

**Transportation, Material Handling & Logistics**

<table>
<thead>
<tr>
<th>SOC Code</th>
<th>SOC Title</th>
<th>O*Net KSAs</th>
</tr>
</thead>
<tbody>
<tr>
<td>43-5032</td>
<td>Dispatchers, Except Police, Fire, and Ambulance</td>
<td><a href="http://www.onetonline.org/link/summary/43-5032.00">http://www.onetonline.org/link/summary/43-5032.00</a></td>
</tr>
</tbody>
</table>
### Analysis

c. **Analysis of the workforce in the region.**

An analysis of the workforce in the region, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment.

**Talent Supply Now**

With a labor force of nearly half a million workers, Pima County is blessed with significant talent pools, including The University of Arizona (UA), Davis-Monthan Air Force Base, and the six Pima Community College (PCC) campuses.

The workforce is diverse, with deep social and cultural ties to Mexico. Nearly 40% of the population is Hispanic, with concentrations of 60-90% in Tucson’s southern and western census tracts.
The table below shows some key statistics about the regional talent supply.

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number unemployed</td>
<td>27,135 (5.7%)*</td>
</tr>
<tr>
<td>Number with HS Diploma (age 25+) or higher</td>
<td>560,904 (87.5%)</td>
</tr>
<tr>
<td>Number with Associates</td>
<td>54,978</td>
</tr>
<tr>
<td>With Bachelors or higher</td>
<td>197,004 (30.1%)</td>
</tr>
<tr>
<td>With Advanced Degrees</td>
<td>81,158</td>
</tr>
<tr>
<td>Current Armed Forces</td>
<td>5,100</td>
</tr>
<tr>
<td>Veterans</td>
<td>94,083 (12.5%)</td>
</tr>
<tr>
<td>Post 1990 Veterans</td>
<td>30,234</td>
</tr>
<tr>
<td>High school population</td>
<td>52,418</td>
</tr>
<tr>
<td>College population</td>
<td>78,434</td>
</tr>
<tr>
<td>Graduate school population</td>
<td>14,280</td>
</tr>
</tbody>
</table>

2014 American Community Survey 5-year estimates unless otherwise noted.


**Occupations**

Most workers are employed in professional, sales, clerical or office occupations and the chart below shows the distribution of workers by type of occupation.

![Chart 1. Occupations - 2014 American Community Survey 5-year estimates](chart.png)
Employability Challenges
Barriers to employment may include low educational attainment, disabilities, criminal record, access to childcare and access to transportation.

In April 2016, Pima County received $1.5 million from the John D. and Catherine T. MacArthur Foundation “Safety + Justice Challenge” to fund programs designed to reduce jail numbers by addressing the main drivers of the County’s jail population, including warrants for failure to appear on prior misdemeanor charges and low-level nonviolent offenses related to mental illness and substance abuse.

These strategies are designed to safely reduce the average daily jail population of 2,136 in 2014 to 1,574 by 2019 -- 562 individuals or 26% -- while saving taxpayers an estimated $2 million per year.

The following table presents statistics related to these issues.

<table>
<thead>
<tr>
<th>Population</th>
<th>Statistic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adults without a high school diploma</td>
<td>81,812</td>
</tr>
<tr>
<td>People with disabilities aged 16-64</td>
<td>68,460/nearly 12% of working age pop.</td>
</tr>
<tr>
<td>Veterans with service-connected disabilities</td>
<td>17,217</td>
</tr>
<tr>
<td>Arizona prisoners released 2012*</td>
<td>13,513</td>
</tr>
<tr>
<td>Homeless persons 18+¹</td>
<td>1,765</td>
</tr>
<tr>
<td>Single-parent households</td>
<td>36,132/about 9% of households</td>
</tr>
<tr>
<td>What a single parent with two children needs to earn to meet basic needs²</td>
<td>$22.17</td>
</tr>
<tr>
<td>Percent of workers who drive to work</td>
<td>77%</td>
</tr>
</tbody>
</table>

2014 American Community Survey 5-year estimates unless otherwise noted.
¹Bureau of Justice Statistics, September 2014.
²Tucson Pima Collaboration to End Homelessness Point in Time Street Count 2016.

Another key employability factor among unemployed populations - regardless of high school diploma attainment - may be lack of basic skills in reading, math, and language.

More than half of job seekers applying for services through the ARIZONA@WORK System score below the basic secondary level on the Test of Adult Basic Education 11/12 (TABE).
3. Analysis

d. An analysis of the workforce development activities (including education and training) in the region, including an analysis of the strengths and weaknesses of such services, and the capacity to provide such services, to address the identified education and skill needs of the workforce and the employment needs of employers in the region.

ARIZONA@WORK Workforce Development System Capacity

The ARIZONA@WORK Pima County Workforce Development System functions as a multi-agency, multi-disciplinary, regional system for coordinating workforce development resources for the benefit of employers and job seekers in Pima County.

Two Comprehensive ARIZONA@WORK Job Centers referred to as the ARIZONA@WORK Pima County One-Stop Kino Service Center and the Rio Nuevo Service Center, offer a full continuum of basic and individualized employment and career development services for job seekers. Please see Plan Section 8.a.-h. for details.

Each Job Center serves as an access hub for national employment and training funding programs that include WIOA-mandated Partner programs. There are on-site staff representatives who represent each of the WIOA-required Core Program Partners.

Section 121(b)(1)(B) of WIOA identifies the entities that are required Partners in the local ARIZONA@WORK System. The required Partners are the entities responsible for administering the following programs and activities in Pima County:
(1) Programs authorized under Title I of WIOA, including:
   1. Adults;
   2. Dislocated Workers;
   3. Youth;
   4. Job Corps;
   5. YouthBuild;
   6. Native American programs; and
   7. Migrant and Seasonal Farmworker programs.

(2) The Wagner-Peyser Act Employment Service program authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), as amended by WIOA Title III;

(3) The Adult Education and Family Literacy Act (AEFLA) program authorized under Title II of WIOA;

(4) The Vocational Rehabilitation (VR) program authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by WIOA Title IV;

(5) The Senior Community Service Employment program authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.);

(6) Career and Technical Education programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.);

(7) Trade Adjustment Assistance activities authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.);


(9) Employment and Training Activities carried out under the Community Services Block Grant (42 U.S.C. 9901 et seq.);

(10) Employment and Training Activities carried out by the Department of Housing and Urban Development (HUD);

(11) Programs authorized under State unemployment insurance compensation laws (in accordance with applicable Federal law);

(12) Programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532); and
(13) Temporary Assistance for Needy Families (TANF) authorized under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), unless exempted by the Governor under § 463.405(b).

All of the Partners are prepared to provide detailed service information on all the programs and there is an assigned point of contact for all the programs.

As a basic function of service flow, customers are encouraged and assisted to register in the statewide labor exchange information management system, the Arizona Job Connection (AJC), and to maintain and update their information in this online system.

As a centralized resource for employers, the ARIZONA@WORK Pima County One-Stop System offers recruitment services, outreach to identify training needs, on-the-job training (OJT) programs, economic development linkages, target-sector development, inter-regional collaboration, and layoff aversion, response and mitigation. Please see Plan Section 7.a.-e. for additional Business Services Team information.

A key capability of the System is clarifying training options. Customers receive assistance and guidance in reviewing the Eligible Training Provider List (ETPL) that is available on the AJC, which allows them to compare costs, time frames, credentialing, and employment outcomes for 300-400 approved training programs. Through basic and individualized career services, customers are assisted in developing their career goals and identifying their training needs through labor market and career research, individualized and standardized assessments, and training plan development. Training services combine educational preparation, financial assistance with tuition and related costs, and progress tracking and support.

The Pima County WIB determined a need to seek one or more qualified vendor(s) to complete an analysis of education and training options in Pima County to support its Career Pathways Framework for workforce development.


The WIB RFP Review Committee selected Pinnacle Workforce Strategies and their contract includes the following progress timeline:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Analysis Progress Update</td>
<td>02/14/19</td>
</tr>
<tr>
<td>2 Draft Analysis Results</td>
<td>03/07/19</td>
</tr>
<tr>
<td>3 Final Analysis Results</td>
<td>03/14/19</td>
</tr>
<tr>
<td>4 Resource Guide Progress Update</td>
<td>04/04/19</td>
</tr>
<tr>
<td>5 Draft Resource Guide</td>
<td>04/11/19</td>
</tr>
<tr>
<td>6 Final Resource Guide</td>
<td>04/18/19</td>
</tr>
</tbody>
</table>
The online Resource Guide will be available on the Pima County WIB website.

The ARIZONA@WORK Pima County System draws on Pima County’s rich array of community-based and grassroots organizations by contracting with workforce agencies who serve as service providers and bring special populations and leveraged resources into the ARIZONA@WORK System. The service providers hire qualified staff for the ARIZONA@WORK Job Centers.

Procurement requirements are always met when selecting the service providers for the In-School and Out-of-School Youth, under employed, Adults, Dislocated Workers, ITA, and Job Center staff. The Pima County WIB and the ARIZONA@WORK Pima County System select service providers through a competitive procurement Request for Proposal (RFP) process that follows Federal, State, and local procurement laws, regulations, and policies.

Recommendations for Contract Awards are made by the Pima County WIB and forwarded to the Pima County Board of Supervisors for final approval.

The selections, recommendations, and awards are always made in accordance with the Pima County Procurement Code Title 11 which is available at http://pimacounty-az.elaws.us/code/coor_title11.

The interagency team at each ARIZONA@WORK Job Center thus link mandated and non-mandated community Partners with consistent service protocols and service options for workforce development. Contracted providers also enrich the array of youth service options, workshops for all ages, and literacy services.

Pima County has a special Faith-Based Community Partners Initiative that assists community groups and faith ministries to understand and be aware of the workforce services that are available and to assist their constituents to access them successfully.

The Pima County workforce development system includes an integrated safety-net of programs to ensure that basic needs are met so that people can pursue their career goals.

The Community Action Agency (CAA) is administered by the Pima County Community Services, Employment and Training Department (CSET) and the CAA provides financial assistance to low-income households in partnership with an Emergency Services Network of community agencies. CAA services may include:

- Rent vouchers;
- Utility discounts and vouchers;
- Mortgage assistance; and
- Repair or replacement of basic utility appliances to prevent eviction, homelessness, and unsafe conditions.

The Pima County CSET also administers an innovative initiative referred to as Ending Poverty Now (EPN). The EPN initiative launched in 2015 as a part of Pima County’s
Economic Development Plan. EPN works with internal and external community partners to pilot innovative ways to assist people in the transition out of poverty, strengthen our workforce, and to increase capacity of agencies and individuals to better understand and address poverty.

The EPN Employer Resource Network (ERN) consists of established partnerships with employers in order to support retention and advancement of entry-level employees. Employees of participating businesses can consult with a Resource Navigator at their worksite to resolve problems that might otherwise cause them to miss work or even lose their job. During the 2017-2018 fiscal year, CSET partnered with the Town of Sahuarita and the Sahuarita Food Bank to establish an ERN. Two private sector employers who are participating are Perfection Industrial Finishing and Industrial Tool, Die and Engineering, Inc.

On August 23, 2018, the EPN Program Manager and CSET Interim Director met with the Pima County Human Resources Department and there are plans to develop an ERN for Pima County employees.

The EPN program provides on-ramps to employment for some of the hardest to employ members of our community who may be enrolled in WIOA programs. They also help Pima County to investigate and address the most significant barriers to employment and family stabilization.

Linked Affiliate and Specialized ARIZONA@WORK Job Centers also play a role in the Pima County Local Workforce Development System (LWDS).

The Sullivan Jackson Employment Center receives Continuum of Care funding from the U.S. Department of Housing and Urban Development (HUD) to serve homeless job seekers through a “housing first” approach combined with intensive jobs search preparation and self-directed search.

The Kino Veterans’ Workforce Center brings together representatives from the Veterans Employment programs, the Veterans Administration, and community organizations to provide a supportive career center specifically for veterans, and its staff conduct special outreach to Davis-Monthan Air Force Base and to employers seeking to hire veterans.

The Youth Employment Center provides a youth-focused center and houses a regional summer youth employment and education recruitment campaign every spring that connects students with County-funded internship opportunities and other summer youth employment and education programs. On July 3, 2017, the Youth Employment Center moved to a new, convenient location next door to the ARIZONA@WORK Pima County One-Stop Rio Nuevo Career Center. In 2018, the Youth Center started hosting hiring events for in-school youth and young adults ages 14 to 21 and out-of-school youth and young adults ages 16 to 24. The 09/25/19 hiring event had 13 employers on site and 243 youth and young adults who attended and met face-to-face with the employers that included:
1. Arizona State Veterans’ Home
2. Infinity® Insurance Tucson
3. United Cerebral Palsy of Southern Arizona
4. C3 Customer Contact Channels
5. Walmart
6. Topgolf
7. JCPenny®
8. Old Navy®
9. Arizona Department of Economic Security
10. Allied Universal
11. Justice
12. Agero Tucson Contact Center
13. Arizona Conservation Corps

The ARIZONA@WORK System also leverages the Las Artes, Arts and Education Center, an HSE diploma and work-based learning program producing public art mosaics for the community, and Pima Vocational High School, a non-traditional charter school offering employability skills courses and paid internships as well as credit retrieval.

D.E.S. Employment Service offices serve as Affiliate ARIZONA@WORK Job Centers and through referral partnerships and on-site workforce development staffing, the Pima County Public Libraries offer One-Stop services and referrals.

Despite the comprehensiveness of the Pima County Local Workforce Development System, there are gaps in services.

Pima County is a large geographical area. Although Affiliate Job Centers and contracted service providers help to increase service coverage, geographical access to services is a barrier for some potential customers.

Almost all of the services mentioned above are funded with limited dollars that are often over-subscribed and may have waiting lists, priority of service protocols, or other indicators of unmet need. The barriers discussed in the previous section are not insurmountable, but they may take years of intensive and expensive services to address.

Some types of training (often those in the highest demand) are capital-intensive and heavily regulated by entities like the Arizona State Board of Nursing and the Federal Aviation Administration, so that there is limited capacity or flexibility to expand them to produce more qualified workers.

Most of the services described above are funded with grants that have detailed and sometimes conflicting requirements for eligibility, documentation and allowable activities. This means that braiding together a comprehensive solution to service needs can present administrative and paperwork burdens on both Partners and consumers.
4. Goals and Strategies

a. A description of the local board’s strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), including goals relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) in order to support regional economic growth and economic self-sufficiency.

Strategic Vision and Goals

Talent is the key to creating, attracting and retaining high-wage jobs. Higher skills equal increased competitiveness, more jobs and increasing earning power.

The foundation of Pima County’s workforce investment strategy is a shared vision articulated by the Pima County Workforce Investment Board as “Quality Jobs, Qualified Workers.”

The ARIZONA@WORK Pima County One-Stop Job Centers, proud partners of the American Job Center network, coordinate a continuum of services on both sides of that coin – increasing qualifications of workers, and widening the talent pipeline for industry to create more and better jobs.

Its mission: to strengthen the economy of Pima County by providing a qualified workforce through the ARIZONA@WORK System.

The Local Workforce Development Board (LWDB) is the Pima County Workforce Investment Board (WIB). The WIB’s strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), includes:

1. Promoting economic development by focusing on targeted sectors and addressing under-represented populations.
2. Partnering by sharing resources, clients, and performance metrics.
3. Creating a more efficient, seamless local workforce system to include collaboration on outreach to job seekers and employers.
4. Meeting employer needs by strengthening the skills of the workforce.
5. Supporting state led efforts to develop a single intake process and database and data-sharing for the ARIZONA@WORK System.

In order to support regional economic growth and economic self-sufficiency, the WIB’s goals also relate to the performance accountability measures based on primary indicators of performance described in the WIOA Minimum Performance Reporting Requirements, Section 116(b)(2)(A).

The Workforce Arizona Council (WAC) Policy 03-2016 states that the Arizona Department of Economic Security (D.E.S.) is the state administrative entity for WIOA
Title I, III, and IV funds. The Arizona Department of Education (D.O.E.) is the state administrative entity for WIOA Title II funds.

The state administrative entities, under the direction of the governor and in collaboration with the WAC, are responsible for implementing and monitoring compliance with the policies established by the WAC.

D.E.S. and D.O.E. will work collaboratively to fulfill the administrative responsibilities including, but not limited to negotiating statewide performance measures with the U.S. Department of Labor and U.S. Department of Education, as well as negotiating with LWDB for local area performance measures.

On September 11, 2018 the Pima County WIB received final, WIOA Title I Negotiated Levels of Performance for Program Years 2018-2019 that were agreed-upon by the State and the Pima County WIB.

The WIB also coordinates with the Title II and Title IV Core Program Partners to provide services to individuals with barriers to employment.

b. Taking into account analyses described in subparagraphs 3.a. through d., a strategy to work with the entities that carry out the core programs to align resources available to the local area, to achieve the strategic vision and goals described in subparagraph (E).

Pima County Strategies to Achieve Goals

1. Promote economic development by focusing on targeted sectors and addressing under-represented populations.

The WIB periodically reviews industry expectations to determine which sectors should be emphasized in local workforce programs. During this review, the WIB looks at expectations of performance for Partner programs including employment, retention, and industry recognized credential achievement, as well as the populations served by the public workforce system, such as:

- Veterans and eligible spouses;
- Public assistance recipients;
- Other low-income individuals;
- Individuals who are basic-skills deficient;
- Individuals who lack a secondary school diploma or its equivalent;
- Individuals with disabilities
- Individuals with limited English proficiency;
- Unemployed, long-term unemployed or under employed;
- Dislocated workers;
- Migrant and Seasonal Farm Workers;
• Reemployment Services and Eligibility Assessment (RESEA) participants;
• Homeless individuals;
• Rural residents;
• Ex-offenders;
• Older workers;
•Disconnected youth
• Native Americans
• Individuals training for non-traditional employment; and
• Those with
  - Transportation issues;
  - Legal issues;
  - Child and elder care issues.

Pursuant to the requirements of Section 121 of the Workforce Innovation and Opportunity Act (WIOA) - Pima County, the Pima County WIB and the workforce Partner organizations entered into a Memorandum of Understanding (MOU) setting forth the protocols, roles and responsibilities for the operation of the ARIZONA@WORK System in Pima County, Arizona.

The ARIZONA@WORK Pima County One-Stop Infrastructure Costs and contributions were negotiated between the One-Stop Partners, Local Chief Elected Official, and the Pima County WIB and are included in the Pima County MOU. Payments are in accordance with WIOA 20 CFR 678.700.

The MOU states that the services that the ARIZONA@WORK System will provide includes the programs, services and related activities set forth in Section 121 (b)(1)(B) and states the following:

3. **ONE-STOP SERVICES.** The intent of WIOA is to provide comprehensive, integrated and streamlined services for both job seekers and employers within Pima County. Job seekers, workers and employers may avail themselves of One-Stop services which are provided at One-Stop sites and through Partners and other service providers.

3.1. **Organization.** The One-Stop is administered as follows:

3.1.1 Pima County CSET is, at the time of execution of this MOU, the One-Stop Operator responsible for coordinating activities at the comprehensive One-Stop centers and works with Partners on activities at affiliate and satellite One-Stop sites.

3.1.2 As required, prior to July 1, 2017, the WIB, with the assistance of the Pima County Procurement Department, initiated the competitive Request for Proposals (RFP) process to identify a new One-Stop Operator.
3.1.3 Each Partner will designate an Equal Employment Opportunity (“EEO”) Officer for the services offered by the Partner at any One-Stop location.

3.1.4 Each Partner will ensure that customers receive the full range of services available from the One-Stop either by providing the services directly or referring customers to appropriate providers.

3.2. Services. One-Stop will provide the programs, services and related activities set forth in Section 121 (b)(1)(B) as follows:

3.2.1. Career Services will be provided with or without staff assistance depending on the needs of the individual seeking assistance. The following will be provided:

3.2.1.1. Outreach. Information on available programs and services will be collected, published and disseminated in a manner designed to reach the jobless, economically disadvantaged workers, and others who could benefit from the services.

3.2.1.2. Orientation. Information will be provided to acquaint participants with the services, programs, staff and resources available through the One-Stop system. Orientation may be provided in a group setting, ono-on-one or electronically.

3.2.1.3. Intake. Collection of information from an individual at the beginning of enrollment in a program or service.

3.2.1.4. Eligibility. Information will be obtained and documented about the individual’s circumstances. This information will be reviewed to determine if the individual meets the eligibility criteria established by a specific entity or program.

3.2.1.5. Initial Assessment. To determine potential referrals to Partners and other community resources, information will be obtained about skill levels, aptitude, abilities, barriers to employment and supportive service needs for each individual that decides to participate in the One-Stop system.

3.2.1.6. Job Search. Individuals will be assisted in seeking, locating, applying for and obtaining employment and, if needed, education. Assistance may include, but is not limited to:

3.2.1.6.1. Completion of the Federal Student Aid Application (FAFSA);
3.2.1.6.2. Referrals to job clubs;
3.2.1.6.3. Workshops on job finding skills, job search techniques, and résumé writing;
3.2.1.6.4. Orientation to the labor market and exploration of vocations;
3.2.1.6.5. Relocation assistance; and
3.2.1.6.6. Re-employment assistance, such as skills determination and pre-layoff assistance.

3.2.1.7. Placement Assistance. Help individuals identify and secure paid employment that matches their aptitudes, qualifications, experience and interests.

3.2.1.8. Career Counseling. Help individuals explore available occupational and industrial opportunities as they begin or advance along a career path.

3.2.1.9. Employment Labor Market. Collect and disseminate information on the labor force, industries, occupations, employment projections, wages and other labor market and economic data in Pima County.

3.2.1.10. Local Performance. Collect and disseminate information on the LWDA’s performance measurements.

3.2.1.11. Supportive Services. Collect and disseminate information on available supportive services that may be necessary for individuals to participate in training and employment. Services include, but are not limited to: transportation, childcare, and social needs.

3.2.1.12. Unemployment Compensation. Provide information to individuals on filing claims for state benefits which may be available during the job search process.

3.2.1.13. Eligibility Assistance. Help individuals determine what programs or financial assistance may be available to them in Pima County.

3.2.1.14. Follow-up Services. Maintain contact with each individual for one (1) years after completion of a One-Stop program to identify any needs that can be met to help the individual obtain or maintain employment.

3.2.1.15. Individual Employment Plan. Develop a plan with each individual to identify employment goals, appropriate achievement objects and the combination of services that will help achieve the stated goals.

3.2.1.16. Group Counseling. Peer group counseling to develop: problem-solving skills; self-esteem; interview skills; appropriate work behavior; and resources and employment opportunities.

3.2.1.17. Individual Counseling and Career Planning. One-on-one sessions to help the individual develop: problem-solving skills; self-esteem; interview skills; appropriate work behavior; and resources and employment opportunities.
3.2.1.18. **Career Planning.** Provide the guidance to participants described in Section 134(3)(d)(4) of WIOA.

3.2.1.19. **Short-Term Prevocational Services.** To prepare individuals for unsubsidized employment or training, help develop: learning skills; communication skills; interviewing skills; personal maintenance skills; and appropriate professional conduct. Help individuals gain Occupational Safety and Health Administration (OSHA) or other special short-term training certifications.

3.2.1.20. **Comprehensive Assessment.** Use diagnostic testing and other assessment tools and conduct in-depth interviews and evaluations to determine: skill levels, service needs, employment barriers and employment goals.

3.2.2. **Training Services** will be provided to help individuals upgrade skills, earn certifications and enhance employability. The following will be provided:

3.2.2.1. **Occupational Skills Training.** Entities listed on the Eligible Training Provider List (“ETPL”) will provide WIOA-approved occupational skills training programs to enable participants to gain proficiency in performing the tasks and technical functions required by certain occupational fields at entry, intermediate or advanced levels.

3.2.2.2. **On-the-Job Training (“OJT”).** Contracted employers (in Pima County and, potentially California) will, through meaningful work experience, teach participants the knowledge and skills essential to adequate performance of the job and to prepare for long-term unsubsidized employment.

3.2.2.3. **Locally Recognized Employer Training.** Demonstrated effective strategies that meet employers’ workforce needs, including incumbent worker training, Registered Apprenticeship, transitional jobs, on-the-job training, and customized training. Job seekers will receive training required by an employer that will result in employment.

