

# **Required Elements for Submission of Local Plans 2020-2023**

## **by Local Workforce Development Boards under the Workforce Innovation and Opportunity Act (WIOA)**

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## Guidelines to LWDBs to Develop Local Plans

### Background

The Workforce Innovation and Opportunity Act (WIOA) is the federal law that governs the ARIZONA@WORK system, and it is designed to integrate services to support businesses and job seekers through strategic cross-sector partnerships. It envisions connecting workforce, education, and economic development entities to ensure strategic leveraging of resources and optimum results. The law addresses the needs of customers through establishing a comprehensive system that provides access to employment, education, training and support services.

### Local Plan Requirements

Section 108 of WIOA and 20 CFR 679.500-560 requires that each Local Workforce Development Board (LWDB) develop and submit to the State, in partnership with the Chief Elected Official(s), a comprehensive four-year plan on the current and projected needs of the local area's ARIZONA@WORK system. The law emphasizes the importance of collaboration and transparency in the development and submission of the plan.

The Local Plan is a four-year action plan to develop, align, and integrate service delivery strategies and resources across the ARIZONA@WORK system in a Local Workforce Development Area (LWDA). The Local Plan must support achievement of Arizona's vision, goals, and strategies as outlined in the State Plan and is implemented as a business-led, results-oriented, and integrated system. This is described at WIOA Section 108(a), and the contents of the Local Plan are described at WIOA Section 108(b) and [20 CFR 679.560](#).

To ensure an efficient review of the local plans by the Arizona state agencies, this guidance is being provided to clarify potential areas for confusion. Further, this guidance will provide clarification on the submission process and options for ensuring local plans are reviewed and approved as efficiently as possible.

### Process for the Development and Submission of Local Plans

Under WIOA, Local plans must align with the State's vision described in the Arizona Unified State Workforce Plan. It is anticipated that Arizona will submit its State Plan for 2020-2023 to the US Department of Labor and US Department of Education on **April 1, 2020**. LWDBs are required to submit local plans for 2020-2023 with the required elements contained in this document to ensure conformity with the State Plan.

The following is the timeline for the State and Local Plan alignment:

Important Dates Regarding Local Planning	
February 19, 2020	State provides draft Local Plan guidance and timeline to LWDBs for public comment
March 20, 2020	State provides guidance and timeline to LWDBs for Local Plans
April 1, 2020	2020-2023 State Plan submitted to USDOE and USDOL
May - June 2020	Anticipated approval of State Plan by USDOE and USDOL
July 1, 2020 - July 15, 2020	Local Plan submissions accepted by DES for review*
October 1, 2020	Final Plans ready for PEC review

*\* Plans will be reviewed in the order received by ADE and DES. ADE and DES aim to provide responses to the LWDBs within 60 days. To ensure a timely response, it is recommended that plans are submitted using the structure, headings, and numbering sequence provided in this document. If an LWDB chooses not to use the provided format, it is requested that the LWDB submit clarification on where they answered the prompts in the local plan including page numbers.*

Plans should be submitted **electronically** in Word (.doc) to [azwioacomment@azdes.gov](mailto:azwioacomment@azdes.gov). The submission must include the name, title, email address, mailing address, and phone number of the person to contact with questions regarding the plan.

### State and Local Plan Guiding Principles

Guided by Governor Ducey’s vision and four customer centric goals, ARIZONA@WORK partners developed ten strategies for the state workforce plan. During their development two main themes became clear - ARIZONA@WORK partners have a strong desire for better collaboration and communication and a strong desire to improve best practices for our core responsibilities. This can be observed in the list below.

**Arizona’s Vision:** Building a pro-growth economy that provides opportunity for all and creates prosperous communities.

#### Four Goals:

1. Promote a Strong Economy: Build Arizona’s capacity to attract, retain and grow thriving businesses;
2. Serve Business Needs: Serve Arizona job creators by understanding, anticipating and helping them meet workforce needs;
3. Prepare Job Seekers; defend against poverty: Prepare and match job seekers to a job creator for a successful career that provides amply;

4. Protect taxpayers by Providing Efficient, Accountable, Government Services: Accelerate measurable impact and performance for less cost.

### Ten Strategies<sup>1</sup>:

1. Promote industry sector partnerships/projects;
2. Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system;
3. Increase and improve coordination between workforce, education, and economic development efforts at the state and local level;
4. Ensure training provided to job seekers and workers has a focus on transferable skills;
5. Create a comprehensive business engagement plan to support consistency and availability of services;
6. Implement framework for supporting a statewide model for career pathways based on the identified In-Demand industries and occupations, incorporating appropriate flexibility for regional variation;
7. Improve processes for co-enrollment across partners to share costs and case management to better serve customers;
8. Enhance initiatives supporting populations with barriers to employment to ensure customers are receiving needed services efficiently including special populations;
9. Create a consistent system for continuous improvement; and
10. Identify data system solutions to enhance the interoperability and quality of data for use across ARIZONA@WORK programs.

Each goal will have mission outcomes and lead measures that will be tracked statewide for the ARIZONA@WORK system to gauge progress and to better understand our system's success in working towards this shared vision and four shared goals. These goals and strategies should help all ARIZONA@WORK partners consider how services are delivered, whether the services are reaching in need populations, and where ARIZONA@WORK needs to improve to help address gaps in the system.

As primary contributors to the development of these strategies, ARIZONA@WORK Local Workforce Development Boards (LWDBs) will be expected to communicate how they will support Arizona's growth with these strategies. Instructions are provided further in the guidance.

### Local Plan Contents

The following should be included in the local plan. It is recommended that plans are submitted using the structure, headings, and numbering sequence provided in this document. If an LWDB chooses not to use the provided format, it is requested that the LWDB submit clarification on where they answered the prompts in the local plan including page numbers.

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<sup>1</sup> Clarification on the relationship between the goals and strategies can be found in the State plan and are summarized in Appendix III.

## Section 1 – Infrastructure

### A. Describe the ARIZONA@WORK system in the LWDA to include the following (20 CFR 679.560(b)(1)(i)):

#### 1. Name of the county(ies), city, and/or tribes included in the LWDA; Pima County, Tucson

Pursuant to the State of Arizona designation and in compliance with the Workforce Innovation and Opportunity Act (WIOA), the local workforce development area (LWDA) served by the Pima County Workforce Investment Board (WIB) will be all of Pima County, excluding areas under tribal jurisdiction.

The ARIZONA@WORK Pima County One-Stop workforce development system brings together workforce development, education, 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. One-stop partners administer separately funded programs as a set of integrated streamlined services to customers.

The Pima County One-Stop system is a proud partner of the American Job Center network and considers 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, and current or potential partners.

The One-Stop system brings together 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.

The Pima County WIB and One-Stop system works with industry and business partners, community organizations, government and economic entities, education and training institutions, and faith-based groups to deliver services efficiently and effectively by having common goals and measures for success.

#### 2. Name of the entity(ies) designated as the Chief Elected Official(s) (e.g., the name of the County, the Tribe, or other entity carrying out the functions of the CEO):

The Chair of the Pima County Board of Supervisors (BOS) is the local chief elected official (LCEO) for the ARIZONA@WORK Pima County One-Stop Workforce Development System.

The Pima County WIB is the local workforce development board (LWDB) established to assist the BOS in strategic planning, oversight, and evaluation of the LWDA to reduce unemployment in Pima County and provide a forum for creatively solving local workforce problems.

Pima County Community Services, Employment and Training (CSET) is the administrative entity that coordinates the ARIZONA@WORK Pima County One-Stop partners and service providers that make up the ARIZONA@WORK Pima County One-Stop workforce development and delivery system.

Pima County CSET is also a One-Stop service provider for the Title I-B Adult, Dislocated Worker, and Youth programs and activities as defined by the WIOA, and administers these programs to improve the economic and social sustainability of Pima County by:



- ✓ Developing skilled workers for quality jobs;
- ✓ Assisting employers to address workforce and recruitment needs;
- ✓ Mitigating the impact of layoffs;
- ✓ Assisting households in financial crisis; and
- ✓ Helping persons with barriers such as homelessness, lack of literacy, and criminal history to transition into our economic talent pool.

**3. The names of the entities (e.g., county/city/tribe/non-profit/for profit) that provide the following WIOA functions:**

**i. Local fiscal agent (See 20 CFR 679.420 for functions);** Pima County

**ii. LWDB Director and other LWDB staff (20 CFR § 679.400 for roles);**

- (i) Under the WIOA § 679.400, the Local Workforce Development Board (LWDB) may hire LWDB staff.
  - (1) WIOA sec. 107(f) grants LWDBs authority to hire a director and other staff to assist in carrying out the functions of the LWDB and Pima County staff will assist the Pima County WIB with fulfilling the required functions described in WIOA Section 107(d).
  - (2) The WIB has established and applied a set of qualifications for the position of director that ensures the individual selected has the requisite knowledge, skills, and abilities to meet identified benchmarks and to assist in carrying out the functions of the WIB.
  - (3) The WIB director and staff are subject to the limitations on the payment of salary and bonuses described in WIOA Section 194(15).
- (ii) The Pima County WIB approved to hire a WIB Director in 2017. The WIB Program Manager position was posted on 02/16/18 after the position description was distributed to the WIB for approval. The position has not been filled as of 03/30/2020. Special Staff Assistant – Senior, and Administrative Support Specialist – Senior, Pima County Community Services, Employment and Training (CSET), provide support service to the LWDB to jointly carry out the WIB Director roles and responsibilities in meeting the required functions of the LWDB. As of 04/07/2020, Pima County CSET will need to reallocate another Position Control Number for the WIB Director position. This will not be done in the 2019-2020 fiscal year due to a moratorium on hiring and recruitment efforts are scheduled for completion during the 2020-2021 fiscal year.

**iii. The ARIZONA@WORK Pima County One-Stop System 2019-2020 Service Providers were selected by the LWDB for the:**

**(i) Title I-B Adult Program and include;**

Subrecipient	Project	Contract Term
Community Outreach Program for the Deaf (COPD)	Workforce Development Services	07/1/19-06/30/20
Dorothy Kret and Associates, Inc.	Workforce Development Services	07/1/19-06/30/20
Goodwill Industries of Southern Arizona	Workforce Development Services	07/1/19-06/30/20
Portable, Practical Educational Preparation (PPEP, Inc.)	Workforce Development Services	07/1/19-06/30/20
Pima County Community College District	Workforce Development Education	07/1/19-06/30/20
SER-Jobs for Progress of Southern Arizona, Inc. (SER)	Workforce Development & Educational Services	07/1/19-06/30/20
SER	Workforce Development Services	07/1/19-06/30/20
SER	Workforce Veterans & Innovation Services	07/1/19-06/30/20
The Tucson Urban League, Inc. (TUL)	Workforce Development Services	07/1/19-06/30/20
Monster Worldwide, Inc. <i>dba</i> Monster Government Solutions, LLC	Workforce Development Services - Work Readiness	07/1/19-06/30/20
Pairin, Inc.	Workforce Development Services - Work Readiness	07/1/19-06/30/20
JEVS Human Services <i>dba</i> Vocational Research Institute	Workforce Development Services - Work Readiness	07/1/19-06/30/20
Dorothy Kret and Associates, Inc.	Workshops	07/1/19-06/30/20
Goodwill Industries of Southern Arizona	Workshops	07/1/19-06/30/20
PPEP, Inc.	Workshops	07/1/19-06/30/20
COPE Community Services, Inc. (COPE) <i>dba</i> RISE Equipment Recycling Center (RISE)	Workshops	07/1/19-06/30/20
Tucson Hispanic Chamber of Commerce	Workshops	07/1/19-06/30/20
YWCA of Southern Arizona	Workshops	07/1/19-06/30/20
The Center for Life Skills Development LLC	Behavioral Health Counseling	04/1/19-03/31/20
Literacy Connects	Literacy Services	07/1/19-06/30/20

The County reserves the right to extend the contracts for up to four (4) one-year periods.

**(ii) Title I-B Dislocated Worker Program and include;**

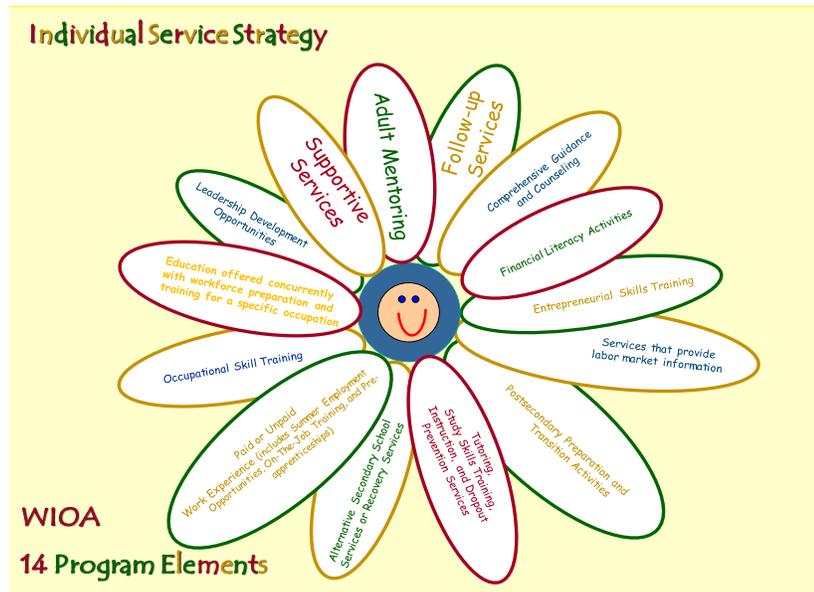
Subrecipient	Project	Contract Term
COPD	Workforce Development Services	07/1/19-06/30/20
Dorothy Kret and Associates, Inc.	Workforce Development Services	07/1/19-06/30/20
Goodwill Industries of Southern Arizona	Workforce Development Services	07/1/19-06/30/20
Pima County Community College District	Workforce Development Education	07/1/19-06/30/20
PPEP, Inc.	Workforce Development Services	07/1/19-06/30/20
SER-Jobs for Progress of Southern Arizona, Inc. (SER)	Workforce Development & Educational Services	07/1/19-06/30/20
SER	Workforce Development Services	07/1/19-06/30/20
SER	Workforce Veterans & Innovation Services	07/1/19-06/30/20
The Tucson Urban League, Inc. (TUL)	Workforce Development Services	07/1/19-06/30/20
Monster Worldwide, Inc. <i>dba</i> Monster Government Solutions, LLC	Workforce Development Services - Work Readiness	07/1/19-06/30/20
Pairin, Inc.	Workforce Development Services - Work Readiness	07/1/19-06/30/20
JEVS Human Services <i>dba</i> Vocational Research Institute	Workforce Development Services - Work Readiness	07/1/19-06/30/20
Dorothy Kret and Associates, Inc.	Workshops	07/1/19-06/30/20
Goodwill Industries of Southern Arizona	Workshops	07/1/19-06/30/20
PPEP, Inc.	Workshops	07/1/19-06/30/20
COPE Community Services, Inc. (COPE) <i>dba</i> RISE Equipment Recycling Center (RISE)	Workshops	07/1/19-06/30/20
Tucson Hispanic Chamber of Commerce	Workshops	07/1/19-06/30/20
YWCA of Southern Arizona	Workshops	07/1/19-06/30/20
The Center for Life Skills Development LLC	Behavioral Health Counseling	04/1/19-03/31/20
Literacy Connects	Literacy Services	07/1/19-06/30/20

The County reserves the right to extend the contracts for up to four (4) one-year periods.

**(iii) Title I-B Youth Program (list the entities that provide design framework services and each of the fourteen elements); and**

The ARIZONA@WORK Pima County One-Stop system offers the WIOA-required 14 program elements to eligible youth concurrently with workforce preparation.

Funding for the client is driven by his/her needs and represented below in the middle of the Wild Daisy Model illustration. 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.



In Pima County’s model - intake, assessment, service planning, participant tracking, and accountability are standardized across the following ARIZONA@WORK Pima County One-Stop Title I-B Youth service providers. The County reserves the right to extend the contracts for up to four (4) one-year periods:

Subrecipient	Project	Contract Term
Goodwill Industries of Southern Arizona	Workforce Development Services	07/1/19-06/30/20
Pima County Community College District	Workforce Development Education	07/1/19-06/30/20
Pima County Community Services, Employment and Training (CSET)	Workforce Development Services	07/1/19-06/30/20
SER-Jobs for Progress of Southern Arizona, Inc. (SER)	Workforce Development & Educational Services	07/1/19-06/30/20
SER	Workforce Development Services	07/1/19-06/30/20
SER	Workforce Veterans & Innovation Services	07/1/19-06/30/20
Tucson Youth Development, Inc. (TYD)	Workforce Development Services	07/1/19-06/30/20
Dorothy Kret and Associates, Inc.	Workshops	07/1/19-06/30/20
Goodwill Industries of Southern Arizona	Workshops	07/1/19-06/30/20
LeadLocal, LLC	Workshops	07/1/19-06/30/20
COPE Community Services, Inc. (COPE) dba RISE Equipment Recycling Center (RISE)	Workshops	07/1/19-06/30/20
Tucson Hispanic Chamber of Commerce	Workshops	07/1/19-06/30/20
TYD	Workshops	07/1/19-06/30/20
YWCA of Southern Arizona	Workshops	07/1/19-06/30/20
The Center for Life Skills Development LLC	Behavioral Health Counseling	04/1/19-03/31/20
Literacy Connects	Literacy Services	07/1/19-06/30/20

**(iv) identify the One-Stop Operator; - 20 CFR 682.420;**

The WIB selected SER-Jobs for Progress of Southern Arizona, Inc. (SER) as the One-Stop Operator for the ARIZONA@WORK Pima County One-Stop system for the term 07/01/17 to 06/30/18 with an option for a two-year renewal.

Consistent with WIOA section 121(d), the Pima County WIB, with the agreement of the Local Chief Elected Official (LCEO) will begin a second competitive selection process in the Spring of 2020 in order to select a new OSO for the term 07/01/2020 to 06/30/2022. Respondent selected as the OSO will be expected to assume the position after approved by the Pima County Board of Supervisors with an option for a two-year renewal.

The WIB determines the roles and responsibilities of the OSO who ensures system coordination and may or may not include provision of career services.

**iv. Procured contracts or written agreements for subgrants or contractors (20 CFR 679.420(c)(1));**

All of the Pima County Workforce Investment Board (WIB) competitive procurement processes follow federal, state, and local procurement laws, regulations, and policies.

Procurement requirements are always met when selecting the service providers for Title I-B Adult, Dislocated Worker (DW), and Youth programs. 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.

The One-Stop service providers provide career services through the award of contracts or written agreements, in compliance with Arizona State Workforce Policy #4 *ARIZONA@WORK One-Stop Operator and Service Provider Selection Policy*.

The ARIZONA@WORK Pima County One-Stop service providers are selected to provide career services for the WIOA Title I-B Adult, DW, and Youth programs and along with the selection of the One-Stop Operator, are in accordance with WIOA 107(d)(10)(A) through (E) and the Workforce Arizona Council Policy #1 *Local Governance Policy*. Selections are approved by the Pima County WIB and the Pima County Board of Supervisors.

The Pima County Workforce Investment Board (WIB) began the One-Stop Operator (OSO) RFP competitive selection process in September 2016. The Pima County Procurement Department administered the RFP process for RFP-CSET-OSO-2017-01 to ensure that the WIB met all Pima County, state, and WIOA compliance requirements.

**v. Monitoring, audit, and other oversight of the following WIOA functions (See 20 CFR 679.420(c)(2) - (3) and 20 CFR 683.410(a)):**

WIOA § 683.410 defines the oversight roles and responsibilities of recipients and sub recipients of federal financial assistance awarded under title I of the Workforce Innovation and Opportunity Act (WIOA) and the Wagner-Peyser Act.

(a) The administrative entity conducts regular oversight and monitoring of each recipient and subrecipient of funds under title I of WIOA and under the Wagner-Peyser Act. Title I of WIOA and Wagner-Peyser Act program(s), its subrecipients, and contractors are programmatically monitored and audited to:

- (1) Determine that expenditures have been made against the proper cost categories and within the cost limitations specified in WIOA and the regulations in this part;
- (2) Determine whether there is compliance with other provisions of WIOA and the WIOA regulations and other applicable laws and regulations;
- (3) Assure compliance with 2 CFR part 200; and
- (4) Determine compliance with the nondiscrimination, disability, and equal opportunity requirements of sec. 188 of WIOA, including the Assistive Technology Act of 1998 (29 U.S.C. 3003).

**(i) fiscal;**

(i) In order to assist in administration of the grant funds, the local chief elected official (LCEO) has designated the Pima County Community Services, Employment and Training Department (CSET) as the entity to serve as the local fiscal agent. This designation does not relieve the LCEO of liability for the misuse of grant funds and has a written Shared Governance Agreement to ensure that CSET has clearly defined roles and responsibilities.

(ii) In general the fiscal agent is responsible for the following functions:

- (1) Receive funds.
- (2) Ensure sustained fiscal integrity and accountability for expenditures of funds in accordance with Office of Management and Budget circulars, WIOA, and the corresponding Federal Regulations and State policies.
- (3) Respond to audit financial findings.
- (4) Maintain proper accounting records and adequate documentation.
- (5) Prepare financial reports.
- (6) Provide technical assistance to subrecipients regarding fiscal issues.

(iii) At the direction of the LWDB, the fiscal agent may have the following additional functions:

- (1) Procure contracts or obtain written agreements.
- (2) Conduct financial monitoring of service providers.
- (3) Ensure independent audit of all employment and training programs.

**(ii) equal opportunity; and**

All ARIZONA@WORK Pima County One-Stop partners and providers are committed to the principles and requirements of the Americans with Disabilities Act (ADA) which prohibits discrimination against people with disabilities in several areas, including employment, transportation, public accommodations, communications and access to state and local government's programs and services.

Each of the One-Stop partners have designated an Equal Opportunity (EO) Officer for the WIOA Title I-B funded activities or trainings services offered by a One-Stop partner at any One-Stop location and ensures the policies, procedures, program, and services are in compliance with the ADA of 1990 and its amendments, in order to provide equal access to all customers with disabilities.

Contact information is below with identification of the local, state, and federal EO Officers.

**Local Contact**

ARIZONA@WORK Pima County  
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](mailto:Eddie.Saavedra@pima.gov)

**State of Arizona Contact**

Arizona Department of Economic Security  
Office of Equal Employment Opportunity  
Kerry Bernard  
State WIOA Equal Opportunity (EO) 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](mailto:WIOAStateEOOfficer@azdes.gov)

**Federal Contact**

U.S. Department of Labor, Civil Rights Center (CRC)  
Naomi M. Barry-Perez, Director  
Federal WIOA Equal Opportunity (EO) Officer  
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

**(iii) programmatic (Title I-B, including eligible training providers);**

The approved training programs on the Pima County Eligible Training Provider List (ETPL) are for in-demand occupations in the local area. The training programs are monitored by the WIB Performance and Accountability Committee and the WIB Planning Committee determines the occupations that are offered to eligible Pima County One-Stop clients. The Pima County WIB has adopted a Career Pathways Framework for individualized career services and training provided under the Workforce Innovation and Opportunities Act (WIOA) to promote career advancement to sustainable earning levels. Within these guidelines adopted by the WIB, bi-annually the Performance Committee and Planning Committee will meet to review ETPL performance and training to placement correlations, among other areas of review. Quarterly, the Business Services Team will report on progress toward the addition of trainings onto the ETPL through collaboration of training providers and industry partners.

**vi. (optional but encouraged) Overall operations (Administration, fiscal operations, board membership)**

The Pima County Board of Supervisors (BOS) delegates the **administration** of the Workforce Innovation and Opportunity Act (WIOA) Title I-B Adult, Dislocated Worker (DW), and Youth program services to the Pima 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 under the Health and Community Services Department responsible for oversight of the WIOA Title I-B programs and is the administrative entity responsible for providing administrative support staff to the Pima County Workforce Investment Board (WIB).

The Financial Control and Reporting division is under the Pima County Finance and Risk Management Department and is responsible for the **fiscal operations**, oversight, and reports generated for all Pima County financial transactions including the WIOA Title I-B funds. This division also requests reimbursements from the Arizona Department of Economic Security (DES).

The Pima County Workforce Investment Board (WIB) is governed by the WIB By-laws Article V. and are approved by the LCEO (see Appendix VI.) Generally, size of the board shall not be more than 45, always an odd number, and the board will comply with WIOA requirements and fulfill the WIB's duties and responsibilities. The **board membership** conforms to all requirements of the WIOA Section 107(b), as outlined in the Shared Governance Agreement between the LCEO and the LWDB, and includes the following:

1. **Business Representatives:** The majority (at least 51%) of the members represent both large and small employers in the local area and an in-demand industry or occupation.
2. **Workforce Representatives:** Comprise at least 20% of the members and include two or more representatives of labor organizations.
3. **Education Representatives:** Includes one WIOA Title II eligible provider and at least one representative from an institution of higher education.
4. **Government, Economic, and Community Development Representatives:** Includes at least one representative from an economic development entity, a community development entity, the state Employment Service Office under the Wagner-Peyser Act, and the Vocational Rehabilitation Administration programs.
5. The BOS may select additional members from industry sectors that the BOS believes will improve and enhance the functioning of the WIB.

The role of the WIB is to develop and promote policies, and recommends innovative workforce support for the development of an effective and cohesive workforce development system to maximize return on investment for all stakeholders.

The WIB develops and maintains strategic and strong relationships with business organizations, chambers of commerce, labor and trade associations, education providers, and others to build a cohesive regional workforce development system to meet the needs of employers, workers, and job seekers.

The Pima County Shared Governance Agreement acknowledges that the local chief elected official (LCEO) and the local workforce development board (LWDB) for the ARIZONA@WORK Pima County One-Stop workforce development system, and ensures the appropriate use and management of the WIOA funds provided for the local workforce development area (LWDA) to carry out the required activities under the Title I-B Adult, Dislocated Worker (DW), and Youth programs.

**vii. (optional but encouraged) The ARIZONA@WORK partner programs that are included in the ARIZONA@WORK system in the LWDA (e.g., core, required, and other partners). See Appendix IV for a list of partners this may include.**

As required under WIOA 34 CFR Section 463.400, the LWDA has identified the following responsible entities for the core, required, and other partner programs that are included in the ARIZONA@WORK Pima County One-Stop workforce delivery system:

Responsible Entity (Partner)	Required Partner Program
Pima County Community Services, Employment and Training Department (CSET)	WIOA Title I-B Adult, Dislocated Worker, and Youth Programs
	Senior Community Service Employment (“SCSE”) activities authorized under Title V or the Older Americans Act of 1965 – State
	Employment and Training activities carried out by the U.S. Department of Housing and Urban Development (“HUD”)

Pima County Community College District, Pima Community College (“PCC”)	WIOA Title II Adult Education and Literacy Activities
	Career and Technical Education (“CTE”) Programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006
Arizona Superior Court in Pima County, Adult Probation Department, LEARN Program	WIOA Title II Adult Education and Literacy activities
Arizona Department of Economic Security (DES), Division of Workforce Administration	WIOA Title III Employment Service program under the Wagner-Peyser Act
	Programs authorized under Arizona State Unemployment Insurance (“UI”) Compensation laws
	Trade Adjustment Assistance (“TAA”) of Title III of the Trade Act of 1974
	Veterans Employment Representative and Disabled Veterans Outreach Activities authorized under 41 U.S.C. 38
	Supplemental Nutrition Assistance Program (“SNAP”) authorized under Part A of Title IV of the Social Security Act
Arizona DES, Division of Rehabilitation Services Administration (RSA)	WIOA Title IV Vocational Rehabilitation Services Programs authorized under Title I of the Rehabilitation Act of 1973
Portable, Practical Education Preparation, Inc. (PPEP, Inc.)	WIOA Title ID, Section 167 Migrant and Seasonal Farm Worker (“MSFW”) Programs
	WIOA Title ID, Section 171 YouthBuild Programs - ended December 2018
Fred G. Acosta Job Corps Center/Human Learning Systems, Inc.	WIOA Title IC Job Corps Programs
Tucson Indian Center	WIOA Title ID, Section 166 Native American Programs
TANF-Jobs/ResCare Workforce Services – Arizona, Inc.	Temporary Assistance for Needy Families Program (“TANF”) authorized under Part A of Title IV of the Social Security Act

Additional Partners may, from time to time, be designated by the Pima County WIB pursuant to Section 121(b)(2) of WIOA. The current additional Partners and optional programs include:

<b>Responsible Entity (“Partner”)</b>	<b>Optional Additional Partner Program</b>
Asociacion Nacional Pro Personas Mayores (“ANPPM”) National Association for Hispanic Elderly, Arizona Project Ayuda Tucson Regional Office	Senior Community Service Employment activities authorized under Title V or the Older Americans Act of 1965 – National

City of Tucson Housing and Community Development Department	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
National Indian Council on Aging, Inc.	Senior Community Service Employment activities authorized under Title V or the Older Americans Act of 1965 – National
Goodwill Industries of Southern Arizona	Re-entry Employment Opportunities (“REO”) under Second Chance Act – Adults 25 Years and Older

**B. The Governor has designated regions based on the LWDA designation.**

**Describe regional planning efforts if the LWDB is engaging in regional planning and/or coordination with other LWDA’s (such as for sector strategies, coordination with education providers, or other service planning activities). (See 20 CFR 679.540)**

Recently the Pima County Workforce Investment Board (WIB) worked closely with the Arizona Commerce Authority (ACA), Pinal and Maricopa LWDA’s, and Community Colleges to establish an Advanced Manufacturing program.

The Pima County WIB also reviewed and commented on the 2019-2021 Pima County Economic Development Plan 2019-2020 and helped develop the workforce portion.

**Include a description of any regional service strategies that include the use of cooperative service delivery agreements including the entities in which the agreements are with.**

Historically, the County only enters into agreements with other LWDA’s when funding is involved. One example is when the BHP mining company had layoffs in 1999, which resulted in cooperation and a special grant to serve dislocated workers living in Pima, Pinal, and Gila Counties.

Pima has had a long-term workforce program relationship with the other three border counties (Cochise, Santa Cruz, and Yuma) that began in the 1980s when Pima was the grantee for the southern sub-state DW program. Over the years additional grants have resulted in contractual relationships between the four LWDA’s. The most recent was the Youth CareerConnect grant and it ended in 2019.

Participants who move from one county to another, and if they contact Pima County staff, staff will reach out to their first or original LWDA to help insure that there is continuity in the delivery of service.

In 2018, the WIB commissioned the Impacts of Automation on the Pima County economy study. The selected vendor produced a written report, gave an oral presentation for the Pima County Workforce Investment Board (WIB) during their 12/14/18 Annual Meeting, and created a series of graphic representations of key trends, insights and recommendations. All three deliverables addressed 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; and
- 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.

Previously in 2017, the Impacts of Arizona minimum wage increases on the Tucson economy. The 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:

- 1) 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;
- 2) Quantitative projections of the scale of these impacts on the regional workforce; and
- 3) 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.

## **Section 2 – Strategic Planning Elements**

### **Part a - Economic, Workforce, and Workforce Development Activities Analyses**

#### **A. Economic Analysis (20 CFR 679.679.560(a)(1)): Include a regional analysis of the:**

##### **1. Economic conditions, including existing and emerging in-demand industry sectors and occupations;**

As the most populous County in Southern Arizona, Pima County has multiple regional economic and workforce development goals to strategically increase workforce development programs and increasing focus on innovation and the successes of start-up companies across multiple industries. The regional economy continues to improve and expand while the availability of qualified workforce is becoming a limiting factor in attracting new sources of employment to the region. Pima County works with regional partners in neighboring counties, cities, tribal governments and regional educational institutions address regional workforce issues and retrain and locate jobs for displaced workers.

The Arizona Office of Economic Opportunity (OEO) produces demographic, labor force, regulatory, workforce, and economic information for Arizona and sub-state areas. Below are highlights from the December 6, 2019 Economic Conditions Report OEO produced for Pima County.

Pima County’s economy consists of a wide range of industries offering opportunities for individuals seeking employment of all types. Several positive economic and workforce trends were recorded in Pima County including:

- Population continues to increase, growing 0.8 percent annually from 2013 to 2018.
- Population is projected to grow by 0.8 percent in 2019 and 0.8 percent in 2020.
- Incomes are on the rise in Pima County. Median family income improved from \$51,425 in 2017 to \$53,463 in 2018.
- Labor force participation levels increased in 2018, increasing by 9,424 people from 2017.
- In 2018, seven of the eleven major industry sectors recorded positive year-over-year employment growth.
- Employment gains in 2018 were led by Construction, which grew by 900 jobs or 5.7%, and Manufacturing, which grew by 900 jobs or 3.7%.
- Total employment is projected to increase by 1.5% annually from 2018 Quarter 3 through 2020 Quarter 2.

Population projections provide an insight into an area’s future demand for resources and services. An area experiencing population declines may choose to focus efforts on filling current job positions, while an area experiencing population growth may choose to focus on job creation.

Arizona is projected to add over 406,032 people to its overall population levels from 2019-2022, growing by an annualized rate of 1.0 percent.

- Pima County population is projected to add 40,832 people to its overall population from 2019-2022, representing 8% of total projected population growth for the state.
- A majority of Pima County’s population growth, roughly 85%, is projected to come from people migrating into the county from other Arizona counties, other states or foreign countries.

	<b>Pima County</b>	<b>Arizona</b>	<b>United States</b>
Population 16 and Over	<b>847,376</b>	<b>5,714,007</b>	<b>262,185,951</b>
Civilian Labor Force Participation Rate 16 and Over	<b>57%</b>	<b>59%</b>	<b>63%</b>
Median Household Income	<b>\$53,464</b>	<b>\$59,246</b>	<b>\$61,937</b>
Families in Poverty	<b>11%</b>	<b>10%</b>	<b>9%</b>
Median Age	<b>39.0</b>	<b>38.0</b>	<b>38.2</b>
Individuals 16 and Over with a Disability	<b>15%</b>	<b>13%</b>	<b>13%</b>
Veterans	<b>10%</b>	<b>9%</b>	<b>7%</b>
Uninsured	<b>10%</b>	<b>11%</b>	<b>9%</b>

Other concerning economic and workforce trends were recorded in Pima County include:

- Pima County has a slightly higher uninsured population (9.6 percent) when compared to the United States (8.9 percent).
- Since 2009, Pima County's unemployment rate has trended closely with Arizona's unemployment rate, though it has trended above the United State rate during a majority of this time period.
- In 2018, one of the eleven major industry sectors (Trade Transportation and Utilities) reported a year-over-year employment decline.

**i. In-Demand Industries and occupations details and explanation should be submitted in body of section two, with a full list provided in Appendix II. Please use the layout provided.**

The Pima County Local Workforce Development Plan 2016-2020 sets a strategic vision focused on: "Higher skills equal increased competitiveness, more jobs and increased earning power," The Plan identifies career pathway development as a key strategy to move lower-skilled workers through progressively higher-skilled demand occupations and training.

Thereafter, the Pima County WIB has adopted a Career Pathways Framework for individualized career services and training provided under the Workforce Innovation and Opportunities Act (WIOA) to promote career advancement to sustainable earning levels. To the extent possible, services will support at least four levels of skill development:

1. **Basic employment skills are the foundation** for all career pathways. Industry leaders across different sectors and parts of the country have identified these as interpersonal skills, integrity, professionalism, initiative, dependability, adaptability, and teamwork.
2. **Core academic skills** include math, reading, technology and problem-solving skills that are valued by local employers across diverse industries.
3. **Entry-level competencies** include occupation-specific technical requirements for entry-level jobs that generally pay less than the median level but require general skills for that industry, such as safety protocols or medical terminology. Training for entry-level competencies can usually be completed in one or two semesters by a person with core academic skills.
4. **Advanced competencies** equate to completion of an associate's degree or journeyman level in a skilled trade. A majority of jobs at or above the median earning level require this level of education and training or higher.

Recently the WIB used the 2019 two-year occupational projections, Pima County February 7, 2020 In Demand Industries and Occupations provided by the OEO, the 2019 Economic Conditions report from OEO, and **input from regional economic development** leaders to characterize the in demand occupations into five broad groupings in support of the regionally adopted **target sector strategies**.

While updating the Career Pathway Guidelines on May 15, 2020, the WIB developed this framework within the Career Pathways Guidelines to support the six target sectors (Aerospace & Defense; Healthcare and Bioscience; Emerging Technologies; Logistics; Renewable and Natural Resources, and Infrastructure). The Career Pathway Guidelines focus on occupations with

enough jobs, sustainable pay, and reasonable entry requirements that are combined with a strong new emphasis on career advancement. Five industry groupings in support of the target sectors include:

1. Healthcare/Health Sciences
2. Business Management, Operations, Support
3. Production/Aerospace/Defense/ Security
4. Construction, Building/Grounds Maintenance, Installation, Repair
5. Transportation/Material Handling/ Logistics

The WIB has identified target occupations within these groups that meet these criteria (Appendix II):

- 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.

On May 15, 2020 the WIB reaffirmed their commitment to the six (6) target industry sectors of continued regional economic development focus. Brief descriptions are below and full descriptions are in Appendix V.:

### **Aerospace & Defense**

The Aerospace and Defense (A&D) industry is one of the largest contributors of employment, earnings and wages to the nation's economic baseline. Pima County has deep and diverse assets in the A&D sector that are unmatched by most communities across the U.S. Pima County has one of the highest concentrations of A&D workers in the country with one in five jobs in the region associated with the sector.

### **Emerging Technologies**

This sector includes new technologies that are currently developing or will be developed over the next five to ten years, and which will substantially alter the business and social environment. These include information technology, wireless data communication, man-machine communication, on-demand printing, biotechnologies, and advanced robotics. This sector also relates to the research, development, entrepreneurial innovation, technology transfer and commercialization.

### **Health and Bioscience**

Health care and bioscience are large and vibrant industries that provide a significant number of high-paying jobs, and extensive career ladders/lattices in Southern Arizona ranging from traditional health occupations, state of the art health information systems, and cutting edge biotechnology careers. Health care employers range from hospitals, health plans, health clinics, medical offices, skilled nursing and long term facilities, senior living communities, among others hiring an extensive number of individuals holding trade certificates, associate and bachelor degrees as well as Masters and Doctoral degrees. The bioscience industry supports research collaborations, partnership identification, international outreach programs, and technical assistance.

### Logistics

Logistics is the management and control of the flow of goods, energy, information, and other resources from the source of production to the marketplace. This sector involves the integration of information, transportation, inventory, warehousing, material handling, and packaging.

### Natural and Renewable Resources

Natural resources are natural assets occurring in nature that are used as raw materials for economic production or consumption. A renewable resource is one that can be used repeatedly and does not run out because it is naturally replaced, such as solar energy. Southern Arizona has a rich history of mining natural resources and developing new technologies to make the industry safer, cleaner, and more efficient.

### Infrastructure

Infrastructure includes construction and is the general term for the basic physical systems that are vital to a region’s functioning, economic development, and prosperity. Southern Arizona’s economic foundation hinges upon our ability to offer reliable, safe, and connected infrastructure.

**ii. Existing and emerging industries and occupations can be determined in a variety of ways (e.g., projections, employment share, etc.). For user convenience, the Arizona Office of Economic Opportunity’s Labor Market Information (LMI) Team has provided custom analysis for each local workforce area. For more information, please see Appendix V.**

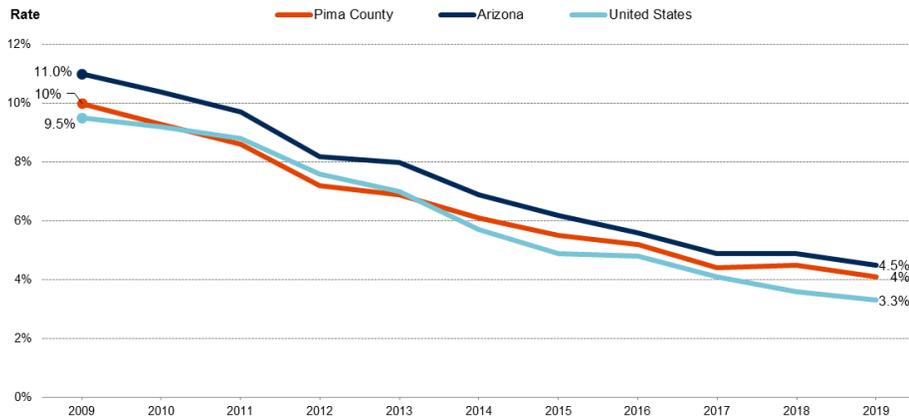
Existing and Emerging In-Demand Industries - Nine out of ten private-sector industries recorded positive numeric growth from 2013 to 2018, gaining a total of 21,170 jobs over this time period. Employment growth during this time period was led by Information (4.7 percent) and Construction (3.0 percent). Of the ten private sector industries, Education and Health Services made up the largest share of employment in 2018, while Trade, Transportation, and Utilities made up the second largest share.

Industry	Employment (2013)	Employment (2018)	Numeric Growth (2013-2018)	Annualized Percentage Growth (2013-2018)
Construction	15,027	17,456	2,429	3.0%
Education and Health Services	61,504	66,372	4,868	1.5%
Financial Activities	15,872	17,227	1,355	1.7%
Information	4,331	5,438	1,107	4.7%
Leisure and Hospitality	40,075	44,463	4,388	2.1%
Manufacturing	23,039	25,727	2,688	2.2%
Natural Resources and Mining	2,944	2,514	430	-3.1%
Other Services	11,057	11,599	542	1.0%
Professional and Business Services	49,238	52,056	2,818	1.1%
Trade Transportation and Utilities	60,033	61,008	975	0.3%

Over the past ten years, Pima County’s unemployment rate has trended closely with the U.S.’s unemployment rate and has consistently remained below Arizona’s unemployment rate. County

unemployment rates around the state have begun to flatten, primarily due to large increases in labor force participation. This trend is also occurring within Pima County as labor force levels increased from an average of 476,837 people in 2017 to 486,621 people in 2018, an increase of 9,424 people. In 2018, there was an average of 21,828 unemployed individuals in Pima County.

### Unemployment Rate Comparisons, Sept. 2009-Sept. 2019, Not-Seasonally Adjusted



Source: U.S. Bureau of Labor Statistics, Arizona Office of Economic Opportunity (OEO)

In addition to providing local area industry rankings, OEO has also provided occupational ratings. A list of the occupation ratings were made available and utilized to compare existing and emerging in demand occupations. OEO provided the full list of occupations in all industries which in turn were reviewed as consolidated worksheets with wage, Pima County Career Pathway Guidelines, and other LMI for Pima County. Occupation ratings were developed accordingly:

1. Occupations were assigned a star ranking value ranging from one to five, with five being the highest rating.
2. Star ratings were based on employment level, projected employment growth and average wage level.
3. Occupations were rated by educational requirement, which means occupations were only compared against other occupations with the same education requirement.
4. The top occupations within each education requirement category received a star rating of five, while the bottom occupations received a star rating of one.
5. Only occupations associated with an in-demand industry were considered for “in demand” status.

### Summary Statistics for Pima Workforce Area In-Demand Selection

Star Rating	Number of Occupations	Employment Level (2018)	Projected Employment Growth (2018 to 2020)	Share of Total Area Employment (2018)	Average Annual Wage (2018)
5	46	73,184	2.9%	24%	\$60,290
4 to 5	86	122,245	2.5%	40%	\$60,011
3 to 5	127	147,584	2.3%	49%	\$59,309
2 to 5	162	181,647	2.0%	60%	\$58,159
1 to 5	189	216,510	1.6%	71%	\$55,660

Source: Arizona Office of Economic Opportunity

The table above lists the combined employment and wage estimates for five different selections ranging from selecting only five-star occupations to selecting all one- through five-star occupations.

As previously described, the WIB Planning Committee has been working to institute Career Pathways Framework for the region and developed the Career Pathway Guidelines where 82 Occupations were established as Target aka In Demand Occupations. The existing list of 82 occupations were congruent with the OEO rankings; the existing list of occupations now had the additional OEO ranking added to the available LMI.