3.2.2.4. **Customized Training, including Workplace Literacy.** Each program will be designed to meet the specific needs of an employer or group of employers to introduce job seekers to new technologies or new production activities. The employer must commit to employing the job seeker(s) upon successful completion of the training and to paying not less than 50-percent (50%) of the costs of training.

3.2.2.5. **Incumbent Worker Training, including Workplace Literacy.** To help prevent job loss, the WIB, in conjunction with
employers, will provide training designed to help the workers obtain skills necessary to retain employment in their field.

3.2.2.6. **Skills Upgrading and Retraining.** Short-term or part-time intervention designed to help workers upgrade skills and utilize skills through modern technology.

3.2.2.7. **Entrepreneurial Training.** Individuals will gain knowledge in how to organize and manage a business or enterprise and on ownership responsibilities.

3.2.2.8. **Adult Education and Literacy.** Adult education programs offer instruction in reading, writing, math, and English language in alignment with initiatives such as the Arizona Adult Education College and Career Readiness Standards training and curricular alignment, the statewide hybrid and distance learning delivery models, and Arizona integrated education and training programs to assist adults in obtaining employability skills; extend learning beyond the classroom; and improved reading, writing, math and English language abilities in combination with other employment training services.

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2. **Partner by sharing resources, clients, and performance metrics.**

Partners hold strategic meetings and set up a regular communication protocol between each other to clearly define the duties of staff under each Partner.

The Core Program Partners started meeting in January 2015 and all Partners began meeting monthly in July 2016 up until June 2018.

The One-Stop Operator (OSO) began meeting with all Partners in July 2017 and as of 08/22/18, the OSO meets with the Partners on the 4th Wednesday of each month and at a different Partner location to provide opportunities for the Partners to visit other Partners’ sites and to strengthen referral methods.

Continue to strengthen partnerships with the Business Services Team, Sun Corridor Inc., local Chambers of Commerce, major trade groups such as Arizona Construction Trades, Davis-Monthan Air Force Base, and employer groups.

Network sessions will be scheduled for other community providers who may have clients seeking employment.

3. **Create a more efficient, seamless local workforce system to include collaboration on outreach to job seekers and employers.**

Strengthen referral methods for customers between the ARIZONA@WORK System and the Partner agencies for appropriate services and activities including use of emerging technology, telephone or other technology, such as video conferencing and
smart phone applications to strengthen referrals.

Work together to ensure the needs of workers and youth, and individuals with barriers to employment, including individuals with disabilities, are addressed including access to technology and materials made available through the ARIZONA@WORK System.

Continue to reach out to community-based organizations to help identify job seekers who have skills that employers are seeking.

4. Meet employer needs by strengthening the skills of the workforce.

The ARIZONA@WORK Pima County Business Services Team consists of Pima County Community Services, Employment and Training (CSET) staff and Arizona D.E.S. Employment Service staff.

The Team offers services to businesses and industries to help ensure that the ARIZONA@WORK Pima County services and trainings that are provided to job seekers and employees meet the Pima County employers’ needs. Services provided by staff include, and are not limited to:

Employer Needs Assessment. Evaluate the skills and talents employers require to meet current needs and future growth.

Job Posting. Interactive site allowing employers to post job openings and to search resumes and applications from interested job seekers.

Applicant Pre-screening. Assess and refer candidates who possess the knowledge, skills, and abilities being sought by the employer.

Recruitment Assistance. Raise awareness of job and hiring opportunities through posting of job openings, providing job applications, conducting small and large recruitment activities and hosting job hiring events.

Training Assistance. Provide training to employees to upgrade skills, understand new technology or transition into new positions.

Labor Market Information. Collect and disseminate data on labor market trends, economy, wages, industries and businesses.

Employer Referral System. Provide information on topic of interest to employers including, but not limited to, available community services, local training providers, federal laws and regulations, tax information and apprenticeship programs.

Rapid Response Team. Within 48 hours of learning of a substantial layoff or projected business closure, Team specialists will contact the employer and provide information to affected employees to facilitate access to the ARIZONA@WORK System’s available programs and services.

Job Developer Monthly Meetings are held each month.
The local ARIZONA@WORK System supports partnerships through the Pima County Joint Technical Education District (JTED), Pima Community College and others to expand technical education programs to help build a skilled workforce.

Where possible, focus workforce investment on industry sectors that provide career pathways to high-paying job and/or that offer our region the greatest competitive advantage in the global economy.

- Assist people in obtaining jobs in strategic industry sectors;
- Support employers in finding and hiring qualified employees;
- Engage underrepresent labor pools by removing barriers to employment;
- Continue to support the County and nation’s adult and youth workforce training programs and their key role in improving services and the economy;
- Encourage industry to offer internship opportunities to compliment career technical education;
- Engage businesses as co-sponsors based on their immediate workforce needs and long-term interests;
- Provide competencies that match jobs;
- Align with credit bearing coursework and transfer to professional degrees; and
- Provide portable credentials or certifications that enhance trainee’s employability.

5. Support state led efforts to develop a single intake process and database and data-sharing for the public workforce system.

The local ARIZONA@WORK System will use, to the extent practicable and allowable:

- Common practices and procedures;
- Common forms and documents;
- Software systems or applications; and
- Utilize a single database and appropriate data-sharing to further the effectiveness of the ARIZONA@WORK System.

The One-Stop Operator and the One-Stop Partners developed an RFP that will be released in 2019 in coordination with the Pima County Information Technology Department and the Pima County Procurement Department.

The RFP Scope of Services may include that a vendor must provide maintenance and support for a career planning application system remotely, Monday-Friday, 8 a.m. to 5p.m. Mountain Standard Time (MST) and must have the capability for system administrators to perform complete archiving and record retention purging of the system data and settings.

Additional vendor requirements include:
Must have adhoc reporting capacities to perform calculations in custom reports;

The program must allow for expansion with server load balancing, so the number of users can grow infinitely;

Capability must exist for system updates to be performed by vendor and require no user intervention;

Application must be available via any PC or Mac computer or mobile device with web browser capability regardless of location as long as internet connection is available; and

Vendor must have outfacing web portal options.

5. Workforce System and Partners

A description of the workforce development system in the local area that identifies the programs that are included in that system and how the local board will work with the entities carrying out core programs and other workforce development programs to support alignment to provide services. Discuss how the LWDA will align policies, operations, administrative systems and other procedures to assure coordination and avoid duplication of the workforce programs and activities. Describe agreements and procedures in place or in progress, and describe how the local board will work towards WIOA compliance in regard to the selection of a one-stop operator and a funding mechanism for one-stop infrastructure costs (see WIOA sec. 121 and draft regulations Part 678). Also include a link to where policies and procedures are posted and provide copies of existing agreements in the appendix.

ARIZONA@WORK is not an agency, a program or a building, it is a workforce development system for coordinating workforce resources. Interagency coordination and alignment occurs around a common purpose and mutual customer.

Pima County’s public workforce development system is anchored by the federally funded required and other Partners and is referred to as the ARIZONA@WORK Pima County One-Stop Workforce Development System.

Pima County WIB meetings are forums where Partners, service providers, employers and additional key stakeholders come together to learn about industry needs. The WIB and the local ARIZONA@WORK Partners have developed a Memorandum of Understanding (MOU) and developed an Infrastructure Funding Agreement that was approved in 2017. The MOU is the vehicle by which Partners coordinated efforts activities and discuss policy statements received from their various funding sources.

The WIB, which is supported by Pima County CSET, developed a competitive Request for Proposal (RFP) in 2017 to seek a One-Stop Operator through the Pima County Procurement Department. The Procurement Department is a division under the Finance and Risk Management Department and CSET is a division under the Health and Community Services Department. The WIB and Procurement Department consulted with CSET, Arizona D.E.S.
and other Partners in the development of the One-Stop Operator solicitation.

Visit the CSET web site and select the “Resources” tab to see guidelines and procedures that are posted online.

Copies of the existing agreements are in Appendix 4.

a. An identification of the entity responsible for the disbursement of grant funds described in section 107(d)(12)(B)(i)(II), as determined by the chief elected official or the Governor under section 107(d)(12)(B)(I).

As stated in the Shared Governance Agreement, if an entity serves in multiple roles in the ARIZONA@WORK Pima County One-Stop System, a complete separation of duties between staff functions is shown in a distinct line of authority for each function.

Examples of such distinct lines of authority are as follows:
   i. Staff assigned to serve the LWDB has a separate line of supervision from the staff who oversee direct services (e.g., adult, dislocated worker or youth);
   ii. Staff to the LWDB report to one department head and do not report to the same department head as staff for the One-Stop Operator or direct service provider

The separation of duties describes how staff assigned to one specific role (e.g. One-stop Operator, LWDB staff, direct service provider, fiscal agent) perform only the functions assigned to that role and do not perform functions specifically prohibited for that role.

The WIB has a written agreement with the LCEO that clearly delineates the responsibilities of the multiple roles, if any.

The documentation indicates clear independence over supervision or control of staff between the roles. For example, the LWDB staff may not also act as or supervise One-Stop staff.

Physical and electronic access is limited to only the functions assigned to the specific role. For example, direct service provider staff should not have access to the financial system or compliance documents. Only the Fiscal Agent should have access to the financial system.

If an individual represents the organization on the LWDB, the member recuses themselves from voting on any related matters applicable to these other duties. Note that the LWDB must not include members who are staff to the LWDB, staff or board members of the One-Stop Operator, and/or direct service providers.
1.1. **Required Firewalls.** Firewalls are established in order to avoid a conflict of interest and the WIB will ensure that the same person/department/unit will not both provide services and oversee/monitor the provision of those services.

1.1.1. The administrative entities for Title I-B, I-C, and I-D will not provide career services and oversee/monitor the provision of the career services.

1.1.2. The ARIZONA@WORK Pima County One-Stop System workforce service providers, competitively selected by the WIB for WIOA Title I-B Adult, Dislocated Worker, and Youth programs, will not provide career services and oversee/monitor the provision of the career services.

**Administrative Entity Governance Functions staff:**

**Pima County - Local Grant Recipient under Subtitle B of Title I**

LCEO –

- ✓ Local Fiscal Agent and delegates financial activities to the Pima County Administrator;
- ✓ Administering Entity and delegates administration of the WIOA Title I-B Adult, Dislocated Worker (“DW”), and Youth programs, and LWDB Administrative Support Staff (“LWDB staff”) to the Pima County Administrator.

**Pima County Administrator –**

- ✓ Delegates Fiscal Entity responsibilities to the Chief Deputy County Administrator who has assigned the responsibilities to the Grants Management & Innovation Department;
- ✓ Delegates Administrative Entity responsibilities for Title I-B programs to the Deputy County Administrator who has assigned the Administrative Entity responsibilities to the Pima County Community Services, Employment and Training Department (“CSET”);
- ✓ Delegates LWDB staff responsibilities to Economic Development* (currently the Chief Deputy County Administrator).

*as of 07/01/20

**LWDB –**

- ✓ Advisory Committee to the LCEO;
- ✓ Sets policy;
- ✓ Directs CSET to competively procure eligible providers to provide direct career services by awarding contracts or obtaining written agreements;
- ✓ Identifies eligible providers of career services in the local area; and
- ✓ Conducts financial monitoring and ensures audits of service providers or otherwise sees to the completion of these functions.
LWDB Administrative Support Staff –
✓ WIB Director/Program Manager and/or Administrative Support Specialist–Senior provides administrative support to the LWDB;
✓ Reports to the Administrative Support Services Manager, Economic Development* (currently the Chief Deputy County Administrator);
✓ Has a separate line of supervision from the CSET staff who oversee the direct career services for the WIOA Title I-B Adult, DW, and Youth programs;
✓ Do not report to the same Deputy County Administrator as the CSET staff who provide direct career services;
✓ Do not act as nor supervise ARIZONA@WORK Pima County One-Stop staff;
✓ Only assists the LWBD to fulfill its required functions (20 CFR 679.400 (d)); and
✓ Does not perform functions that are prohibited.

*as of 07/01/20

Administrative Entity Operations Functions staff:
Finance and Risk Management Department –
✓ Reports to Chief Deputy County Administrator;
✓ Issues checks;
✓ Responds to Title I-B Fiscal Monitoring requests; and
✓ The only staff who have access to their financial information management system.

Grants Management and Innovation (GMI) Department –
✓ Reports to Chief Deputy County Administrator;
✓ Provides accounting of funds spent and prepares billing invoices to request reimbursement from the Arizona Department of Economic Security (D.E.S.); and
✓ The only staff who have access to their financial information management system.

CSET – Administrative Entity for Title I-B programs
Director
✓ Reports to Deputy County Administrator;
✓ Approves D.E.S. request reimbursements;
✓ Has authority to review, approve, or deny Title I-B expenses;
✓ Develops and approves department and Title I-B budgets;
✓ Supervises Pima County staff;
✓ Does not act as nor supervise One-Stop service provider staff; and
✓ Does not have access to the Finance and Risk Management Department nor the GMI Department financial information management systems.

Administrative Services Manager
✓ Reports to Director;
✓ Supervises CSET Administrative Support staff;
✓ Approves D.E.S. request reimbursements in the absence of the Director;
✓ Has authority to review, approve, or deny Title I-B expenses;
✓ Assists with development of department budget;
✓ Does not act as nor supervise One-Stop service provider staff other than one (1) Administrative Support Specialist**;
✓ Does not have access to the Finance and Risk Management Department nor the GMI Department financial information management systems.

Special Staff Assistant-Senior
Senior provides policy, financial analysis, grant writing, and strategic planning.

Community Services Managers
✓ Report to Director;
✓ Supervise One-Stop Job Center Program Managers;
✓ Respond to appropriate Title I-B and other Program Monitoring requests;
✓ Do not act as nor supervise other One-Stop staff; and
✓ Do not have access to the financial information management systems nor compliance documents.

Program Managers
✓ Report to designated Community Services Manager
✓ Supervise One-Stop staff, excluding Front Line Staff, who provide direct career services at (2) Comprehensive, (2) Special, and (2) Affiliate ARIZONA@WORK Pima County One-Stop Job Centers;
✓ Review, approve, or deny Title I-B client expenses received from Workforce Development Specialists (WDS);
✓ Approve eligible training provider training requests; and
✓ Do not have access to the financial information management systems nor compliance documents.

Direct Service Providers (known as One-Stop Service Providers who are Subrecipients)
✓ Report to designated Program Manager or Front Line Supervisor
✓ Provide direct career services at One-Stop Job Centers;
✓ Do not act as nor supervise other One-Stop staff; and
✓ Do not have access to the financial information management systems nor compliance documents.

Intake Specialists and WDS
✓ Provide direct career services;
✓ Do not act as nor supervise other One-Stop staff; and
✓ Do not have access to the financial information management systems nor compliance documents.

CSET Administrative Support Staff – report directly to the CSET Administrative Services Manager; do not act as nor supervise other One-Stop staff (except for the Front Line
Supervisor); and do not have access to the financial information management systems nor compliance documents:

**Program Coordinator**
Front Line Supervisor for only the One-Stop Job Centers’ Front Line Staff who represent different One-Stop service providers;

**Program Coordinator**
Serves as Regional Director for Pima County Arizona Job Connection (AJC); and Serves as Pima County ETPL Coordinator.

**Contracts Specialist**
Processes WIOA and other grant subrecipient and other contracts; and Assists the Pima County ETPL Coordinator.

**Grant Accounting and Compliance Specialist**
Processes WIOA and other grant subrecipient and contractor invoices.

**Administrative Support Specialist**
Processes payments for WIOA and other subcontractors, training vendors, and various vendors who provide testing and support services as well as supplies and overhead.

**Administrative Support Specialist**
Processes support services vouchers for WIOA and other clients.

**Administrative Support Specialist**
Generates AJC and Pima County Participant Tracking System (PTS) reports for CSET staff and the LWDB staff.

**Administrative Support Specialist**
Orders office supplies; and Pays WIOA and other expenses with Pima County Procurement Card.

**One-Stop Operator.** The One-Stop Operator (OSO) carries out activities under title I-B that are not related to the direct provision of workforce investment services (including services to participants and employers). The OSO does not perform functions.

The Chair of the Pima County Board of Supervisors (BOS) delegates the administration of the Workforce Innovation and Opportunity Act (WIOA) Title I Adult, Dislocated Worker (DW), and Youth services as well as support of the Workforce Investment Board (WIB), which is an advisory committee to the BOS, to the County Administrator, who has placed it under the Pima County Health and Community Services Department.
The Pima County Community Services, Employment and Training Department (CSET) is a division of the Health and Community Services Department and is the administrative entity that has direct responsibility for providing oversight of and direct services for the WIOA Title IB programs and the ARIZONA@WORK Pima County One-Stop System.

CSET was the One-Stop Operator up until 06/30/17 for the ARIZONA@WORK Pima County One-Stop System.

A recent retirement resulted in a September 20, 2019 communication from the County Administrator who announced the following management restructuring to be effective October 1, 2019:

Dr. Francisco Garcia was promoted to Deputy County Administrator and will oversee all the departments, including CSET, under the Pima County Health and Community Services Department previously managed by Chief Deputy County Administrator Jan Lesher with the exception of the Communications Department, Attractions and Tourism, Grants Management and Innovation Department, and Stadium District.

Chief Deputy Lesher will assume management responsibilities of Human Resources, with the exception of Facilities Management. The Communications Department, Attractions and Tourism, and Grants Management and Innovation Department will continue to report to Chief Deputy Lesher.

The WIB administrative support staff will remain under Chief Deputy Lesher and this Pima County Office of Chief Deputy County Administrator is the administrative entity that has direct responsibility for providing support staff to the WIB.

Pima County is the fiscal agent and financial activities are delegated by the BOS to the County Administrator.

The County’s CSET Department initiates the process to pay WIOA bills. Pima County’s Department of Finance and Risk Management consists of ten Divisions controlling and reporting all financial transactions of the County.

The Central Finance Division under the Department of Finance and Risk Management actually issues the checks, and the Pima County Grants Finance Division provides an accounting of funds spent and requests reimbursement from the Arizona Department of Economic Security (D.E.S.).

Payments are made to subcontractors, training vendors, and various vendors providing testing and support services as well as supplies and overhead. This includes expenditures in support of the WIB and its committees, including travel for state meetings, expenditures for WIB Retreats, the WIB Annual Meeting, and the WIB Annual Report that is distributed to the community.
b. A description of the competitive process to be used to award the subgrants and contracts in the local area for activities carried out under this title.

WIOA Title I Adult, Dislocated Worker and Youth programs

All competitive procurement processes follow federal, state, and local procurement laws, regulations, and policies.

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

The Pima County Procurement Code may be viewed at https://www.municode.com/library/az/pima_county/codes/code_of_ordinances?nodeId=T1T11PICOPRCO.

Pima County's Procurement Department recognizes the inevitability of change and embraces it. The department has implemented many changes over the months, all of them designed to save taxpayer dollars, maximize transparency and accountability and improve service.

Pima County Procurement Director Mary Jo Furphy knows change is inevitable and figures, “Why not embrace it?”

In just under three years at the helm, Furphy has implemented a wide range of innovations in her department and the procurement process — some major, such as a complete review of and modifications to the Procurement Code and departmental policies and procedures — some more minor, like implementation of an upgrade to the vendor self-service portal.

Outreach efforts also required a human touch. Procurement’s goal is to identify a number of procurement liaisons within each County department, one to three depending on department size. Liaisons serve as points of contact and help identify and troubleshoot procedural problems and needs. The department management and liaisons meet regularly with Procurement management to receive updates on new and pending policies and practices, to discuss upcoming department needs and concerns of both departments.

Source: eScoop - Pima County Employee Newsletter September 2018

Non-competitive contracts are awarded to Pima Community College (PCC) 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. Some vendor contracts are
procured by Pima County’s Procurement Department. These are procurements for items used by clients such as work tools and work boots.

**Fee For Service – Contracts used for:**
- Workshops
- Alternative Education
- Youth Skills Training
- Work Experience
- Behavioral Health Counseling
- Tutoring/Dropout Prevention
- Summer Employment and Education Opportunities

**Cost Reimbursement – Contracts used for:**
- ARIZONA@WORK Staff
- Job Development
- Career Planning
- Follow-up
- Mentoring
- Leadership

Potential service providers and vendors learn about solicitations released by the WIB and the ARIZONA@WORK System on the Pima County CSET and Procurement Departments’ websites and from the local The Daily Territorial newspaper.

Procurements have specified timelines, and proposals are reviewed by WIB members who make funding recommendations to the Pima County Board of Supervisors. The WIB’s Planning Committee, with the assistance from the ARIZONA@WORK CSET administrative support staff, recommends priorities for solicitation of ARIZONA@WORK services.

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 industry sectors?
- 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 development system?
- Cost
- Capacity

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 under Pima County Procurement Code Title 11.20.010.

On-the-Job Training (OJT) contracting is subcontracted on a competitive basis to one or more agencies that operate on a cost reimbursement basis. The subcontractor writes OJT contracts with employers, places clients into positions, monitors progress, and reimburses the employer.

Customized training is developed on an as needed basis with existing training vendors who have been procured through appropriate competitive processes. The WIB has not operated other types of training that are exceptions to the Individual Training Assessment (ITA) process.

c. A description of the roles and resource contributions of the one-stop partners.

The ARIZONA@WORK Partners’ roles and responsibilities as mandated in Section 121 (b)(1)(A) of the WIOA of 2014 are as follows:

1) Comply with WIOA and all federal, state, and local laws, regulations, rules, policies and plans applicable to parties in their respective roles under the Memorandum of Understanding (MOU) and as consistent with the rules that govern each Partner’s respective program. Each Partner expressly agrees to notify the other Partners of any changes to the rules governing its respective program that impact the Partner’s performance under the MOU.

2) Remain as a party of this Plan and the MOU throughout the MOU agreement period of July 1, 2017 to June 30, 2020 in order to participate as an ARIZONA@WORK Partner.

3) Provide priority of services to veterans and covered spouses for any qualified job training program pursuant to the Jobs for Veterans Act as prescribed in 38 U.S. Code §4215.

4) Make career services under the Partner’s program available to individuals through the ARIZONA@WORK Workforce Development System.

5) Ensure compliance by each Partner’s staff members who work in the ARIZONA@WORK System with ARIZONA@WORK policies and procedures. Should a conflict exist between ARIZONA@WORK System personnel policies and a Partner’s personnel policies, the Partner’s policies will prevail.

6) Use, to the extent practicable and allowable, common practices and procedures; forms and documents; software systems or applications; and other forms of media as agreed to by all parties in the performance of the ARIZONA@WORK System.

7) Strengthen referral methods for customers between the ARIZONA@WORK System and the Partners’ agencies for appropriate services and activities.
8) Work together to ensure the needs of workers and youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in the provisions of necessary and appropriate access to services, including access to technology and materials made available through the ARIZONA@WORK System.

9) Hold/attend meetings to:
   i. Set up communication protocols between Partners.
   ii. Define the duties of staff under each Partner.
   iii. Provide staff with opportunities to visit other Partners’ sites.
   iv. Conduct customer-centered design process.
   v. Generate innovative ideas through “re-thinking” and brainstorming processes.
   vi. Promote functional integration, such as bringing together business outreach staff from each Partner program.
   vii. Conduct joint planning, set mutual goals and share resources.

10) Cross-train Partner staff. Partners will obtain feedback from each Partner’s referral point of contact about the need for ongoing and future training topics. In doing so, the Partners will be guided by these overall principles for cross-training:
   i. Developing a conceptual framework and educating Partner staff about each organizations’ mission and goals;
   ii. Providing a structure to deliver consistent staff development training;
   iii. Involving Partners in sharing training development;
   iv. Assessing pre-existing capacities of Partner staff and identifying areas that require additional training; and
   v. Monitoring feedback of training and setting up systems for improvement.

11) Each Partner will provide additional cross-training of staff and periodic updates to better assist job seekers. Training will also be used to help staff understand basic eligibilities for each program, with the goal of empowering front-line staff to co-enroll between programs.

12) Share documents that explain eligibility criteria for each Partner program.

13) Support efforts to develop data sharing and utilize a common database that will be available for Partners to track data about employers and all workforce participants, and to generate reports for the management of the system and required performance measures.

14) Comply with the following protocols when participant data is shared between Partner programs:
i. Obtain participants’ informed consent for all data-sharing.
ii. Provide to each Partner that is sharing data a list of staff who will have access to the data.
iii. Conduct training for each staff member that has access to shared data on confidentiality protocols.
iv. Obtain a signed confidentiality agreement from each staff member that has access to shared data.