As the Career Pathways Guidance suggest, if there are occupations that were below the median wage, or OEO low ranking, a career pathway must be documented where the potential for advancement is identified. Further, rather than limit the number of occupations, the region in support of economic development sector strategies sought to expand the target list (129 occupations) as this allows flexibility for an every-changing industry demand that is to be met. Finally, it was acknowledged in the updated Career Pathways Guidelines (Appendix V.) that not all occupations currently have training programs on the ETPL. The ongoing work of the WIB will be to oversee the pursuit of new programming as well as evaluating the performance of the providers especially as placement is of highly significant for the regional workforce and economic development success. Both the WIB Planning and WIB Performance and Accountability Committees are committed to regular review of the ETPL and Career Pathways Guidelines' list of occupations for performance and relevance to regional economic and workforce development.

**2. Employment needs of businesses in existing and emerging in-demand industry sectors and occupations. There are a variety of methods to determine employment needs (e.g., employer surveys, up to date Labor Market Information (LMI), etc.). Publicly available LMI is provided by Arizona's Office of Economic Opportunity, Maricopa Association of Governments, and US Bureau of Labor Statistics.**

As further detailed in Strategy 6 in the Statewide Strategy Support section, for a number of years the WIB, through the WIB Planning Committee monthly meetings, has furthered career pathway strategies for the region. These efforts derived from the six WIB target industry sectors and monitoring the use of the Career Pathways Resource Guide in order to ensure that the workforce system's investments line up with the region's economic growth strategy. Further, the WIB has continued lively discussions on whether the target sectors were missing key opportunities. For instance, careers that offer realistic entry points and opportunities for advancement, careers in non-targeted industries with skill sets that are desperately needed in the targeted ones. Then the WIB Planning Committee began working on how to refine the way to target investment in training with additional target occupations and have the WIB review the list, based on overriding labor-market conditions.

In October 2019, OEO Economist Samantha Briggs presented to the WIB Planning Committee, an In Demand Industries and Occupations Analysis customized for Pima County. Therein, the state strategy for defining In Demand Industries was shared and Pima County top industries aligned well

with the state. Further, OEO presented the Occupational rankings and shared the [tableau](#) site which is a **technology** tool that will be further used in the Pima County Workforce Development Plan 2020-2023.

In April 2020, the WIB Planning Committee reviewed the six (6) target sectors and in May 2020, the WIB accepted the committee’s recommendation to approve the same six targeted industry sectors that the WIB used to identify the Career Pathway target occupations for the local area. The target sector selection demonstrates the collaboration and coordination of workforce and economic development at the highest levels. Economic development leadership together with Tucson Metro Chamber of Commerce championed a presentation to the WIB that spoke to the **regional collaboration** and **focus on workforce** that have led to a more prosperous community. Sector strategies, the target sectors, are a key of focus and thus, the WIB target industry sectors include:

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

Clearly, the top in demand industries - Manufacturing, Construction, Health, etc. - are captured within the WIB’s target sectors.

Arizona		Pima County	
Rank	Industry Title	Rank	Industry Title
1	Construction	1	Manufacturing
2	Health care and social assistance	2	Construction
3	Professional and technical services	3	Health care and social assistance
4	Information technology <sup>1</sup>	4	Administrative and waste services
5	Finance and insurance	5	Other services, except public administration
6	Manufacturing	6	Real estate and rental and leasing
7	Administrative and waste services	7	Information technology <sup>1</sup>
8	Transportation and warehousing	8	Professional and technical services
9	Real estate and rental and leasing	9	Transportation and warehousing
10	Wholesale trade	10	Finance and insurance
11	Retail trade	11	Wholesale trade
12	Other services, except public administration	12	Utilities
13	Educational services	13	Educational services
14	Arts, entertainment, and recreation	14	Management of companies and enterprises
15	Mining, quarrying, and oil and gas extraction	15	Mining, quarrying, and oil and gas extraction
16	Management of companies and enterprises	16	Retail trade
17	Agriculture, forestry, fishing and hunting	17	Agriculture, forestry, fishing and hunting
18	Utilities	N/A	Accommodation and food services
N/A	Accommodation and food services	N/A	Arts, entertainment, and recreation

The Arizona Department of Economic Security (DES) maintains the State Eligible Training Provider List (ETPL), which contains approved Eligible Training Providers (ETP) 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 approved Pima County ETP programs are for in-demand occupations in the local area. The ETPL is monitored by the WIB Performance Committee and the WIB Planning Committee to ensure the in demand occupations are being offered to Pima County One-Stop clients. Pima County uses criteria that includes the OEO in demand for occupations in Pima County, alignment with the WIB's sector strategies, the WIB Pima County Career Pathways Guidelines, and as outlined in this Pima County Workforce Development Plan.

The 2020-2024 Career Pathway Guidelines recognize that an expanded list of occupations provides the region with needed flexibility to shift training and education efforts into industries that are experiencing shifting workforce demands. It is clear that not all the occupations identified have programs on the ETPL however, this identification of quality jobs will guide efforts of regional training providers, business services and engagement team, and industry leaders to grow sustainable training to improve the overall economy of the region.

**NOTE: In providing an analysis in this subsection, LWDBs may utilize an existing analysis previously commissioned by the LWDB as long as it is within a year of final submission. LWDBs are encouraged to use the economic conditions reports provided by the OEO and additional data tools available at [laborstats.az.gov/special-reports](https://laborstats.az.gov/special-reports).**

**B. Workforce Analysis (20 CFR 679.560(a)(2)-(3)): Include a current analysis of:**

**1. The knowledge and skills needed to meet the employment needs of the businesses in the region, including employment needs in in-demand industry sectors and occupations; and**

Pima County’s goal is to increase the talent and number of workers and job seekers (both new labor-market entrants, incumbent workers, and dislocated workers) completing industry - validated post-secondary training in science, technology, engineering and math related fields, and other demand occupations by:

- Strengthening the link between high school, adult education providers, technical training and work;
- Providing clarity to the career pathways and lattices available to those entering, re-entering, and moving up in the workforce; and
- Identifying methods for mature workers to continue to earn while they transfer knowledge to younger generations.

Short-term labor market projections prepared by the Arizona OEO point to a data-driven strategy focused on good jobs that require at least some post-secondary education and training. As of 2017, more than 60 percent of jobs in Pima County required a high school diploma or less. These jobs have relatively low average wages. However, the fastest-growing occupational groups between 2017 and 2019 were jobs requiring an associate’s degree and jobs requiring a post-secondary non-degree award (such as an accredited educational certificate or an industry-recognized certification). Arizona experienced one of the fastest rates of growth of “good jobs that pay without a BA,” both in blue-collar industries and in skilled-services fields, according to a 2017 study by Georgetown University.

**2. Regional workforce needs, including current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.**

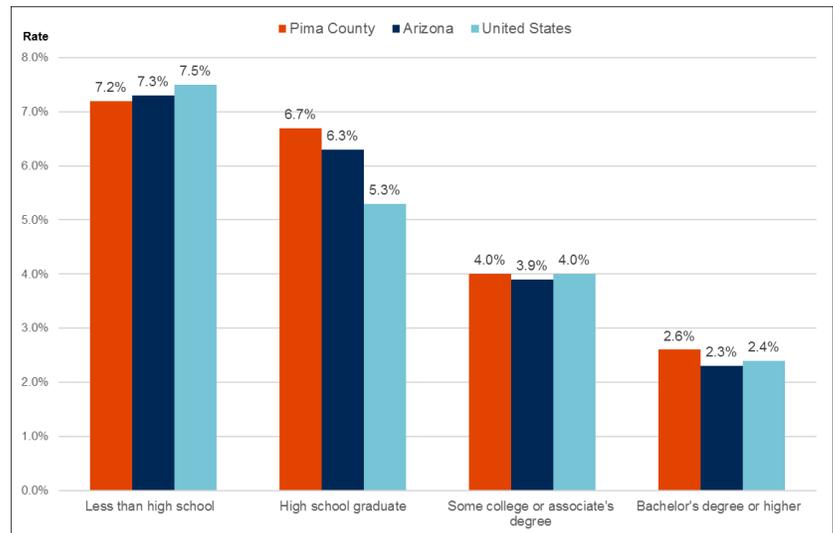
The local economy has been in full employment for the past three years. Pima County’s unemployment was below 5 percent, a proportion that barely accounts for the normal churn of workers between jobs. Almost 25 percent of the workforce is 55 and older and the supply of youth entering the workforce is not projected to keep up with demand. While the first baby boomers hit age 62 in 2008 and age 65 in 2011, 2018 is the first year that 10,000 persons turn 65 each day in the U.S.—a level that will continue until 2030.

Notwithstanding the low numbers of people who are counted as unemployed (i.e., actively looking for work), another potential talent supply is people who are not currently participating, are under-employed, or have the potential to move up in the labor force through targeted career services. According to the 2016 American Community Survey more than 90,000 Pima County adults between the ages of 25 and 60 are not in the labor force. Some of these individuals may aspire to work but may be prevented from doing so by barriers to employment.

When compared to the state, unemployment rates across all educational attainment levels, with the exception of less than high school, were higher for Pima County. The unemployment rate for

individuals with a high school diploma was significantly higher in Pima County (6.7 percent) when compared to the United States (5.3 percent).

The unemployment rate in Pima County for someone with a bachelor's degree or higher is 2.6 percent, slightly higher than national and statewide rate.

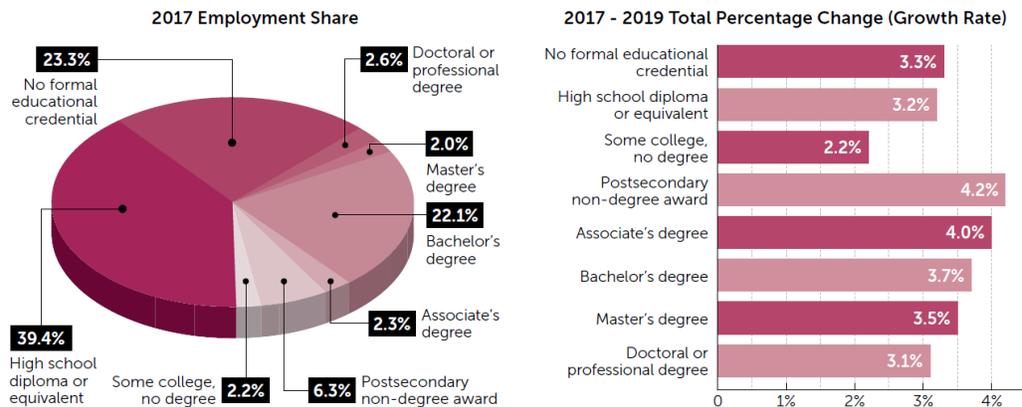


Source: U.S. Census American Community Survey, 2018 1-Year Estimates, Arizona OEO

Most of the available talent is already working, with 20 percent of the current workforce due to retire in 10 years or less. The fastest-growing occupational groups between 2017 and 2019 were jobs requiring an associate's degree and jobs requiring a post-secondary non-degree award such as an accredited educational certificate or an industry-recognized certification. Whether entering or re-entering training and education programs clients are faced with many decisions or options, such as:

- Credit and non-credit training.
- Flexible class schedules that include weekend and evening classes, as well as online and hybrid class options for a number of classes.
- Clear educational pathways that are scalable and affordable.
- Access to Prior Learning Assessment (PLA) options.
- Industry-driven tuition reimbursement programs.
- Industry-driven, work-based learning opportunities including internships and apprenticeships.
- Integrated Basic Education and Skills Training (IBEST) which provides unemployed and underemployed individuals with the opportunity to enroll for credit classes and work simultaneously towards attaining their career/technical certificate while passing the GED® exam.

### PIMA COUNTY SHARE OF OCCUPATIONS BY MINIMUM EDUCATION REQUIREMENT



Source: Arizona Office of Economic Opportunity, Tucson Metropolitan Area 2017-2019 Occupational Projections

### C. Workforce Development, Education, and Training Activities (20 CFR 679.560(a)(4)): Include a current analysis of:

#### 1. Workforce development activities, including education and training activities in the region; and

- a. The ARIZONA@WORK Pima County One-Stop system collaborates with Pima Community College (PCC) which has developed Integrated Basic Education and Skills Training (IBEST) programming with the Medical Assistant (MA) certificate, Automated Industrial Technology Level 1 Certificate, Logistics and Supply Chain Management Level 1 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.
- b. 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 Pima County One-Stop system.

c. Education and training for lower-skill workers to attain post-secondary technical credentials is clearly a key opportunity for Pima County to increase earning levels and address the workforce needs of our leading industries. Within this Plan, Pima County will pursue this strategy through four major action areas:

- 1) Increasing the number of youth and adults who have the basic skills and high school credentials needed to access and succeed in career training.
- 2) Promote worker upskilling and advancement by developing individual career plans.
- 3) Increasing labor-force participation of vulnerable populations.
- 4) Expanding short-term, work-based training options coordinated through Business Services Team, training providers, and industry partners.

d. Pima Community College (PCC) Regional Centers of Excellence (CoE) in Applied Technology (including Manufacturing), IT & Cybersecurity, Health, Public Safety, and Aerospace.

CoE-Applied Tech - The Center of Excellence for Applied Technology will be the first of several centers that will highlight best-in-class career and technical education (CTE) and support economic development in the region by training a highly skilled workforce across multiple disciplines. The state-of-the-art training facility will combine modern instructional spaces with high tech labs to facilitate hands-on learning, with the goal of ensuring that the new center meets industry needs and aligns with the economic development priorities of the region.

The CoE in Applied Technology is currently under construction and will include several facilities such as the Automotive Technology and Innovation Center, the Building and Construction Technology Center, and the Advanced Manufacturing Center featuring the Flexible Industry Training (FIT) lab, a business incubator, and a maker-space.

The Automotive Technology and Innovation Center will be the first building in the CoE and is scheduled to be completed by December 2020. The updated Automotive Technology curriculum features competencies in electronic systems, electrical systems, and integrated systems. The Advanced Manufacturing Center is scheduled to be completed by the start of the Spring 2022 semester and will include CNC machining, quality inspection, automation and robotics, welding, computer-aided design, and engineering technology programs. The new facilities will allow PCC to significantly increase the number of highly skilled graduates in advanced manufacturing and automotive programs.

CoE-IT and Cyber - Information Technology and Cybersecurity have been identified as regional and statewide workforce development priorities, which is why PCC is investing in the CoE in Information Technology. At the Center, PCC will provide the highest quality education and

## CENTERS OF EXCELLENCE

Pima Community College is developing Centers of Excellence (CoE).

Important characteristics of Pima Community College CoEs include:

- **Speed** (responsiveness): CoEs will utilize real-time regional economic development and local labor data.
- **Adaptability** (flexibility, exploration and investigation): CoEs will nurture collaboration, professional development, critical thinking, and skills required in the next generation of productivity.
- **Convergence** (exposure and expertise): CoEs will deepen partnerships with external constituencies, and will be a regional hub for open resources.

training in this field, with multiple entry points for workers across all age groups and industry sectors impacted by IT. The CoE houses the Arizona Cyber Warfare Range and will include a student-run data center providing an opportunity for students to gain experience and interact with professionals in the field.

CoE-Healthcare - Arizona's Education and Health Services sector projected a statewide increase of 37,126 health-related jobs by 2020 and industry partners are struggling to find qualified applicants. PCC's Health Professions CoE is being designed to increase enrollment in healthcare-related professions as well as establish the infrastructure for the continued advancement of technology and to educate students in current medical practices. In order to meet industry needs, PCC will double the enrollment of its current programs and develop six new educational pathways by 2023.

CoE-Public Safety and Security - Collaborating with local Fire, EMS and Law Enforcement Agencies, PCC's CoE in Public Safety and Security provides training, certification and upskilling for first responders across Pima County and Southern Arizona. The Public Safety and Security department consists of five "first-responder" programs that offer certificates, associate's degrees (or provide a pathway) and employment opportunities. These five programs are the Administration of Justice (AJS), Emergency Medical Technology (EMT), Emergency Medical Technology-Paramedic (EMT-P), Fire Science (FSC), and Law Enforcement Academy (LEA).

Aviation - The PCC Aviation Technology Program offers an Associate of Applied Science degree in Aviation Technology, and Certificates options in General Mechanics, Airframe, Power Plant, Structural Repair, and Avionics. The program's FAA accredited curriculum instills the hands-on skills and core competencies required for direct and sustained employment. The Aviation Technology Center (ATC) is one of only a few Aviation Maintenance Technician Schools (AMTS) nationwide that offers training on Boeing transport category aircraft; making the program unique as it provides real-world experience on both commercial and general aviation aircraft. The Program also offers training for experienced mechanics via their Part 65 course which consists of mostly military veterans upgrading their skills to earn an FAA mechanics certification. This program is currently being expanded both in its physical footprint and the number of students it serves to double in size. Construction is expected to be completed by July of 2021.

- e. Creative Communications Learning Advisory Council Inc. (CCLAC) encourages ARIZONA@WORK Pima County to create industry-sponsored "Generation Communication Centers" (GCC), a centerpiece for improvement in digital literacy and youth and family dynamics. As a digital intergenerational location, CCLAC staff and volunteers will be able to engage youth, adults, and seniors from various backgrounds, multi-lingual, and cultural populations.

According to CCLAC, coding is at the center of all future data handling, evaluation, and reporting as part of vocational training. Understanding e-commerce techniques, applications, and data visualization are keys to participation in the technology sector. Technology and digital literacy are a necessary employment skill, especially for the future workforce-youth. Youth are moving into a fluid market place, and shared economy trends, so local GIG and part-time work economy are more becoming common.

CCLAC proposes training youth, a subsidized pre-employment opportunity, using “Reciprocal Learning<sup>SM</sup>” initiative that empowers them to share their technical skills and acquired knowledge with working adults and 50+ and senior re-entry employees. Youth, like their adult working counterparts, will be hired for their specific skill set, often remote from the workplace. Work discipline and ongoing skill development will become ever more critical.

Much of adult work upskilling will be online and digital. CCLAC will work with partners so that clients may obtain a ‘Digital Literacy Certification’ in present ETPL offerings or future offerings, that includes social media, video and presentations, GIS, 3D, instrumentation, the internet of things, data analysis, and security which could become a pre-requisite work-skill development training.

## **2. Strengths and weaknesses of the workforce development activities to address the education and skill needs of the workforce, including:**

### **i. individuals with barriers to employment, and**

As a regional **strength**, the ARIZONA@WORK Pima County One-Stop 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. Arizona Department of Economic Security (DES) Employment Service offices serve as affiliate ARIZONA@WORK Job Centers and through referral partnerships and on-site workforce development staffing, 21 Pima County Public Libraries offer One-Stop services and referrals.

A key capability of the One-Stop system is clarifying training options. Customers receive assistance and guidance in reviewing the Eligible Training Provider List (ETPL) that is available on the Arizona Job Connection (AJC) website, which allows them to compare costs, training 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.

Pima County, Arizona has 27 census tracts which have been approved as Opportunity Zones. The 5-year poverty rate in Pima County is 17.8%, compared to a 14.1% poverty rate for all of the US. U.S. Census Bureau estimates indicate that median household income and per capita income in Pima County over the past 12 months are less, and the percentage of people in poverty is greater, than Arizona or the country as a whole.

Pima County has a regional 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 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.

The affiliate ARIZONA@WORK Pima County 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 specialized ARIZONA@WORK Pima County 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 specialized ARIZONA@WORK Pima County Youth Employment Center is a youth-focused job center and houses an annual youth summer employment and education recruitment campaign each spring that connects students with County-funded internship opportunities and WIOA-funded youth summer employment and education programs. On July 3, 2017, the Youth Center moved to a new, convenient location next door to the comprehensive 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.

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 innovative 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 One-Stop partners and consumers.

## ii. the employment needs of businesses.

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.

The ARIZONA@WORK Pima County One-Stop Business Services Team (BST) staff are private sector experienced specialists, and are engaged as liaisons and facilitators in a strategic and comprehensive approach in developing a trained workforce in multiple industry sectors including the WIB's six (6) target industry sectors:

1. Aerospace and Defense – includes manufacturing occupations.
2. Health and Bioscience – includes healthcare, behavioral health, community health worker, and health information technology, occupations.
3. Logistics – includes transportation, purchasing, expediting, distribution, fleet management, import/export, inventory management, supply-chain management, and warehousing occupations.
4. Emerging Technologies – includes entrepreneurship, research and development, innovation, technology transfer, and commercialization occupations.
5. Infrastructure – includes construction, extracting natural resources, communications, and energy/utilities occupations.
6. Natural and Renewable Resources – includes mining occupations.

The BST staff are assigned industry sectors that they focus on, enabling them to develop on going relationships and expertise with employers and sector specific industry groups including Arizona Transportation Builders Association (ATB), Southern Arizona Logistics Education Organization (SALEO), Southern Arizona Manufacturing Partners (SAMP), Arizona Construction Trades (ACT), Southern Arizona Home Builders Association (SAHBA), and local mining companies.

The industry sector strategy is built on leveraging resources and key partnerships with business, Southern Arizona community colleges, state universities, local and regional high schools, training providers, and community agencies to provide a wide variety of training opportunities and supports for job seekers, incumbent workers, and youth. The BST convenes focused working groups of employers and conducts sector specific surveys with behavioral health, community health, health information technology, logistics-supply chain, and advanced manufacturing companies in order to determine their current and future workforce needs. These groups have worked with Southern Arizona community colleges, state universities, and high schools to develop new relevant curriculum and certificate programs that meet employers' needs.

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 continue 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 (PCC) 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 development training needs to be a major component of all training programs.

Pima County One-Stop is recognized for pioneering training initiatives and aggressive fund development that has resulted in a rich menu of services for local employers. In addition to formula Workforce Innovation and Opportunity Act (WIOA) funds, the ARIZONA@WORK Pima County system administers discretionary grants for various populations, education funds, target-industry training, and basic-needs assistance programs. The Pima County Board of Supervisors also provides significant local general-fund support to this local workforce system.

The ARIZONA@WORK Pima County system, through its Business Services Team offers employers a host of services to meet their workforce needs that include:

- Projecting future skill needs - Facilitating focus groups and advisory committees to ensure available trainings meet industry workforce needs.
- Recruitment - Responding to staffing needs in the local economy with a range of recruitment services to connect employers with trained job seekers. Identifying job leads and employment opportunities and matching them with qualified candidates using system networks as well as in-person screening. Conducting networking and hiring events to connect employers with local talent.
- On-the-Job Training, Incumbent, and Customized Training opportunities to provide a wage offset during a new employees' training period in an actual job setting for employers who waive experience requirements and commit to hire and train One-Stop participants.
- Providing outplacement services and other strategies to respond to layoffs and plant closures as well as special assistance to companies exploring alternatives to a layoff.
- Serving as an informational resource for employers, business services, resources and programs available in the community to assist workers and/or training participants.
- Providing information to employers on economic development programs and assisting them in taking advantage of applicable incentives (i.e., Foreign Trade Zone and Work Opportunity Tax Credits).
- Evaluating skills needs for employer's workforce and determining availability of training suitable to address those needs. Working with employers to develop new training and/or apprenticeship programs in high demand occupations. Developing On-the-Job Training contracts with employers.
- Providing individualized support and case management for training participants and follow-up services for individuals placed in employment. Tracking participants' progress and providing assistance to address obstacles.