15) Partners who wish to obtain access to the designated State Management Information System may do so under the terms and conditions of the MOU if the following conditions are met:

i. The Partner is responsible for all costs associated with data access (e.g., hardware and software, phone lines, monthly connection charges, fees for usage); and
ii. The Partner agrees to adhere to state and local policies governing confidentiality, data usage, and standards for data entry; and
iii. Each Partner staff member who requires access will follow the security access procedures established by the Arizona Department of Economic Security (D.E.S) and sign the appropriate data access forms prior to receiving access.

16) Ensure the policies, procedures, program, and services are in compliance with the Americans with Disabilities Act of 1990 and its amendments, in order to provide equal access to all customers with disabilities.

17) Contribute to infrastructure cost-sharing activities as defined in the MOU.

The Pima County Workforce Investment Board (WIB) began work towards the selection of a One-Stop Operator with the assistance of Pima County’s Procurement Department in September 2016. The WIB met all WIOA compliance requirements by having the Pima County Procurement Department administer the competitive Request for Proposals (RFP) process so the WIB could select a One-Stop Operator for the ARIZONA@WORK Pima County System.

Describe agreements and procedures in place or in progress, and describe how the local board will work towards WIOA compliance in regard to funding mechanism for one-stop infrastructure costs.

In accordance to the WIOA Joint Operational Guidance 2016-01, the Partners developed and signed the WIOA-compliant Infrastructure Funding (for the Job Centers) and Services Cost Sharing Agreement (for the System) that was due in September 2017.
1. Each Partner identified in the MOU has federally-funded and/or private resources available for development of the local workforce.

2. The Partners will discuss the resources available for career services from each Partner and discuss ways to coordinate and maximize funds within the ARIZONA@WORK System. It is expected that each Partner will account to their funding source but identify funds that are used for career services for the local area and will be considered in-kind costs.

3. The Partners agree to provide funding for the shared costs of the partnership in accordance with the Infrastructure Agreement. The Infrastructure Agreement is incorporated into the MOU.

4. The Partners assume full responsibility for their proportionate share of the ARIZONA@WORK Job Centers’ infrastructure costs for their use of the Comprehensive Job Center in their performance of the terms of this MOU. The term “costs of infrastructure” is defined in WIOA Section 121 (h)(4), means the non-personnel costs that are necessary for the general operation of the Comprehensive Center, including but not limited to:
   a. Rental costs of the facilities;
   b. Costs of utilities and maintenance;
   c. Costs of equipment (including assessment-related products and assistive technology for individuals with disabilities); and
   d. Costs of technology to facilitate access to the ARIZONA@WORK Job Center, including the Center’s planning and outreach activities.

5. It is expressly understood that the MOU does not constitute a financial commitment, but rather intent to commit specific resources in the future as the partners’ allocations and budgets are known and as the workforce delivery system evolves. The contributions of each Partner are intended to be in proportion to the contributions of the other Partners.

6. This Infrastructure Funding Agreement provides the shared funding arrangements for Partners participating in the Pima County ARIZONA@WORK System MOU who have staff located at a Comprehensive Job Center. The Partners of the agreement and the term of the agreement are part of the MOU. The MOU is designed to optimize the use of federal workforce funds allocated to the Partners for use in serving workers and employers in Pima County.

7. Infrastructure Costs that are to be shared include:
   a. Rental costs of the facilities, based on space;
   b. Costs of utilities and maintenance, based on space;
   c. Equipment, paid for by each Partner (including assessment-related products and assistive technology for individuals with disabilities); and
d. Technology to facilitate access to the ARIZONA@WORK Job Center, paid for by each Partner (including video conferencing and website links to each Partners’ website).

8. The costs of such services and the operating costs of such System will be funded:

a. through cash and in-kind contributions (fairly evaluated), which contributions may include funding from philanthropic organizations or other private entities, or through other alternative financing options, to provide a stable and equitable funding stream for ongoing ARIZONA@WORK System operations; and

b. funding of the infrastructure costs of the Job Centers in accordance with subsection (h); and

c. The methods of referral of individuals between the One-Stop Operator and the ARIZONA@WORK Partners for appropriate services and activities are described in the MOU.

REQUIRED CORE PARTNERS
The required WIOA Title I Adult, DW, and Youth Programs are administered by the Pima County Community Services, Employment and Training (CSET) Department in addition to the following:

- Senior Community Service Employment Program (SCSEP);
- HUD Employment and Training Program for the Homeless;
- Kino Veterans’ Workforce Center;
- HSE Diploma Preparation Program; and
- Locally funded Youth Workforce Programs.

The required WIOA Title II Adult Education and Literacy Services are administered by Pima Community College, Adult Basic Education for College & Career and the Literacy Education and Resource Network (LEARN) Program that is a unit of the Adult Probation Department of the Arizona Superior Court in Pima County.

The required WIOA Title III Employment Service (Wagner-Peyser) and WIOA Title IV Vocational Rehabilitation Services (Rehabilitation Services Administration) are administered by the Arizona Department of Economic Security (D.E.S.), Workforce and Rehabilitation Administration which also administers the Unemployment Insurance Program, Trade Adjustment Assistance and Veterans Employment and Disabled Veterans Outreach Activities.

REQUIRED OTHER PARTNERS
1. The Fred G. Acosta Job Corps Center is administered by Human Learning Systems, Inc.
2. The Tucson Indian Center is a non-profit that receives WIOA Title I funds directly from the U.S. Department of Labor (DOL).
3. Portable, Practical Educational Preparation, Inc. (PPEP, Inc.) is a non-profit that also receives WIOA Title I funds from the U.S. DOL and PPEP, Inc. administers the YouthBuild and Migrant and Seasonal Farmworkers (MSFW) programs.

4. Temporary Assistance for Needy Families (TANF) - Jobs administered by ResCare Workforce Services-Arizona, Inc.

**OPTIONAL ADDITIONAL PARTNER**

Supplemental Nutrition Assistance Program (SNAP) Program administered by the Arizona Department of Economic Security (D.E.S.), Employment Administration.

Other possible federal partners that are not included:

- Community Services Block Grant (CSBG), administered locally by Pima County CSET and which does not allocate any funds to workforce; and
- Second Chance, at the present time a non-workforce grant administered locally by the Pima County Health Department.

The Arizona Department of Economic Security (D.E.S.) Rehabilitation Services Administration (RSA) has been engaging in community outreach to further educate people regarding the services available under RSA for people with disabilities. RSA conducts monthly orientations at the behavioral health clinics and also conducts presentations within the community in an effort to outreach to as many people as possible. RSA is also actively involved in local job fairs and youth transition fairs. The Tucson RSA offices will accommodate clients by facilitating orientations at the local office and will accommodate clients who are unable to attend during the regularly scheduled orientations at the Tucson RSA offices due to conflicts in schedule. RSA will also continue to accommodate parents of youth transition clients by providing evening orientations.

The ARIZONA@WORK Pima County One-Stop System’s Grievance Procedures, Complaints, and State Appeals Processes provide for the following:

A process for dealing with grievances and complaints from participants and other interested parties affected by the local WIOA system including ARIZONA@WORK Partners and service providers.

**EO Grievance Policy Procedure.pdf**

The ARIZONA@WORK System implemented procedures to ensure performance measures meet negotiated levels in each Program Year.

As part of their required monthly reporting, Pima County Workforce Development Specialists and Contracted or Memorandum of Understanding (MOU) Agencies shall review and confirm and/or correct Client Logs from the ARIZONA@WORK Participant Tracking System (PTS).

**Adult DW Reporting Procedures.pdf**
d. **Employment Service.** A description of plans and strategies for, and assurances concerning, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) and services provided in the local area through the One-Stop delivery system, to improve service delivery and avoid duplication of services.

The Arizona D.E.S. Employment Service is a network of public employment offices providing placement services for job seekers and labor force recruitment services for employers. Employment Service is co-located and offers workforce development services in the ARIZONA@WORK Pima County Job Centers and throughout the state of Arizona.

The Pima County locations are referred to as ARIZONA@WORK Pima County One-Stop Career Centers.

Services are delivered in one of three modes:

1. Self-service;
2. Facilitated self-help services; and
3. Staff-assisted service

Employment Service focuses on providing a variety of employment-related labor exchange services including, but not limited to:

1. Employability Assessment;
2. One-on-one initial registration in the Arizona Job Connection (AJC);
3. Review on-line employability assessments for possible referral to other programs;
4. **Referrals to ARIZONA@WORK Pima County One-Stop Partners and service providers’ services and other community resources:**
5. Discussing job search techniques;
6. Assessing and referring job seeker to job search workshops;
7. Job search assistance;
8. Job referral and placement assistance for job seekers;
9. Providing labor market information;
10. Resume preparation;
11. Job development;
12. Re-employment services to Unemployment Insurance (UI) claimants;
13. Priority of service to veterans and their spouses which may include referral to the Disabled Veterans Outreach Program (DVOP) Coordinator;
14. Assisting migrant and seasonal farmworkers (MSFW) with the “MSFW Outreach Packet,” developed to provide critical information concerning access to services in their area;
15. Assessment of eligibility for the Work Opportunity Tax Credit (WOTC) and issue certification for job seekers found eligible; and
16. Recruitment services for employers with job openings.

Employment Service assists job seekers from all walks of life and is committed to working with the ARIZONA@WORK Partners within the ARIZONA@WORK System to ensure job seekers have access to the full menu of services available. Certain populations require more assistance than the standard job seeker, at times requiring staff to spend more time with them. Some examples are:

- Veterans;
- Homeless veterans;
- Low-income clients and recipients of public assistance;
- Ex-offenders;
- Individuals with limited English proficiency;
- Individuals with low basic skills;
- Unemployment compensation claimants;
- Unemployed, underemployed individuals;
- Migrant and seasonal farm workers;
- Older workers; and
- Individuals with a disability.

Employment Service has a representative who serves on the Pima County Workforce Investment Board (WIB). The partnerships developed through the WIB provides staff the opportunity to share information gained from both employers and jobless workers, allowing community leaders to better identify the types of training that will prepare unemployed workers for needed local jobs.

Employment Service staff also participate on the Business Services Teams in each local area allowing the partnership built in the ARIZONA@WORK Job Center to be more responsive to the needs of the business community. Local offices routinely receive employers’ requests for workers to fill a wide range of jobs from entry level to highly qualified positions. Among them are professional, technical, and managerial positions, clerical and sales jobs, service occupations, manufacturing work, agricultural employment, machine trades, and skilled crafts.

With the implementation of WIOA, Employment Service staff have taken on a new role in the ARIZONA@WORK Job Center by participating in the design, implementation and provision of services through the Welcome Team. In some instances, the roles are shared with the ARIZONA@WORK Partners for a seamless delivery of services, including but not limited to:

- Front desk screening for services;
- Conducting ARIZONA@WORK orientations;
- Completing partial client registration in AJC during the triage process;
- Determining the appropriate provision of services and completing a referral; and
- Scheduling appointments for services within the ARIZONA@WORK System.
Cross-training and information sharing sessions are held to ensure that Employment Service staff have the knowledge to provide quality services to the job seeker, therefore enhancing their customer experience within the ARIZONA@WORK System.

e. **Adult Education.** A description of how the local board will coordinate workforce investment activities carried out under this title in the local area with the provision of adult education and literacy activities under title II in the local area, including a description of how the local board will carry out, consistent with subparagraphs (A) and (B)(i) of section 107(d)(11) and section 232, the review of local applications submitted under title II.

**Adult Education Instruction**
The Arizona Adult Education Request for Grant Applications (RFGA) included a process for the submission of all applications to the Pima County WIB for review and comment as required under WIOA. All comments provided by the WIB were a component in the evaluation of grant applications as described in Title II of WIOA, sections 231 and 232 and the Adult Education Specific Section of the Arizona Unified Workforce Development Plan.

Arizona Adult Education, in accordance with WIOA, implements services to assist adults in becoming literate, obtaining the knowledge and skills necessary for employment and self-sufficiency, obtaining the skills necessary to become full partners in their children’s education, completing their secondary school education, transitioning to postsecondary education or training, and improving the reading, writing, and comprehension skills for English language learners, and acquiring an understanding of the American system of government.

Adult Education programming addresses the necessity for college and career readiness as an overarching goal for our adult learners. Arizona Adult Education College and Career Readiness Standards training and curricular alignment, the statewide hybrid and distance learning delivery models, and IBEST programs are examples of initiatives implemented by Adult Education programs. These programs assist adults in obtaining employability skills such as critical thinking and communication; the integration of workforce preparation into literacy activities; career pathways and postsecondary bridge program models; the distance and hybrid learning services to extend learning beyond the classroom; and at the core, instruction in the areas of reading, writing, math and English language acquisition.

Arizona Adult Education programs are currently funded to provide the following services to adult learners:

- Adult Basic Education (ABE), including instruction in reading, writing, and math up to the 8th grade level;
- Adult Secondary Education (ASE), including preparation for testing leading to a high school equivalency diploma;
• English Language Acquisition for Adults (ELAA);
• Integrated English Literacy and Civics Education (IELCE);
• Distance Education and Hybrid Learning instructional delivery; and
• Integrated Education and Training including the Integrated Basic Education Skills Training (IBEST) model.

Arizona Adult Education funds two programs in Pima County: Pima County Adult Probation LEARN and Pima Community College Adult Basic Education for College and Career. In accordance with WIOA and the local Plan, Adult Education programs offer basic literacy instruction, Adult Basic Education (ABE), Adult Secondary Education (ASE), HSE Diploma Preparation, and English Language Acquisition for Adults (ELAA) through face-to-face and computer-aided instruction.

• **Pima County Adult Probation LEARN** serves predominantly adult offenders and provides ABE, ASE, and Workforces Skills Development.

• **Pima Community College Adult Basic Education for College and Career** serves adults through instruction in ABE, ASE, English Language Acquisition for Adults (ELAA), Integrated Basic Education and Skills Training (IBEST), Refugee Education, Bridge Classes, Distance Learning, Volunteers, and High School Equivalency (HSE) diploma testing. The HSE diploma is a certificate of completion of high school requirements that allows students to obtain employment or continue their education.

Arizona adult education providers are evaluated both fiscally and programmatically based on a model incorporating the following factors:

• A cyclical system for risk assessment and monitoring;
• Monthly desk-monitoring, including data analysis and technical assistance; and
• Evidence of high quality data-driven and research-based professional learning aligned to content standards and professional learning standards.

Monitoring for compliance to federal and state requirements is an important part of the Arizona Adult Education Program Improvement Model. Desk monitoring is conducted on all programs throughout the year, and on-site monitoring is conducted based on risk assessment and issues identified during the Case Review process. Program reporting is part of the annual program improvement cycle. Each local provider completes a comprehensive set of final reports on program operations, performance, professional learning, technology integration and fiscal contracts. As programs are completing their final reports they are also developing the foundation for the upcoming program year’s continuation plan.

**Adult Education Reporting of Performance Measures**

Data collection on performance measures will be accomplished via data match. Arizona currently has a data match for HSE testing and recently secured a data match with D.E.S. for Unemployment Insurance (UI) Wage System Information to support reporting of
employment outcomes. Arizona is currently working toward a data match with the National Student Clearinghouse Student Tracker to track students who have transitioned to postsecondary education. Program staff also make follow up phone calls to track outcomes of students who decline data match or do not provide a social security number; and to track employment outcomes of IBEST participants.

**High School Equivalency (HSE) Testing**
There are two (2) ways to obtain an HSE Diploma in Arizona. Both ways also require a pass score in the AZ Civics Test.

The GED® Test Pathway is one way that an HSE Diploma may be earned in Arizona by passing the GED® tests along with passing the AZ Civics Test.

The College Credit Pathway is another option for adults seeking to obtain their HSE Diploma in Arizona. Effective July 1, 2018, adults can earn their HSE Diploma by demonstrating completion of 25 specific college credits along with passing the AZ Civics Test.


f. **Vocational Rehabilitation.** A description of the replicated cooperative agreements (as defined in section 107(d)(11)) between the local board or other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of such Act (29 U.S.C. 720 et seq.) (other than section 112 or part C of that title (29 U.S.C. 732, 741) and subject to section 121(f)) in accordance with section 101(a)(11) of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

The ARIZONA@WORK Job Centers all have computer resource areas that are available for job seekers and other customers to use where they are able to access the internet for job search.

Rehabilitation Services Administration (RSA) assists with meeting the accessibility needs of individuals with disabilities. And to further help with ameliorating these accessibility limitations, RSA has assistive technology available for clients to use such as a CCTV, video phone and UBIDUO. Additionally, RSA is located in two Arizona D.E.S. Pima County locations and the facilities provide full accessibility for persons with disabilities. This includes physical access to the building, access to information - including information in accessible modes (e.g., large print, braille, etc.). RSA is committed to the principles and requirements of the ADA.
RSA is committed to provide quality services to members of the local community. RSA provides a staff member two times a week at a Comprehensive ARIZONA@WORK Job Center who is available to meet with potential clients for the Vocational Rehabilitation (VR) program. This staff member is available to take client referrals, provide on-site orientations, and other services as needed. RSA also provides a staff member at the Pima County Youth Employment Career Center. The RSA staff member is available to provide youth with information regarding the RSA programs, accept referrals and facilitate orientations to youth interested in receiving services through RSA.

RSA works collaboratively with the ARIZONA@WORK System by offering RSA clients the option of being referred to an ARIZONA@WORK Job Center for employment related services. With approval of clients and by signing a release of information, RSA will release evaluations to the ARIZONA@WORK Job Center such as psychological evaluations, functional capacity evaluations and other evaluations funded by RSA that will further help the client meet the eligibility requirements through the ARIZONA@WORK Job Center. Additionally, RSA and the ARIZONA@WORK Job Center works collaboratively by serving mutual clients simultaneously by utilizing each other’s services as comparable benefits to better serve clients in reaching successful employment outcomes.

RSA engages in community outreach to further educate people regarding the services available under RSA for people with disabilities including:

- Conducting monthly orientations at behavioral health clinics and within the community in an effort to outreach to as many people as possible;
- Being actively involved in local job fairs and youth transition fairs;
- Accommodating clients by facilitating orientations at the local office and clients who are unable to attend during the regularly scheduled orientations at the Tucson offices due to conflicts in schedule; and
- Accommodating parents of youth transition clients by providing evening orientations.

5. Career Technical Education

g. Programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.), that support the strategy identified in the State plan under section 102(b)(1)(E).

Career Technical Education programs play a key role in Pima County’s local workforce system. Pima Community College has more than 140 CTE programs listed on the Eligible Training Provider List for WIOA funding. The Pima County Joint Technological Education District (JTED) offers tuition-free CTE programs to high school students at central campuses and satellite high schools for more than 70 occupations. Many of these programs offer opportunities to earn industry certifications, and/or a state license, as well as high school credit or college credit or
both high school and college credit through dual enrollment opportunities.

Long-standing practices that leverage these significant resources include:

1. Co-funding with Pima Community College two full-time Student Services staff people to work on site at the comprehensive job centers to facilitate registration, enrollment, progress tracking and credentialing of ARIZONA@WORK customers.
2. Joint projects and discretionary training grants with PCC’s Center for Training and Development, including the Round 1 and Round 2 HPOG demonstration grants, the Trade Adjustment Assistance Community College Training (TAACCT) Round 2 and 4 grants, and the Youth CareerConnect Grant.
3. Collaborative development and implementation of IBEST programming.
4. Sponsorship, through WIOA Youth or Pima County General Funds, of students from high school CTE programs in paid summer work experiences that relate to their coursework and help them transition into careers.
5. Participation by PCC administrator responsible for submission of programs for Eligible Training Provider List on the WIB Performance Committee.

Pima County WIB is engaged in the following efforts with core and CTE partners that support State strategies identified pursuant to 102(b)(1)(E) under section II.C.2. of the State Workforce Development Plan:

**Strategy 7 – Identify and respond to high-demand and growing industry/employment sectors**

Both JTED and PCC require evidence of industry demand as part of the approval process for new CTE programs, and ongoing industry input via advisory committees. The state and local ETPL policies include demand and/or growth among eligibility criteria for approval of programs for WIOA Training Services. The local training and support guidelines provide incentives to encourage participants to choose training that aligns with targeted industry sectors, including priority points and additional assistance above the standard training and support caps.

Sector strategy partnerships have been an important way to bring about further alignment of CTE programs with high-demand/high-growth/high-wage industries. Sector Partnerships in aerospace/defense manufacturing (Southern Arizona Manufacturing Partners), logistics (Southern Arizona Logistics Education Organization), healthcare (Tucson Healthcare Sector Partnership), and infrastructure/utilities (Arizona Sun Corridor Get Into Energy Consortium), all include a strong focus on aligning CTE at both the secondary and post-secondary levels with industry needs. Representatives from Pima Community College, JTED and various high schools have been active in all of these sector groups; in some cases the sector partnership serves as the formal industry advisory committee for the CTE program.
Strategy 8 – Establish model career pathways for designated industry sectors.

Twelve career pathways are identified in Plan Section 8.g. CTE and core program activities are aligned in varying configurations in each one of these models, as described in that section. PCC ABECC (WIOA Title II) engages Title I, CTE and industry sector partners to develop Integrated Basic Education and Skills Training (IBEST) programs in new occupational fields. The Center for the Future of Arizona has also convened a Pathways to Prosperity Tucson regional planning group with representation from JTED, PCC, Pima County Title I and industry sector partners to develop more “2+2” pathways leading from grades 9 to 14. As such, PCC has commenced the CTE Dual-Credit Academies initiative to establish coherent sequences of courses in priority sectors that allow high school students to earn a PCC certificate as a part of their JTED course of study. This effort has been enhanced by the Pima County Youth CareerConnect project, which expedited pathway development in BioScience, Manufacturing, Aviation Technology, and Health Information Technology.

Strategy 9 – Implement increased opportunities for alternative training and education, including work-based training and registered apprenticeship.

CTE partners are supporting this strategy in Pima County by:

- Offering college courses that satisfy requirements for certificates or degrees and meet the classroom requirements of registered and industry-recognized apprenticeships, such as Electrical Utilities Technician and Building and Construction Trades.
- Developing degrees and certificates that incorporate a credit-bearing internship course requirement, designed based on industry input, as in the case of the PCC Logistics and Supply-Chain Management program.
- Instituting credit for prior learning policies and procedures so that individuals can demonstrate learning attained through work experiences by means of a portfolio, third-party, industry-recognized credential, or exam.
- Partnering to develop IBEST versions of established CTE programs.

Employers would agree that most jobs cannot be done effectively or efficiently without the right tools. In the field of business engagement, workforce development, education, and apprenticeship professionals also require the right tools as they reach out to employers to develop solutions to their human resource challenges. On 08/06/18, the U.S. Department of Labor (DOL) Employment and Training Administration (ETA) released a set of apprenticeship business engagement tools designed to help develop and improve the ability to work with employers and expand the use of apprenticeship. During the 10/04/18 webinar, Pima County WIB members and other participants received an overview of the new resources, learned specific skills, and explored how those skills may help address common business engagement challenges. A subsequent web chat on 10/09/18 provided participants with an opportunity to discuss specific challenges with peers and experts and to brainstorm solutions.
h. **A description of how the local board will coordinate education and workforce investment activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services.**

The Pima County Workforce Investment Board (WIB) includes among its members:

- Pima Community College (PCC) Campus President and Vice Chancellor of Workforce and Economic Development (replaced the PCC Chancellor as of 09/04/18);
- The Pima County Superintendent of Schools;
- Superintendent/CEO of the Pima County Joint Technological Education District (JTED); and
- PCC Vice President of Adult Basic Education for College and Career.

These representatives oversee the following mechanisms for coordinating education and workforce investment:

- Coordination with high-school CTE programs through JTED
- Coordination with adult education programs to provide support and transition services
- Coordination with alternative secondary education programs
- Coordination with secondary special education programs to provide transition services
- Coordination with secondary schools to connect students with services when they leave school
- Co-location of college and workforce personnel
- Coordination of training assistance with Pell Grants and other funding sources
- Career services and program development
- Grant-seeking and public information
- Regional collaboration and economic development

PCC has a Vice President for Workforce Development, who serves as the college’s liaison to the WIB and ARIZONA@WORK System. The Vice President served on the WIB Planning Committee from October 2016 to August 2018 and provided workforce expertise and strategic oversight to ensure that the college is responsive to the needs of the employers, industries, and job seekers.

The recently appointed PCC Campus President and Vice Chancellor of Workforce and Economic Development joined the WIB Planning Committee on September 20, 2018.

The PCC Workforce Development Department oversees the Inter-Governmental Agreement between PCC and Pima County.

**Secondary Education**
Coordination with CTE programs through JTED is occurring through the sector strategy/career pathway development activities discussed in the previous section. In 2014 Pima County WIB won a Youth CareerConnect (YCC) grant from the U.S. Department of Labor to develop new talent pipelines for aerospace manufacturing, bio-technology, aviation technology and health information technology. The YCC funding, distributed by JTED as a sub-recipient partner, supports improvements to/expansion of, select secondary CTE programs that align with the WIB’s targeted industry sectors.

A key focus for the local workforce system is to assist out-of-school youth who have dropped out of high school to re-engage in education and attain a high school diploma or high-school equivalency. Coordination with alternative secondary education programs occurs through the ARIZONA@WORK youth services team and through the Youth On the Rise (YOTR) community change network.

The ARIZONA@WORK youth services team consists of direct service providers who represent WIOA Youth contracted service providers and One-Stop Partners.

Referrals to alternative secondary education HSE programs include:

- Pima Community College ABECC;
- Pima County Adult Probation Department LEARN Program;
- Alternative high schools;
- Literacy Connects, Inc.;
- Pima County Las Artes, Arts and Education Center;
- Pima County Pima Vocational High School;

The YOTR is a leadership group seeking to re-connect youth who are not in school or work to education and career pathways. A change network of the Cradle to Career Partnership, YOTR is committed to amplifying youth voice, using data and leveraging existing resources to provide opportunity youth quality education and career pathways that lead to economic and social stability.

D.E.S. Rehabilitation Services Administration coordinates with secondary special education programs to provide transition services. Specialized vocational rehabilitation counselors are assigned to work with special education students as they prepare to leave high school. RSA has also assigned a transition specialist to the ARIZONA@WORK Pima County One-Stop Youth Employment Center, so that transition team members may tap into the combined ARIZONA@WORK resource menu.

RSA staff who are assigned to specific high schools are providing Pre-Employment Transition Services that include job exploration counseling, work-based learning experiences, counseling on opportunities for post-secondary training, job readiness skills training, and self-advocacy training. These services are provided to special education students who are attending local high schools and 14 to 22 years old.
The ARIZONA@WORK System also coordinates with secondary schools to connect students with services when they leave school. The WIOA Title I Youth program contractors conduct outreach to school guidance counselors and dropout prevention specialists to encourage students to visit the Youth Employment Center when they graduate from high school or if they drop out of school. The ARIZONA@WORK System in Pima County is a partner in the Community Schools Initiative, a special pilot program being coordinated by ArizonaServe and the City of Tucson and funded by the Corporation for National Service. Community Schools works with eight public high schools and deploys VISTA and AmeriCorps service members in the schools to increase graduation rates and post-high school placement in employment, post-secondary, apprenticeships, service programs or military. AmeriCorps service members are placed with WIOA Youth Contractors to assist graduating seniors connect with services and opportunities, and a VISTA service member is assigned to the ARIZONA@WORK Business Services Team to conduct outreach to companies interested in hiring graduating seniors.

Postsecondary Education

The Pima County Adult Probation Department LEARN Program and Pima Community College (PCC) play a critical role in the Pima County public workforce system. An Inter-Governmental Agreement (IGA) between the College District and Pima County provides the framework for multiple dimensions of coordination.

Co-location of college and workforce personnel is a long-standing practice going back to 1997, when PCC first assigned an advisor to work at what was known as the One-Stop and as of 2016, referred to as the ARIZONA@WORK Job Center location, with funding from the Job Training Partnership Act.

Today two full-time PCC Student Services staff are co-funded by PCC and the WIOA Title I program to work at each of the two Comprehensive Job Center locations and provide academic advising and serve a resource on financial aid, registration, and degree planning. With student informed consent, these two staff verify registration of WIOA participants and provide reports on their academic progress mid-semester and alerts of those at risk of losing financial aid due to absences. Graduation reports support documentation of credential attainment for WIOA performance.

PCC’s Title II program provides staffing to administer TABE 11/12 testing at the two (2) Comprehensive ARIZONA@WORK Pima County One-Stop Job Centers.

Under special programs such as the Health Profession Opportunities Grant (HPOG), PCC and Pima County have stepped up the staffing to support dedicated teams of workforce development specialists and college advisors working together with each participant to create a single plan. Near-daily communication by staff, with bi-weekly meetings of the HPOG leadership team allows the partners to review progress and troubleshoot issues.
The program also features detailed participant tracking and sharing of data about mutual clients: case notes and documentation of service steps so that they are transparent thus avoiding duplication or people falling through cracks. Partners share regular reports, subject to data-sharing protocols, allowing PCC to track employment placement and retention. In turn the WIOA staff get detailed academic progress reports and documentation of credential attainment from the college. Increasingly WIOA Title I Workforce Development Specialists spend time on site at PCC campuses to meet with WIOA participants engaged in special cohort-based programs, with dedicated office space.

**Coordination of training assistance with Pell Grants and other funding sources:**
Under the IGA between Pima County and PCC the College accepts County vouchers for WIOA-sponsored tuition and/or fees as published on the ETPL. The workforce-college team assists the student to submit the federal financial aid application at that time, and the college tracks the financial aid awards to each WIOA-sponsored student and credits the Pell and other funding to the WIOA program in each billing cycle. As part of the transition to WIOA, a workforce-college design team developed a mechanism, in conjunction with the WIOA Title I Supportive Service Guidelines, to allow a portion of the Pell Grant to be awarded to the participant to cover expenses, such as child care costs, that cannot be covered from WIOA or other funding sources.

**Career services and program development:** PCC’s Vice-President for Workforce Development provides strategic oversight to ensure that the college is responsive to the needs of industry and of workers. The WIB Planning Committee and other regular meetings with workforce system representatives provide ongoing opportunities to review and respond to gaps and ensure that new programs being developed via sector partnerships as described in the previous section become embedded in the workforce system, through:

- Submittal for approval on the ETPL
- Awareness of WIOA Workforce Development Specialists who conduct outreach and career planning assistance to prospective students
- Sustained engagement of employers in these programs

PCC offers Career Services at all six of its campuses and a suite of online job search and career planning tools for students, as well as related soft-skills courses. While counselors in these offices may refer students to the ARIZONA@WORK Job Centers there are opportunities for them to leverage workforce development system resources directly, such as through use of azjobconnection.gov.

**Grant-seeking and public information:** PCC and Pima County have a formal commitment to collaborate to apply for grants and other funds available for workforce development activities and programs. This partnership has resulted in increased resources and flexibility for workforce development, while maintaining the long-standing division of labor between college and workforce and helping to avoid duplication. Public information and outreach activities are likewise coordinated between the two entities to
ensure that employers, job seekers and the public receive clear information about the roles of both systems in sector partnerships and workforce development.

**Regional collaboration and economic development:** Innovation Frontier Southwest (IFS), described fully in Plan Section 7, is a regional talent development initiative that brings together partners in education, workforce development and economic development in Yuma, Cochise, Santa Cruz and Pima Counties. IFS has been a vehicle for PCC to work with other colleges in the region to develop shared and aligned curriculum and to focus efforts on sub-regional centers of excellence that support cross-regional priorities and synergies.

The WIB will coordinate with Title II and Core Program Partners in order to provide good quality services and training to individuals with barriers to employment who may include the following:

- Veterans;
- Homeless veterans;
- Low-income clients and recipients of public assistance;
- Ex-offenders;
- Individuals with limited English proficiency;
- Individuals with low basic skills;
- Unemployment compensation claimants;
- Unemployed, underemployed individuals;
- Migrant and seasonal farm workers;
- Older workers; and
- Individuals with a disability.

5. **Workforce System and Partners (continued)**

   i. *A description of how the local board will coordinate workforce investment activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area.*

   The ARIZONA@WORK Pima County Job Centers are located close to bus stops and the ARIZONA@WORK service providers consider transportation issues for job seekers as part of their Employment Plan. Transportation issues may include getting to and from a job, training, and a daycare provider before and after a job or training.

   The Pima County Title I program will purchase bus passes on behalf of enrolled, active job seekers and trainees who are eligible under the WIOA Title I programs.

   Additional limited support may be available to those outside the area covered by public transportation.

   **Support Services** for Title I participants are limited to those who are committed to their employment plan and are for used for employment and training related expenses.
6. Access

A description of how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals.

Access to employment, training, education, and supportive services is a key factor in individuals' ability to move out of poverty, rebound from a layoff and develop meaningful careers. Often the very factors that make these services critical for vulnerable populations are the same factors that limit accessibility of services.

a. Particularly eligible individuals with barriers to employment.

System On-Ramps

Coordinated referral processes will be used to connect vulnerable populations to the ARIZONA@WORK System. In this type of process designated points of contact are assigned by each Partner to receive referrals and provide feedback on the services provided. The referring entity obtains permission from the customer as appropriate to be able to share basic information with the ARIZONA@WORK point of contact and to continue to coordinate ongoing services by both or all partners.

Referring entities include:

1. Temporary Assistance for Needy Families (TANF) Jobs Contractor (currently ResCare Workforce Services-Arizona, Inc.);
2. Supplemental Nutrition Assistance Program (SNAP);
3. Pima County Adult Probation LEARN;
4. Pima Community College Adult Basic Education for College & Career;
5. Arizona D.E.S. Vocational Rehabilitation Services;
6. Pima County Community Action Agency (CAA);
7. Pima County Health Department Women, Infants, and Children (WIC) Program; and
8. Several alternative charter high schools.

Basic skills/readiness: The ARIZONA@WORK System will promote an integrated continuum of skill-building offerings to ensure that individuals with barriers to employment obtain the skills required to be successful in career technical education needed to earn a sustainable income. The Core Partners will share curriculum, provide cross training, and co-enrollment of participants to maximize options among the following resources:

Pre-Employment Transition Services is a Vocational Rehabilitation program designed for high-school aged youth transitioning from special education into the labor force.
The curriculum focuses on communication and self-advocacy skills as well as workplace etiquette.

Pre-Employment Seminars are provided by the WIOA Title I program for any ARIZONA@WORK Job Center customer and all enrollees in individualized career services. Components include identifying transferrable skills, career exploration, resume development, practice interviewing and job retention skills. The Pima County Title I program also offers a three-day Computer Fundamentals class to give job seekers the digital literacy needed to apply for jobs, set up e-mail, and use Microsoft Office applications for basic functions.

The Pima County Adult Probation LEARN program offers adult education classes for Adult probationers, juveniles sixteen and older who have been sentenced to adult probation and other adults from the community, and has added a variety of other classes that benefit probationers’ reintegration into society. Classes now include Cognitive Skills training and some workforce skills.

Since the Great Recession Pima Community College (PCC) Adult Basic Education for College and Career (ABECC) has partnered with Pima County and PCC Career Technical Education (CTE) programs to offer adult education classes that are contextualized in career-specific content in order to accelerate learning gains and increase participant advancement into career technical education. Recently the partners have expanded career pathway development by means of Integrated Basic Education and Skill Training (IBEST) programs, College Bridge programs and Healthcare College Readiness classes. Targeted career fields have included behavioral health, hotel management, logistics, manufacturing/machining, and green construction jobs.

For example, 2018-2019 IBEST programs included Medical Assistant IBEST, Machine Tool Technology IBEST, Logistics IBEST, and Mechatronics IBEST. Early IBEST programming in coding, caregiving, and entrepreneurship were also offered.

**Portable and Stackable Credentials**

The WIB will continue to promote and advocate for more local training options that result in portable, stackable and industry-recognized credentials, especially through sector partnerships with industry representatives to focus on talent development strategies, skill gaps and emerging needs. The Pima County WIOA Title I programs will incorporate information about the advantages of stackable and portable credentials in career counseling and will work to ensure that new or improved credentials that offer these features are quickly submitted for approval and listing on the Eligible Training Provider List (ETPL).

**Transitional Jobs**

The Pima County WIOA Title I program will utilize Transitional Jobs as part of the career pathway for individuals with barriers to employment, especially long-term unemployed, Unemployment Insurance (UI) exhaustees and job seekers with limited work experience. Transitional Jobs will incorporate some aspects of the local on-the-
job training (OJT) model, for example establishing specific soft skills as competency attainment goals to be taught, tracked and evaluated by the employer.

**Volunteering**
The Core Partners will work together to develop new capacity to facilitate volunteer experiences for participants, where feasible. Such experiences may be easier to secure than OJT or Transitional Jobs and can provide valuable exposure to the target career field and contacts with potential future employers.

**Supportive Services**
The Core Partners and other mandated and non-mandated Partners developed an inventory of the many different types of supports each program can provide for job seekers to overcome various barriers to employment. Each program has restrictions and capacity limitations, but co-enrollment and joint service delivery strategies can be used to maximize available support. The local area will develop updated guidelines for needs assessment, service planning and budgeting that will be the basis for the coordination of resources from multiple grants, including Pell grants, to providing job seekers with access to information on filing UI claims.

6. **Access**

*A description of how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals.*

b. **A description of how the local board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and through other means.**

The ARIZONA@WORK Workforce Development System facilitates access to technology by providing public computer work stations and other equipment for customers to use, basic Computer Fundamentals workshops, and one-on-one technical assistance to help customers use technology-based services, including:

- Labor exchange services through [www.azjobconnection.gov](http://www.azjobconnection.gov);
- Electronic resumes and social-media-based professional networking;
- online labor-market information, such as AZ Career Information System, job search tools and job applications;
- Test of Adult Basic Education 11/12 (TABE) online assessment system;
- Online education programs including My Foundations lab, Plato, and Skills Tutor; and
- The unemployment benefits application system at [www.azui.com](http://www.azui.com).

Technology-based services comply with technology standards set by each partner and drive toward ADA compliance.
The WIOA Title I program uses budgetary targets to ensure a proportion of investment in career services is directed towards rural residents, and awards a portion of its provider contracts based on rural service capacity, track record and identified scope of services.

Adult Education programs offer (Section 5.e.) online (distance learning) and computer-aided (hybrid) instruction for adult learners. Distance learning classes assist students who cannot attend regular, face-to-face classes. With the exception of face-to-face orientation and assessment, learners can study online and communicate with their teacher from home, local library, or anywhere.

Internet-connected computer labs are available at all Adult Education centers which allow for computer-assisted instruction and hybrid learning opportunities.

Employer and job seekers may also Follow and Like Us at https://www.facebook.com/PimaCountyCSET/.

6. Access

A description of how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals.

c. A description of how entities within the one-stop delivery system, including one-stop operators and the ARIZONA@WORK partners, will comply with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.


The ARIZONA@WORK System in Pima County has a designated Equal Opportunity (EO) Officer whose contact information is on signage posted throughout the ARIZONA@WORK facilities. All enrolled Title I participants receive EO information, including the contact information to file an EO complaint and sign to confirm that they have received and read the information. The EO Officer conducts annual accessibility inspections and consults with Arizona D.E.S. and with local community based organizations, such as the Community Outreach Program for the Deaf (COPD) and Direct Center for Independence to learn how the job centers could become more accessible.
ii. Reference policies in process.

ARIZONA@WORK Pima County One-Stop Job Centers

ARIZONA@WORK Pima County One-Stop Job Centers are subject to the Pima County Board of Supervisors Policies 21.1 Equal Employment Opportunity and 30.2 Americans with Disabilities Act.

ARIZONA@WORK system WIOA Equal Opportunity And Discrimination Complaint Procedure

Pima Community College - Processes, Policies and Practices

Employees and Students: Any College employee or student who believes he or she has been discriminated against on the basis of race, color, national origin, gender, age, religion, disability, sexual orientation or veteran status may contact the EEO/Affirmative Action/ADA office to file a complaint. The complaint must be filed within 90 days of the last act of alleged discrimination which violated federal law, state law or College policy. The links below provide an overview of the steps included in the process and specific information on official College policy and practice.

PCC Discrimination Complaint Process – Student Complaint Processes


PCC Administrative Procedure 3.46.06 - Complaint Procedure for Students with Disabilities

In addition, the College voluntarily applies the principles of Affirmative Action to guide and monitor its recruitment effort thereby fostering a diverse and qualified employee population in all areas of the College community.

PCC Board Policy 5.10 – Equal Employment Opportunity, ADA, Non-Discrimination and Anti-Harassment (including Sexual Harassment)

Arizona Superior Court in Pima County Adult Probation Department Documentation Requirements to Establish Coverage under ADA/504, Title II Physical/Systemic/Sensory Disabilities

Access to Court Services by Persons with Disabilities Policy No: 203

iii. Describe how each access site identified in the plan will ensure compliance with all elements in the State’s MOA (i.e., Equal Opportunity and Americans with Disabilities Act requirements, including meeting LEP communication requirements).
The D.E.S. Tucson offices have a computer resource area that is available for clients to use where clients are able to access the internet for job search. The Rehabilitation Services Administration (RSA) assists with meeting the accessibility needs of individuals with disabilities and to further help with ameliorating these accessibility limitations RSA has assistive technology available for clients to use such as a CCTV, video phone and UBIDUO. Additionally, RSA is located in D.E.S. locations and the buildings provide full accessibility for persons with disabilities. This includes physical access to the building, access to information and including information in accessible modes (e.g., large print, braille, etc.). RSA is committed to the principles and requirements of the ADA.

RSA is committed to provide quality services to members of the local community. RSA has a staff member two times a week at the ARIZONA@WORK Job Centers in Pima County who is available to meet with potential clients for the Vocational Rehabilitation (VR) program. This staff member is available to take client referrals, provide on-site orientations, and offer other services as needed. Additionally, RSA has a staff member at the ARIZONA@WORK Pima County One-Stop Youth Employment Center. The RSA staff member is available to provide youth with information regarding the RSA program, take referrals and facilitate orientations to youth who are interested in receiving services through RSA.

RSA will work collaboratively with the ARIZONA@WORK Job Centers by offering RSA clients who will be placed under OOS the option of being referred to a Center for employment related services. With approval of clients by signing a release of information, RSA will release evaluations to the Center such as psychological evaluations, functional capacity evaluations and other evaluations paid for by RSA that will further help the client meet the eligibility requirements through the Center. Additionally, RSA and the Center will work collaboratively by serving mutual clients simultaneously by utilizing each other’s services as comparable benefits to better serve clients in reaching successful employment outcomes.

Additionally, RSA is working to place staff at PCC Learning Centers and campuses with the goal of holding office hours at the various locations.

Pima Community College (PCC) Equal Employment Opportunity (EEO) and Affirmative Action (AA).

PCC is committed to an environment free of unlawful discrimination, harassment and retaliation. The College’s commitment to EO principles encompasses both the letter and the spirit of the federal and state laws that prohibit discrimination in employment.
Retaliation against a person who has filed a complaint or who is cooperating with an investigation or participating in an investigation is also prohibited. Acts of retaliation may be grounds for disciplinary action up to and including termination of employment.

PCC Access and Disability Resources (ADR)

ADR works to open PCC’s educational opportunities to the entire community, including those with disabilities, by supporting the creation of a College environment without physical, social, or academic barriers. At ADR we recognize that disability is an integral part of diversity and seek opportunities to advocate for and be a resource for inclusive design practices in facilities, communication, and instruction.

In accordance with the Americans with Disabilities Act (ADA) and the Rehabilitation Act of 1973, Section 504, no qualified person will be denied access to, participation in, or the benefits of, any program or activity operated by PCC because of disability. Visit https://www.pima.edu/current-students/disabled-student-resources/.

Arizona Superior Court in Pima County Adult Probation Department

The Arizona Superior Court in Pima County and the Adult Probation Department of which LEARN is a unit, not only complies with all federal regulations but goes above and beyond them in protecting the rights of employees and those who pursue employment with us. The most current version of the EO Plan and the Diversity Policy along with the Court’s policy on ADA Accessibility are available to ARIZONA@WORK Job Center clients.

iv. Provide contact information and identification of the local, state, and federal EO Officers. Explain how it’s available in all facilities that are used to conduct WIOA Title I funded activities or trainings.

The Local Office
ARIZONA@WORK Job Center
Eddie Saavedra
Local Area Equal Opportunity (EO) Officer
Kino Service Center
2797 East Ajo Way
Tucson, Arizona 85713
Telephone: 1-520-724-7700
Fax: 1-520-724-6796
TTY/TTD: 1-520-724-8778
Email: Eddie.Saavedra@pima.gov
State of Arizona
Arizona Department of Economic Security
Office of Equal Employment Opportunity
Kerry Bernard
State WIOA Equal Opportunity Officer
1789 W. Jefferson Ave, MD 15H3
Phoenix, Arizona 85007
Telephone: 1-602-364-3976
Fax: 1-602-364-3982
TTY/TDD: 7-1-1
Email: WIOAStateEOOfficer@azdes.gov

Federal EO Officer
U.S. Department of Labor, Civil Rights Center (CRC)
Naomi M. Barry-Perez, Director
200 Constitution Avenue NW Room N-4123
Washington, DC 20210
Telephone: 1-202-693-6500
Fax: 1-202-693-6505
TTY: 1-202-693-6516

v. Include a discrimination complaint process that ensures that no individual is excluded from participation in or with a WIOA Title I funded activity, training or employment for any reason.

The ARIZONA@WORK System in Pima County is in compliance with Section 188 WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38).

The ARIZONA@WORK System in Pima County prohibits discrimination against individuals in any program or activity that receives financial assistance under Title I of WIOA as well as by the ARIZONA@WORK System Partners listed in WIOA Section 121(b) and in the Executive Summary of this Plan, that offer programs or activities through the ARIZONA@WORK System.

The ARIZONA@WORK System prohibits discrimination because of race, color, religion, sex, national origin, age, disability, political affiliation or belief, or, for beneficiaries, applicants, and participants only, citizenship status or because of an individual's participation in a program or activity that receives financial assistance under Title I of WIOA.

ARIZONA@WORK System WIOA Equal Opportunity And Discrimination Complaint Procedure.

7. Employer Engagement / Coordination with Economic Development
Provide a description of how the local board/local area will:

a. **Coordinate workforce investment activities carried out in the local area with economic development activities carried out in the region in which the local area is located (or planning region).**

Pima County CSET released a competitive RFP for the Pima County WIB in order to obtain one or more qualified vendor(s) to provide economic analysis and forecasting services to:

1) project the impact of automation on occupations in Pima County; and
2) determine the impact of minimum wage increases on occupations in Pima County.

CSET identified up to $50,000 that may be available for this purpose, depending on funding allocations.

In accordance with Pima County Board of Supervisors Policy (“Selection and Contracting of Professional Services”), Pima County CSET requested the proposals from respondents who were qualified, responsible, and willing to provide services in compliance with all specifications and requirements contained in the RFP. Addendums to the RFP may be issued at any time subsequent to the publishing of the solicitation. County reserves the right to extend contracts for up to four (4) one-year periods.

Any individual or organization that had not been debarred or suspended from receiving federal funds were eligible to apply.

**RFP SCOPE OF WORK**

Using the Evaluation Criteria, proposers were evaluated as to their capability to conduct research and analysis of trends that may result in worker dislocations in the future, as well as strategies to avert layoffs and or mitigate their impacts. Two proposers were selected to provide one of the following Layoff Aversion Study work statements each:

1) **Impacts of automation on the Pima County economy:** selected vendor will produce a written report, give an oral presentation approximately 30 minutes in length for the Pima County Workforce Investment Board (WIB), and create a series of graphic representations of key trends, insights and recommendations. All three deliverables will address the following:

   a) Analysis of the industries, occupations, types of employers and characteristics of jobs in the regional economy that may be replaced, reduced, changed, or created, by automation trends (include control systems, robotics, online processes, cloud-based services, and artificial intelligence) to include analysis of the impacts in manufacturing, retail, and transportation/logistics or other industries.

   b) Quantitative projections of the scale of these impacts on the regional workforce.
c) Qualitative analysis of the anticipated shifts in staffing patterns; skill sets needed to work in automated settings; and transferrable skills that may be valued in non-automated settings.