The Business Services Team serves as part of Pima County's Economic Development Team as subject matter experts on workforce development. Through this role, and in order to understand and assist in developing strategies to meet local employers' current and future talent needs, the

Business Services Team has developed professional working relationships with a variety of agencies including but not limited to:

- Sun Corridor Inc., the regional economic development organization;
- Arizona Department of Economic Security;
- Arizona Commerce Authority;
- Arizona Department of Transportation;
- Arizona Office of Economic Opportunity;
- City of Tucson;
- Town of Sahuarita; and
- Pima Community College

Additionally, the Business Services Team is a member of the following organizations that provide information, connections, and access to Pima County businesses:

- Society for Human Resources Management
- Tucson Metro Chamber
- Marana Chamber of Commerce
- Oro Valley Chamber of Commerce
- Tucson Hispanic Chamber of Commerce
- Arizona Tech Council

#### **D. Vision to Support Growth and Economic Self-Sufficiency (20 CFR 679.560(a)(5)):**

**Describe the LWDB’s strategic vision to support regional economic growth and economic self-sufficient, to include goals for preparing an education and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on performance indicators.**

A component of Pima County’s ongoing efforts is to promote economic development and self-sufficiency, job growth, higher wages, and increased wealth within the region. 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 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.

As the WIB prepared its four-year Plan with key stakeholders, recommendations were developed for local workforce policy through the WIB's vision of "Quality Jobs • Qualified Workers" and its pursuit of the following goals:

1. Helping people obtain jobs in strategic industry sectors;
2. Supporting employers in finding and hiring qualified employees; and
3. Engaging underrepresented labor pools by removing barriers to employment.

The One-Stop partners and services providers focus on the goals when providing services to One-Stop participants.

From 20 CFR 679.560(c)(16) and 1000A - *Required Elements for Submission of Local Plans (2020-2023)* in DES's WIOA Title I-B Policy and Procedures Manual:

- The Local Plan, developed by the LWDBs and submitted in partnership with the CEO, must include the local levels of performance negotiated by the Governor and CEO.
- LWDBs and CEOs are required to provide expected performance outcomes in the initial plan submission for the 2020-2023 Local Plans. After negotiations with DES occur, the LWDB will update the local plan to reflect the negotiated performance levels.
- The exhibit on local plan submission specifies that LWDB are to use the table and instructions provided in Appendix 1 for submitting the expected and negotiated performance levels based on primary indicators of performance described in section 116(b)(2)(A) of WIOA for Title I.

As it relates to Performance Accountability Measures, The Statistical Adjustment Model (SAM) Framework was introduced in late May 2020 to the LWDA. The SAM framework utilizes:

- Historical Performance Outcomes
- Participant Characteristics
- Economic Conditions

Pre-Program Year Model (used in negotiations) - How well will participants do in the future considering historical performance outcomes, historical participant characteristics and historical economic conditions?

Post-Program Year Model (used to adjust performance results) - How well did participants do considering actual participant characteristics and actual economic conditions?

Target Model assumes that there are no unknown differences between local areas. Predicted model:

- Assumes that there are unknown differences between local areas;
- Individual LWDA characteristics being considered; and
- LWDA variable used to account for these differences.

LWDA target model goals will be lower than predicted model goals if the local area region historically performs better than the state average. LWDA target model goals will be higher than predicted model goals if the local area historically performs worse than the state average. ARIZONA@WORK Pima County for a large part performs better than the state average, below Target and Predicted model comparisons.

State Targets PY20**	State Targets PY21**	Pima Pre Program TARGET Model	Pima Pre Program PREDICTED Model	
				<b>WIOA Adults</b>
71.4%	71.4%	68.8%	68.0%	Employed 2 <sup>nd</sup> quarter after exit
67.5%	67.5%	67.0%	66.9%	Employed 4 <sup>th</sup> quarter after exit
\$6,500.00	\$6,500.00	\$5,196.64	\$5,693.25	Median Wage
74.8%	74.8%	62.4%	68.9%	Credential
59.2%	59.2%			Measurable Skills Gain
				<b>WIOA Dislocated Worker</b>
78.0%	78.0%	78.1%	79.2%	Employed 2 <sup>nd</sup> quarter after exit
73.2%	73.2%	72.2%	70.1%	Employed 4 <sup>th</sup> quarter after exit
\$8,646	\$8,646	\$9,041.75	\$8,662.58	Median Wage
72.8%	72.8%	59.9%	65.9%	Credential
50.0%	50.0%			Measurable Skills Gain
				<b>WIOA Youth (14-24)</b>
75.0%	75.0%	71.0%	72.1%	Employed, in education, or in Occupation Skills Training 2 <sup>nd</sup> quarter after exit
67.0%	67.0%	65.6%	66.8%	Employed, in education, or in Occupation Skills Training 4 <sup>th</sup> quarter after exit
\$4,500	\$4,500			Median Wage
54.0%	54.0%	44.5%	47.9%	Credential
52.8%	52.8%			Measurable Skills Gain

### Future Adjustments

At the end of the program year, participant and economic data will be re- evaluated. The model will adjust the predicted and target performance expectations as new economic and participant data becomes available.

Performance level expectations are not being lowered based on COVID-19 impacts. The Post Program Year model will do this for the LWDA at the end of the program year. Negotiations will be based on previous success and the model will help adjust for any future changes.

## **E. Workforce Development Capacity (20 CFR 679.560(a)(6)):**

**Taking account the analyses in Sections A. – D. above, describe the strategy to work with the entities that carry out the core programs and required ARIZONA@WORK partners to align resources available in the local area to achieve the strategic vision and goals as described in Section D. above. Core partners include Title I-IV. Required One-Stop Partners can be found in Appendix IV.**

### **Strategy to work with entities that carry out core programs available in local area to achieve strategic vision and goals.**

The required core program partners include WIOA Titles I-IV and are listed in Appendix IV.

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

Two comprehensive ARIZONA@WORK Job Centers known 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.

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.

### **Strategy to work with required ARIZONA@WORK partners to align resources available in local area to achieve strategic vision and goals.**

Section 121(b)(1)(B) of WIOA identifies the entities that are required partners in the local ARIZONA@WORK Pima County system and the required and other One-Stop partners are listed in Appendix IV. 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) Title II Adult Education and Family Literacy Act (AEFLA) program;
- (3) Title III Wagner-Peyser Act Employment Service program authorized under the Wagner-Peyser Act;
- (4) Title IV Vocational Rehabilitation (VR) program authorized under title I of the Rehabilitation Act of 1973;

- (5) The Senior Community Service Employment program authorized under title V of the Older Americans Act of 1965;
- (6) Career and Technical Education programs at the postsecondary level;
- (7) Trade Adjustment Assistance activities authorized under chapter 2 of title II of the Trade Act of 1974;
- (8) Jobs for Veterans State Grants programs authorized under chapter 41 of title 38, U.S.C.;
- (9) Employment and Training Activities carried out under the Community Services Block Grant;
- (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;
- (12) Programs authorized under sec. 212 of the Second Chance Act of 2007; and
- (13) Temporary Assistance for Needy Families (TANF) authorized under part A of title IV of the Social Security Act, unless exempted by the Governor under § 463.405(b).

All of the One-Stop partners 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 Arizona Job Connection (AJC) statewide labor exchange information management system, 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.

A key capability of the One-Stop 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 released the Pima County Career Pathways Analysis and Resource Guide Request for Proposal (RFP) RFP-CSET-CPARG-2018-08 on 06/25/18. The Career Pathways Resource Guide development was overseen by the Planning Committee and made available for use by staff and partners in April 2019. The resource guide continues to serve as a tool for identifying and exploring career pathways and lattices as requirements change in top industry sectors. With the Plan 2020, and revisions to the In Demand Occupations given updated Labor Market Information (LMI), the Career Pathways Resource Guide will continue to be a source for the region and will be migrated into an electronic version to improve communication and outreach through the use of technology.

The ARIZONA@WORK 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 interagency team at each ARIZONA@WORK Job Center thus link mandated and non-mandated

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.

The 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.

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 Community Action Agency (CAA) is administered by the Pima County Community Services, Employment and Training (CSET) Department 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 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 affiliate 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 specialized 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 specialized 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. Arizona Conservation Corps

The ARIZONA@WORK system also partners and aligns resources with two Pima County education resources in the local area:

1. Pima County Las Artes, Arts and Education Center - offers a unique learning environment for youth ages 17-21. It has structured classroom study combined with community art projects that allow students to prepare for High School Equivalency (HSE) Diploma testing and to build employability skills by participating in community art projects. Students receive a weekly stipend for participating.
2. Pima County Pima Vocational High School - a School-to-Work Charter School with a focus on youth ages 16 to 21 years old who are looking for an alternative opportunity to succeed in obtaining a secondary education along with vocational training.

The Arizona Department of Economic Security (DES) Employment Service offices serve as affiliate ARIZONA@WORK Job Centers and through referral partnerships and on-site workforce development staffing, the 21 Pima County Public Libraries offer One-Stop services and referrals.

The comprehensive, affiliate, and specialized Title I-B Job Centers received an average number of 6,083 telephone calls and had 6,742 active clients from July 1, 2019 to April 30, 2020.

## **Part b - Strategic Vision, Goals, and Strategies**

### **F. Statewide Strategy Assurances**

The following assurance is being included as required for this Pima County Plan 2020-2023:

The Pima County Workforce Investment Board (WIB) will support statewide workforce strategies identified in the state workforce plan. While action will be taken in the LWDA to support the strategies, the Pima County WIB and support staff will also participate in statewide workgroups and solutions intended to improve workforce services across the state.

### **G. Statewide Strategy Support**

**Describe what steps the LWDB will take to implement the state strategies in the LWDA over the next four-years including who the board will work with to implement the state strategies. Include entities carrying out core programs and other ARIZONA@WORK partners, including programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 CFR 679.506.(b)(1)(ii)), local community partners, economic development entities, etc.**

The ARIZONA@WORK system's efforts will connect local strategies and take steps to implement the State strategies. The Pima County WIB, WIB Executive Committee, WIB Planning Committee, and WIB Performance and Accountability Committee will work with the One-Stop Business Services Team, key stakeholders, and Pima County administrative support staff.

## Ten Strategies:

### 1. Promote industry sector partnerships/projects;

Sector strategy partnerships have been an important way to bring about further alignment of Career Technical Education (CTE) programs with high-demand, high-growth, high-wage industries. Sector Partnerships all include a strong focus on aligning CTE at both the secondary and post-secondary levels with industry needs:

- Aerospace and Defense - Southern Arizona Manufacturing Partners (SAMP) Industry Sector Partnership;
- Logistics - Southern Arizona Logistics Education Organization (SALEO);
- Health and Bioscience - Tucson Healthcare Industry Sector Partnership; and
- Infrastructure - Arizona Energy Consortium that serves to connect energy industry leaders and provide a clear, credible voice for Arizona's growing energy industry.

Representatives from Pima County, Pima Community College (PCC), Pima County Joint Technical Education District (JTED), and various local 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.

Business Services Team members are assigned industry sectors that they focus on, enabling them to develop on going relationships and expertise with employers and sector specific industry groups, such as Arizona Transportation Builders, SALEO, SAMP, Arizona Construction Trades, Southern Arizona Home Builders Association, and local mining companies.

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:

1. SAMP
2. SALEO
3. Tucson Healthcare Industry Sector Partnership
4. Arizona Energy Consortium (formally Arizona Sun Corridor - Get into Energy Consortium)
5. Innovation Frontier Southwest (IFS) - a regional coalition of organizations working collaboratively to develop and promote advanced manufacturing in the security and defense industry.

The WIB will also support the workforce related efforts of any new industry efforts to establish a sector strategy.

Both Pima County 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 Eligible Training Provider List (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.

Partnering with industry, PCC's Workforce Development team is also integrating work-based learning opportunities such as internships and apprenticeships to better support adult learners who need to upskill or reskill quickly in order to increase their employability.

## **2. Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system;**

The WIB, OSO, Partners, and the Business Services Team (BST) have been and will continue to identify ways to strengthen collaboration, and to create and implement additional, effective ways to communicate with all the Partners, 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.

In January 2020, the WIB Executive Committee resolved to ensure the full WIB meetings are growing in value as evidenced by improved participation and genuine engagement and as perceived by the community. Thus, communication and outreach has an internal and external audience from a board perspective. Internally, board development and strategic recruitment are the primary goals. Externally, the board then can serve as regional subject matter experts and 'how to' knowledge holders. The intent is to publish and make visible all the regional workforce system, ARIZONA@WORK Pima County has to offer.

The overarching strategy at the WIB level is to implement the communication and outreach plan is to design community wide presentations and research of topics with specific audience and media considerations. Examples of audiences include but not limited to:

- Industry sector employers
- Out-of-school youth
- Dislocated workers
- Gig employers and employees

ARIZONA@WORK Pima County will expand the talent pipeline in the ARIZONA@WORK system to meet the identified industry needs through focused sector partnerships for locally recognized In-Demand industries. This entails the creation of a **sector-based business engagement strategies** to support consistency and availability of services. Where applicable, the Business Services Team (BST) will assist businesses to utilize work-based training, diversify registered apprenticeships, and upskill workers to increase employee recruitment and retention. Building on past partnerships, ARIZONA@WORK Pima County will continually strengthen and expand business engagement network to deliver solutions, including work-based training models, across the business lifecycle.

Provided with a robust understanding of business and industry needs, the next critical partnership is with educational institutions and training providers. In this relationship, BST increase staff

knowledge of all ARIZONA@WORK education and training services. Further, engaging training providers so the BST can increase awareness of the need for transferable skills in curricula based on business needs.

Through meaningful, trust-building engagement, ARIZONA@WORK Pima County can utilize partners' expertise in strategic planning, grant planning and grant applications, and sector strategy teams for employer engagement and curriculum development using labor market data; also exploring available financial aid and other funding opportunities for individuals.

Both the WIB and CSET are supported in these efforts by Pima County, which assigns a member of its Communications Department to liaison with the media on behalf of CSET. In March 2020, Pima County Administration and the Pima County WIB redesigned the ARIZONA@WORK Pima County web portal. Technology use will continue to be a focal point of communication and outreach strategies.

The Pima County WIB, One-Stop Operator (OSO), and One-Stop Partners have been developing strategies and related action steps in the areas of communication, data, career pathways, sector strategies, and common processes not only for the core program partners, but for all of the partners.

### **3. Increase and improve coordination between workforce, education, and economic development efforts at the state and local level;**

As a component of Pima County's ongoing efforts to increase and improve coordination between workforce, education, and economic development at the state and local levels, the WIB promotes and supports activities that improve economic development, job growth, higher wages, and increased wealth within our region. This is an ongoing function of the Pima County WIB activities, with industry reports, commissioned studies, and panel discussions.

Representatives from regional workforce, education, and economic development entities participate actively with the LWDB workforce activities.

As a component of Pima County's ongoing efforts to increase and improve coordination between workforce, education, and economic development at the state and local levels, the WIB promotes and supports activities that improve economic development, job growth, higher wages, and increased wealth within our region. This is an ongoing function of the Pima County Workforce Investment Board (WIB) activities, with industry reports, commissioned studies, and panel discussions.

The Pima County WIB participates in WIOA-related activities including the virtual and telephone meetings and online surveys that were available during the planning and development of the Arizona Workforce Development Plan 2020-2023. The Pima County WIB and committee's members provided input for the Pima County Workforce Development Plan 2016-2020 and Plan 2020-2023, and the members include representatives from workforce, education, and economic development.

WIOA youth helps support, along with Pima County government, the Pima County Las Artes, Arts and Education High School Equivalency (HSE) diploma program. WIOA youth also may directly link with and be referred to the ACE Charter High school, operated by WIOA subrecipient Tucson Youth Development; and Pima County Pima Vocational High School, a charter school operated by

Pima County CSET. Also there is a youth resource fair for each of the graduating seniors to explore the full array of WIOA education, training, and employment opportunities.

#### Industry and Training Provider Coordination

Tucson Electric Power Company (TEP) has a representative on the Pima County WIB and to ensure skills training is aligned with the jobs of the future, TEP's economic development strategy includes being an active partner in support of the workforce development efforts with the following organizations that are also key stakeholders of the ARIZONA@WORK Pima County One-Stop system:

- The WIB;
- PCC;
- The University of Arizona;
- The Pima County Joint Technical Education District (JTED);
- Local school districts; and
- Private technical training organizations.

#### Workforce and Education Coordination

ARIZONA@WORK Pima County is a model for workforce and education linkage through several methods. A Pima Community College (PCC) education counselor is located at both comprehensive ARIZONA@WORK Pima County One-Stop Job Centers. The cost is split between PCC and WIOA. This eases the entrance of clients into the various programs at PCC, and assists One-Stop case managers with feedback about client training efforts.

ARIZONA@WORK Pima County coordinates services with partners. Drawing upon their existing client base of 20,000 individuals, ARIZONA@WORK Pima County works collaboratively with PCC to recruit program participants and determines eligibility. ARIZONA@WORK Pima County provides assessment and supportive services in collaboration with PCC, and referrals to community agencies.

PCC Adult Basic Education for College and Career (ABECC) collaborates with WIOA programs on activities designed to move dropouts through HSE into WIOA funded entry level training, and then into a job. The Pima County WIB includes among its members, the following education partners:

- PCC President of Campuses and Executive Vice Chancellor for Student Experience and Workforce Development
- PCC Vice President of Adult Basic Education for College and Career
- The Pima County Superintendent of Schools
- Superintendent/CEO of the JTED

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

- Coordination with high-school Career Technical Education (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 ABECC partners with Title I-B and PCC CTE programs to offer Integrated Basic Education and Skills Training (IBEST) to support participants with adult education classes that are contextualized to career-specific content in order to accelerate learning gains and increase participant advancement into career technical education. Braided funding provides for the basic skills and career training as well as workforce preparation, employability skills, and wraparound supports. Targeted career fields are identified collaboratively, based on industry demand, strength of career pathway, and family-sustaining wages. Recent IBEST programs have included Medical Assistant IBEST, Automated Industrial Technology IBEST, and Logistics and Supply Chain Management IBEST. Early IBEST programming in coding, caregiving, building and construction, and entrepreneurship were offered in the past.

Pima Community College (PCC) serves as lead agency in the HPOG HOPES program. PCC coordinates services with partner agencies and works collaboratively with ARIZONA@WORK Pima County on outreach and recruitment. PCC staff completes random assignments, provides educational programming, coaching, advising, and job fairs.

HPOG HOPES (Health Profession Opportunity Grant) is a federal grant funded by the United States Department of Human and Health Services focusing on low-income individuals providing them with education and support services that prepare them to enter growing healthcare careers with the potential for high wages. In order to achieve its educational goals, HPOG works extensively with industry, state, and community partners, to develop accessible, easy-to-navigate series of steps from entry into PCC health-based educational programs through to completion and employment. Since its funding in 2015, HPOG HOPES has helped enroll 1,693 students, with 1,274 enrolled in healthcare training, and 650 enrolled in college readiness.

#### **4. Ensure training provided to job seekers and workers has a focus on transferable skills;**

**Career Pathways** offer a sequence of education coursework and/or training credentials aligned with employer-validated work readiness standards and competencies. Education and training programs are structured with enough flexibility in design to meet the needs of working learners and nontraditional students. WIOA encourages integrated education and employment opportunities to build upon adult, youth, and nontraditional students' **transferable skills** and workforce readiness.

- a. Each worker has many transferable skills, including soft skills such as time management, communication, and teamwork. The key, through Employability Workshops, is getting job seekers and workers to recognize them. These and more industry and occupation specific transferrable skills are built into local skill training, sometimes through communication and feedback between the Business Services Team staff, case managers, and the Employability Workshops and soft skills instructors.

- b. Pre-Employment Seminars are provided by the WIOA Pima County Title I program for ARIZONA@WORK Job Center customers 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 provide job seekers with the needed digital literacy to apply for jobs, set up e-mail, and use Microsoft Office applications for basic functions.

## **5. Create a comprehensive business engagement plan to support consistency and availability of services;**

The Pima County Workforce Investment Board (WIB) will promote a strong economy with effective, extensive business engagement as a way to build Arizona's and Pima County's capacity to attract, retain and strategically grow thriving businesses. The WIB will continue to coordinate with workforce and economic development efforts that support business needs. The WIB and local Business Services Team will serve the employers who create jobs by understanding, supporting efforts, and anticipating their workforce needs.

The ARIZONA@WORK Pima County system will expand the talent pipeline in the local area to meet the identified industry sector needs through focused sector partnerships for locally recognized in demand industries. This entails the creation of **sector-based business engagement strategies** to support consistency and availability of services. Where applicable, the Business Services Team (BST) will assist businesses to utilize work-based training, diversify registered apprenticeships, and upskill workers to increase employee recruitment and retention. Building on past partnerships, the WIB and the ARIZONA@WORK Pima County system will continually strengthen and expand business engagement networks to deliver solutions, including work-based training models, across the business lifecycle.

Provided with a robust understanding of business and industry needs, the next critical partnership is with educational institutions and training providers. In this relationship, BST increase staff knowledge of all ARIZONA@WORK education and training services. Further, engaging eligible training providers, the BST can increase awareness of the need for transferable skills in curricula based on business needs.

Educational institutions are a critical partner to the success of the ARIZONA@WORK system, supporting (i) businesses to meet their need for a qualified workforce, and (ii) employed and unemployed individuals to obtain training and credentials, which lead to employment at family-sustaining wages. Community colleges, CTE providers, education partners, and the Eligible Training Providers who are not already, will be engaged to coordinate the strategies provided in this Plan.