2) Impacts of Arizona minimum wage increases on the Tucson economy: selected vendor will produce a written report, give an oral presentation approximately 30 minutes in length for the Pima County WIB, and create a series of graphic representations of key trends, insights and recommendations. All three deliverables will address the following:
   a) Analysis of the industries, occupations, types of employers and characteristics of jobs in the regional economy that have been, or may be in the future, replaced, reduced and changed by Arizona’s phased implementation of a minimum wage increase, which was approved by voters in 2016.
   b) Quantitative projections of the scale of these impacts on the regional workforce.
   c) Qualitative analysis of the anticipated shifts in staffing patterns; transferrable skills; and skill upgrades that may help affected workers to stay employed or become re-employed.

The 06/21/18 WIB Planning Committee received the first Layoff Aversion Study “Impacts of Arizona minimum wage increases on the Tucson economy” presentation from Thomas P. Miller Associates and it included information about how the employers who were surveyed seemed to be annoyed by the impacts of the minimum wage increase. The Report was presented to the Pima County WIB during their 09/14/18 WIB Monthly Meeting. Charles Casey said that if you speak to several mom and pop businesses, they will blame the higher minimum wage for closing their doors.

The WIB will receive the second Layoff Aversion Study “Impacts of automation on the Pima County economy” presentation from The University of Arizona, Eller College of Management, Economic and Business Research Center, during the 12/14/18 WIB Annual Meeting.

The ARIZONA@WORK Business Services Team is routinely contacted by Sun Corridor Inc., the local regional economic development organization, and regional chambers of commerce to discuss questions presented by businesses interested in expanding and locating in Pima County. Sun Corridor Inc. represents southern Arizona, encompassing four counties in Arizona (Pinal, Pima, Santa Cruz and Cochise). Sun Corridor Inc. focuses targeted business development activity in the following industry sectors: Aerospace and Defense, Bioscience, Solar, and Transportation and Logistics.

ARIZONA@WORK is also represented on the Pima County Economic Development Team (EDT), which works closely with local and regional economic development partners and practitioners in southern Arizona and at the state level. The Pima County EDT hosts a quarterly meeting with all the economic development practitioners in Southern Arizona in order to share information and develop collaborations.
The ARIZONA@WORK Business Services Team members belong to a variety of business organizations such as the Arizona Association of Economic Developers, the Society for Human Resource Managers (SHRM), and several Chambers of Commerce. Team members attend meetings, represent the One-Stop system, and help conduct job fairs for these organizations.

ARIZONA@WORK is a key partner in the Innovation Frontier Arizona (IFA) which is a regional talent development initiative that brings together partners in education, workforce development and economic development in Yuma, Cochise, Santa Cruz and Pima Counties. The effort is focused on developing southern Arizona as a center of excellence for homeland security and advanced technology by fostering talent development, entrepreneurship and regional collaboration.

b. Focus on sector strategies (include a description); include statewide sectors that exist in the local area plus local area specific sectors.

The Pima County Workforce Investment Board (WIB) targets the following six (6) industry sectors:

- Aerospace and Defense; Manufacturing Subsector
- Emerging Technologies
- Health and Bioscience; Healthcare Subsector
- Infrastructure
- Logistics; Transportation Subsector
- Natural and Renewable Resources

The WIB’s six (6) industry sectors correspond with the Arizona Commerce Authority’s (ACA) and Arizona Workforce Council’s (WAC) Arizona’s Integrated Workforce Plan – Industry Sectors:

- Advanced Manufacturing
- Advanced Business Services
- Aerospace and Defense
- Bioscience and Health Care
- Optics/Photonics
- Renewable Energy
- Technology and Innovation/Semi-conductors

The WIB has helped to establish and support industry sector partnerships in the following subsectors:

- Aerospace and Defense - Manufacturing Subsector
- Health and Bioscience - Healthcare Subsector
- Infrastructure - Construction and Design Subsector
- Logistics - Transportation and Supply Chain Subsector
The ARIZONA@WORK Business Team members are working with WIB member and Co-Champion Molly Gilbert, Director of University and Community Engagement, Tech Parks Arizona, The University of Arizona, and supporting efforts with other aerospace employers in the Tucson area who make up the Aerospace and Defense Industry Sector Partnership.

This partnership is industry driven with the purpose of identifying and addressing the needs of the employers. As of September 2016, they have identified three immediate goals:

1. To develop a qualified workforce;
2. To target top opportunities; and
3. To tell their technology story.

As part of goals two and three, the partners are working to create an asset map. The map will help establish capabilities as well as gaps in Tucson. The map will create a framework for future collaboration among employers by identifying growth opportunities.

The Business Team members also provide support and resources to the Aerospace and Defense - Manufacturing Industry Sector “Southern Arizona Manufacturing Partnership (SAMP)”. SAMP is a committed group of 40 Tucson manufacturing companies working in close partnership with the ARIZONA@WORK System, Pima Community College (PCC), Desert View High School and Tucson Magnet High School and working in collaboration with Pima County Joint Technological Education District (JTED) student precision machining/manufacturing programs.

This partnership’s goal is to help develop the manufacturing workforce of the future. SAMP held its first meetings in 2012 and has focused on addressing the local shortage of skilled machinists. This organic public-private partnership has resulted in a growing pipeline of young adults entering the machining occupation and accessing a clear sequence of aligned educational offerings, work-based learning opportunities, and credentials.

At this time SAMP is ready to look at the broader Aerospace and Defense Industry Sector that accounts for the preponderance of manufacturing activity in Tucson. The group has been involved in convening new discussions concerning welders, aircraft maintenance technicians, electro-mechanical manufacturing (or "mechatronics") technicians.
SAMP is also participating in a new work group focused on strategies to grow the sector through identifying and maximizing key capabilities.

Until now SAMP has been an informal organization and has relied upon Pima County for administrative support. However, the group has developed significant organizational strength and media attention, and is recognizing that its members have overlapping priorities that are better served by a single organization. SAMP is now in the process of formulating bylaws and leadership structure to support incorporation. The group will form additional committees as needed to facilitate replication to new occupations of the process that was used to develop the machining pathway.

A planned aerospace and defense sector study of key competencies in tandem with broader sector development strategies will allow SAMP to hone in on emerging training areas that would position the industry to grow.

The Pima County Business Services Team piloted the Ending Poverty Now Employer Resource Network (ERN), as part of Pima County’s Ending Poverty Now initiative, with employers in the Manufacturing and Health Care Industry Sectors. The goal is to help decrease turnover by increasing production and cutting down on the employees’ barriers. ERN Navigators are present and available weekly at the employer location for employees who have an issue outside of work that they may need assistance with. The Navigators refer the employees to the appropriate agency for resources. With these challenges off their minds, employees may focus more clearly on their job and be more productive.

The Business Team members and CSET staff are actively involved in the Health and Bioscience - Healthcare “Tucson Healthcare Industry Sector Partnership” and serve on the partnership’s Workforce Talent Development Committee. This partnership’s Champion is Tucson Mayor Jonathan Rothschild.

Convened in 2015 by City of Tucson Mayor Jonathan Rothschild with Sun Corridor Inc. and the Pima County WIB, the Tucson Healthcare Sector Partnership has engaged executive-level participation from more than 25 health care providers in the Tucson metropolitan area, with a work group established to focus on Talent Development, as well as Coordination/Collaboration, Innovation and Medical Tourism committee.

After exploring the issues of talent supply versus demand and financial and other barriers to people entering and advancing in the healthcare field, the Talent Development Committee has focused on mapping, improving, promoting, and supporting career pathways.

Subsequently, the Committee has been exploring existing career-pathway initiatives, including the Pima County JTED’s Health Foundations Program and the Health Profession Opportunity Grant (HPOG) partnership of Pima Community College and Pima County.
The ARIZONA@WORK System is partnered with the PCC HPOG HOPES Program that trains low-income eligible students for careers in high-demand healthcare fields. This PCC program is funded by an HPOG from the U.S. Department of Health and Human Services and supports the Healthcare Partnership that will help to meet the demand for skilled professionals in the local healthcare industry and provides low-income Pima County residents with opportunities for stable employment and a professional career.

Recognizing that a key next step is inform more health care employers about HPOG; encourage them to take advantage of its benefits; and engage them in providing input and feedback on services, the committee is planning to hold a Health Care Employers’ Forum in fall 2016.

Additional opportunities identified by the committee include:

- Mapping more career advancement pathways to higher-skilled, specialized health care occupations;
- Identifying and highlighting shortage areas based on projected growth;
- Expanding financial support options to address system gaps (e.g. eligibility “holes” and effective placement services); and
- Raising awareness of health care careers.

The 06/21/18 WIB Planning Committee received the first Layoff Aversion Study “Impacts of Arizona minimum wage increases on the Tucson economy” presentation from Thomas P. Miller Associates and it included information about how the employers who were surveyed seemed to be annoyed by the impacts of the minimum wage increase. The Report was presented to the Pima County WIB during their 09/14/18 WIB Monthly Meeting. Charles Casey said that if you speak to several mom and pop businesses, they will blame the higher minimum wage for closing their doors.

WIB members who represented Sun Corridor Inc. and the University of Phoenix spoke to the Bioscience Leadership Council of Arizona (BLCSA) and the Southern Arizona Leadership Council (SALC) about the importance of sector partnerships. The message that they provided was that while their organizations are already a great group of leaders and employers, Michael and Gregg explained what a formal Industry Sector Partnership could do for them with support from the WIB, the One-Stop and other community and employer partners.

WIB members Michael Guymon and Gregg Johnson led efforts to establish the Infrastructure - Construction and Design Industry Sector Partnership. As of July 2016, the partnership is at a standstill after efforts to support the passing of bonds related to their industry were unfortunately, not passed by voters. The Champion of this partnership is Rob Lamb, GLHN Architects and Engineers.
Pima County has been a partner of the Southern Arizona Logistics Education Organization (SALEO), a logistics, transportation, and supply chain industry group, since its inception in 2007, to develop logistics/supply chain certificates and degrees in three (3) Southern Arizona community colleges and at Northern Arizona University.

SALEO was born from the need to heighten awareness and spotlight the importance of the transportation and logistics industry and especially the role that this industry plays in the southern Arizona regional supply chain as a catalyst for economic development. As a volunteer organization, SALEO has helped with curriculum development for supply chain management studies which has been adopted by Pima Community College, Cochise College, and Arizona Western and has been articulated into advanced degrees at Northern Arizona University and University of Arizona South.

SALEO holds monthly meetings where logistics professionals network, share best practices, and learn from expert presentations on various logistics topics. SALEO's objectives support regional economic development by working with the chambers and various economic development entities. Its volunteer efforts help support and market the logistics service providers in the Arizona-Mexico region to advance and improve the efficiency of goods movements. SALEO also plays an advisory role with regional planning agencies in transportation planning and infrastructure development and serves as a logistics subcommittee for Innovation Frontier Southwest (IFS) as described below.

The Arizona Sun Corridor - Get Into Energy Consortium (ASC-GIEC) is a group of community colleges and industry stakeholders that formed to create sustainable energy workforce pathways to train students for in-demand careers. In 2012, the five college consortium, which includes Pima Community College (PCC), received a U.S. Department of Labor (DOL) Trade Adjustment Assistance Community College and Career Training (TAACCCT) grant to develop career pathways for energy technicians and engineers.
The result is a pathway in Building and Construction Technology with concentrations for Electrical and Gas Utility technicians to move into paid apprenticeships or internships and then into careers with Tucson Electric Power Company, Southwest Gas and other utility industry partners. Visit getintoenergy.com for additional information.

PCC reported that as of September 2018, the group’s new name is The Arizona Energy Consortium (AEC). The AEC is a 501(c)(3) that serves to connect energy industry leaders and provide a clear, credible voice for Arizona’s growing energy industry. Through its commitment to Arizona and the energy industry, the AEC promotes economic development initiatives that are focused on supporting the energy industry and its growth in Arizona by removing barriers to development, through creating clear concise messaging, in creating awareness, and most importantly providing a forum for collaboration within the industry.

Industry sectors thrive and grow in a regional context that allows adequate scale for efficient development, sufficient economic diversity to weather ups and downs, and intra-regional linkages (historical, social, infrastructural) to promote collaboration and innovation.

Innovation Frontier Southwest (IFS) is a consortium of economic development organizations, local government, higher education and workforce development entities working in the border region of southern Arizona and New Mexico.

IFS capitalizes on shared assets in aerospace and defense, transportation and logistics, and post-secondary education and research, as well as shared priorities such as border security and healthcare.

The consortium originally formed in 2007 as Innovation Frontier Arizona through a regional innovation grant called WIRED. Workforce development entities were the leads in each county, and IFA projects focused on talent development, entrepreneurship and regional collaboration infrastructure. IFA has brought $20M in federal workforce training grants into southern Arizona.

Since 2012 The University of Arizona, Tech Parks Arizona has lead an expansion of the partnership to include Pinal County and New Mexico State University with support from the Arizona Commerce Authority and New Mexico Manufacturing Extension Partnership. The approach is organized around sub-regional “nodes” in Yuma, Tucson, Sierra Vista, Casa Grande, and Las Cruces.
In 2013 IFS was awarded a $273,000 planning grant from EDA – focused on border technology manufacturing. The grant is now in its final stages, and has completed a detailed inventory of regional assets including:

- Testing and evaluation facilities
- Supplier capabilities
- Commercial and academic innovation and research grants
- Workforce training programs as well as significant gaps

As a result, the regional partners now have a powerful new cloud-based data set containing detailed, actionable intelligence about companies, institutions, education/training programs, and research.

Company interviews and surveys give qualitative insight, and a historical “framing tool” offers searchable narratives for use in regional marketing and branding efforts.

Going forward the IFS consortium seeks to establish an organization that would draw from existing local workforce development boards and sector partnerships to:

- Maintain and manage data;
- Market a regional identity;
- Leverage a regional asset menu;
- Coordinate development efforts; and
- Respond to grants and leads efficiently.

c. Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs.

Business Services Team members routinely visit employers, of all sizes, in order learn about the companies, determine the industry sector(s) they may fall under, and the challenges and needs of the companies.

Surveys conducted by the Business Services Team help the workforce system gauge industry specific long term hiring needs and skills gaps. Surveys can lead to focus groups from specific industries and different companies who participate often agree they face similar skills shortages.

The Business Services Team then facilitates the engagement of focus groups with education and/or training institutions to adapt current training offerings or develop new training offerings that meet the industry’s needs. These become part of a Sector Strategy. The Pima County WIB has identified six (6) industry sectors and Business Services Team representatives are assigned to the sectors.

d. Support a local workforce development system that meets the needs of businesses in the local area.
The Business Services Team has some natural areas of expertise that need to be coordinated. Some employers have existing relationships with agencies and their staff, and that is one of the strengths that partners bring to the One-Stop system. Some partner staff, such as Veterans, Dislocated Workers, and Rehabilitation Services and non-profit staff have an expertise in the special situations of the job seekers they bring to employers.

Employers are given choices when they post jobs. They may set up a job fair or job club at any partner’s location, they may have candidates assessed, they may ask that candidates be funneled through one representative, or they may just post the job and see who gets referred.

The Tucson Indian Center, D.E.S. Workforce Services, Vocational Rehabilitation Services, and PCC host large and targeted job fairs throughout the year, while WIOA Title IB staff, the Youth Employment Center, and the Fred G. Acosta Job Corps Center use small industry specific job clubs, and/or in-house recruitments and job networks to connect employers to prospective employees.

e. That may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies, designed to meet the needs of employers in the corresponding region in support of the strategy described in paragraph (1)(F).

Pima County WIB invites employers to partner with the ARIZONA@WORK System to promote employee retention and advancement by connecting incumbent workers to career pathways. By targeting high-demand occupations in which vacancies are relatively difficult to fill with qualified employees, sector partnerships will focus on developing career ladders or lattices from the occupations for which applicants are relatively plentiful, usually entry-level positions.

Incumbent worker training programs and on-the-job training (OJT) contracts are used as tools to build these career pathways initially, with the ultimate goal of establishing new stackable credentials as eligible training providers for WIOA funding. Engaged WIB members are invited to be pilot partners for incumbent worker training and other career-pathways development.

Feedback from the targeted sectors helps drive the development of new training and career pathway initiatives that can involve several partners and intermediaries, such as local industry groups, local employers, local non-profits, PCC, the Pima County Joint Technical Education District (JTED), Carl D. Perkins Career and Technical Education, PCC Adult Basic Education for College & Career, WIOA, and the Fred G. Acosta Job Corps Center. It can also generate the development of industry specific IBEST programming that is contextualized for adult education or the limited English proficiency program students in the WIOA and Adult Education System.
With leveraged funding from various employment and training resources, the One-Stop partners in Pima County have a long track record of and continuing to develop and provide career pathway training initiatives for job seekers and incumbent workers in the Pima County WIB’s six (6) target sectors, using grants, OJT, industry support and formula funds.

**f. Strengthen linkages between the one-stop delivery system and unemployment insurance programs.**

Employment Service is a network of public employment offices providing placement services for job seekers and labor force recruitment services for employers.

Employment Service is co-located with workforce development services in all ARIZONA@WORK Job Centers throughout the state of Arizona. In Pima County, the ARIZONA@WORK Job Centers are also referred to as ARIZONA@WORK Pima County One-Stop Career Centers.

The Employment Service staff assist job seekers from all walks of life and is committed to working with the ARIZONA@WORK System Partners within the workforce development system to ensure job seekers have access to the full menu of services that are available including information about how to file Unemployment Insurance (UI) claims.

Several populations require more assistance than the standard job seeker, at times requiring staff to spend more time with them. Some examples include:

- Veterans;
- Homeless veterans;
- Low-income clients and recipients of public assistance;
- Ex-Offenders;
- Individuals with limited English proficiency;
- Individuals with low basic skills;
- Unemployment Insurance Compensation claimants;
- Unemployed, underemployed individuals;
- Migrant and seasonal farm workers;
- Older workers; and
- Individuals with a disability.

The Arizona Department of Economic Security (D.E.S.) Employment Service is the entity that carries out the program and activities authorized under the Wagner-Peyser Act.

Employment Service provides access through the ARIZONA@WORK System in Pima County to such programs or activities carried out by D.E.S., including making the career services available and providing job seekers access to information about filing UI claims.
The Workforce Innovation and Opportunity Act (WIOA) requires that each Local Workforce Development Board (LWDB) must have at least one representative from the State Employment Service Office under the Wagner-Peyser Act, to serve on the LWDB.

In an effort to meet the WIOA board requirement and to help strengthen linkages between the ARIZONA@WORK System and UI programs, the Pima County Workforce Investment Board (WIB) does have the Arizona D.E.S. Workforce Administration’s Pima County Region IV Workforce Program Manager serving on the Pima County WIB.

Additional ARIZONA@WORK Employment Service staff serve on the WIB Performance and Accountability Committee and the One-Stop Partners’ Committee and also attend the WIB monthly meetings where opportunities are always provided for UI staff to initiate and strengthen partnerships that will assist with improving processes and services for job seekers such as providing access to information about filing UI claims.

The meetings also provide all the Partners with opportunities to share information gained from both employers and job seekers, and allows community leaders to better identify the types of training that will prepare unemployed workers for needed local jobs.

Employment Service also provides staff for the ARIZONA@WORK Business Services Team which enhances the Partners’ responses to the needs of the business community.

Local offices routinely receive employers’ requests for workers to fill a wide range of jobs from entry level to highly qualified positions. Among them are professional, technical, and managerial positions, clerical and sales jobs, service occupations, manufacturing work, agricultural employment, machine trades, and skilled crafts.

Having Employment Service staff located at the two Comprehensive ARIZONA@WORK Job Centers does provide for quicker response times for the employers and the job seekers. This can be very beneficial for the job seekers who need access to information about filing UI claims.

With the implementation of WIOA, Employment Service staff has taken on a new role in the ARIZONA@WORK Job Centers by participating in the design, implementation and provision of services through the Welcome Team.

In some instances, the roles are shared with ARIZONA@WORK Partners for a seamless delivery of services, including but not limited to:

- Front desk screening for services;
- Conducting orientations;
- Showing the collaboratively developed shared Partner video at client Orientation Workshops and in lobbies;
- Completing partial registration of the customer in AJC during the triage process;
• Determining the appropriate provision of services and completing a referral; and
• Scheduling appointments for services within the workforce development system.

Ongoing cross-training and information sharing sessions are scheduled with all ARIZONA@WORK Partners to ensure that Employment Service staff and the Partners all have updated information and knowledge of each Partners’ services. The ultimate goal is to provide quality services to the employers and job seekers.

Arizona Adult Education staff at the state level are working with D.E.S. to enter into a Data Sharing Agreement regarding UI Wage System Information. Currently, follow-up with students after program exit relies on the survey method. This proves to be very challenging as programs are only able to make contact with a small percentage of students one to three quarters after exit.

The Data Sharing Agreement will help to strengthen linkages between the Title I (Adults, Dislocated Workers, Youth), Title II (Adult Education and Literacy), Title III (State Employment Service), and Title IV (Vocational Rehabilitation Services) Partners and the UI programs.

The process of data sharing across the Pima County Core Programs will help to ensure that the Core Programs are able to share key data for their shared clients. This process will support the customer-centric goal of Arizona’s workforce development system by facilitating the coordination of services and preventing service duplication.

A data sharing agreement will be fully implemented for the Pima County workforce development system. Partners intend for the data sharing agreements to include access to UI wage record information as authorized by State law.

The use of cross-system data matches will provide the statistics required to establish data-driven decision making across the workforce development system. For example, data matches can identify successful programs in terms of placement, retention or wage growth. These successful programs can be targeted for growth, development and replication in other areas. Underlying components of all strategies concerning data include the identification and maintenance for secure processes for data collection, storage, transmission, and evaluation, along with adherence to all security protocols.

8. **Programs and Service Delivery**

The Workforce Innovation and Opportunity Act (WIOA) authorizes a rich menu of career services for individuals in a wide variety of circumstances. Service delivery must promote customer choice and assure the best possible mix of services for each individual as seamlessly and efficiently as possible.
**A description of how the local board and partners will make available programs and services.**

The ARIZONA@WORK System offers programs and services to help build the skills and abilities of job seekers so they may fulfill the workforce needs of employers. This includes creating meaningful linkages between the education and workforce systems, aligning data so that metrics can be better defined and more easily measured, and helping people of all backgrounds gain employment and prosper in a rapidly changing economy.

The ARIZONA@WORK Partners will ensure the quality and ease of services provided by the workforce development system and will require integrated service delivery that includes high-quality educational classes, occupational skills trainings and business services.

The System has to create career pathways, aligned to industry needs, which combine education and training opportunities in a way that provides individuals with life-long learning maps. Connecting programs, services and systems will require collaboration around building a strong data infrastructure and metric measuring tools.

**a. A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.**

The ARIZONA@WORK WIOA Title IB Adult and Dislocated Worker (DW) programs have two types of services that include Career Services and Training Services.

The Adult and DW programs’ employment and training activities are offered at both of the two Comprehensive ARIZONA@WORK Job Centers known as the Rio Nuevo and Kino Service Centers and are proud partners of the American Job Center network.

**Workforce development services and activities funded under the WIOA Title IB Adult program are provided at the Comprehensive Rio Nuevo Service Center.**

The Adult program is for those ages 18 and older and provides workforce development activities designed to assist individuals, particularly those with barriers to employment, increasing access to employment, retention, earnings, and the attainment of recognized postsecondary credentials. The Adult program provides priority of service to veterans, public assistance recipients, other low-income individuals, and individuals who are basic-skills deficient.

The DW program provides services to individuals who have been terminated, laid off, or received a notice of termination or layoff, from employment generally due to closures or downsizing. Self-employed individuals who are unemployed due to general economic conditions and individuals who meet the WIOA definition of a displaced homemaker may also be eligible for services.

Self-service is available to all ARIZONA@WORK Job Center visitors or via the Arizona Job Connection website, including job search, orientation and group workshops.
The ARIZONA@WORK System engages in numerous partnerships and initiatives in Pima County and works directly with Partner agencies and participates in grant-funded activities, to support youth, veterans, and individuals with disabilities and other barriers.

Arizona exceeded its negotiated performance levels for the Adult program and met or exceeded the negotiated performance levels for the DW program in Program Year 2017.

The ARIZONA@WORK System met or exceeded their U.S. Department of Labor performance levels for the Adult and DW programs in Program Year 2017.

This Adult program provides training for low income adults in Pima County and very often, basic and soft skills training is needed.

There are several ARIZONA@WORK Workshops available for the Adult job seeker who either wants to prepare for an entry level position, a career pathway that will lead to advancement at a current employer, a change in career, or to obtain an advanced degree.

Most of the training prepares job seekers for entry level positions.

**Workforce development services and activities funded under the WIOA Title IB DW program are provided at the Comprehensive ARIZONA@WORK Pima County One-Stop Kino Service Center and offered to job seekers impacted by business closures and layoffs.**

The ARIZONA@WORK Job Center also serves those under the Arizona D.E.S. Trade Adjustment Act (TAA). The TAA provides training funds and services for eligible workers impacted by foreign competition and WIOA funds other DW training. Training is provided at all levels, including advanced degrees.

Both of the WIOA Adult and DW programs that are available at both of the Comprehensive ARIZONA@WORK Job Centers, are also offered at the following three (3) Affiliate ARIZONA@WORK Pima County One-Stop Job Centers:

- Arizona D.E.S. **East** - 1455 South Alvernon Way, Tucson, AZ 85711
- Arizona D.E.S. **North** - 316 W. Fort Lowell Road, Tucson, AZ 85705
- Arizona D.E.S. **South** - 195 W. Irvington Road, Tucson, AZ 85714

Adult education and literacy activities funded under the WIOA Title II Adult Education and Literacy Activities programs are offered by two (2) ARIZONA@WORK Pima County Core Program Partners:

1. Pima Community College (PCC) Adult Basic Education for College and Career (**ABECC**) and;
2. Pima County Adult Probation Department Literacy Education and Resource Network (LEARN) Program.

**ABECC** provides adult learners with opportunities to increase basic skills in math, reading and writing, prepare for the High School Equivalency (HSE) diploma testing, take the HSE test, learn English, increase their civic engagement and develop the skills to transition to further education and jobs.

ABECC has three (3) Learning Centers in Pima County that are open Monday to Thursday, 8 a.m. to 9 p.m. and on Friday, 8 a.m. to 5 p.m. The Centers are conveniently located at three different locations:

- **29th Street Coalition Center**
- **El Pueblo Liberty Learning Center**
- **El Rio Learning Center**

**LEARN** is a unit of the Adult Probation Department of the Superior Court in Pima County. The goal of the LEARN program is to provide probationers and any community member with the skills and attitudes necessary to pursue a HSE diploma or to prepare for college and career pathway participation. More than 2,100 learners have earned their HSE diploma through the LEARN program.

All learners age 18 and older are welcome and encouraged to join the program that is focused on the learner. LEARN is free and open to the public at the following three convenient locations:

- **South LEARN Center**
- **East LEARN Center**
- **West LEARN Center**

The traditional workforce development system works to help employers find employees through a variety of methods that begin with outreach to employers to identify their needs and tracking their workforce development activities in the Arizona Job Connection (AJC) database.

Large group activities such as job fairs, and small group activities such as job clubs, help the Adult and DW job seekers and employers to assess opportunities and candidates.

Outside the roles of supervision, management and administration, the ARIZONA@WORK Pima County System provides two types of staff positions for job seekers: Workforce Development Specialists (WDS) and Program Support Specialists (PSS) also referred to as Intake Support Specialists.

The WDS job description is available at [http://www.pima.gov/hr/jobs/1722.pdf](http://www.pima.gov/hr/jobs/1722.pdf) and the PSS job
A WDS works with clients who have been determined eligible for and referred for services and activities under WIOA, Pima County, Community Services Block Grant, U.S. Department of Housing and Urban Development (HUD) or other funding streams.

The WDS refers the clients to jobs, coordinates referrals to support services, guides the client through the process of applying for training, and removes barriers to training and job placement.

The Pima County One-Stop’s WDSs take turns to conduct the Introduction Workshop and help with the meet and greet/triage activities. The distinction between a case manager and the WDS is that the WDS does not determine eligibility for clients, but rather receives referrals of clients for whom eligibility and assessment has been determined by a centralized Intake Team.

Intake staff are considered PSS. In addition to intake and assessment, PSS’ help support staff working with non-enrolled clients and assists core level staff. The PSS meets and greets, performs support tasks for core and intensive services, determines eligibility for WIOA and non-WIOA programs assists with follow-up on clients.

The two Comprehensive ARIZONA@WORK Job Centers have three (3) Functional Teams at their Centers:

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

2. Skills and Career Development Team - conducts skills analysis, facilitates assessment and testing, identifies support needs, provides career guidance, arranges for soft skills training, and refers to program specific occupational training (Resource Room, Career Planning, Pre-Employment Workshops).

3. Business Services Team - provides services to job ready customers and to employers including job clubs, facilitates on-the-job training arrangements, job development, business development, job matching, customized recruitment efforts, and industry sector partnerships.

Client services are available upon request, outside the normal Monday-Friday, 8 a.m. to 5 p.m. working hours - at both Comprehensive Job Center locations.

The System collaborates with PCC which has developed Integrated Basic Education and Skills Training (IBEST) programming with the Medical Assistant (MA) certificate, the Machine Tool Technology Associate of Applied Science (AAS) certificate, and others. This IBEST model can be replicated for future contextual educational programs to develop and ensure high quality training for both the participant and the employer.
The following services will provide Adults and DW with Work Experience and Transitional Job opportunities in order to learn new transferable skills and to obtain job placement:

- **On-the-Job Training (OJT)** to provide participants work experience, new transferable skills, and job placement upon successful completion of the training program. These opportunities are ideal for individuals with barriers, which can include disabilities.

- **Incumbent worker training** will be utilized to avert layoffs by transitioning employees to other positions that will not be eliminated. The option of training employees in new skills to transition the employee into other positions and avert layoff.

- **Customized training** will be utilized to assist employers in training current employees and participants referred to the employer. Customized training may cover topics such as the introduction of new technologies, new production or service procedures, as well as upgrading to new jobs that require additional skills.

- **Transitional Jobs** will be utilized to serve individuals with chronic unemployment, poor work history, and severe barriers to employment. This will allow the participant to establish a work history, demonstrate work success and develop skills that lead to unsubsidized employment.

To ensure high quality training for both the participant and the employer, training programs are related to an in-demand occupation, aligned with career pathways and industry sectors and that result in a recognized postsecondary credential.

Pima County will collect performance data on work-based training programs.

Pima County will not continue to contract with employers who fail to provide participants’ long term employment opportunities, with wages and benefits, and working conditions comparable to other employees who have worked a similar amount of time, doing the same type of work.

Pima County will monitor OJT and Transitional Job employer onsite contracts to ensure training, wages, hours, benefits, and working conditions are provided in accordance with the contract. Training participants’ performance and progress will be monitored during the training to determine supportive service needs, the appropriateness of the training activity and if placement in unsubsidized employment has occurred.
A description of how the local board and partners will make available programs and services.

b. **Rapid Response**

A description of how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities, as described in section 134(a)(2)(A).

Pima County Employers undertaking a staff reduction or business closure may contact the Rapid Response Coordinator at 520-724-6738.

The ARIZONA@WORK System has a full-time Rapid Response Coordinator within the Business Services Team and is located at the Comprehensive Kino Service Center.

The Rapid Response Team consists of the Rapid Response Coordinator and the Arizona D.E.S. Business Services Liaison and they meet one on one with the employer. At the initial meeting, each Partner representative will explain the Rapid Response services available from their organization and they will schedule delivery of services. Rapid Response services may include:

- Providing pre-layoff assistance to the employers’ management staff which include best practices in the process of staff reductions;
- Conducting on-site visit with affected employees to provide orientation of WIOA services;
- Unemployment Insurance information;
- Information on the Shared Worker Program to businesses that are reducing worker’s hours and to answer questions from affected employees.

The Coordinator schedules intake and assessment, workshops (including workshops at the employer location if requested), assignment of workers to a Dislocated Worker Workforce Development Specialist and co-enrollment with the Trade Adjustment Assistance (TAA) program if applicable.

If determined at the initial meeting with employer that the layoff may be due to foreign trade or competition the Rapid Response Coordinator will contact the D.E.S. TAA Coordinator for assistance.

If other special needs are determined at the initial meeting or during the duration of the layoff event, and/or depending on the size of the layoff or closure, and/or the suddenness, additional team members may be included. Additional team members may include the Emergency Services Network, Pima County Housing Center, or other appropriate service providers to form the Rapid Response Team. All Team members work together to deliver each agencies services to businesses impacted by a layoff or closure.
The Rapid Response Team works with employers and employee representatives to quickly maximize public and private resources to minimize disruptions associated with job loss.

The WIOA Rapid Response Coordinator’s duties include, but are not limited to:

- Contact employer immediately upon learning of an actual or potential layoff or company closure to explain WIOA, D.E.S. and TAA (if applicable) services and arrange for an initial meeting with employer.
- Maintain confidentiality of event, when employer notifies Coordinator prior to employee notification.
- Notify Rapid Response Team members of upcoming layoff events, and schedule their assistance.
- Oversee the coordination and delivery of services to businesses and their affected employees.
- Discuss execute layoff aversion strategies, including business plan development to transfer business ownership.
- Communicate and coordinate with other community-based partner agencies for additional delivery of services, if needed (i.e., sign language interpretation, mortgage counseling).
- Maintain accurate records of each layoff event.
- Continued follow-up with employer through the duration of the event.
- Report monthly event details to State Rapid Response Coordinator, WIOA Management, and the Pima County Workforce Investment Board.
- Conduct “How To Successfully Conduct a Layoff” training to company management, if needed.
- Set-up a mobile ARIZONA@WORK Job Center at employer site, if needed.
- Work with Union Representatives, if applicable.
- Schedule services and meetings with Labor-Management Committees, if needed.
- Set up immediate job fairs with employers having similar workforce needs.

Because Pima County encounters dislocations in both remote rural areas and the Tucson urban area, the normal minimum number of affected workers needed to trigger a Rapid Response event is five (5) but ARIZONA@WORK will respond to any business that requests Rapid Response services in order to assist the small businesses that may have no more than five (5) employees.

Local Rapid Response 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 or 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 Arizona Department of Economic Security (D.E.S.) information of services such as Employment Service, Unemployment Insurance (UI), and TAA is provided to dislocated workers by a D.E.S. representative.
6. Assist in establishing a labor management committee, worker transition committee or peer advisor group, when applicable.
7. Provide emergency assistance adapted to the particular closing, layoff or disaster.
8. Maintain accurate company records of layoff events in company files.
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-based organizations and economic development at the Federal, State and local levels.

In terms of layoff aversion, the Rapid Response Coordinator will work with employer to connect local hiring businesses to recruit on company sites, set-up on-company-site job fairs exclusively for affected workers, and email job opportunities that affected employees may apply for.

If an employer contacts the Rapid Response Coordinator and indicates there is a possible layoff or probability that a layoff will occur, due to a lack of skills sets, certification(s) or license by incumbent workers, a letter of intent for layoff is requested from the employer to support incumbent worker training.

Layoff aversion also entails looking at the industry and determining if there are skills or processes that can be utilized to manufacture other products. For example a defense oriented company may very well have employees with skills sets that are applicable to other products not necessarily affected by the sequestration. Keeping the business open and employees employed is the primary goal. Helping companies determine what other business ventures would keep them open is the goal of layoff aversion.

c. A description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities, which description and assessment shall include an identification of successful models of such youth workforce investment activities. Please indicate which youth services are provided through competitively secured providers, sole sourcing, or other means. Describe the process for selecting youth providers on a competitive basis, including criteria used to identify youth providers (see WIOA sec. 123, draft regulations 681.400, and the WIOA State Plan section VI.c.). Include a list of services and providers in the appendix.

WIOA limits Title IB In-School Youth (ISY) programs to 25% of expenditures.

WIOA requires at least 75% of expenditures to go to Title IB Out-of-School Youth.
(OSY) and Pima County has targeted resources to the Out-of-School population accordingly.

Youth entering the ARIZONA@WORK System have access to all of the services offered to adults as well as special services offered for young people.

Utilizing the centralized intake process, youth entering the ARIZONA@WORK Pima County One-Stop system are screened using a checklist to determine eligibility for all services.

Individuals who "require additional assistance to complete an educational program, or to secure and hold employment" are youth who fall within at least one of the following categories:

1. Is at risk of dropping out of High School due to grades, credits, attendance, not passing proficiency exam, or has had an out-of-school suspension or expulsion from school (ISY).
2. Has a court or agency referral mandating school attendance (ISY).
3. Is attending an alternative school, education program, or has been enrolled in an alternative school within the past 12 months (ISY).
4. Is or was a Ward of the State.
5. Has been referred to or treated by an agency for substance abuse or psychological problems.
6. Parent(s) currently incarcerated.
7. Has neither the work experience nor the credential required for an occupation in demand for which training is necessary and will be provided (OSY).
8. Has been referred to or treated by an agency for substance abuse or psychological problems.
9. Has been fired from a job within the 6 months prior to application (OSY).
10. Has never held a full-time job (30+ hours per week) for more than 13 consecutive weeks (OSY).

While Pima County CSET is the entity that operates the ARIZONA@WORK Pima County One-Stop Youth Employment Center, it subcontracts virtually all youth services including intake and career planning staff with the following youth service providers who have been competitively procured:

1. Altar Valley Elementary School District #3
2. Catholic Community Services, Inc. dba Community Outreach Program for the Deaf (COPD)
3. Catholic Community Services, Inc. dba Pio Decimo
4. Center for Life Skills Development
5. Goodwill Industries of Southern Arizona, Inc.
6. Portable, Practical Educational Preparation, Inc. (PPEP, Inc.)
7. SER-Jobs for Progress of Southern Arizona, Inc.
8. The Tucson Urban League
Each of the provider’s services – and any available funding for them – become part of a shared menu of services.

Funding for the client, who is represented below in the middle of Wild Daisy Model, is driven by his/her needs. Services, also known as the WIOA-required 14 program elements, are represented on each of the 14 daisy petals and are offered and selected to meet the youth’s needs.

The Wild Daisy Model is a simple illustration that shows the WIOA-required 14 program elements that the ARIZONA@WORK Pima County One-Stop system offers to youth. Each petal represents one of the 14 program elements.

In Pima County’s model - intake, assessment, service planning, participant tracking, and accountability are standardized across the ARIZONA@WORK Pima County service providers.

The 14 program elements are offered concurrently with workforce preparation.

The service providers form a network offering multiple points of entry and a choice of service-delivery locations. Although agencies focus on particular populations within Pima County, all youth receive consistent services and access all appropriate service options by means of an Individual Service Strategy (ISS) that is completed by the Workforce Development Specialist (WDS) who works with the participant.

The ISS is a standard form and interview protocol that is completed upon enrollment of each WIOA youth participant. At this time the ARIZONA@WORK Pima County System is piloting a new “Interim Assessment Tool” that will be used to conduct ISS updates with enrolled participants who may have already completed some services and/or may be participating in ongoing services. The purpose of the ISS update is to:

- Ensure that youth continue to receive services appropriate to individual situations.
- Consider the totality of youth’s circumstances in identifying and addressing needs.
- Offer every service type that appears in the Daisy Model.
- Further integrate youth services across agencies.
- Gauge progress of currently enrolled youth; reassess status.
Encourage comprehensive services responding to multiple needs that may arise over time and require collaboration and leveraged resources.

The ARIZONA@WORK System provides WIOA Youth program elements, as described in WIOA section 129(c)(2), that will support youth in the attainment of a high school diploma or its recognized equivalent, entry into postsecondary education, and career readiness.

The types and availability of youth workforce development activities that are available from the ARIZONA@WORK Partners and Service Providers, including activities for youth with disabilities, include the following WIOA Youth program elements:

**Tutoring/Dropout Prevention**
-tutoring, study skills training, and instruction leading to the completion of secondary schooling, including drop-out prevention strategies.

The Workforce Development Specialist (WDS) connects youth to various academic opportunities at their school, community-based organizations, libraries, on-line accredited educational services and tutoring vendors obtained through a competitive Request for Proposal (RFP) process.

Youth with low test scores are referred to remedial classes as part of the summer or year-round program.

Identified community resources include: Fred G. Acosta Job Corps; Pima County Public Library (PCPL); Pima Vocational High School (PVHS); Portable, Practical Educational Preparation, Inc. (PPEP, Inc.); Pima County Las Artes, Arts and Education Center; Tucson Urban League (TUL); Tucson Youth Development (TYD) ACE Charter School; Service Employment & Redevelopment-Jobs for Progress of Southern Arizona, Inc. (SER); and Youth on Their Own (YOTO).

**Alternative Education**

- alternative secondary school services or dropout recovery services.

Provide youth with requirements and information to various alternative schools within Pima County including charter schools such as the Pima County-operated PVHS and an agency-operated charter school such as TYD-ACE Charter School.

Identified community resources include: Fred G. Acosta Job Corps; PCPL; Pima County Las Artes, Arts and Education Center; PPEP, Inc.; PVHS; TYD-ACE; and YOTO.

**Summer Opportunities**

- Summer employment opportunities directly linked to academic and occupational learning.

The WDS connects Youth to one of the Pima County Summer Youth Employment Program employers.

Summer Youth service providers that that been selected through a competitive RFP selection process set up and
monitor worksites at a variety of government, non-profit and for-profit worksites.

**As of 2018 In-School Youth (ISY) must provide their high school report card or transcript and have passing grade in order to be considered for a job.** Those who do not have passing grades are referred to remedial classes or a Summer Program that combines remedial instruction with Work Experience.

**As of 2018 Out-of-School Youth (OSY) must schedule an assessment test.** The assessment test is used to determine whether the OSY will be considered for Work Experience, remedial classes, or a Summer Program that combines remedial instruction with Work Experience.

PPEP, Inc.-YouthBuild, Youth CareerConnect (includes Bioscience, HIT, Manufacturing, and Aviation Industry Sectors), in terms of general workforce preparation Las Artes and PVHS combines that with education, and the summer youth program includes a combo academic and occupational education component.

Identified community resources include: Goodwill Industries of Southern Arizona, Inc.; PCPL; PPEP, Inc.; SER; TUL; and TYD.

**Work Experience** – paid and unpaid work experiences including internships and job shadowing.

The WDS will help youth obtain onsite training opportunities within the public/private business sector in order to provide opportunities leading to employment opportunities in targeted industry sectors.

Identified community resources include: Fred G. Acosta Job Corps; Goodwill; Green for All; Lutheran Social Services Refugee Focus; PPEP, Inc.; SER; TUL; and TYD.

**Skill Training** – occupational skills training, with a focus on recognized postsecondary credentials and in-demand occupations.

Assists youth with occupational skills training through local vendors and/or accredited on-line credentialed vendors based on academic, occupational and career pathway skills assessment.

Programs may be structured such as Job Corps and the Pima County Joint Technical Education District (JTED), or enrollment into community college classes.
Identified community resources include: WIOA ARIZONA@WORK Individual Training Accounts; Fred G. Acosta Job Corps; Goodwill; Green for All; JTED; Lutheran Social Services Refugee Focus; PCPL; PPEP, Inc.; SER; TUL; and TYD.

**Leadership Development** – leadership development opportunities (i.e., community service or peer-centered activities).

The WDS arranges leadership opportunities with various educational groups and local service organizations that may provide training opportunities such as activities sponsored by the United Way of Tucson and Southern Arizona.

Identified community resources include: Fred G. Acosta Job Corps; Green for All; Metropolitan Education Commission; PPEP, Inc.-YouthBuild; TUL; YOTO; and the Pima County WIB Youth Council.

**Supportive Services** – support services.

Arranges for work site tools, bus passes, appropriate worksite clothing, and referral to behavioral counseling provider if needed.

Works with the Affiliate ARIZONA@WORK Pima County One-Stop Sullivan Jackson Employment Center and YOTO to secure housing for homeless teens.

Identified community resources include: Fred G. Acosta Job Corps; Goodwill; Lutheran Social Services; PCPL; PPEP, Inc.; SER; TUL; TYD; and YOTO.

**Adult Mentoring** – adult mentoring for a duration of at least twelve (12) months, that may occur during and after program participation.

A Youth Mentor Coordinator will be secured through a competitive RFP process to represent the ARIZONA@WORK System and collaborate with local agencies that provide mentoring services, develop service learning opportunities utilizing civic and or local community engagement organizations, and monitor mentoring activities provided by teachers, worksite supervisors, and volunteers.

Identified community resources include: Fred G. Acosta Job Corps; Goodwill; Lutheran Social Services; Green For All; and YOTO.

**Follow-up Services** – follow up services for not less than

Provide 12 months of follow-up services after completion of program to include: phone contact, in person, home visits, mailed follow-up letters and various social media (text messages, email, etc.), in order to identify follow-up services.
twelve (12) months, after the participant completes the program.

Counseling – comprehensive guidance and counseling, including drug and alcohol counseling. The WDS uses behavioral counseling providers secured through a competitive Pima County RFP process, and refer youth to comprehensive mental health and counseling services.

Integrated Education and Training – for a specific occupation or cluster. See Pima County Career Pathways Guidelines.

Financial Literacy Education – An activity that helps prepare youth to make good judgments for the money they receive from their work. It should also help them understand the paycheck, various monetary instruments, basic budgeting and saving, and to make informed financial decisions about education, retirement, home ownership, wealth building, or other savings goals.

The WDS will evaluate and track youth needing these services for referral to the ARIZONA@WORK provider.

Two providers were secured through a competitive Pima County RFP process and represent the ARIZONA@WORK Pima County One-Stop and offer Youth Financial Workshops in accordance to WIOA 681.500:

1. Goodwill Industries of Southern Arizona, Inc.
2. Tucson Youth Development, Inc.

Two providers were secured through a competitive Pima County RFP process and represent the ARIZONA@WORK Pima County One-Stop and offer entrepreneurial training:

1. LeadLocal LLC
2. Tucson Hispanic Chamber of Commerce

An additional resource is the Pima County Library 101 space.

The WIB Youth Council is working with Justin Williams, Start-up Tucson, to apply for a grant for a youth innovation/idea generation.

All WIOA Youth are required to attend two (2) 5-hour Employability Skills Workshops that includes labor market information about in-demand industry sectors and
occupations along with career awareness and career exploration.

This Workshop is offered year round and mandatory for the Summer Youth Employment Program Youth but for only one (1) 4-hour Workshop.

The WDS will interview Youth and also provide information one-on-one that includes in-demand industry sectors and occupations, career counseling, current labor market information, and training packets.

Different assessment tools are used such as O*Net which provides labor market and career information.

The Youth Employment Center offers an annual Summer Youth Employment Program. In-School Youth (ISY) and Out-of-School Youth (OSY), ages 14 to 21, are encouraged to apply. ISY must submit a current report card or transcript and OSY must schedule an assessment test. The information is used to determine whether the Work Experience or Basic Education program will best suit the applicant’s needs. The youth who are selected must attend one (1) mandatory orientation and one (1) 4-hour Employability Skills Workshop. Both group sessions are scheduled before the applicants’ first day of summer employment.

The WDS will provide one-on-one services to the Youth to help explore postsecondary education options and occupation training options.

WDS assists with researching education and training options and connecting Youth to postsecondary education programs and services including Free Application for Federal Student Aid (FAFSA) applications and college advisors.

Identified community resources include:
Metropolitan Education Commission (MEC) Regional College Access Center.

Pima County-developed criteria is used in awarding grants for youth workforce development activities and how the WIB takes into consideration the ability of the providers to meet performance accountability measures based on primary indicators of performance for the youth program as described in section 116(b)(2)(A)(ii) of WIOA in awarding such grants.
To ensure quality, job-driven training programs are available for Pima County youth, the competitive RFP process includes the following criteria to procure youth training programs and to select only eligible youth providers:

- Financial stability of the service provider;
- Experience in successfully providing services to disconnected youth and youth with barriers to employment, including youth with disabilities;
- Demonstrated success in serving youth, specifically youth with barriers and out-of-school youth;
- Length of time in business;
- Network of business and community partners;
- Ability to meet performance accountability measures based on performance indicators for youth;
- Demonstrated training program related to an in-demand occupation, or career pathways identified in the State and Pima County Workforce Development Plans; and
- Demonstrated training program results in a recognized credential.

The ARIZONA@WORK Partners collaborate with employers in high growth, in-demand industries, training and education providers, and community-based and faith-based organizations to operate an ARIZONA@WORK Youth Services’ network.

Partners such as Arizona D.E.S. Vocational Rehabilitation Services, Arizona D.E.S. Employment Service, JTED, Job Corps and PVHS Charter School also play vital roles in the network.

The network offers a “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 Youth System together.