By implementing this engagement framework, ARIZONA@WORK Pima County compliments the statewide model for identified career pathways. All individuals, regardless of education, skills level, or program enrollment, will have a point of entry for the career path based on their specific career needs. For example, students enrolled in adult literacy classes or individuals who are returning citizens and re-entering the workforce will be able to identify where they are on a pathway of interest; what additional skills, training, and/or post-secondary credentials are needed including registered apprenticeships; and receive support from the ARIZONA@WORK system to identify support and resources to meet their goals (i.e., transportation, training). The pathways will utilize labor market information to ensure sustainable careers and engage partners (including eligible training

partners and other educational institutions) and businesses to develop the pathways. Arizona will coordinate across all core and non-core programs (i.e., TANF Jobs, MSFW, SNA E&T) to share the developed career pathways to align as a system, and to assist all customers to meet their potential.

The focus of the State's strategies is for the ARIZONA@WORK system to produce a pipeline of qualified workers, including those who have earned recognized post-secondary credentials. Recognized post-secondary credentials demonstrate and document skills, and help employers fill skilled positions, create talent pipelines, and compete in the state and national economy. By increasing the number of skilled workers with recognized post-secondary credentials, businesses will be encouraged to expand and relocate to Arizona. The benefits of credentials for employed and unemployed individuals include improved labor market experience, higher earnings, greater job mobility, and job security. Recognized post-secondary credentials include educational diplomas and certificates, educational degrees, such as 2-year associate or 4-year bachelor degrees; registered apprenticeship certificates, occupational licenses, and industry recognized certificates, including personnel certifications.

Through meaningful, trust-building engagement, ARIZONA@WORK Pima County can utilize partners' expertise in strategic planning, grant planning and grant applications, and sector strategy teams for employer engagement and curriculum development using labor market data; also exploring available financial aid and other funding opportunities for individuals.

Over the next four years, ARIZONA@WORK One-Stop partners will continue to engage in cross-functional teams, using shared expertise, successes and challenges, and together implement the Arizona State Plan strategies. The strategies will be measured, and problem solving will be implemented to check and adjust throughout the life of the Plan to continue improvement for the ultimate goals of the ARIZONA@WORK system. Specific strategy implementation with economic development entities and alignment include:

Strategies 2 and 3 Implementation: An awareness strategy to improve knowledge and understanding of the workforce, education, and economic systems in Arizona will provide the foundation and stimulus for opportunities across the systems at the state and local level. In addition, Arizona will leverage the expertise, strategies, and relationships built by ACA and LWDBs to increase and improve coordination between the ARIZONA@WORK system and economic development entities. As part of the strategy, ARIZONA@WORK intends to identify, implement, and maintain best practices for coordination between economic, education and workforce entities.

## **6. Implement framework for supporting a statewide model for career pathways based on the identified In-Demand industries and occupations, incorporating appropriate flexibility for regional variation;**

Career pathways systems offer an effective approach to the development of a skilled workforce by increasing the number of workers who gain industry-recognized and academic credentials necessary to work in jobs that are in-demand. To align educational offerings with business needs, career pathways systems engage businesses in the development of educational programs up front. Career pathways systems transform the role of employers from a customer to a partner, a co-leader, and co-investor in the development of the workforce. Employers have a high stake in the development of career pathways that lead to an increase in their pipeline of qualified workers. Additionally, career pathways systems offer a more efficient and customer-centered approach to workforce development

because they structure **intentional connections** among employers, adult basic education, supportive service providers, occupational training, and postsecondary education programs and design the systems to meet the needs of learners and employers.

For a number of years, the WIB has supported regional economic development strategies with six targeted industry sectors in order to ensure that the workforce system's investments line up with the region's economic growth priorities and strengths. In April 2020, the WIB Planning Committee reviewed the target sectors and in May 2020, the WIB accepted the committee's recommendation to keep the same six targeted industry sectors that the WIB used to identify the 129 in demand target occupations for the local area.

The WIB has continued lively discussions that the target sectors were missing key opportunities. For instance, careers that offer realistic entry points and opportunities for advancement, careers in non-targeted industries with skill sets that are needed desperately in the targeted ones. Since 2016, the WIB Planning Committee began working on how to refine the way to target investment in training with additional target occupations and have the WIB review the list, based on overriding labor-market conditions. The initial Career Pathways Guidelines were released.

The WIB developed a new framework through these career pathways guidelines that:

- ✓ support the six target sectors;
- ✓ focus on occupations with enough jobs, sustainable pay, and reasonable entry requirements; and
- ✓ are combined with a strong new emphasis on career advancement.

During 2016 and 2017, the WIB developed the ARIZONA@WORK Pima County Workforce Development Plan 2016 – 2020 that included an analysis of 10-year occupational projections for the Tucson Metro Area that defined in-demand occupations that fell under the following five broad groups of industry sectors:

1. Healthcare, Health Sciences
2. Business Management, Operations, Support
3. Production, Aerospace-Defense, Security
4. Construction, Building/Grounds Maintenance, Installation, Repair
5. Transportation, Material Handling, Logistics

In March 2017 the WIB used the groups and defined a list of in-demand target occupations within the group sectors that met these criteria:

- Educational Requirements at Associate's level and below
- Median Wage at \$33,000 and above
- At least 10 projected openings per year and/or significant rate of growth.

After the WIB Planning Committee completed a review of the in-demand occupations, the WIB revised the criteria to the following:

- 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.

During the WIB's development of the ARIZONA@WORK Pima County Workforce Development Plan 2020-2023 the list of in demand occupations were reviewed and now has 129 on the list.

The local area continues to approve training programs for non-targeted occupations, but limits the number of training plans funded outside of the targets.

And to receive Title I-B training services, participants must show that their entry-level training and employment goals fit into a career pathway leading to a sustainable-wage career at a skilled technician level or above.

This approach maintains flexibility to deal with exceptional circumstances, but drives the overall system toward better outcomes for employers and job seekers based on available data and current best practices.

## **7. Improve processes for co-enrollment across partners to share costs and case management to better serve customers;**

When allowed by a program's rules and regulations, partners do co-enroll job seekers in beneficial programs for which they are eligible.

Partners conduct an initial assessment of individuals to determine potential referral to another One-Stop partner and other community resources. Information is obtained about skill level, aptitude, abilities, barriers to employment, and supportive service needs for each individual who is eligible and decides to participate in the One-Stop system.

The local One-Stop partners who work together and share case management processes for the Integrated Basic Education and Skills Training (IBEST) programming have collaborated in streamlining the intake and co-enrollment process for shared participants to avoid duplication or unnecessary delay. The IBEST partners have improved and streamlined some processes to better serve the student customers. Prospective IBEST students are referred from Pima Community College (PCC) Adult Basic Education for College and Career (ABECC) to one of the dedicated Workforce Development Specialist (WDS) career planning staff and the WDS provides a one-on-one introduction and schedules the prospective student for an intake appointment. Once the client is deemed eligible, the WDS performs an initial assessment and enrolls the student. This is all completed in an effort to expedite the onboarding process into the One-Stop system.

## **8. Enhance initiatives supporting populations with barriers to employment to ensure customers are receiving needed services efficiently including special populations;**

- a. The Pima County WIB has had experience with many programs for specific populations. A leading example is the Kino Veteran's Workforce Center. Other recent initiatives have included a case management/job placement program housed at the Pima County Jail. The Pima County WIB "Performance and Accountability Committee" hosted their second Innovation +

Opportunity Conference on March 11, 2020 and one of the topics for this professional development training included how to assist job seekers who are refugees.

- b. The local WIOA Title II programs collect data on potential barriers to employment -- such as low literacy, language barriers, cultural barriers -- at registration. PCC ABECC offers instruction to support students' academic barriers and has expanded its student services support to facilitate referrals to additional support services when needed. Student Success Coaches, and College and Career Navigators utilize that data to offer students much-needed support and to serve as a liaison with One-Stop system services.
- c. Data driven and program designed for outcomes are the basis of grant writing. Below are examples of grants submitted or implemented by the region for those experiencing homelessness, affected by opioids, and the growing re-entry population. With each grant partnership, the region continues to improve services making a more effective and efficient workforce development system. Whether or not the grant is funded, fundamental concepts and critical relationships are established and maintained.

#### 1) Housing Crisis

Tucson/Pima County is an urban metropolitan area of one million people that also includes a vast desert rural area and two tribal entities: the Tohono O'odham Nation and the Pascua Yaqui Tribe. The local Homeless Management Information System (HMIS) records the most recent estimates of homelessness by reporting the PIT count of homeless veterans from the last 10 days of January 2019 by Continuum of Care (CoC) and State. In the 2019 PIT count 204 homeless veterans were identified, indicating an increase from the previous year.

Pima County operates the affiliate Sullivan Jackson Employment Center (SJEC), which is one of a handful of American Job Centers dedicated for people experiencing homelessness funded by the Department of Housing and Urban Development (HUD). Pima County will begin to integrate WIOA Adult services at SJEC to ensure homeless job seekers in Pima County have access to the best and most appropriate resources to transition them into sustainable and dignified employment.

The Homeless Veterans Re-entry Program (HVRP) Coalition has mapped multiple entry points for homeless Veterans and consulted with each partner establishing a robust referral system. Part of the local American Job Center (AJC), the specialized Kino Veterans Workforce Center offers a welcoming drop-in center and a client-centered case management approach for Veterans seeking employment. Co-located at this specialized Job Center are representatives from the WIOA Title I program, Disabled Veterans Outreach Program, HUD VASH employment program, VA Community Employment Services, and the Supportive Services for Veterans and their Families program. The staff work together to solve problems and fill gaps with the goal of connecting Veterans to employment. HVRP staff deputize each of these partner programs to recruit participants to apply for HVRP services.

Youth Homelessness Demonstration Project (YDHP) - The Pima County Youth Equity Services (YES) project is a collaboration between Pima County Community Services, Employment and Training (CSET), the Southern Arizona Aids Foundation (SAAF), and Tucson Preparatory School (TPS). YES will provide services under the following YHDP project types:

- ✓ Navigation and Case Management;
- ✓ Diversion; and
- ✓ Education and Employment.

YES will contribute to the Tucson Pima Collaboration to End Homelessness (TPCH) community's plan to end youth homelessness by combining the trusted services, expert navigation and case management, and safe environments cultivated by TPS and SAAF with Pima County's substantial resources for education, training, and employment available at the specialized ARIZONA@WORK Pima County One-Stop Youth Employment Center.

Through the ARIZONA@WORK Pima County system, a large range of education, training, job development, and employment activities will be available to youth at TPS and SAAF. This close collaboration with partners and youth will create a social media outreach plan. This outreach plan, to be implemented by paid interns at the specialized Youth Employment Center under staff supervision, will have the capability to gather instant feedback and send targeted ads to youth with disabilities, minority youth, and youth who identify as LGBTQ+ and gender nonconforming. Supportive services leveraged for YES but not provided directly by YES collaborators will be coordinated through ongoing external partnerships and include mental health, outpatient services, substance abuse, child care, and legal services. Combining the employment and education, navigation and case management, and diversion project types will outfit case manager career planning staff with robust toolboxes for solving client problems and mitigating barriers.

## 2) Opioid Affected Families and Individuals

Nationwide, opioids (both pharmacologic and illicit) killed more than 33,000 people in 2015, more than any other year on record. With one million residents, Pima County has the most opioid-related deaths and nonfatal overdoses of any county in Arizona. In 2013, Pima County performed significantly worse than the state in four of the top 20 causes of death. In 2016, opioid-related deaths jumped from 14.9 per 100,000 residents to 15.7 per 100,000 residents. In the same year, 263 fatal overdoses made up 13% of total cases handled by Pima County's Medical Examiner's Office, and opiate compounds contributed to 74% of those deaths.

Pima County Re-Employment Support and Training for the Opioid Related Epidemic (RESTORE) – Pima County grant application not funded - will expand its normal employment and training services to include several new elements designed to increase success for women in poverty and women affected by the opioid crisis. Those elements include a navigator who offers support in handling urgent needs and connects women to community resources to reduce barriers and build assets, a component known as MAMA that provides additional resources to help women create and achieve self-determined goals, resource-building clinics to address legal and housing issues that often get in the way of

success, and additional resources for exploring careers and achieving credentials. Pima County RESTORE will collaborate with a wide array of community organizations for recruitment and client support, strengthening the referral system with a focus on mental health and treatment providers. Four organizations will be selected to partner on the MAMA component. Although not funded, the MAMA training was welcomed at several facilities as part of a pre-release program.

### 3) Re-entry Programs

Pima County Pathway Home Program - Pima County Grant pending funding as of June 5, 2020 - is a reentry program focused on three elements:

1. **Prerelease case management:** barrier identification, basic education, skill building, and vocational training.
2. **Post-release case management from the same behavioral health caseworker:** builds trust, “wrap-around” services like counseling and housing assistance, and creates the stability participants need to maintain employment.
3. **Targeted credential and on-the-job training:** including apprenticeship, transitional jobs and a career path.

The Pima County Pathway Home Program builds on an existing prerelease collaboration between the Arizona Department of Corrections (ADOC) and the Arizona Department of Economic Security (DES). This critical relationship remains strong and in place and a case manager is assigned to receive referrals from the ADOC Manzanita Unit and coordinate activities pre-release when possible.

## 9. Create a consistent system for continuous improvement; and

The Pima County Workforce Investment Board (WIB) believes that listening is a critical first step in continuous improvement. As a result, WIB meetings are used as forums to listen to industry, talk with education and service providers, and stimulate all key stakeholders to think outside the box.

The One-Stop system partners representation on the Pima County WIB Performance & Accountability (P&A) Committee create a mechanism to contribute to dialog and input for continuous improvement. The P&A Committee participates in a regular review of performance measures and leading indicators of performance.

The WIB P&A Committee reviews monthly performance measures and leading indicators of performance and One-Stop system partner representation includes the administering entities for Title I-B, Title II, Title III, and Title IV core program partners; required and other partners; and the One-Stop system’s key stakeholders.

The WIB completed the ARIZONA@WORK Job Center Certification Assessment Tools Part I and II as part of the required LWDB Recertification process. Pima County is required to have all comprehensive, affiliate, and specialized sites certified and the Assessments were conducted in 2018 by WIB members to ensure compliance with WIOA regulations and alignment with the Workforce Arizona Council’s vision.

The One-Stop Operator is tasked with system coordination and convening monthly with the One-Stop partners who seek ways to improve service delivery strategies.

The ARIZONA@WORK system has service and referral agreements between the local adult education provider, PCC, 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.

The co-located partners, mandated and non-mandated, located at the comprehensive ARIZONA@WORK Pima County Job Centers practice and offer consistent service protocols and service options for individuals seeking workforce development. Contracted service providers also enrich the array of service options, workshops for all ages, and literacy services.

The service providers form a network offering multiple points of entry and a choice of service delivery locations.

And although the partners and service providers may focus on particular populations within Pima County, all job seekers receive consistent services. Youth receive consistent services and access to all appropriate service options by means of an Individual Service Strategy (ISS) and it is completed with the career planning Workforce Development Specialist (WDS) staff who work with the participant.

#### **10. Identify data system solutions to enhance the interoperability and quality of data for use across ARIZONA@WORK programs.**

The One-Stop Operator is working with Pima County staff and partners to identify a common data system that will enhance the interoperability and quality of data for use across the One-Stop system.

Pima County will be glad to support state efforts by being a testing site and sitting on procurement review panels. The WIB and County staff have long advocated that the state move away from multiple databases, and use its Procurement authority to seek a system that would serve all parts of the state funded workforce system, and be available to workforce partners including Job Corps and Title V Older Workers programs.

### **Section 3 –ARIZONA@WORK System Coordination**

#### **A. Describe how the LWDB will work with the entities carrying out the core programs (described in Section 3.A.2. above) (20 CFR 679.560(b)(2)) to:**

Access to employment, training, education, and supportive services are key factors for an individuals' ability to move out of poverty and to rebound positively after a layoff or seeking a career change. Very often these factors that make these services critical for vulnerable individuals who have the need and desire to develop a meaningful career, are the same factors that limit accessibility of services.

The Pima County Workforce Investment Board (WIB) works with the following WIOA Title I-B, Title II, Title III, and Title IV administering entities that carry out the four core programs:

WIOA Responsible Entity and Partner

Pima County Community Services,  
Employment and Training Department (CSET)

Pima County Community College District,  
Pima Community College (PCC)

Arizona Superior Court in Pima County,  
Adult Probation Department, Literacy Education  
and Resource Network (LEARN) Program

Arizona Department of Economic Security (DES),  
Division of Workforce Administration

Arizona DES, Division of Rehabilitation  
Services Administration (RSA)

WIOA Required Partner Program

Title I-B Adult, Dislocated Worker,  
and Youth Programs

Title II Adult Education and  
Literacy Activities

Title II Adult Education and  
Literacy Activities

Title III Employment Service Program  
under the Wagner-Peyser Act

Title IV Vocational Rehabilitation Services  
Programs authorized under Title I of the  
Rehabilitation Act of 1973

Pima County WIB meetings also provide opportunities for the One-Stop partners, service providers, employers, and additional key stakeholders to learn from each other and communicate industry and One-Stop client needs. The WIB and the local ARIZONA@WORK partners developed a Memorandum of Understanding (MOU) and completed the required two-year review in 2020. The MOU includes an Infrastructure Funding Agreement that was developed and approved in 2017 by the partners, WIB, and LCEO. The MOU is the vehicle by which partners coordinate efforts and activities, and discuss policy statements received from their various funding sources.

The Pima County One-Stop Operator (OSO) meets monthly with the core, required, and other One-Stop partners and they continuously seek to improve and coordinate service delivery methods for all the One-Stop partners and service providers and work on:

1. Coordinating service providers within the Job Centers and across the local One-Stop system;
2. Providing some of the WIOA and other services within the Job Centers;
3. Being the primary provider of services within the center;
4. Coordinating service delivery in the comprehensive, specialized, and affiliate Job Centers;  
and
5. Striving to continuously improve the system in order to provide an innovative, adaptive, and customer-driven organization.

Visit the Pima County CSET web site at

[https://webcms.pima.gov/government/community\\_services\\_employment\\_and\\_training/](https://webcms.pima.gov/government/community_services_employment_and_training/) and select the *Resources* tab to see guidelines and procedures that are posted online for all One-Stop partners, service providers, and the public.

- 1. Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;**

A coordinated referral process is used to connect vulnerable populations to the ARIZONA@WORK Pima County One-Stop system. Helping persons with barriers such as homelessness, lack of literacy, and a criminal history to transition into our economic talent pool is a smoother process thanks to the One-Stop partners. Each partner provides a designated point of contact to receive referrals and provides feedback on the services provided. The referring partner obtains permission from the customer as appropriate to be able to share basic client information with the appropriate partner and to continue the coordination of ongoing services by the 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 Ending Poverty Now (EPN);
8. Pima County Health Department Women, Infants, and Children (WIC) Program; and
9. Several local alternative charter high schools.

### **Basic Skills/Readiness**

The ARIZONA@WORK system promotes 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 and to earn a sustainable income. The core partners share curriculum, provide staff cross training, and co-enroll participants to maximize options among the following resources:

### **Pre-Employment Transition Services**

This Vocational Rehabilitation (VR) program is 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 Workshop**

Provided by the WIOA Title I-B programs for all ARIZONA@WORK Pima County One-Stop clients and all enrollees in individualized career services. Workshop includes identifying transferrable skills, career exploration, resume development, practice interviewing, and job retention skills.

### **Computer Fundamentals Class**

The Pima County Title I-B programs also offer a three-day Computer Fundamentals Class for the workers and job seekers who may need digital literacy to apply for work, set up e-mail, and learn how to use any of the basic functions of *Microsoft Office* software applications.

### **Pima County Adult Probation Literacy Education and Resource Network (LEARN) Program**

This program offers adult education classes for adult probationers, juveniles sixteen and older who have been sentenced to adult probation, and any interested adult from the local community. The

program also offers a variety of other classes that benefit probationers' reintegration into society and include cognitive skills training and some workforce skills.

### **Career Technical Education (CTE) Programs**

Since the Great Recession Pima Community College (PCC) Adult Basic Education for College and Career (ABECC) has partnered with Pima County and the PCC Career Technical Education (CTE) Program to offer adult education classes that are contextualized in career-specific content in order to accelerate learning gains and increase participant advancement into CTE.

### **Integrated Basic Education and Skill Training (IBEST) Programs**

The One-Stop core partners expanded career pathway development by means of IBEST programs, College Bridge programs, and Healthcare College Readiness classes. Targeted industries and occupations have included behavioral health, hotel management, logistics, manufacturing/machining, and green construction jobs. The 2018-2019 IBEST programs included:

- Medical Assistant IBEST;
- Machine Tool Technology IBEST;
- Logistics IBEST;
- Mechatronics IBEST; and
- Early IBEST programming in coding, caregiving, and entrepreneurship.

### **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-B 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-B programs 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 work together to develop new capacity to facilitate volunteer experiences for participants, where feasible. Such experiences may be easier to secure than Transitional Jobs or OJT and will provide the client with valuable exposure to the target industry and occupation, and provide contact with potential future employers.

## Supportive Services

Offered and limited to eligible Title I-B participants and individuals who are committed to their employment plan, and meet WIOA requirements for employment and training related expenses.

## Individual Training Account (ITA)

Most Title I-B Adult and Dislocated Worker (DW) training is delivered via an ITA that are only issued for programs on the Eligible Training Provider List (ETPL). The ITA plans must be completed within two years and any exceptions must be justified with ability to benefit factors. PCC pre-requisites are limited to one semester. The 2019-2020 training dollar cap is \$3,000 for the WIOA Title 1-B Adult program and \$3,000 for the WIOA DW program. Exceptions to these rules must be authorized by the Pima County Community Services, Employment and Training (CSET) Director or his/her designated CSET Program Manager.

The approved training programs on 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 determines the in-demand occupations that are offered to eligible Pima County One-Stop clients.