_A description of how the local board and partners will make available programs and services._

d. _A description of how training services under chapter 3 of subtitle B will be provided in accordance with section 134(c)(3)(G), including, if contracts for the training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter and how the local board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided._

Most Title I Adult and Dislocated Worker (DW) training is delivered via an Individual Training Account (ITA). ITAs are only issued for programs on the Eligible Training Provider List (ETPL).
Some training is delivered by On-the-Job Training (OJT) contracts and some are delivered via special customized training contracts.

A job seeker interested and/or in need of training must;

✓ Be eligible for a funding stream;
✓ Be enrolled in the required state Arizona Job Connection (AJC) at ArizonaJobConnection.gov at the time of this writing;
✓ Have a readable resume in AJC that can be updated as new skill sets are added; and
✓ Work with an assigned Case Manager and develop a plan that includes a checklist.

Each week, a committee reviews all training plans prepared in the past week for viability and Priority of Service. If approved, an ITA voucher is generated. If rejected, the client may appeal or redo the training plan.

ITAs currently have a $3,000.00 cap. Exceptions may be requested by the training committee and must be accompanied by a written justification and approved by a Pima County Community Services, Employment and Training (CSET) Program Manager.

Changes to the ITA level are recommended by program staff who develops a proposal for the WIB’s review and approval:

1. WIB Performance and Accountability (P&A) Committee reviews proposal and if in agreement, will forward proposal to the WIB Executive Committee;
2. If WIB Executive Committee approves proposal it will be forwarded to WIB; and
3. WIB will review recommended proposal and approve or deny proposal.

On-the Job Training (OJT) Contracts: The ARIZONA@WORK System places between 40 to 50 WIOA Adults and DW in OJT positions each year; 15 to 20 Veterans; a few Homeless clients; a few WIOA Older Youth; and participants from other programs that may have OJT funds available, such as Older Worker Programs.

In the 1990s, Pima County received a special “OJT Broker” grant from the U.S. Department of Labor, and has used the model established under that grant. When the County conducts a competitive Request for Proposals (RFP) process for WIOA, it includes specific criteria for an “OJT Broker.” The successful contractor then works as a “Broker” between businesses and workforce staff to help employers fill positions with candidates from program rosters. The “Broker” can generally write and execute contracts faster than the County can, and also reimburse employers faster. This makes the program more appealing to employers. OJT participants are also limited to the $3,000.00 cap used for ITAs. The funding is a reimbursement to the employer who hires the person for the training necessary for the person.
Customized or Special Contracts: Over the years, the Pima County One-Stop, now referred to as the ARIZONA@WORK Pima County One-Stop, a proud partner of the American Job Center network, has worked with industry and training institutions to develop special “exception” training programs.

In the past, several apprenticeship programs have been established for classroom training in Solar Installer, Hybrid Mechanic, Histology Technician, Machinist, Electronic Technician, and Hospital Based Nursing. Classroom trainings have been created through this method as well. If an existing provider cannot conduct the training, an RFP process must be used.

If the demand for the training is consistent, then the curriculum that is developed is submitted to the ETPL by the training institution.

**A description of how the local board and partners will make available programs and services.**

e. **How the local board will facilitate co-enrollment, as appropriate, in core programs co-enrollment.**

All Title I Adults and DW are co-enrolled with Title III Employment Service, and where appropriate are co-enrolled with Title II Adult Education and Title IV Rehabilitation Services.

Co-enrollment is facilitated by shared systems, as in the case of the Arizona Job Connection system used by both Title I and Title III, and the TABE 11/12 online testing database administered by Pima Community College Adult Basic Education for College and Career for both Title I and Title II participants.

Coordinated referral processes will be used to connect vulnerable populations with the ARIZONA@WORK System in Pima County. In this type of process, designated points of contact are assigned by each ARIZONA@WORK Pima County One-Stop Partner to receive referrals and provide feedback on the services provided. The referring entity obtains permission from the customer as appropriate to be able to share basic information with the One-Stop Partner point of contact and to continue coordinating ongoing services by one or more Partners.

Referring entities include:

1. Temporary Assistance for Needy Families (TANF) Jobs Contractor (currently ResCare);
2. Supplemental Nutrition Assistance Program (SNAP);
3. Pima County Adult Probation LEARN;
4. Pima Community College Adult Basic Education for College and Career;
5. Vocational Rehabilitation Services;
6. Pima County Community Action Agency;
7. Pima County Ending Poverty Now;
8. Pima County Pima County Health Department WIC program; and
9. Several alternative charter high schools.

Pima County aggressively seeks to leverage amounts available for training by co-enrolling individuals with other funding sources, including community-based organizations. For example, almost 100% of local TAA clients are co-enrolled with WIOA DW funds. Many low-income adults are enrolled in the U.S. Department of Health and Human Services (HHS) funded Health Professions Opportunity Grant (HPOG) obtained by Pima Community College, of which Pima County is a sub-grantee and in Title II Adult Education programs such as IBEST. Federal financial aid is another source leveraged for access to postsecondary education.

The County has obtained several H1B grants which have enabled it to develop training programs for incumbent workers in skill shortage fields that employers would otherwise have to hire people from out of the country on “H1B” visas. Other projects have been partnered with State Job Training Grants.

Partners and subcontractors have obtained grants by leveraging the ARIZONA@WORK System. For example, Goodwill Industries of Southern Arizona, Inc., provides one staff person who is located at the Kino Service Center, who is a member of the ARIZONA@WORK Business Services Team and obtained a grant from the City of Tucson to train people in selected occupations.

A description of how the local board and partners will make available programs and services.

f. A description of how the local area will promote entrepreneurial skills training and microenterprise services.

The Pima County WIB and ARIZONA@WORK Partners promote the bringing together of workforce development, educational, and other human resource services in a seamless customer-focused service delivery network that enhances access to the programs’ services and improves long-term employment outcomes for individuals receiving assistance.

Pima County’s WIB recognizes the importance of entrepreneurial training and microbusiness development. The WIB released a competitive Request for Proposals (RFP) in order to secure workshop providers who could offer quality training and help individuals needing to consider all the issues involved in working for themselves versus working for someone else.

The four workshop categories include:

1. Entrepreneurial Introduction
2. Youth Entrepreneurial
3. Business Start-Up
4. Self-Employment

**Category:** Youth Entrepreneurial -- A workshop for WIOA Youth that takes into consideration the elements discussed in WIOA 681.560. This could be offered classroom style or as a hands-on, project-based workshop to introduce young adults to the process of brainstorming, formulating, testing, developing and prototyping innovative ideas based on the behaviors, needs or desires of potential customers, and the essential steps from concept to launch of starting a new venture.

The Pima County ARIZONA@WORK System expects to offer this once per quarter for youth. While it is a required service offering for WIOA Youth, the ARIZONA@WORK System may ask the contracted partner to host the same type of training for WIOA Adults or Dislocated Workers (DW).

The "Youth Entrepreneurial Workshop" contract was awarded to LeadLocal LLC.

**Category:** Entrepreneurial Introduction -- Introductory sessions for people considering to start a business or becoming self-employed. The Entrepreneurial Introduction Workshop contract was awarded to the Tucson Hispanic Chamber of Commerce.

**Category:** Business Start-Up -- Hands-on sessions to assist potential entrepreneurs in:

- Generating and testing or refining their business idea;
- Understanding their customer;
- Determining what type of business plan they need in order to launch, and developing plan components;
- Determining their financing needs and strategies;
- Developing a marketing strategy;
- Structuring and registering their business;
- Obtaining applicable licenses and permits; and
- Understanding regulatory environment and legal resources.

**Category:** Self-Employment -- To develop or clearly define a self-employment plan for prospective independent contractors or sole proprietorships, that may include issues such as:

- Up-front requirements and costs;
- Income tax reporting;
- Business and professional licenses;
- Legal issues and insurance;
- Projected expenses and revenues;
- Reaching, cultivating and retaining customers; and
- Operations plans, such as facilities, equipment, tools, supplies, and schedules.
A short workshop can be coupled with any approved Eligible Training Provider programs offering entrepreneurial skills training or skill training in certain occupations that support a viable self-employment plan such as truck driver training or home repair.

**A description of how the local board and partners will make available programs and services.**

g. **How the local board will facilitate the development of career pathways.**

The Pima County WIB has an active history of supporting and convening sector partnerships that have spurred the development of career pathways within manufacturing, logistics and supply chain management, and healthcare. This work was guided by the Career Pathway definition under the WIOA, Section 3., Definition (7).

As the diagram below shows, sector partnerships create an ecosystem in which strategic partners can work together to create new pathways, or improve existing ones, based on industry needs.

As complementary approaches, the sector partnership defines industry demand for skills, while the career pathway provides educational options that assure an appropriate talent pool to support business retention, expansion and attraction.

The next image, adapted from the U.S. Department of Labor’s Career Pathways Toolkit, illustrates how design elements of career pathways are driven by industry input about the
movement of employees through progressively higher-skilled occupations, and the specific competencies and standards required for each occupation.

In its 2016 self-assessment, the Pima County WIB identified 14 existing career pathways:

1. Behavioral Health
2. Dental support
3. Health Information
4. Medical Laboratory
5. Medical support
6. Nursing and Patient care
7. Surgical support
8. Welding
9. Machining
10. Logistics
11. Bioscience/biotechnology
12. Aviation Technology
13. Electrical Apprenticeship
14. Electrical and Gas Utility Technician

In August 2016, Pima County CSET Administrative Support Staff and Pima Community College staff determined 12 career pathways and the Electrical Apprenticeship and Electrical and Gas Utility Technician were removed.

As of 2017, there were 17 career pathways identified and Behavioral Health was removed. The rationale is that the career pathways include the following:

- Sector partnership providing leadership at some stage in pathway development;
- Public workforce system support providing financial and career planning support and outreach to target populations;
✓ Stackable credentials being developed or aligned to promote advancement and employment; and
✓ Linkage with secondary completion, whether through JTED, IBEST, or Health Profession Opportunities Grant (HPOG) college readiness.

In each one of these programs, local sector partnerships have provided leadership at some stage in the career pathway development.

This includes scenarios in which workforce development system educational and/or workforce Partners began working to develop, improve and articulate a career pathway, which then subsequently became the focus of a sector partnership which is now working to align it with industry needs.

Each one of these career pathways in Pima County offers financial and career planning support through the ARIZONA@WORK public workforce development system and outreach to engage target populations.

WIOA Title IB formula funds the HPOG, and the Youth CareerConnect (YCC) Grant have been key resources in these efforts.

All of the above career pathways at Pima Community College (PCC) offer stackable credentials developed or adapted based on industry input and standards to promote advancement and employment, and some of them also offer opportunities to attain industrial certifications and credit-based degrees/certificates simultaneously. The stacked credentials facilitate participants leaving and re-entering the pathway to work, with each component of education or training resulting in a credential that increases earning power.

In many cases, the career pathway offers embedded work-based learning opportunities, such as internships or clinical rotations.

Each of the 17 career pathways features a linkage with secondary education, allowing training participants opportunities to complete a high school diploma, High School Equivalency (HSE) diploma, or address basic-skill gaps that may be a barrier even for people who have a diploma.

In some cases, this linkage is provided through a high school Career Technical Education (CTE) program offered through the Pima County Joint Technical Education District (JTED) and various local high schools.

In the case of machine tool and medical assisting, PCC Adult Basic Education for College and Career (ABECC) has collaborated with PCC CTE programs to offer Integrated Basic Education and Skill Training (IBEST) programs in which two instructors teach academic and technical skills simultaneously.
In the case of the HPOG health professional pathways, college readiness classes offer contextualized, accelerated instruction in order to prepare students specifically for health occupational coursework.

Two more career pathways begin at the post-secondary level, but have the other career-pathway features of industry sector leadership, workforce system support and stackable credentials.

A national utility industry partnership, Center for Energy Workforce Development, led the creation of the Arizona Energy Consortium (formally Arizona Sun Corridor - Get into Energy Consortium) in partnership with Arizona utility companies and a consortium of community colleges.

In the construction field, consortiums of union and non-union employers have created registered apprenticeships that offer the opportunity to work at increasing pay rates tied to skill gains and earn certificates toward a journeyman-level electrician.

In order to facilitate continued development of career pathways, in response to needs defined by sector partnerships, the Pima County WIB will continue its linkages with, and participation in, the following sector partnerships as described in the Plan Section 7.b.:

1. Southern Arizona Manufacturing Partners (SAMP)
2. Southern Arizona Logistics Education Organization (SALEO)
3. Tucson Healthcare Industry Sector Partnership
5. Innovation Frontier Southwest (IFS)

The WIB will also continue its participation in the Pathways to Prosperity Initiative being led by the Center for the Future of Arizona (CFA) in partnership with the Harvard Graduate School of Education and Jobs for the Future.

CFA works with educators and employers to build a system of grades 9-14+ pathways that combine high school and community college, resulting in students earning technical certificates and degrees in industry areas of critical importance to workforce and economic development in Arizona. CFA initially seeks to develop pathways in the Phoenix and Tucson labor market regions, and will build on the work of SAMP and YCC to broaden the pathways in manufacturing and bioscience.

The WIB will use the following practices to support career pathway development:

View CFA’s video announcing Pathways to Prosperity at https://youtu.be/BGT6p2LXqdY

06/25/2019 3:00 p.m.; 10/03/2019
1. Advocate for training programs that form components of career pathways in conjunction with a sector partnership to be submitted for inclusion on the Eligible Training Provider List (ETPL). Give priority for approval on the ETPL to such programs so that they may be supported with WIOA-funded Individual Training Accounts (ITA).

2. Include career pathways as a rating framework in competitive Pima County Request for Proposal (RFP) processes when applicable. For example, programs could receive points for incorporating design elements of a career pathway, such as integration of industry-recognized credentials, basic education and support services.

3. Continue investment in career pathways as a central priority for program development activities, including grant-seeking, partnerships and resource leveraging.

4. Dedicate the WIB Performance and Accountability Committee to researching potential barriers to career pathways. These could include:
   a. Regulatory barriers, such as eligibility criteria.
   b. Administrative barriers, such as program exit triggered by entry into employment.
   c. Data management barriers that may inhibit data collection and evaluation of participants’ progress through career pathways.
   d. Performance disincentives, such as employment measures that might be impacted by keeping employed participants active or re-enrolling the same participant for the next level of training.
   e. Financial disincentives, such as higher cost of training the same participant through multiple levels of education and training.

h. How the local board will improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).

The Pima County local workforce development system historically has emphasized education and training activities, which consistently represent about 50% of both enrollees and expenditures across all WIOA Title I programs.

That impact has been amplified by obtaining discretionary grants, and partnering with other entities that have resources for education and training.

For example, the recently completed H1-B and Advanced Manufacturing Jobs and Innovation Accelerator (AMJIA) grants resulted in 391, and 199 participants enrolled in training, respectively, and earning a total of 613 industry-recognized credentials.

The WIB will continue to emphasize, and if possible increase, access to post-secondary training through the following practices:
1. Embed career pathways, long range career planning, and livable wage concepts in all career counseling and career exploration activities.
2. Continue to offer financial assistance for tuition, books and other training related costs for enrolled participants who have completed a training plan for an eligible training provider.
3. Observe and mirror state ETPL policy that limits eligibility to programs that lead to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).
4. Partner with programs that provide effective pre-college preparation.
5. Continue support and partnership with College student services to maximize Pell Grant financial aid leveraging and tracking.
6. Pursue discretionary grants to expand available direct financial aid for training.
7. Partner with employers to provide incumbent worker training that leads to recognized credentials.
8. Partner with educational institutions that offer credit for learning that occurred outside of the scope of formal higher education coursework and prior to students’ enrollment at the institution, including from military service, job-related training, and volunteer arenas.
9. Partner with educational institutions to develop more seamless transfer pathways to professional degree programs, including for people who have completed certificates and associates of applied science degrees for direct employment.
10. In accordance with the WIOA, coordinate with and implement services with Title II PCC ABECC and the Pima County Adult Probation LEARN Program and Title IV Vocational Rehabilitation Services (VRS) to assist adults in becoming literate, obtaining the knowledge and skills necessary for employment and self-sufficiency, obtaining the skills necessary to become full partners in their children’s education, completing their secondary school education, transitioning to postsecondary education or training, and improving the reading, writing, and comprehension skills for English language learners, and acquiring an understanding of the American system of government.
11. Coordinate with Title II PCC ABECC and Title IV VRS and provide resources for the Title II Pima County Adult Probation LEARN Program that serves predominantly adult offenders and provides ABE, ASE, and Workforces Skills Development.
12. Coordinate with Title II and Title IV Core Program Partners and continue a focus for the local workforce development system to assist out-of-school youth who have dropped out of high school to re-engage in education and attain a high school diploma or high school equivalency.
13. Coordinate with Core Partners in the development of IBEST programming that meets federal Career Pathways definition in an effort to leverage the Ability to Benefit (ATB) for federal financial aid.
9. Performance and Continuous Improvement

The Pima County Workforce Investment Board (WIB) presides over complex systems for reporting, quality assurance, and formative and summative evaluation.

a. A description of the local levels of performance negotiated with the Governor and chief elected official pursuant to section 116(c), to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under subtitle B, and the one-stop delivery system, in the local area.

The Workforce Innovation and Opportunity Act (WIOA) reviewed performance measures from previous federal acts and established the same measures for each One-Stop Partner, to the extent that that Partner’s programs would generate results for the performance measures. Each Partner negotiates their performance goals with the state.

Eligible Training Provider measures will be set at the levels used for WIOA Title I Adult programs, unless otherwise directed by the State of Arizona.

The performance measures are complex, and most are based on activities of people who left the programs during previous contract years. As a result, Pima County’s WIB has developed a real-time reporting format for Partners.

Primary Indicators of Performance:

(i) IN GENERAL.—The State primary indicators of performance for activities provided under the adult and dislocated worker programs authorized under chapter 3 of subtitle B, the program of adult education and literacy activities authorized under title II, the employment service program authorized under sections 1 through 13 of the Wagner-Peyser Act (29 U.S.C. 49 et seq.) (except that subclauses (IV) and (V) shall not apply to such program), and the program authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), other than section 112 or part C of that title (29 U.S.C. 732, 741), shall consist of—

(I) the percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program;

(II) the percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program;

(III) the median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program;

(IV) the percentage of program participants who obtain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent (subject to clause (iii)), during participation in or within 1 year after exit from the program;
(V) the percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment; and

(VI) the indicators of effectiveness in serving employers established pursuant to clause (iv).

(ii) Primary Indicators for Eligible Youth.—The primary indicators of performance for the youth program authorized under chapter 2 of subtitle B shall consist of—

(I) the percentage of program participants who are in education or training activities, or in unsubsidized employment, during the second quarter after exit from the program;

(II) the percentage of program participants who are in education or training activities, or in unsubsidized employment, during the fourth quarter after exit from the program; and

(III) the primary indicators of performance described in subclauses (III) through (VI) of subparagraph (A)(i).

(iii) Indicator Relating to Credential.—For purposes of clause (i)(IV), or clause (ii)(III) with respect to clause (i)(IV), program participants who obtain a secondary school diploma or its recognized equivalent shall be included in the percentage counted as meeting the criterion under such clause only if such participants, in addition to obtaining such diploma or its recognized equivalent, have obtained or retained employment or are in an education or training program leading to a recognized postsecondary credential within 1 year after exit from the program.

(iv) Indicator for Services to Employers.—Prior to the commencement of the second full program year after the date of enactment of this Act, for purposes of clauses (i)(VI), or clause (ii)(III) with respect to clause (i)(IV), the Secretary of Labor and the Secretary of Education, after consultation with the representatives described in paragraph (4)(B), shall jointly develop and establish, for purposes of this subparagraph, 1 or more primary indicators of performance that indicate the effectiveness of the core programs in serving employers.

Additional Indicators.—A State may identify in the State Plan additional performance accountability indicators.
The negotiated WIOA Common Measures of Performance for each Core Program Partner are as follows:

**Title I Youth, Adult and Dislocated Worker Programs**

The following are the final Workforce Innovation and Opportunity Act Title I Negotiated Levels of Performance for Program Years 2018 and 2019 agreed-upon by the State and the Pima County Workforce Investment Board.

<table>
<thead>
<tr>
<th>WIOA Adults</th>
<th>Final Negotiated Levels of Performance - PY18</th>
<th>Final Negotiated Levels of Performance - PY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed 2nd quarter after exit</td>
<td>70.0%</td>
<td>71.0%</td>
</tr>
<tr>
<td>Employed 4th quarter after exit</td>
<td>62.5%</td>
<td>63.5%</td>
</tr>
<tr>
<td>Median Wage</td>
<td>$5,250</td>
<td>$5,350</td>
</tr>
<tr>
<td>Credential</td>
<td>52.5%</td>
<td>53.5%</td>
</tr>
<tr>
<td>Measurable Skills Gain</td>
<td>Baseline</td>
<td>Baseline</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WIOA Dislocated Worker</th>
<th>Final Negotiated Levels of Performance - PY18</th>
<th>Final Negotiated Levels of Performance - PY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed 2nd quarter after exit</td>
<td>75.5%</td>
<td>76.5%</td>
</tr>
<tr>
<td>Employed 4th quarter after exit</td>
<td>70.0%</td>
<td>72.0%</td>
</tr>
<tr>
<td>Median Wage</td>
<td>$5,400</td>
<td>$5,500</td>
</tr>
<tr>
<td>Credential</td>
<td>52.7%</td>
<td>53.7%</td>
</tr>
<tr>
<td>Measurable Skills Gain</td>
<td>Baseline</td>
<td>Baseline</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WIOA Youth (14-24)</th>
<th>Final Negotiated Levels of Performance - PY18</th>
<th>Final Negotiated Levels of Performance - PY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed, in education, or in Occupation Skills Training 2nd quarter after exit</td>
<td>62.0%</td>
<td>63.0%</td>
</tr>
<tr>
<td>Employed, in education, or in Occupation Skills Training 4th quarter after exit</td>
<td>62.0%</td>
<td>63.0%</td>
</tr>
<tr>
<td>Median Wage</td>
<td>Baseline</td>
<td>Baseline</td>
</tr>
<tr>
<td>Credential</td>
<td>44.0%</td>
<td>44.5%</td>
</tr>
<tr>
<td>Measurable Skills Gain</td>
<td>Baseline</td>
<td>Baseline</td>
</tr>
</tbody>
</table>

**Title II Adult Education and Literacy Activities**

Data collection on performance measures will be accomplished via data match. Arizona currently has a data match for High School Equivalency (HSE) testing and recently secured a data match with DES for Unemployment Insurance (UI) Wage System Information to support reporting of employment outcomes. Arizona is currently working toward a data match with the National Student Clearinghouse Student Tracker to track students who have transitioned to postsecondary education.

At baseline for all measures except Measurable Skill Gains. See Page 280 of the State Plan that has the MSG negotiated levels at [http://www.azed.gov/adultedservices/files/2017/01/arizona-unified-workforce-development-plan-1.pdf](http://www.azed.gov/adultedservices/files/2017/01/arizona-unified-workforce-development-plan-1.pdf). PY17 target was 56%. The Federal PY is the leading year and the State’s Fiscal year is the lagging year so the Federal PY16 is Arizona’s FY17. Title II does not negotiate at the local level so all programs have the State target.
## Title III State Employment Service

<table>
<thead>
<tr>
<th>Statewide</th>
<th>Final Negotiated Measures PY18</th>
<th>Final Negotiated Measures PY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wagner-Peyser</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employed 2&lt;sup&gt;nd&lt;/sup&gt; quarter after exit</td>
<td>63.0%</td>
<td>64.0%</td>
</tr>
<tr>
<td>Employed 4&lt;sup&gt;th&lt;/sup&gt; quarter after exit</td>
<td>59.0%</td>
<td>61.0%</td>
</tr>
<tr>
<td>Median Wage</td>
<td>$4,600.00</td>
<td>$4,800</td>
</tr>
</tbody>
</table>

## Title IV RSA Vocational Rehabilitation Services

1. % in unsubsidized employment during the second quarter after exit from the program;
2. % in unsubsidized employment during the fourth quarter after exit from the program;
3. Median earnings of those in unsubsidized employment during the second quarter after exit from the program;
4. % of participants who obtained a recognized postsecondary credential or secondary school diploma or equivalent during participation in, or within one year of, exit from the program;
5. % of participants, who during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment; and
6. Indicators of effectiveness in serving employers.

### b. A description of the actions the local board will take toward becoming or remaining a high-performing board, consistent with the factors developed by the State board pursuant to section 101(d)(6).