## 2. Facilitate the development of career pathways;

- a. The WIB facilitated the development of the Pima County Career Pathways Guidelines in 2017. The WIB identified career pathway development as a key strategy to help move lower-skilled workers through progressively higher-skilled demand occupations and training.
- b. The Pima County WIB adopted a Career Pathways Framework for individualized career services and training provided under the Workforce Innovation and Opportunities Act (WIOA) to promote career advancement to sustainable earning levels. To the extent possible, services support at least four levels of skill development:
  - 1) **Basic employment skills are the foundation** for all career pathways. Industry leaders across different sectors and parts of the country have identified these as interpersonal skills, integrity, professionalism, initiative, dependability, adaptability, and teamwork.
  - 2) **Core academic skills** include math, reading, technology and problem-solving skills that are valued by local employers across diverse industries.
  - 3) **Entry-level competencies** include occupation-specific technical requirements for entry-level jobs that generally pay less than the median level but require general skills for that industry, such as safety protocols or medical terminology. Training for entry-level competencies can usually be completed in one or two semesters by a person with core academic skills.
  - 4) **Advanced competencies** equate to completion of an associate's degree or journeyman level in a skilled trade. A majority of jobs at or above the median earning level require this level of education and training or higher.
- c. In 2018 the Pima County WIB determined a need to seek a qualified vendor to complete an analysis of education and training options in Pima County to support its Career Pathways Framework for workforce development.

- 1) The Pima County WIB released the Pima County Career Pathways Analysis and Resource Guide Request for Proposal (RFP) RFP-CSET-CPARG-2018-08 on 06/25/18;
  - 2) The WIB RFP Review Committee selected Pinnacle Workforce Strategies and their contract includes the following progress timeline; and
  - 3) The Workforce Development Specialists (WDS) are using the Guide as part of a career planning tool.
- d. The Business Services Team (BST) conducts on-going meetings with employers to maintain and establish the business partnerships needed. The BST helps the WIB to determine which jobs are in-demand in Pima County and which will lead to a job-driven workforce development system, and assisted in the development and implementation of the Pima County Career Pathways Guidelines.
- e. The Arizona Department of Economic Security (DES) 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. Pima County uses criteria that includes the demand for occupations in Pima County, alignment with the WIB's industry sector strategies, the WIB Pima County Career Pathways Guidelines, and this Pima County Workforce Development Plan.
- f. The local ARIZONA@WORK system supports partnerships through the Pima County Joint Technical Education District (JTED), Pima Community College (PCC), and others to expand technical education programs to help build a skilled workforce.
- g. PCC is developing sustainable wage career pathways based on the sectors identified in this Plan. PCC's programming for each sector is moving to include a combination of modalities such as online, face-to-face, and hands-on learning as needed in either an actual or simulated workplace environment. Participants can learn one skill at a time while taking flexible stackable courses, which when added together lead to competencies and then degrees. Skills and certifications are aligned with industry needs, informed by industry advisory committees through a structured process. The college is developing Centers of Excellence (CoE) based on industry collaboration and feedback. These CoEs are designed to support career pathways. Planned CoEs include:
- Cybersecurity and Information Technology
  - Public Safety and Security
  - Nursing and Allied Health
  - Hospitality
  - Applied Technology and Arts
- h. IBEST is a career pathways model that supports individuals who lack basic skills with the ability to get started on career pathways sooner. PCC Adult Basic Education for College and Career (ABECC) works with the local One-Stop partners to offer this collaborative instructional model.

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

### **3. Facilitate the coordination of co-enrollment with ARIZONA@WORK partners; and**

The ARIZONA@WORK system promotes 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 share curriculum, provide cross training, and co-enrollment of participants to maximize options among the resources that are offered to those who need basic skills/readiness training.

Title I-B 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 (AJC) database system used by both Title I-B and Title III, and the TABE 11/12 online testing database administered by PCC ABECC for both Title I and Title II participants.

The ARIZONA@WORK Pima County system uses coordinated referral processes to connect vulnerable populations to the system. In this 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 individual 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. Arizona D.E.S., Vocational Rehabilitation Services;
6. Pima County Community Action Agency;
7. Pima County Ending Poverty Now;
8. 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-funded Health Professions Opportunity Grant (HPOG) obtained by PCC, 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 two staff persons, one is located at the Kino Service Center and the other at the Youth Employment Center. Both are members of the ARIZONA@WORK Business Services Team. Goodwill also obtained a grant from the City of Tucson to train people in selected occupations.

Health Profession Opportunity Grant (HPOG) Health Career Opportunities with Personalized Educational Supports (HOPES) is a federal grant funded by the U.S. Department of Health and Human Services focusing on low-income individuals providing them with education and support services that prepare them to enter growing healthcare careers with the potential for high wages. In order to achieve its educational goals, HPOG works extensively with industry, state, and community partners, to develop accessible, easy-to-navigate series of steps from entry into PCC health-based educational programs through to completion and employment. Since its funding in 2015, HPOG HOPES has helped enroll 1,693 students, with 1,274 enrolled in healthcare training, and 650 enrolled in college readiness.

PCC serves as lead agency in the HPOG HOPES program. PCC coordinates services with partner agencies and works collaboratively with the ARIZONA@WORK Pima County One-Stop system on outreach and recruitment. PCC staff completes random assignments, provides educational programming, coaching, advising, and job fairs.

ARIZONA@WORK coordinates services with One-Stop partners. Drawing upon their existing client base of 20,000 individuals, the One-Stop system works collaboratively with PCC to recruit program participants and determines eligibility. The One-Stop system provides assessment and supportive services in collaboration with PCC, and referrals to community agencies.

#### **4. Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).**

Pima Community College (PCC) plays a critical role in the ARIZONA@WORK Pima County One-Stop workforce development system. An Inter-Governmental Agreement (IGA) between the College District and Pima County provides the framework for multiple dimensions of coordination and to improve access for job seekers and workers to the activities that lead to recognized postsecondary credentials.

Career and Technical Education (CTE) Programs in PCC’s Centers of Excellence (CoE) are aligned to industry-recognized credentials. Students complete these programs with both a college certificate and degree and a credential that validates skills and examples include:

- Transportation and Logistics: Truck Driving, Logistics, Automotive Repair, Aviation
  - Credentials: CDL, NC3, ASE, A&P

- Manufacturing: Automation/Robotics, CNC Machining, Quality Assurance, Welding, Computer-Aided Design
  - Credentials: NC3, NCCER, NIMS
- Construction: Carpenter, Electrician, HVAC-R, Plumber
  - Credentials: NC3, NCCER
- Health Sciences: Allied Health, Emergency Medical Technology, Nursing
  - Credentials: NREMT, NREMRT-P, CNA, Caregiver, CMA, LPN
- Information Technology: Cybersecurity, Networking, Programming
  - Credentials: A+, Sec+, Project+, Net+, CySA+, Red Hat RHCSA, Google Cloud, Google IT Support Certificate

In accordance with the WIOA, the One-Stop system coordinates with and implements services with Title II PCC Adult Basic Education for College and Career (ABECC) and the Pima County Adult Probation LEARN Program, and Title IV Vocational Rehabilitation Services (VRS). Services are offered 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 a 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.

The WIB continues 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 incorporates information about the advantages of stackable and portable credentials in career counseling and works 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).

**B. Describe the LWDB’s strategies and services and how they will be used within the LWDA and region (20 CFR 679.650(b)(3) to:**

**1. Facilitate engagement of businesses, including small businesses and businesses in in-demand industry sectors and occupations, in workforce development programs;**

- a. The Pima County Workforce Investment Board (WIB) monthly meetings are forums for employers, One-Stop partners and service providers, additional key stakeholders, and occasionally clients, to come together to learn from each other and hear about large and small employer, industry, and client needs.
- b. The Pima County WIB maintains the WIOA requirement of having Business Representatives and the majority (at least 51%) of the members that must be representatives of both large and small employers in the local area. Each of these members meet the following criteria:
  - 1) Be an owner, chief executive or operating officer of businesses, or other individual with optimum policymaking or hiring authority; and
  - 2) Be from a business that provides employment opportunities in in-demand industry sectors or occupations in Pima County.

- c. The Business Services Team hosts bi-monthly Job Developers' Round Table sessions and coordinates in-house recruitment events that provide local employers with opportunities to meet with both pre-screened candidates and walk-ins.

## **2. Support a local ARIZONA@WORK system that meets the needs of businesses in the LWDA;**

The Business Services Team has some natural areas of expertise that are being coordinated. Some local employers have existing relationships with One-Stop partners and service providers' staff, and are strengths that the One-Stop partners and service providers share with 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 provided choices when they post jobs. They may set up a job fair or job club at any One-Stop partner location, they may have candidates pre-assessed, 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; Arizona DES, Workforce Services; Arizona DES, Vocational Rehabilitation Services; and Pima Community College host large and targeted job fairs throughout the year. The WIOA Title I-B Kino Service Center; Kino Veterans' Workforce Center; Youth Employment Center; and the Title I-C 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.

## **3. Better coordinate workforce development programs and economic development;**

The Pima County Economic Development and CSET Departments each have representatives serving on the Sun Corridor Inc. *Tucson Blueprint Steering Committee*. The purpose of the 2019 TUS Blueprint is to establish a new vision for commercial development of both Tucson airports, Tucson International Airport - TUS and Ryan Airfield, incorporating major stakeholder input for asset mapping, gap analysis, and new growth strategies/tactics. This effort was guided by a high-level Steering Committee of nearly 20 community leaders and influential organizations. An online survey and meetings with more than 100 employers also generated valuable feedback and was incorporated into the TUS Blueprint.

Representatives from the Tucson Metro Chamber and Sun Corridor Inc. are on the LWDB and provide valuable information and expertise. The Tucson Metro Chamber is a membership-based business advocacy and community development organization that represents 1,500 businesses, employing more than 160,000 employees in Tucson and Pima County. The Tucson Metro Chamber is committed to being the connector of leaders and influencers, catalyst for business growth, and champion for a stronger community.

Sun Corridor Inc. is a transformative economic development organization representing one of the most dynamic and growing major business centers in North America. Located in Southern Arizona and encompassing four counties (Pinal, Pima, Santa Cruz, and Cochise), Sun Corridor Inc. is a CEO-driven regional alliance whose members aggressively champion mega-regional issues that impact

economic competitiveness and quality of life. The organization has helped to drive significant business investment into the Tucson and Southern Arizona region through primary job creation, resulting in an economic impact of \$29.5 billion.

In 2017 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.

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 were to be issued at any time subsequent to the publishing of the solicitation and the County reserved the right to extend the contract for up to four (4) one-year periods.

The ARIZONA@WORK Pima County Business Services Team is routinely contacted by Sun Corridor Inc. and the regional chambers of commerce to discuss and address issues presented by businesses that are interested in expanding and locating in Pima County. Sun Corridor Inc. focuses targeted business development activity in the Aerospace and Defense, Bioscience/Diagnostics, Transportation and Logistics, and Renewable and Mining Technology industry sectors.

ARIZONA@WORK Pima County 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.

The Tucson Metro Chamber is working to best connect veterans, transitioning military members, and students to employers. They hosted a Fall 2019 hiring event that resulted in a 66% success rate. The Chamber is actively working to grow these efforts and build a TUCSON PIPELINE. The Tucson community is coming together to launch its first comprehensive centralized workforce development and talent optimization solution. This holistic “end-to-end” model connects and integrates the existing workforce development ecosystem resources to provide a trusted and unbiased universal hub to support all of our students, job seekers, and employers across all industries. This public-private partnership approach strategically links all levels of talent to existing career

opportunities, while also providing a career development pipeline directly to our education and training partners. Leveraging proven technology, every employer, student, and job seeker can access the resources they need – establishing Tucson, and our state, as a national showcase of workforce innovation, helping us all to address the complex workforce development challenges today and in the future.

The Tucson Metro Chamber also worked with Partnership for Economic Innovation (PEI) in Maricopa County to bring this skills-based matching technology to Pima County to create a seamless, statewide workforce connection system using this scalable systems-level technology solution. This site was designed to assist those affected by COVID-19 to be matched to another job or be connected to resources that could help navigate career change.

The Applied Technology Academy at PCC provides hands-on training for engineers and other non-technical professionals that need a better understanding of the fabrication process, including welding, machining, and prototyping using non-metallic materials. These skills improve student's abilities to design products that are more innovative, easier to manufacture, and require less maintenance. This program is in collaboration with PCC's industry partners, and is expected to expand to other subject areas as the demands arise.

#### **4. Strengthen linkages between the local ARIZONA@WORK system and Unemployment Insurance programs; and**

Title II Employment Service (ES) staff are co-located at the two comprehensive ARIZONA@WORK Pima County One-Stop Job Centers and align performance accountability indicators with other federal workforce programs. ES provides basic and individualized career services to job seekers and job development services to Pima County employers. Veterans and their eligible spouses receive priority of service from ES and the specialized Kino Veterans' Employment Center both seek to improve the functioning of Pima County's labor markets by bringing together individuals seeking employment with employers seeking workers. Basic services include skill assessment, labor market information, referrals to support service programs, job search, and placement assistance. Individualized services include career and vocational counseling.

The Pima County WIB supports the Arizona state vision as documented in the Arizona State Plan 2020-2023: *Building a pro-growth economy that provides opportunity for all and creates prosperous communities.*

The ARIZONA@WORK Pima County One-Stop system includes 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 that strengthen linkages between the local ARIZONA@WORK system and Unemployment Insurance (UI) programs.

The local workforce development area (LWDA) initiatives meet the needs of employers, workers, and job seekers; align available resources; and provide opportunities to strengthen linkages between the ARIZONA@WORK system and the UI programs.

The Arizona Department of Economic Security (DES) ES is the administering entity that carries out the required core program partner Title III State Employment Service program.

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

Pima County 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. *This statement is in the WIOA Title I-B Adult and DW Programs Fiscal Link Budget and Payments Guidelines.*

DES ES 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.

DES ES staff also part of the Pima County Business Services Team that allows the partnership built in the LWDA 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, Arizona DES ES staff have 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 local areas, 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.

Professional development, cross-training, and information sharing sessions are held with all ARIZONA@WORK Pima County One-Stop staff to ensure that ES and all partners' staff have the knowledge to provide quality services to the job seeker, therefore enhancing their customer experience with the ARIZONA@WORK system.

Arizona Adult Education staff at the state level have a Data Sharing Agreement with Arizona DES regarding Unemployment Insurance (UI) Wage System Information. Additionally, follow-up with students after program exit includes survey method for those who cannot be data matched.

The Data Sharing Agreement helps to strengthen linkages between the Title I-B Adults, Dislocated Workers, and Youth; Title II Adult Education and Literacy; Title III State Employment Service; Title IV Vocational Rehabilitation Services; One-Stop partners; and the UI programs.

**5. Implement the following initiatives to support the strategies described above (if a LWDB does not currently provide one of the items below, please do not include):**

The ARIZONA@WORK Pima County One-Stop system offers training services that help individuals to upgrade skills, earn certifications, and enhance employability.

- **incumbent worker training programs;** Incumbent Worker Training, including Workplace Literacy, is offered to help prevent job loss. The WIB, in conjunction with employers, provides training designed to help the workers obtain skills necessary to retain employment in their field.
- **customized training programs;** Customized Training, including Workplace Literacy, each are programs 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.
- **industry and sector strategies;** Occupational Skills Training is for entities listed on the Eligible Training Provider List (“ETPL”) who 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.
- **utilization of effective business intermediaries;** 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, Pima Community College (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.

- **on-the-job training programs;** On-the-Job (“OJT”)/Locally Employer Recognized Training is offered by contracted employers in Pima County and, potentially California, who 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.
- **registered apprenticeships;** 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.

Pima Community College (PCC) has incorporated work-based learning as a centerpiece of strategy to meet the needs of working learners and business and industry with the advent of Industry 4.0. PCC’s overall goal is to have significant work-based learning options built into every program of study, including Apprenticeships. As such, PCC was recently awarded two U.S. Department of Labor grants to accelerate and expand earn and learn models in apprenticeship. The Expanding Community College Apprenticeships (ECCA) initiative is led by the American Association of Community Colleges (AACC) to increase the number of Registered Apprenticeships across the country, with PCC’s primary focus being in construction and applied technology sectors. The funding allows PCC to become the first community college in Arizona to be an intermediary sponsor. As the lead applicant in consortium with Central Arizona College (CAC) and three colleges in the Maricopa County Community College District (MCCCD)—Estrella Mountain, GateWay and Mesa, the Industry-Recognized Apprenticeship Model in Manufacturing project (i-RAMM) is establishing earn-and-learn apprenticeship programs in advanced manufacturing.

PCC is continuing to advance its efforts in developing apprenticeship models that provide educational opportunities that support upskilling, and use flexible modalities that can take place at an employer’s location. Development of integrated earn-and-learn apprenticeship models that allow for online and hybrid education, skill development with hands-on practice, and the opportunity to earn a wage will better support adult learners who need to upskill or reskill quickly to increase their employability in high-demand sectors. These opportunities can help serve various populations ranging from high school youth, opportunity youth, adult learners or incumbent workers in need of upskilling or specialized training. Earn-and-learn models allow participants to gain viable skills while earning income and reducing debt.

- **work experience programs; and** Annual Youth Summer Employment Program.
- **other business services and strategies designed to meet the needs of regional employers.** Transitional Jobs are offered to help individuals who are chronically unemployed, have limited work experience, or have other barriers to employment establish a solid work history and gain occupational skills. Opportunities for subsidized work experiences for individuals are developed with local businesses.

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

Entrepreneurial Training is offered to individuals who want to gain knowledge on how to organize and manage a business or enterprise, and ownership responsibilities.

Pima Community College is the administering entity for the Title II Adult Education and Literacy program and uses 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 pilot programs. These programs assist adults in obtaining employability skills; extending learning beyond the classroom; and improving reading, writing, math, and English language abilities.

**C. Explain what the role of the LWDB in the Eligible Training Provider (ETP) program approval process is, as required pursuant to 20 CFR 680.430(c); explain Local ETP program requirements or performance standards; and describe LWDBs outreach to employers and training providers to identify and develop training program related to in-demand occupations in the LWDA. If currently in policy please include a copy of the policy, or a link to the policy in the local 4-year plan (20 CFR 680.430(c)).**

The ETP program approval process is in the Pima County ETPL Guidelines at [https://webcms.pima.gov/UserFiles/Servers/Server\\_6/File/Community/CSET/Plan%202016-2020/Guidelines/Pima%20County%20ETPL%20Guidelines\\_051217\\_Signed.pdf](https://webcms.pima.gov/UserFiles/Servers/Server_6/File/Community/CSET/Plan%202016-2020/Guidelines/Pima%20County%20ETPL%20Guidelines_051217_Signed.pdf)

If an individual does not have the skills necessary to secure sustainable employment, he/she may be eligible for Training Services, including specialized occupational skill training. The career planning Workforce Development Specialist staff will help individuals to prepare an application for training that is offered through the One-Stop system.

Occupational Skills Training is available and individuals may choose a target industry and occupation from the Pima County One-Stop Eligible Training Provider List (ETPL) of more than 300 programs. The organizations listed on the ETPL 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.

On-the-Job Training and Internships are developed with a variety of local employers by the Pima County One-Stop Business Services Employer Outreach Team. These opportunities combine instruction with work experience in the target occupation. This component also helps job seekers with limited work history to establish employer references.

Customized Training in special-demand areas are also available and all training applications are approved based on the strength of the application, feasibility of the training plan, and availability of funds.

**D. Examine how the LWDB will coordinate local workforce investment activities with regional economic development activities that are carried out in the LWDA, and how the LWDB will promote entrepreneurial skills training and microenterprise services (20 CFR 679.560(b)(4)).**

In March 2020, Pinal County initiated a collaboration effort for Pima County, Maricopa County, and Pinal County and formed a joint workforce and economic development regional alliance. John Moffat and Patrick Cavanaugh from Pima County Economic Development; and Arnold Palacios and Nils Urman, Pima County Community Services, Employment and Training Department (CSET) represent

Pima County. Recognizing the significance and importance of economic and workforce development collaboration, this alliance will be strengthened and continued with new, relevant initiatives for the region that can be supported by ARIZONA@WORK Pima County.

Weekly emails are sent to individuals who have signed up to receive weekly email announcements from the Business Services Team and that provide a list of current job openings.

The Pima County WIB hosted an Attractions and Tourism Industry's Economic Impact on Pima County panel during their 06/14/2019 monthly meeting. One WIB member commented that Tucson is known for entrepreneurship and asked the panel guests what about the mom and pop restaurants and how can they attract business and job seekers?

1. The Chef panel guest replied that they have a challenge with wages and taxes. They can't make sustainability. They draw away employees with a promise of \$.25 more per hour. It's not sustainable as the price of food goes up, labor costs, and along with already thin profit margins.
2. Another WIB member commented that culture and passion mean a lot, given full employment and \$.25 more per hour is a draw, but other benefits of working must be developed.

**E. Describe how the LWDB will evaluate if the ARIZONA@WORK Job Centers in the LWDA need to be open beyond normal business hours to provide services to meet the workforce need, as is described in 20 CFR 678.800.**

Evaluations of effectiveness include how well the ARIZONA@WORK Pima County One-Stop Job Centers integrates available services for participants and businesses, meets the workforce development needs of participants and the employment needs of local employers, operates in a cost-efficient manner, coordinates services among the One-Stop partner programs, and provides access to partner program services to the maximum extent practicable, including providing services outside of regular business hours where there is a workforce need, as identified by the LWDB.

If the LWDA is ever faced with both a global health and an economic crisis, jobs may be more important than ever. Jobs are what keep our families, community, and the country moving forward. The ARIZONA@WORK system is also prepared to provide the community with critical housing and utility assistance that families may need during a crisis. The ARIZONA@WORK system will remain open unless mandated to close in order to continue to serve the community during a critical time.

The following are examples of responses to the Coronavirus (COVID-19) pandemic in early 2020:

- The affiliate Pima County Sullivan Jackson Employment Center scheduled staff to cover seven days per week to coordinate referrals for homeless so they could be safe in local hotels.
- Title I-B reassigned staff to help where there was the greatest need. This cross-training helped the One-Stop system to be stronger during the crisis and for the future.
- Title II provided online tutoring services normally offered at their Pima Community College Adult Learning Centers. Students were invited to connect to virtual tutoring Monday – Thursday, 9 a.m. – 7 p.m., Friday, 8 a.m. 5 p.m., and Saturday, 10 a.m. – 2 p.m.

**F. Provide copies of executed cooperative agreements (MOU) which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA Sec. 107(d)(11) between the Local WDB or other local entities described in WIOA Sec. 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 the Rehabilitation Act (29 U.S.C. 720 et seq.) (other than Sec. 112 or part C of that title (29 U.S.C. 732, 741) and subject to Sec. 121(f) in accordance with Sec. 101(a)(11) of the Rehabilitation 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 of cooperation, collaboration, and coordination;**

**1. To expedite the review process please provide links to the electronic version.**

The Pima County Memorandum of Understanding (MOU) establishes the operations protocol for ARIZONA@WORK Pima County One-Stop system and may be viewed at [https://webcms.pima.gov/UserFiles/Servers/Server\\_6/File/Community/CSET/Boards%20Commissions/Workforce%20Investment%20Board/2020%20WIB/MOU%20for%20Partners%20Signed%2001.17.17.pdf](https://webcms.pima.gov/UserFiles/Servers/Server_6/File/Community/CSET/Boards%20Commissions/Workforce%20Investment%20Board/2020%20WIB/MOU%20for%20Partners%20Signed%2001.17.17.pdf).

Arizona Adult Education (AAE) staff at the state level have a Data Sharing Agreement with the Arizona Department of Economic Security (DES) regarding Unemployment Insurance (UI) Wage System Information. Additionally, follow-up with students after program exit includes survey method for those who cannot be data matched. *A link will provided by PCC when obtained from AAE staff.*

Pima County CSET has [Data Sharing Agreements](#) with partners that help to strengthen linkages between the Title I-B Adults, Dislocated Workers, and Youth; Title II Adult Education and Literacy; Title III State Employment Service; Title IV Vocational Rehabilitation Services; and other One-Stop partners.

Through an Intergovernmental Agreement with Pima County, PCC has a PCC employee co-located at each of the two Comprehensive ARIZONA@WORK Pima County One-Stop Job Centers - Kino Service Center and Rio Nuevo Career Center - to assist the One-Stop system's career planning staff known as Workforce Development Specialists, with PCC student services, information, and reporting duties. The two positions were in place prior to WIOA and now under WIOA, half of the infrastructure costs are by PCC and half by Pima County WIOA funding.

**G. A description and assessment of the type and availability of adult and dislocated worker employment and training activities carried out in the LWDA (20 CFR 679.560(b)(6)).**

The ARIZONA@WORK Pima County One-Stop system's WIOA Title I-B 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. The ARIZONA@WORK Pima County One-Stop system met or exceeded negotiated U.S. Department of Labor performance levels for the Title I-B Adult, DW, and Youth programs in Program Year 2019.

With the longstanding goal of "meeting clients where they are at," ARIZONA@WORK Pima County will holistically improve processes and utilize technology to modernize 'how we do things.' In person and online self-service is available to all ARIZONA@WORK Job Center visitors or via the Arizona Job Connection (AJC) website, including job search, orientation and group workshops. 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.

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 training for low-income adults often with barriers such as homeless or ex-offenders in Pima County and very often, basic and soft skills training is needed. The Adult program provides priority of service to veterans, public assistance recipients, other low-income individuals, and individuals who are basic-skills deficient. Workforce development services and activities funded under the WIOA Title IB Adult program are focused at the Comprehensive Rio Nuevo Service Center.

The DW program provides services to individuals, who have been terminated, laid off, furloughed, 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. 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 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.

The ARIZONA@WORK Job Centers also serve 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) who are career planning staff, and Program Support Specialists (PSS) also referred to as Intake Support Specialists.

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 One-Stop system collaborates with PCC which has developed Integrated Basic Education and Skills Training (IBEST) programming with the Medical Assistant (MA) certificate, Automated Industrial Technology Level 1 Certificate, Logistics and Supply Chain Management Level 1 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 are a type of work-experience offered as an individualized career service 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.
- 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.

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.

#### **H. Provide the LWDB's definition for the following terms for the WIOA Title I-B Dislocated Worker Program definition of Dislocated Worker in WIOA 3(15):**

- 1. General Announcement;** Category II includes an individual who is employed at a facility at which the employer has made a general announcement that such facility will close within 180 days; or for purposes of eligibility to receive services other than training services, career services, or supportive services, is employed at a facility at which the employer has made a general announcement that such facility will close.
- 2. Unlikely to return to previous occupation or industry;** An individual is considered unlikely to return to a previous industry or occupation when:
  - a. Labor market information for the occupation shows a zero or negative growth rate;
  - b. The local Chamber of Commerce, Economic Development representative, or other credible sources of regional economic information confirm the occupation or industry has shown a significant employment decline in the local labor market area;

- c. Employment Service confirms that, in the previous sixty days, there was a lack of job orders for that occupation to qualified job seekers, as determined by the LWDA;
- d. A plant closure or substantial layoff within the labor market area in the same industry or occupation has occurred in the last six months from the date of plant closure or substantial layoff;
- e. The individuals have been actively seeking but are unable to find employment in their previous industry or occupation for a period of 90 days or more from employment separation; or
- f. A person is laid off from a job due to lack of certification.
- g. The separating service member is separating from the Armed Forces with a discharge that is anything other than dishonorable who qualifies for dislocated worker activities when he or she:
- h. Has received a notice of separation, a DD-214 from the Department of Defense, or other documentation showing a separation or imminent separation from the Armed Forces to satisfy the termination or layoff part of the dislocated worker eligibility criteria in WIOA sec. 3(15)(A)(i);
  - 1) Qualifies for the dislocated worker eligibility criteria on eligibility for or exhaustion of unemployment compensation in WIOA sec. 3(15)(A)(ii)(I) or (II); and
  - 2) Meets the dislocated worker eligibility criteria that the individual is unlikely to return to a previous industry or occupation in WIOA Section 3(15)(A)(iii).

Note: Veterans do not automatically qualify as dislocated workers under this category. Only recently separated service members who have been released within the past 48 months from active military, naval or air duty, and service members who have an imminent separation date. Veterans who are voluntarily retiring from the military are not eligible as Dislocated Workers. However, Veterans who are “forced to retire” by the military (within the past 48 months or have imminent separation date) are considered to be terminated at no fault of their own and must meet the other requirements for Category I Dislocated Worker to be eligible.

### **3. Unemployed as a result of general economic conditions in the LWDA, or as result of a natural disaster.**

A dislocated worker is an eligible adult (see Section 103.01) who meets one of the following four categories.

- A. Category I includes an individual (non-retiree), including recently separated U.S. veterans within 48 months after discharge or release from active duty, who has been terminated through no fault of their own or laid off, or has received a notice of termination or layoff from employment; and
  - 1. Is eligible for or has exhausted entitlement to Unemployment Insurance (UI) compensation or has been employed for a duration sufficient to demonstrate attachment to the workforce (determined on a case-by-case basis by the LWDA), but is not eligible for unemployment

compensation due to insufficient earning or having performed services for an employer that was not covered under state unemployment compensation law; and

2. Is unlikely to return to a previous industry or occupation. An individual is considered unlikely to return to a previous industry or occupation when:
  - a. Labor market information for the occupation shows a zero or negative growth rate;
  - b. The local Chamber of Commerce, Economic Development representative, or other credible sources of regional economic information confirm the occupation or industry has shown a significant employment decline in the local labor market area;
  - c. Employment Service confirms that, in the previous sixty days, there was a lack of job orders for that occupation to qualified job seekers, as determined by the LWDA;
  - d. A plant closure or substantial layoff within the labor market area in the same industry or occupation has occurred in the last six months from the date of plant closure or substantial layoff;
  - e. The individuals have been actively seeking but are unable to find employment in their previous industry or occupation for a period of 90 days or more from employment separation; or
  - f. A person is laid off from a job due to lack of certification.
  - g. The separating service member is separating from the Armed Forces with a discharge that is anything other than dishonorable who qualifies for dislocated worker activities when he or she:
  - h. Has received a notice of separation, a DD-214 from the Department of Defense, or other documentation showing a separation or imminent separation from the Armed Forces to satisfy the termination or layoff part of the dislocated worker eligibility criteria in WIOA sec. 3(15)(A)(i);
  - i. Qualifies for the dislocated worker eligibility criteria on eligibility for or exhaustion of unemployment compensation in WIOA sec. 3(15)(A)(ii)(I) or (II); and
  - j. Meets the dislocated worker eligibility criteria that the individual is unlikely to return to a previous industry or occupation in WIOA Section 3(15)(A)(iii).

Note: Veterans do not automatically qualify as dislocated workers under this category. Only recently separated service members who have been released within the past 48 months from active military, naval or air duty, and service members who have an imminent separation date. Veterans who are voluntarily retiring from the military are not eligible as Dislocated Workers. However, Veterans who are “forced to retire” by the military (within the past 48 months or have imminent separation date) are considered to be terminated at no fault of their own and must meet the other requirements for Category I Dislocated Worker to be eligible.

**I. A description of how the LWDB will coordinate workforce investment activities carried out in the LWDA with state-wide rapid response activities, including layoff aversion activities carried out by DES (20 CFR 679.560(b)(7)).**

The Pima County Workforce Investment Board (WIB) coordinates workforce investment activities carried out by the Pima County Business Services Team (BST) with state wide rapid response activities. Guidance and support is provided by the Workforce Arizona Council (WAC) that serves as the State Workforce Development Board, the Arizona Office of Opportunity (OEO) that provides administrative staff support for the WAC, and the Arizona Department of Economic Security (DES) that serves as the administering entity for the state.

When Pima County experiences disasters, mass layoffs, or plant closings, or other events that precipitate substantial increases in the number of unemployed individuals, the BST reports all rapid response activities to the Pima County WIB and Local Chief Elected Official (LCEO).

The Pima County BST provides assistance to area employers in managing reductions in their workforce in coordination with rapid response activities provided under WIOA subsection (a)(2)(A) and with strategies for the aversion of layoffs. The strategies may include early identification of firms at risk of layoffs, use of feasibility studies to assess the needs of and options for at-risk firms, and the delivery of employment and training activities to address risk factors; and the marketing of business services offered under Title I, to appropriate area employers, including small and mid-sized employers.

In order to assist dislocated workers in obtaining reemployment as soon as possible, in the case of a permanent closure or mass layoff at a plant, facility, or enterprise, or a natural or other disaster, that results in mass job dislocation, rapid response services may include:

1. The establishment of onsite contact with employers and employee representatives;
  - a. Immediately after the State is notified of a current or projected permanent closure or mass layoff;  
or
  - b. In the case of a disaster, immediately after the State is made aware of mass job dislocation as a result of such disaster;
2. The provision of information on and access to available employment and training activities;
3. Assistance in establishing a labor-management committee, voluntarily agreed to by labor and management, with the ability to devise and implement a strategy for assessing the employment and training needs of dislocated workers and obtaining services to meet such needs;
4. The provision of emergency assistance adapted to the particular closure, layoff, or disaster; and
5. The provision of assistance to the local community in developing a coordinated response and in obtaining access to State economic development assistance.

The Pima County Rapid Response Team will respond 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.

The ARIZONA@WORK Pima County 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 team 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 for businesses that are reducing worker's hours; and
- Answer questions from affected employees on-site or via telephone or email.

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 Pima County Community Action Agency Emergency Services Network, Pima County Housing Center, or other appropriate service providers needed to form the Rapid Response Team to meet the employer and employees' needs. All team members work together to deliver each organizations' 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.

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.

**J. A description and assessment of the type and availability of youth workforce investment activities in the LWDA (20 CFR 679.560(b)(8)). In addition, include:**

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 resources targeted to the Out-of-School population accordingly.

Youth entering the ARIZONA@WORK Pima County One-Stop 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 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:

- 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).
- Has a court or agency referral mandating school attendance (ISY).
- Is attending an alternative school, education program, or has been enrolled in an alternative school within the past 12 months (ISY).
- Is or was a Ward of the State.

- Has been referred to or treated by an agency for substance abuse or psychological problems.
- Parent(s) currently incarcerated.
- Has neither the work experience nor the credential required for an occupation in demand for which training is necessary and will be provided (OSY).
- Has been fired from a job within the 6 months prior to application (OSY).
- Has never held a full-time job (30+ hours per week) for more than 13 consecutive weeks (OSY).

The LWDA ensures that not more than five percent of ISY enrolled in the program year are eligible only based on the “*requires additional assistance to complete an educational program or to secure and hold employment*” criterion.

Pima County tracks the ISY enrolled in the program each year to ensure that no more than five percent are enrolled using the above criterion. The above criterion is defined in this ARIZONA@WORK Pima County One-Stop System Workforce Development Plan 2020-2024.

The Pima County Workforce Investment Board (WIB) identifies and selects youth service providers best positioned to provide youth program elements resulting in strong outcomes. The LWDB has determined that the grant recipient for the LWDA or designated fiscal agent, Pima County Community Services, Employment and Training (CSET) may provide directly some of the youth workforce investment activities. This is a LWDB decision, not a grant recipient decision. The WIB has chosen to award grants or contracts to youth service providers to carry out some or all of the youth workforce investment activities, and the LWDB does award such grants or contracts on a competitive basis (20 CFR § 681.400 (b));

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

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. (SER)
8. Tucson Youth Development, Inc. (TYD)

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 represents career planning staff and 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 career planning Workforce Development Specialist (WDS) staff 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 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 career planning WDS staff 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.

Youth CareerConnect (includes Bioscience, Information Technology, 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; and TYD.

### **Work Experience –**

paid and unpaid work experiences including internships and job shadowing.

The WDS career planning staff 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; 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; and TYD.

**Leadership Development –**

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

The WDS career planning staff 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; 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.

**Adult Mentoring –**

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

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

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.

**Follow-up Services –** follow up services for not less than twelve (12) months, after the participant completes the program.

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

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 needed. Services may include academic tutoring, and referrals to social and non-profit community organizations.

**Counseling –** comprehensive guidance and counseling, including drug and alcohol counseling.

The WDS career planning staff 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.

Pima Community College IBEST programs are offered to youth ages 16 and older. These programs assist 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.

**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.

### **Entrepreneurial Skills Training –**

### **Labor Market Information for In-demand Industry Sectors and Occupations**

The WDS career planning staff 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.

All WIOA and other 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 but for only one (1) 4-hour Workshop.

The WDS career planning staff 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.

### **Postsecondary Preparation and Transition Activities**

The WDS career planning staff will provide one-on-one services to the youth to help explore postsecondary education options and occupation training options.

WDS career planning staff 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. For more information about the services to individuals provided by the core programs, please see the policy guidance below:

Title I: <https://des.az.gov/services/employment/workforce-innovation-opportunity-act/policy-and-procedure-manual-workforce>

Title II: <https://cms.azed.gov/home/GetDocumentFile?id=5da73ec203e2b308508fb751>

Title III: <https://az.des.gov/services/employment/job-seekers/employment-service>

Title IV: <https://des.az.gov/services/employment/rehabilitation-services/additional-rehabilitation-resources>

**1. Description of activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities (20 CFR 679.560(b)(8)).**

Partners such as Arizona D.E.S. Vocational Rehabilitation Services, Arizona D.E.S. Employment Service, JTED, Fred G. Acosta Job Corps Center, 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, and includes youth who are individuals with disabilities.

Individualized guidance by caring adults is the glue that holds the youth system together.

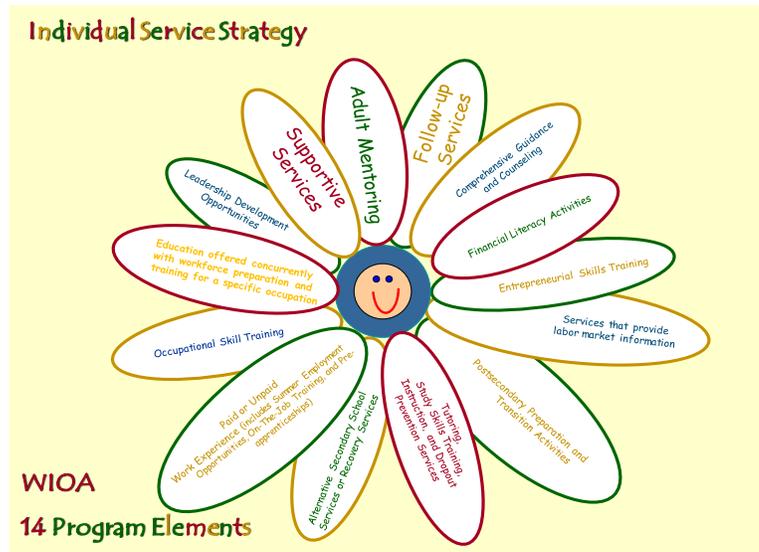
Title IV youth are offered a specific set of job readiness services referred to as Pre-Employment Transition Services. Eligible students must have documented disabilities, be between the ages of 14-22, and enrolled in an educational program. These services are intended to help students with disabilities prepare for future employment; are short in duration; and include job exploration, work-based learning experiences, counseling on post-secondary training opportunities, work readiness training, and instruction in self-advocacy.

**2. Design framework for youth programs and how the 14 program elements required in 20 CFR 681.460 are to be made available within that framework (20 CFR 679.420(b)(8)).**

Each of the One-Stop service provider – 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 and the 14 program elements are offered concurrently with workforce preparation.

## K. A description of how training services will be provided.

- 1. If using, Individual Training Accounts (ITA), provide limitations for ITA amount and duration, if included in LWDB's policies (20 CFR 680.310). This is the preferred service delivery model.**

Most Title I-B 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). The WIOA ITA plans must be completed within two years. Any exceptions must be justified with ability to benefit factors (Pima Community College pre-requisites, limited to one semester). The current training dollar cap is \$3,000 for the WIOA Title 1-B Adult program and \$3,000 for the WIOA Dislocated Worker program. Exceptions to these rules must be authorized by the Pima County CSET Director or the designated CSET Program Manager.

- 2. Include whether contracts for training services will be used and the process for their use. Training contracts may only be used if at least one of the five circumstances listed in TEGL 19-16 section 8 applies and the process for their use is described in the Local Plan. If the LWDB determines that there are an insufficient number of Eligible Training Providers in the LWDA to accomplish the purpose of a system of ITAs, the determination process must include a public comment period for interested providers of at least 30 days and must also be described in the Local Plan (20 CFR 680.320).**

The training services outlined in WIOA sec. 134 are provided through the use of Individual Training Accounts (ITAs), and if/when contracts for training services will be used, the use of such contracts will be coordinated with the use of ITAs and used to provide training services to eligible WIOA adult or dislocated worker participants through the One-Stop delivery system, based on needs identified in the individual's employment plan (IEP).

Contracts for services may be used instead of ITAs only when one of the following applies:

1. The services provided are On-the-Job Training (OJT) or Customized Training;
2. The LWDA determines that there is an insufficient number of eligible providers in the LWDA to issue an ITA.

The LWDA Business Plan must describe the process to be used in selecting providers under a contract for services. This process must include a public comment period for interested providers of at least 30 calendar days.

**3. Describe how the LWDB will ensure informed consumer choice in the selection of training programs regardless of how the training services are to be provided (20 CFR 679.560(b)(18)).**

The Workforce Innovation and Opportunity Act (WIOA) authorizes a rich menu of career services for individuals in a wide variety of circumstances. The Pima County WIB ensures that ARIZONA@WORK Pima County One-Stop system's service delivery promotes informed, consumer choice and assures the best possible mix of services for each individual as seamlessly and efficiently as possible.

The way that the Pima County WIB ensures informed customer choice in the selection of training programs regardless of how the training services are to be provided. The local One-Stop system offers Career Services and Training Services in accordance with WIOA section 107(d)(10)(E) and works with the State to ensure that there are sufficient numbers and types of providers of career and training services serving the local area. The eligible providers provide the services to adults and youth in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive integrated employment for individuals with disabilities.

The eligible providers are identified as qualified adult and youth training providers in numbers and career areas sufficient to maximize consumer choice. The local area also ensures that individuals with disabilities obtain training opportunities from qualified providers that will lead to competency for employment with livable wages and opportunities for advancement.

**L. A description of how the LWDB will coordinate Title I workforce investment activities with the provision of transportation (including public transportation), and other appropriate supportive services in the LWDA and region (20 CFR 679.560(b)(10)). List types of supportive services that will be provided using WIOA Title I-B funds in the LWDA, per LWDB policy, including if needs-related payments will be provided to participants of WIOA Title I-B training services.**

The ARIZONA@WORK Pima County One-Stop system provides supportive services. One-Stop partners collect and disseminate information on the 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.

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-B programs.

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

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

**M. A description of how the LWDB determines if an youth or adult “is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual’s family, or in society” as included in the definition of “basic skills deficient” in WIOA 3(5).**

The Pima County One-Stop system follows the Arizona WIOA Title I–B Policy Manual, Section 200: Youth Program, that specifies that youth are considered basic skills deficient if he/she performs either of the following at or below an 8.9 grade level using a state–approved standardized test:

- (1) computes or solves math problems; or
- (2) reads, writes, or speaks English.

In addition, a youth is considered basic skills deficient if unable to compute or solve problems, or if unable to read, write or speak English at a level necessary to function on a job, in the individual’s family, or in society, as determined in local policy. Acceptable verification and documentation for youth of basic skills deficiency includes school records or current acceptable assessment test results. See PB 19-026 for most current assessment test:

[https://des.az.gov/sites/default/files/media/pb\\_19\\_026\\_8\\_12\\_19\\_basic\\_skills\\_assessments.pdf](https://des.az.gov/sites/default/files/media/pb_19_026_8_12_19_basic_skills_assessments.pdf).

**N. Describe how the LWDB will ensure the WIOA Title I-B Adult Program for priority of service to low-income individuals, recipients of public assistance, and individuals who are basic skills deficient (20 CFR 680.600).**

WIOA Title I-B Adult Program funding has been awarded to Pima County for Individualized Career Services and Training Services. The ARIZONA@WORK Pima County One-Stop system uses priority of service guidelines to enroll new participants.