The Local Workforce Development Board (LWDB) is known as the Pima County Workforce Investment Board (WIB) and represents a wide variety of individuals, businesses, and organizations throughout the local area.

The Pima County WIB has had two changes to the board structure since 2016. The first is the appointment of a new WIB Chair and new Committee Chairs as of 07/01/18.

The second change is due to the revised WAC Policy 01-2016 WIOA Local Governance that states the following:

*In order to avoid a conflict of interest, a Local Board must ensure that the Local Board’s workforce service providers for WIOA Title IB adult, dislocated worker, and youth*
programs, must not employ or otherwise compensate a current Local Board member or Local Board employee who is employed or compensated by the Local Board or its administrative entity, fiscal agent, or grant recipient to support the Local Board in carrying out its duties."

Six WIB members were informed in early 2017 that their terms would not be renewed due to the new policy because they were LWDB members who were employed by an organization that had a Pima County contract under WIOA Title IB.

The WIB serves as a strategic convener to promote and broker effective relationships between the Local Chief Elected Official (LCEO) and economic, education, and the workforce development partners and service providers.

The WIB develops strategies to continuously improve and strengthen the local workforce development system through innovation in, and alignment and improvement of, employment, training, and education programs to help promote economic growth.

The WIB Performance and Accountability Committee monitors the ARIZONA@WORK Pima County One-Stop service providers and will take into account the extent to which the levels involved promote continuous improvement in performance accountability on the performance accountability measures to ensure optimal return on the investment of Federal funds.

Using funds authorized under a core program and made available to carry out the evaluation of State programs, the Workforce Arizona Council (WAC), in coordination with the WIB and the State agencies responsible for the administration of the core programs, shall conduct ongoing evaluations of activities carried out in Arizona under such programs. The WAC, WIB, and Core Program Partners shall conduct the evaluations in order to promote, establish, implement, and utilize methods for continuously improving core program activities in order to achieve high-level performance within, and high-level outcomes from, the ARIZONA@WORK workforce development system. The State shall coordinate the evaluations with the evaluations provided for by the Secretary of Labor and the Secretary of Education under section 169, section 242(c)(2)(D), and sections 12(a)(5), 14, and 107 of the Rehabilitation Act of 1973 (29 U.S.C. 709(a)(5), 711, 727) (applied with respect to programs carried out under title I of that Act (29 U.S.C. 720 et seq.)) and the investigations provided for by the Secretary of Labor under section 10(b) of the Wagner-Peyser Act (29 U.S.C. 49i(b)).

WIB members are required to actively participate and collaborate closely with the required, other, and additional ARIZONA@WORK Pima County One-Stop Partners, along with public and private organizations. This is crucial to the WIB’s role to integrate and align a more effective, job-driven workforce development system.
c. **A description of how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, and workers and job seekers.**

The WIB Performance and Accountability Committee reviews the real-time performance of subcontracted agencies at least once a quarter. When issues are detected, the Committee invites the agency into discuss, and may require a corrective action plan, including steps to be taken and a timeline. The Committee monitors progress. Failure to meet benchmarks can result in loss of funding via contract amendment or non-renewal. Compliance monitoring of all contractors is carried out annually.

Eligible Training Providers’ performance has traditionally been submitted to the state operated Eligible Training Provider List (ETPL) by the training institutions. However, the WIB Performance and Accountability Committee and program staff involved in serving WIOA-funded clients though these training providers are conducting an evaluation of data to determine the effectiveness of various types of training.

d. **A description of how one-stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under this Act and programs carried out by one-stop partners.**

Pima County has been an advocate of and supports state efforts to have one intake system and database for all Partners. Most local intakes are now done on-line, and the state required data management system is the Arizona Job Connection (AJC) system which went online in February, 2012.

Parts of the ARIZONA@WORK System use AJC to help employers list job orders, make job referrals, record job order completion information, register applicants into the system for Employment Service, Veterans, WIOA and TAA activities; Track participants’ progress; Record participant completion information and job placement information and Track one year of follow up information. AJC is used to generate performance measure reports.

Every month ARIZONA@WORK Pima County administrative support staff generates reports from AJC to help review data elements for accuracy. Staff also generates monthly “annual” reports to determine program progress with respect to negotiated WIOA Title IB performance measures.

ARIZONA@WORK Partners have agreed and documented in the MOU to submit performance data to the WIB on a regular basis.

The ARIZONA@WORK System coordinates with the Title II and Title IV Core Program Partners in order to integrate Intake and Career Planning information in the AJC data management system.
10. Complaint and Grievance Procedure for Clients

All ARIZONA@WORK System customers are assured a transparent process for filing complaints and having adverse decisions or actions reviewed fairly.

Each entity partnering in the ARIZONA@WORK System has its own grievance procedure which will be followed to address a complaint or grievance concerning the employees and programs of that entity.

Title I
The Pima County Community Services, Employment and Training Department (CSET) issues a copy of the following Grievance and Complaint Procedure to each WIOA Title I participant upon enrollment:

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

Grievance and Complaint Procedure

An ARIZONA@WORK program applicant, participant, or other person who believes he or she has not been treated equally or has been hurt by a decision that was wrong, may file a complaint using the following procedure.

I. FILING PROCEDURE

1. A complaint against a County employee may be made verbally to that employee’s supervisor.

2. The supervisor will attempt to resolve the issue with the employee and the person making the complaint.

3. If, within 5 working days, no resolution has been reached by the supervisor, the person may submit a written complaint to the Program Manager who supervises that supervisor.

The written complaint should include:

a. The name, address, phone number and signature of the person making the complaint.

b. A clear and concise statement of facts, including dates, leading up to the decision that is the subject of the complaint.

c. What specific resolution is the complainant requesting?

d. Complaints should be submitted to:

Program Manager
ARIZONA@WORK Job Center
Kino Service Center

Program Manager
ARIZONA@WORK Job Center
Rio Nuevo Service Center
4. Grievances and complaints involving a contracted agency of the Pima County ARIZONA@WORK System must be filed according to that agency’s grievance procedures.

II. RESOLUTION

1. The Program Manager will attempt to reach a resolution with the person making the complaint, the supervisor, and involved staff. Within 10 working days of receiving the complaint, the Program Manager will issue a decision in writing.

2. Grievances involving a contracted agency of the Pima County ARIZONA@WORK System must show an attempt at resolution through that agency’s internal procedures. If resolution is not obtained at the agency level, the individual may appeal to the Director of the Pima County Community Services, Employment and Training Department (CSET).

III. APPEAL

1. The person making the complaint has 10 working days from the date of the Program Manager’s or contracted agency’s decision to file a written appeal with the CSET Director. The appeal should include all of the information that was in the initial complaint and also describe the attempts at resolution with relevant dates. The appeal should be submitted to:

   CSET Director
   Pima County Community Services, Employment & Training Department (CSET)
   2797 E. Ajo Way, Tucson, AZ 85713
2. The CSET Director then has thirty (30) working days to schedule and hold a hearing.

3. The person making the complaint shall be notified in writing of the date, time and place of a formal hearing, including the opportunity to present evidence.

4. The hearing officer may be the CSET Director or a designee other than the Program Manager who first reviewed the written complaint. The hearing officer will issue a determination within ten (10) working days after the hearing.

5. An appeal may be made to the funding agency, if applicable.

   WIOA Administrator, Department of Economic Security
   P.O. Box 6123, Site Code 920-Z
   Phoenix, AZ 85005

   The request for review shall be filed within 20 days from the date on which the complainant should have received a decision. The Arizona Department of Economic Security, WIOA Administration shall issue a decision within 30 days.

   Other funding agency contact information (to be completed by Intake Team):

   

6. Any and all of the mandated time frames for processing complaints after they have been filed may be waived, when necessary, by written consent of all affected parties.

7. Complaints of discrimination on the grounds of race, color, national origin, age, sex, religion, political affirmation of belief, shall be sent directly to:

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

8. Any and all of the mandated time frames for processing complaints after they have been filed may be waived, when necessary, by written consent of all affected parties.
I have read and understand the ARIZONA@WORK System Program policies on these subjects.

Customer
Signature: ___________________________ Date: ___________________

Staff
Signature: ___________________________ Date: ___________________

The above procedure is posted on the CSET website at http://webcms.pima.gov/government/community_services_employment_and_training/. Select the "Resource" tab to view the Grievance Procedure and additional guidelines and procedures.

**Title II**
Pima Community College is a Title II Core Program Partner and has an Office of Dispute Resolution where students and staff may file a complaint or grievance.

The Arizona Superior Court in Pima County, Adult Probation Department, Literacy Education and Resource Network (LEARN) Program is a Title II Core Program Partner. LEARN does not have a complaint/grievance procedure specifically written for probationers. They utilize a basic “up the chain of command” process. If a probationer or family member has a complaint, they begin with the probation officer, then the supervisor, division director, and then finally to the Chief Probation Officer. Complaints or grievances are typically done by phone. Students are directed to the Probation Education Program Coordinator at 520-724-5434 when they have an issue with a staff member. If the Probation Education Program Coordinator’s attempt at resolution is not accepted, then the student is directed the Operations Division Director.

**Title III**
Complaint/grievance procedure will be provided upon receipt.

**Title IV**

1. Anytime a decision which affects the provision of Vocational Rehabilitation Services, Title IV Core Program Partner, that has been made by Arizona Rehabilitation Services Administration (AZRSA) staff, AZRSA staff will provide the following information to the client or their representative:
   
   a. Advise the client of their right to request a review of the determination;
   b. Provide a written notice of client rights and appeals option by utilizing the c. Request for Review of Determination form; and
   c. Advise the client of the availability and the right to utilize the Client Assistance Program.
2. Notice of client rights and written notice of appeals will be provided in writing by utilizing the Request for Review of Determination form to the client, and their representative if appropriate, at the following times:

   a. When the client applies for services;
   b. When AZRSA staff makes an eligibility decision;
   c. When AZRSA staff determines placement into an Order of Selection category;
   d. When an Individualized Plan for Employment is developed;
   e. At any time that the AZRSA staff makes a decision or intends to reduce, suspend, or terminate planned services and/or goods being provided;
   f. When AZRSA staff notifies the client of intent to close the case for any reason; and
   g. Upon denial of Post-Employment Services (PES).

3. AZRSA staff will advise the client of the following appeals processes available to them:

   a. Informal Resolution;
   b. Administrative Review;
   c. Mediation; and/or
   d. Fair Hearing.

4. If a decision is being disputed, AZRSA staff will ensure that the client, or their representative if appropriate, is aware that a formal request for review of a determination must be submitted within 15 calendar days of the date that the written decision letter was mailed.

5. Formal written requests are acceptable in the following formats:

   a. Utilizing a Request for Review of Determination; or
   b. Any other written communication which will include:
      i. An explanation of the issue(s) under contention;
      ii. Client, or their representative if appropriate, signature and date; and
      iii. An indication whether the client is willing to resolve the issue(s) through an informal review, administrative review, mediation, or formal due process hearing.

6. AZRSA staff will direct client who request assistance in completing a written appeal to the AZRSA Ombudsman or local CAP office.

7. The AZRSA Ombudsman will schedule a Fair Hearing to occur within 60 days of submitting a Request for Review of Determination regardless of the resolution options chosen.

8. AZRSA staff will work with the client and the AZRSA Ombudsman throughout the appeal process until a final resolution is provided.
11. Plan Development

Describe the involvement of the Chief Elected Official, the Local Workforce Investment Board and stakeholders in the development of the plan. Describe the process used to make the Plan available to the public, as well as key stakeholders, and the outcome resulting from review of public comments.

a. Describe the involvement of the Chief Elected official (CEO), the Local Workforce Investment Board (LWIB) and the stakeholders in the development of the plan.

In order to develop a Pima County Workforce Development Plan, it is critical to have the involvement and support of the local CEO who is the Chair of the Pima County Board of Supervisors (BOS).

The Pima County BOS provides funding for the CSET Department to administer the ARIZONA@WORK Pima County One-Stop System and to provide ongoing administrative staff support for the WIB.

The Pima County BOS’ involvement before, during and after WIOA-related activities such as the development of this Plan and the “Plan Modifications,” are demonstrated efforts that support the WIOA. The Plan is one more opportunity for the ARIZONA@WORK Pima County System to align workforce investment, education and economic development systems in support of a comprehensive, accessible, high-quality workforce development system in Pima County.

The Pima County BOS reviewed the Plan and the “Plan Modifications” to confirm that they are consistent with the Pima County Economic Development Plan, and Pima Proposers ten-year development plan.

The “Plan Modifications” were made available to the public, key stakeholders, and others through a legal notice process established and approved by the Pima County BOS. The legal notice process provided the WIB with the opportunity to formally announce the Plan and public comment period to the public.

The Pima County BOS provides an established process with the Pima County Clerk of the Board in order for the “Plan Modifications” to be placed on the Pima County BOS regular meeting agenda on December 4, 2018.

The “Plan Modifications” were approved by the Pima County WIB on October 12, 2018 and allows the WIB Executive Committee to make minor technical adjustments as requested by the Workforce Arizona Council.

The Pima County BOS established and approved the competitive procurement process and procedures that allow the WIB to secure the ARIZONA@WORK Pima County service providers that are selected through the BOS’ competitive procurement Request for Proposal (RFP) process. See Pima County Procurement Code Title 11.
The Pima County BOS also will appoint individuals to the WIB and only those who meet the WIOA composition requirements.

Several WIB Committees were involved in the development of the Plan and the “Plan Modifications” including the ARIZONA@WORK Core Program Partners, Additional, and Other Partners who provided input in person or via email.

Representatives from the Arizona Department of Administration, Office of Employment and Population Statistics, presented valuable information to the WIB Planning Committee as early as April 2014.

The University of Arizona, Economic & Business Research Center, Eller College representatives presented their “Making Action Possible (MAP) for Southern Arizona” Dashboard Presentation to the WIB Planning Committee and the WIB to demonstrate the data and tools available to help development the Pima County Plan.

The Arizona Commerce Authority (ACA) provided Pima County Labor Market Data that was presented by the ACA Manager of Workforce Programs.

The Arizona Office of Economic Opportunity (OEO) provided new calculated In-Demand Industries and Occupations data on October 11, 2018 in order to provide revised data.

During the Plan development and “Plan Modifications” processes, the Plan was made available to the WIB, key stakeholders, Partners and the public at http://webcms.pima.gov/cms/one.aspx?portalId=169&pageId=22593.

The Plan was discussed and input was provided during monthly meetings:

- Pima County WIB Executive Committee;
- Pima County WIB Planning Committee;
- Pima County WIB Board Development Committee;
- Pima County WIB Performance and Accountability Committee;
- Pima County Core Program and Other Partners’ meetings; and
- Pima County WIB Youth Council meetings.

b. A description of the process used by the local board, consistent with subsection (d), to provide an opportunity for public comment, including comment by representatives of businesses and comment by representatives of labor organizations, and input into the development of the local plan, prior to submission of the plan.

The Pima County WIB made the “Plan Modifications” available to WIB members, key stakeholders, Partners, and the public through electronic, Word, and a Portable Document
The 30-day required public comment period was from Monday, 10/01/18 to Wednesday, 10/31/18.

The public comment period was advertised in print and online with opportunity for comment by representatives of the WIB, Local Chief Elected Official (LCEO), key stakeholders (businesses, educational institutions, labor organizations, non-profits, economic development entities and others) and the general public regarding the Pima County Workforce Development Plan 2016-2020 “Plan Modifications.”

The Pima County CSET Department along with the LCEO, ran a Public Notice print ad in The Daily Territorial who also published the print ad on their website at publicnoticeads.com. The notification to the public asked for public comments at https://webcms.pima.gov/cms/one.aspx?portalId=169&pageId=22593.

One or more individuals from the following 151 organizations were personally notified about the online Plan, invited to read it, and asked to provide input and comments during the “Plan Modifications” public comment period:

Academy for Caregiving Excellence
American Indian Association of Tucson, Inc. dba Tucson Indian Center
Arizona Children's Association
Arizona D.E.S., Employment Administration, SNAP
Arizona D.E.S., Workforce and Rehab. Admin., Workforce and Rehabilitation Services
Arizona Department of Economic Security, Employment Service
Arizona Department of Economic Security, Employment Service Administration
Arizona Department of Economic Security, Rehabilitation Services Administration
Arizona Department of Economic Security, Vocational Rehabilitation Services
Arizona Department of Juvenile Corrections
Arizona School of Integrative Studies - Tucson
Arizona Superior Court in Pima County, Adult Probation Department
Arizona Office of Economic Opportunity
Arizona Workforce Arizona Council
ARIZONA@WORK Pima County Business Services Team
ARIZONA@WORK Pima County Comprehensive Kino Service Center (DW Job Seekers)
ARIZONA@WORK Pima County Specialized Kino Veterans’ Workforce Center (Veterans, Transitioning Military Personnel, and spouses)
ARIZONA@WORK Pima County Comprehensive Rio Nuevo Job Center (Adult Job Seekers)
ARIZONA@WORK Pima County Satellite Sullivan Jackson Employment Job Center (Homeless)
ARIZONA@WORK Pima County Specialized Youth Employment Job Center (Youth)
ARIZONA@WORK Pima County System Staff, Partners, and Providers
Aveda Institute Tucson
Azbil North America, BioVigilant Division
Bartending Academy of Tucson
Campus Research Corporation
Career Development Solution LLC dba New Horizon CLC
Carrington College - Tucson
Catalina In-Home Services, Inc.
Catholic Community Services of Southern Arizona
CBIZ Benefits and Insurance Services
Chicano por la Causa
City of Tucson, Economic Development
City of Tucson, Housing and Community Development Department
City of Tucson, Office of the Mayor
CODAC Behavioral Health Services
Community Food Bank of Southern Arizona
Community Outreach Program for the Deaf (COPD)
Creative Communication and Learning Advisory Council, Inc.
Dorothy Kret Advocates, Inc. dba Pak Mail
Dunbar Barber Academy
Eii Images Enterprises LLC.
El Rio Santa Cruz Neighborhood Health Center, Inc
Empire Beauty School/EEG, Inc. 5
Excel Mechanical, Inc.
Fred G. Acosta Job Corps Center
Fred G. Acosta Job Corps/ResCare
Goodwill Industries of Southern Arizona, Inc. - Administration
Goodwill Industries of Southern Arizona, Inc. - Business Services Team
Goodwill Industries of Southern Arizona, Inc. - Youth Services
Grace Temple Baptist Church of Tucson
Greater Littletown Area Human Resources Group, Inc.
Green Valley Assistance Services, Inc. dba Valley Assistance Services
HDS Truck Driving Institute
Heartfelt Workforce
Higher Ground
Hollywood Barber College
Human Learning Systems, Inc./Fred G. Acosta Job Corps Center
Interfaith Community Services
International Sonoran Desert Alliance
JobPath
Leader Discovery
LeadLocal
Linkages
Literacy Connects
LOYOLA Associates
Metropolitan Education Commission
Nesco Resource
Office of the Pima County School Superintendent
Old Pueblo Community Services
Our Family Services, Inc.
Pasqua Yaqui Tribal Nation
Pima Community College - Administration
Pima Community College - Adult Education for College and Career
Pima Community College - Community Campus
Pima Community College - Desert Vista Campus
Pima Community College - Workforce Development
Pima Community College District
Pima County Administration
Pima County Aerospace and Defense Industry Sector Partnership
Pima County Board of Supervisors
Pima County Local Chief Elected Official
Pima County Community Services, Employment and Training Department (CSET)
Pima County CSET, Ending Poverty Now
Pima County CSET, Faith-Based
Pima County CSET, Pima County Community Action Agency (CAA)
Pima County Joint Technical Education District (JTED)
Pima County Juvenile Court Center
Pima County Las Artes, Arts and Education Center
Pima County Public Library Branches
Pima County Southern Arizona Manufacturing Industry Sector Partnership
Pima County Tucson Healthcare Industry Sector Partnership
Pima County WIB ARIZONA@WORK Pima County All Partners Committee
Pima County WIB Board Development Committee
Pima County WIB Bylaws Committee
Pima County WIB Ending Poverty Now Committee
Pima County WIB Executive Committee
Pima County WIB Performance and Accountability Committee
Pima County WIB Planning Committee
Pima County WIB RFP Committees
Pima County WIB Youth Council
Pima County Workforce Investment Board (WIB)
Pima Medical Institute - Tucson
Pio Decimo
Portable, Practical Educational Preparation, Inc. (PPEP)
Portable, Practical Educational Preparation, Inc. (PPEP) - OJT
Primavera Foundation, Inc.
Pure Aesthetics Natural Skincare School
Raytheon Missile Systems
ResCare Workforce Services-Arizona, Inc., TANF-Jobs
ResCare Workforce Services-Arizona, Inc./Fred G. Acosta Job Corps Center
ResCare-Jobs Workforce Services, AZ/TANF
S and S Motorsports
Sabino Electric, Inc.
Sahuarita Food Bank
Salvation Army
San Ignacio Yaqui Council, Inc.
Santa Cruz County One-Stop
Second Chance
SER-Jobs for Progress of Southern Arizona, Inc
Serrato Corporation
Southern Arizona Aids Foundation
Southern Arizona Barber College
Southwest Gas Corporation
Southwest Truck Driver Training Inc.
St. Elizabeths Health Center, Inc.
Sun Corridor Inc.
Sunnyside Unified School District
TANF/ResCare-Jobs Workforce Services, AZ
TANF-Jobs/ResCare Workforce Services-Arizona, Inc.
ThermalStar Training Center
Tucson College of Beauty
Tucson Electric Power Company
Tucson Electrical Joint Apprenticeship and Training Center
Tucson Hispanic Chamber of Commerce
Tucson Medical Center Healthcare
Tucson Metro Chamber of Commerce
Tucson Preparatory School, Inc.
Tucson School of Horseshoeing
Tucson Urban League, Inc.
Tucson Youth Development, Inc.
Tucson-Southern Arizona Black Chamber of Commerce
UA Continuing & Professional Education
UA National Center for Interpretation Testing, Research and Policy
United Community Health Center Maria Auxialaidora Inc
United Food and Commercial Workers (UFCW), Local 99
United Way of Tucson and Southern Arizona
Universal Avionics Systems Corporation
University of Arizona
University of Arizona, Tech Parks Arizona
University of Phoenix
YMCA of Southern Arizona
Yuma Private Industry Council
• **APPENDIX 1** - Provide a copy of the published notice (a screen print is acceptable for internet publication) 

**Public Notice ad**

Public Notice

The Pima County Workforce Investment Board (WIB) is preparing its Workforce Innovation and Opportunity Act (WIOA) Pima County Workforce Development Plan 2016-2020 “Plan Modifications”, as required by WIOA sec. 102 (29 U.S.C. 3112) and Policy Broadcast PS-016-018, for the Arizona Workforce Investment Act (WIA) Pima County One-Stop Workforce Development System. The Public Notice will be available for public comment through February 21, 2016. The “Plan Modifications” are due to the Workforce Arizona Council, Arizona Workforce Development Review Board, Pima County Board of Supervisors, and the Arizona State Board of Regents by April 1, 2016. The “Plan Modifications” are intended to align workforce investment, education and economic development systems in support of a comprehensive, accessible, high-quality workforce development system as the State of Arizona. The public comment period for the Pima County “Plan Modifications” 2016-2020 is from January 10, 2016 to February 21, 2016. The Plan is available at https://www.pimaaz.gov/poa/usa.php?path=105&spadeid=2293

For public comment include comment from key stakeholders such as the WIB, public and private businesses, the public, labor organizations, educational institutions, and government, economic and community organizations. The outcome resulting from review of public comments will inform the modifications to the Plan. A copy of the Public Notice may be obtained at any of the following locations:

- Pima County Workforce Investment Board
- Pima County One-Stop Workforce Development System
- Pima County Board of Supervisors
- Workforce Arizona Council
- Arizona Workforce Development Review Board
- Arizona State Board of Regents

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• **APPENDIX 2** - Provide a copy of the distribution list used for notification of key stakeholders.

For privacy reasons, the lists will not be posted. The distribution lists include the WIB members, WIB committee members, key stakeholders, community and labor organizations, community leaders, Local Chief Elected Official, employers, educational institutions, and the general public.

• **APPENDIX 3** - Provide a copy of all comments received as result of the public notice.

No comments received during the required 30-day Public Comment Period for the Pima County Local Workforce Development Plan 2016-2020 “Plan Modifications.”