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

The ARIZONA@WORK Pima County Title I-B 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 Intake Team uses the following tool to determine four levels of priority for Individualized Career Services and Training:

Veteran or Eligible Spouse of Veteran	Non-Veteran
<p>Priority of Service = 1</p> <ul style="list-style-type: none"> <li>• Currently Receiving Public Assistance (PA) or received PA within last 6 months.</li> <li>• Low income               <ul style="list-style-type: none"> <li>○ Unemployed with income at or below 70% LLSIL</li> <li>○ Employed with income at or below the locally defined self-sufficiency level of 130% LLSIL</li> <li>○ Homeless</li> <li>○ Individual with a disability</li> </ul> </li> <li>• Basic Skills Deficient               <ul style="list-style-type: none"> <li>○ Reading, Language, or Math below 8<sup>th</sup> grade</li> <li>○ Other evidence</li> </ul> </li> </ul>	<p>Priority of Service = 2</p> <ul style="list-style-type: none"> <li>• Currently Receiving PA or received PA within last 6 months.</li> <li>• Low income               <ul style="list-style-type: none"> <li>○ Unemployed with income at or below 70% LLSIL</li> <li>○ Employed with income at or below 130% LLSIL</li> <li>○ Homeless</li> <li>○ Individual with a disability</li> </ul> </li> <li>• Basic Skills Deficient               <ul style="list-style-type: none"> <li>○ Reading, Language, or Math below 8<sup>th</sup> grade</li> <li>○ Other evidence</li> </ul> </li> </ul>
<p>Priority of Service = 3</p> <ul style="list-style-type: none"> <li>• Does not meet criteria listed above</li> </ul>	<p>Priority of Service = 4</p> <ul style="list-style-type: none"> <li>• Does not meet criteria listed above</li> </ul>

The Intake Team schedules category 1 and 2 Adults for the required pre-employment seminar, Test of Adult Basic Education (TABE) assessment, and an introductory appointment with a Workforce Development Specialist (WDS). During the appointment adults learn about available services and determine if they want to continue with enrollment.

WDS will refer interested adults to an Intake Specialist for assignment to available slots in order of priority and enrollment and complete a “full save” in the Arizona Job Connection (AJC) database management system.

After enrollments are made in one week, any remaining slots will be added to the number of available slots the following week. If more adults request enrollment than there are slots, those with lower priority level may be assigned in a subsequent week, after those with higher-priority levels have been assigned.

The Intake Supervisor will track intake and enrollment activity by priority level and report this information to the Pima County CSET Director or designee, to ensure that priority populations are receiving priority for individualized career services.

**O. A description of how the LWDB will provide Veterans Priority of Service. The strategies must include processes in place to ensure that veterans and eligible spouses are identified at the point of entry and given an opportunity to take full**

**advantage of priority of service for all types of career and training services (20 CFR 680.650).**

The One-Stop system provides priority of services to veterans and eligible spouses for any qualified job training program pursuant to the Jobs for Veterans Act as prescribed in 38 U.S. Code §4215.

The Title I-B Adult program provides priority of service to veterans and eligible spouses, public assistance recipients, other low-income individuals, and individuals who are basic-skills deficient. See Section N. above.

The Affiliate Pima County 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 eligible spouses. The staff conduct special outreach to Davis-Monthan Air Force Base and to employers seeking to hire veterans and eligible spouses.

**P. Provide the LWDB's definition of "underemployed". The definition of "underemployed" may be used to determine whether employed adults and dislocated worker are in need of individualized career and training services through the WIOA Title IB Adult and Dislocated Worker Programs:**

In addition to providing career and training services to individuals who are unemployed, there remains a significant population of job seekers who are underemployed and the local area's definition includes individuals who are employed:

- Less than full time and seeking full time employment;
- In a position that is inadequate with respect to their skills and training;
- And meet the definition of a low-income individual in WIOA sec. 3(36); and
- But their current job earnings are not sufficient compared to their previous job earnings from their previous employment.

**1. Options defining "underemployed" are described in the United States Department of Labor Training and Employment Guidance Letter TEGl 19-16, section 11).**

The local One-Stop system assists job seekers from all walks of life and is committed to working with the ARIZONA@WORK partners 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 and underemployed individuals;

- Migrant and seasonal farm workers;
- Older workers; and
- Individuals with a disability.

**2. When the LWDB decides to use the self-sufficiency income for the LWDA in the local plan to define “underemployed”, the LWDB must ensure that the self-sufficiency income level has been reviewed and is set at the appropriate level.**

The Pima County Workforce Investment Board (WIB) and the WIB “Planning Committee” determines the Proposed Lower Living Standard Income Level (LLSIL) percentages and ensures that the LLSIL level is reflective of the current labor market information by periodically reviewing the Pima County labor market and wage scales and balancing those against the amount of funds available for investment from WIOA.

The WIB reviewed and established the self-sufficiency level at 130% of the LLSIL and there have been 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 9<sup>th</sup> grade 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 9<sup>th</sup> grade 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 level and 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.

**Q. Provide the LWDB’s definition and eligibility documentation for “requires additional assistance to enter or complete an education program, or to secure and hold employment” for:**

**1. Out-of-school youth (20 CFR 681.300); and**

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:

- 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).
- Has a court or agency referral mandating school attendance (ISY).
- Is attending an alternative school, education program, or has been enrolled in an alternative school within the past 12 months (ISY).
- Is or was a Ward of the State.
- Has been referred to or treated by an agency for substance abuse or psychological problems.
- Parent(s) currently incarcerated.
- Has neither the work experience nor the credential required for an occupation in demand for which training is necessary and will be provided (OSY).
- Has been fired from a job within the 6 months prior to application (OSY).
- Has never held a full-time job (30+ hours per week) for more than 13 consecutive weeks (OSY).

## **2. In-school youth (20 CFR 681.310).**

The LWDA ensures that not more than five percent of in-school youth (ISY) enrolled in the program year are eligible only based on the "requires additional assistance to complete an educational program or to secure and hold employment" criterion as defined in this ARIZONA@WORK Pima County One-Stop System Workforce Development Plan 2020-2024.

## **R. A description of the competitive procurement process to be used to award the subgrants and contracts in the LWDA for activities carrier out under this title with assurance that all federal, state and local procurement laws, regulations and policies are followed (20 CFR 679.560(15)).**

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.

The WIB identifies and selects youth service providers best positioned to provide youth program elements resulting in strong outcomes. As the LWDB, the WIB has determined that the designated fiscal agent, Pima County Community Services, Employment and Training (CSET) may provide directly some of the youth workforce investment activities. This is a LWDB decision, not a grant recipient decision. The WIB chooses to award grants or contracts to youth service providers to carry out some or all of the youth workforce investment activities and awards such grants or contracts on a competitive basis as required under 20 CFR § 681.400 (b).

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/coord\\_title11](http://pimacounty-az.elaws.us/code/coord_title11).

Any individual or organization that has not been debarred nor suspended from receiving federal funds are eligible to apply for an opportunity to be awarded to be a subgrantee or contractor for the LWDA.

**S. A description of how the LWDB will coordinate relevant secondary and postsecondary education programs and activities, including Adult Education and Literacy programs, to coordinate strategies, enhance services, promote participation in Integrated Education & Training programs, and avoid duplication of services (20 CFR 679.560(b)(9)).**

**1. Include the name of the Title II adult education provider grantee(s) in the local area that were included in this coordination.**

Pima Community College (PCC) Adult Basic Education for College and Career (ABECC) and Pima County Adult Probation.

**2. Include how the LWDB will coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II. This description must include how the LWDB will carry out the review of local applications submitted under Title II consistent with WIOA Secs. 107(d)(11)(A) and (B)(i) and WIOA Sec. 232 (20 CFR 679.560(b)(12)).**

Arizona Adult Education, in accordance with WIOA, implements services to assist adults in becoming literate by obtaining the knowledge and skills necessary for employment and self-sufficiency; 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 Integrated Basic Education and Skills Training (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 IBEST model.

Arizona Adult Education funds two programs in Pima County: Pima County Adult Probation Literacy Education and Resource Network (LEARN) and Pima Community College Adult Basic Education for College and Career (ABECC). In accordance with WIOA and this local Plan, Adult Education programs offer basic literacy instruction, ABE, ASE, High School Equivalency (HSE) Diploma Preparation, and 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 ABECC serves adults through instruction in ABE, ASE, ELAA, IBEST, Refugee Education, Bridge Classes, Distance Learning, Volunteers, and HSE diploma testing.

The High School Equivalency (HSE) Diploma is a certificate of completion of high school requirements that allows students to obtain employment or continue their education. The HSE Diploma may be earned in Arizona by passing the GED® tests along with passing the AZ Civics Test. Arizona now offers additional pathways to the HSE that are administered through local Title II programs and the Arizona Department of Education. For information about approved HSE pathways, visit <http://www.azed.gov/adultedservices/hse/>.

The way that the LWDB carries out the review of local applications submitted under Title II consistent with WIOA Secs. 107(d)(11)(A) and (B)(i) and WIOA Sec. 232 (20 CFR 679.560(b)(12) is a process administered by the Arizona Department of Education Adult Education Services.

The Arizona Adult Education Request for Grant Applications (RFGA) includes 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.

The Chair appoints members of the Pima County WIB to review and comment on the online application(s) that are received from the Arizona Department of Education and forwards their review and comments to the WIB for approval. The WIB reviewers also submit their reviews and comments to the Arizona Department of 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.

**T. A description of plans and strategies for, and assurances concerning, maximizing coordination, improving service delivery, and avoiding duplication of Title III - Wagner-Peyser Act (29 U.S.C. 49 et seq.) services (20 CFR 679.560(b)(11)). Plans and strategies should specifically include how the broader one-stop delivery system and LWDB will incorporate Title III services into the service delivery system.**

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.

The Arizona Adult Education data collection on performance measures is accomplished via data match. Arizona currently has a data match for High School Equivalency (HSE) diploma testing and the Unemployment Insurance (UI) Wage System Information to support reporting of employment outcomes. And 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 Integrated Basic Education and Skills Training (IBEST) program participants.

**Title III - Wagner-Peyser programs include services such as job search assistance, help getting a job referral, and placement assistance for job seekers. Additionally, re-employment services are available for unemployment insurance claimants, as well as recruitment services to employers with job openings. Services are delivered in one of three modes including self-service, facilitated self-help services and staff assisted service delivery approaches.**

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 Comprehensive and Affiliate ARIZONA@WORK Pima County Pima County One-Stop Career Centers, and throughout the state of Arizona.

Services are delivered in one of three modes:

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

**Services offered to employers, in addition to referral of job seekers to available job openings, include assistance in development of job order requirements, matching job seeker experience with job requirements and skills, assisting employers with special recruitment needs, arranging job fairs, assisting employers analyze hard-to-fill job orders, assisting with job restructuring, and helping employers deal with layoffs. Job seekers who are veterans receive priority referrals to jobs and training as well as special employment services and assistance. In addition, the system provides specialized attention and service to individuals with disabilities, migrant and seasonal farmworkers, justice-involved individuals, youth, minorities, and older workers.**

Employment Service staff participate on the ARIZONA@WORK Pima County One-Stop Business Services Team and in each local area, allowing the partnership built in the ARIZONA@WORK Job Centers 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.

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

- ✓ Employability Assessment;
- ✓ One-on-one initial registration in the Arizona Job Connection (AJC);
- ✓ Review on-line employability assessments for possible referral to other programs;
- ✓ Referrals to ARIZONA@WORK Pima County One-Stop partners and service providers' services and other community resources;
- ✓ Discussing job search techniques;
- ✓ Assessing and referring job seeker to job search workshops;
- ✓ Job search assistance;
- ✓ Job referral and placement assistance for job seekers;
- ✓ Providing labor market information;
- ✓ Resume preparation;
- ✓ Job development;
- ✓ Re-employment services to Unemployment Insurance (UI) claimants;
- ✓ Priority of service to veterans and their spouses which may include referral to the Disabled Veterans Outreach Program (DVOP) Coordinator;
- ✓ Assisting migrant and seasonal farmworkers (MSFW) with the "MSFW Outreach Packet," developed to provide critical information concerning access to services in their area;

- ✓ Assessment of eligibility for the Work Opportunity Tax Credit (WOTC) and issue certification for job seekers found eligible; and
- ✓ Recruitment services for employers with job openings.

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.

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, and occasionally with One-Stop partners, 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.

**U. A description of how the LWDB will coordinate relevant programs and activities, to support strategies, enhance services, promote cross-partner referrals with Title IV services, and avoid duplication of services.**

The ARIZONA@WORK Pima County One-Stop 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 closed caption television (CCTV), video phone, and UbiDuo™ that provides face-to-face communication for people who are deaf, hard of hearing, or who face any communication barriers. Additionally, RSA is located in two Affiliate Pima County One-Stop DES Job Centers and these locations 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 provide quality services to members of the local community. RSA provides a staff member two times a week at the Comprehensive ARIZONA@WORK Pima County One-Stop Rio Nuevo Career 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 ARIZONA@WORK Pima County One-Stop 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 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.

#### **Section 4 – ARIZONA@WORK Job Center Delivery Description**

**This Section should include a description of the ARIZONA@WORK one-stop delivery system in the LWDA, including the following (20 CFR 679.560(b)(5)):**

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

**A. List the addresses of the ARIZONA@WORK comprehensive Job Centers, affiliate job centers, and specialized job centers in the LWDA, noting the type of ARIZONA@WORK Job Center. These are to be updated when there are changes;**

(2) Comprehensive ARIZONA@WORK Pima County One-Stop Career Center locations:

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

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

PCC 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.ES. 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 22<sup>nd</sup> 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 in 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

Required Other Partners:

- Fred G. Acosta Job Corps Center
- Portable, Practical Educational Preparation, Inc. (PPEP, Inc.)
- Tucson Indian Center

Local Service Providers:

- Community Outreach Program for the Deaf (COPD)
- Dorothy Kret Advocates, Inc. (DKA, Inc.)
- Goodwill Industries of Southern Arizona, Inc.
- Service Employment & Redevelopment - Jobs for Progress, Inc. (SER)

- Tucson Youth Development, Inc. (TYD)

(21) Pima County Public Library Branches

(3) Pima County Organizations:

- 5 Pima Community College campuses
- Pima County Las Artes, Arts and Education Center
- Pima County Sullivan Jackson Employment Center

**B. How the LWDB will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local employers, workers, and job seekers;**

The WIB Performance and Accountability Committee reviews the real-time performance of subcontracted service providers at least once a quarter. If an issue arises, the Committee invites the service provider to a Committee meeting to discuss. If a corrective action plan is required, it will include steps to be taken and a timeline. The Committee will monitor the corrective action plan progress. Failure to meet benchmarks can result in loss of funding via contract amendment or non-renewal. Compliance monitoring of all contracted, service providers 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.

**C. How the ARIZONA@WORK partners in the LWDA, including the one-stop operator, will ensure physical and programmatic accessibility of facilities, programs, and services, technology, and materials for individuals with disabilities, including provide training and support for addressing the needs of individuals with disabilities as required under WIOA sec. 188 (as appropriate) and the Americans Disabilities Act of 1990; and**

The ARIZONA@WORK Pima County One-Stop Job Centers 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. There is one computer workstation at each of the One-Stop Job Centers that is accessible for individuals with disabilities to use. The accommodations include an ergonomic chair, a desk that can be elevated up or down as needed for the individual, ZoomText, and JAWS software on the computer. The Arizona Council for the Blind and Visually Impaired has provided training and consultation on the accessible equipment.

Vocational Rehabilitation (VR) assists with meeting the accessibility needs of individuals with disabilities. And to further help with ameliorating these accessibility limitations, VR has assistive technology available for clients to use such as closed caption television (CCTV), video phone, and UbiDuo™ that provides face-to-face communication for people who are deaf, hard of hearing, or who face any communication barriers. Additionally, VR is located in two affiliate Pima County One-Stop DES Job Centers that 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.). The ARIZONA@WORK Pima County One-Stop Job Centers will also contract out with various interpreting companies to assist clients in accessing the services whether they use American Sign Language (ASL), Spanish, French or another language. Furthermore, the ARIZONA@WORK Pima County One-Stop Job Centers offers accessed disability awareness training through the Arizona Council for the Blind and Visually Impaired so staff members may feel comfortable with interacting and providing services directly to the client such as assisting them with developing a resume in AJC, attending orientations, and how to dress for success classes.

VR is committed to providing quality services to members of the local community. VR provides a staff member two times a week at the Comprehensive ARIZONA@WORK Pima County One-Stop Rio Nuevo Job Center who is available to meet with potential clients for the VR program. This staff member is available to take client referrals, provide on-site orientations, and other services as needed. VR also provides a staff member at the ARIZONA@WORK Pima County One-Stop Youth Employment Job Center. The VR staff member is available to provide youth with information regarding the VR programs, accept referrals and facilitate orientations to youth interested in receiving services through VR. The Pima County Summer Youth Employment Program also provides equal access to youth internship opportunities to young adults with disabilities. The services provided through the annual Summer Youth Employment Program counts towards Pre-Employment Transition Services for high school age students with disabilities.

VR works collaboratively with the ARIZONA@WORK system by offering VR 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, VR will release evaluations to the ARIZONA@WORK Job Center such as psychological evaluations, functional capacity evaluations and other evaluations funded by VR that will further help the client meet the eligibility requirements through the ARIZONA@WORK Job Center. Additionally, VR 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. Regularly scheduled meetings with dually enrolled clients, VR staff and ARIZONA@WORK Job Center staff allows for collaboration and sharing of resources such as bus passes, Disability Related Employment Services (DRES) vendors to provide job development, enrollment in AJC for resume writing and potential job leads, training funds and assistance with work clothes and work related tools. VR also works collaboratively with the One-Stop Operator, core partners, and other mandated and non-mandated partners by meeting monthly to discuss successes and barriers, and developing various solutions. These monthly meetings also generate cross-training opportunities for all the partners and staff to improve the quality of services provided to clients and from all the One-Stop partners.

VR engages in community outreach in collaboration with the ARIZONA@WORK Pima County One-Stop partners to educate people regarding the services available under VR for people with disabilities including:

- Conducting monthly orientations at behavioral health clinics and within the community in an effort to reach 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.

The ARIZONA@WORK Pima County One-Stop 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, including individuals with disabilities, use technology-based services, including:

- Labor exchange services through [www.azjobconnection.gov](http://www.azjobconnection.gov), <https://arizonaatwork.com/>, and [pima.gov](http://pima.gov);
- Electronic resumes creation for job searching and completing online applications;
- View job postings and upload resume on the state's largest workforce database at <https://arizonaatwork.com/locations/pima-county/job-seeker-resources>;
- Social media-based professional networking;
- Obtain current labor market information at <https://arizonaatwork.com/>, <https://laborstats.az.gov/>, and <https://mapazdashboard.arizona.edu/>;
- Test of Adult Basic Education 11/12 (TABE) online assessment system; and
- The Arizona D.E.S. UI 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-B 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 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/>.

- 1. Include how the need for specific assistive technology equipment will be determined as well as how partners/operator will ensure equipment is in working order and staff have the knowledge and skill to assist individuals with disabilities in accessing and utilizing the equipment.**

The ARIZONA@WORK Pima County One-Stop 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. There is one computer workstation at each of the One-Stop Job Centers that is accessible for individuals with disabilities to use. The accommodations include an ergonomic chair, a desk that can be elevated up or down as needed for the individual, ZoomText, and JAWS software on the computer.

The Arizona Council for the Blind and Visually Impaired has provided staff training and consultation on the accessible equipment that includes TTY telephones.

Vocational Rehabilitation (VR) assists with meeting the accessibility needs of individuals with disabilities. And to further help with ameliorating these accessibility limitations, VR has assistive technology available for clients to use such as a closed caption television (CCTV), video phone, and UbiDuo™ that provides face-to-face communication for people who are deaf, hard of hearing, or who face any communication barriers.

Additionally, VR is located in two Arizona D.E.S. Pima County locations and these Affiliate One-Stop Job Centers 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.).

**2. Describe the process that an individual would use to request an accommodation as well as how an individual will know what accommodations/assistive technology equipment are available.**

The Arizona Department of Economic Security (DES) Rehabilitation Services Administration (RSA) engages 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.

**3. Describe how partners/operator will ensure individuals with disabilities can participate in workshops and services offered through the center.**

The ARIZONA@WORK Pima County One-Stop system provides technology, materials, and facilities that are in compliance with the Americans with Disabilities Act (ADA). Individuals have access to technology based services that include:

- ✓ Public computer work stations and equipment;
- ✓ Basic computer fundamentals workshops;
- ✓ Training in technology skills; and
- ✓ One-on-one technical assistance.

**D. The roles and resource contributions of the one-stop partners as detailed in the MOU/IFA and One-Stop Operating budget. Include other leveraged funds such as donations and in-kind contributions.**

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.

**E. Describe how the LWDB will ensure the service providers provide priority of service that conforms to WIOA and the State Plan for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA sec. 134(c)(3)(E) and 20 CFR 680.600.**

The Pima County WIB *Shared Governance Agreement* establishes guidelines and processes for the LWDB to follow for selection of the One-Stop Operator and service providers for the LWDA, and where appropriate, terminate such providers in accordance with 20 CFR part 200.

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.

The Adult program provides priority of service to veterans, public assistance recipients, other low-income individuals, and individuals who are basic-skills deficient.

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.

**F. Describe how the LWDB is implementing the waiver granted by the US Department of Labor to the State of Arizona to use individual training accounts for youth who are in school.**

The ARIZONA@WORK Pima County One-Stop system does not use the waiver for in-school youth that issued by the U.S. Department of Labor but each youth does have a budgeted amount of funding per Pima County policy.

## **Section 5 – Performance and Continuous Improvement**

**A. A description of how the ARIZONA@WORK Job Centers in the LWDA are implementing to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by one-stop partners (20 CFR 679.560(b)(20)).**

On March 27, 2020 Pima County launched PimaWorks.com as a one-stop resource in response to the economic disruption caused by the COVID-19 pandemic. The public may now visit the site to find updates on how Pima County Community Services, Employment and Training (CSET) programs may assist in areas such as navigating the application for Arizona unemployment benefits, identifying job leads, and helping business owners tap in to local, state, and federal resources.

The ARIZONA@WORK Pima County One-Stop system also established a dislocated worker hotline at 520-724-5735 to handle the increase in unemployment questions during the 2020 COVID-19 pandemic. The hotline was staffed from 8 a.m. to 5 p.m. on weekdays.

Pima County is also revisiting the CSET and WIB web pages and working toward the future efforts for an overall site redesign.

- B. Provide proposed local levels of performance for Title I-B for Program Years 2020-2021 in the format provided in Appendix I and describe the economic conditions experienced in the LWDA and the characteristics of the actual individuals served supporting the proposed levels of performance. (After negotiation with DES, update the local plan to provide the levels of performance negotiated with DES consistent with WIOA sec. 116(c).) The negotiated levels of performance are to be used by the LWDB for measuring performance of the local fiscal agent (where appropriate), eligible providers under WIOA title I-B, and the ARIZONA@WORK system (20 CFR 679.560(b)(16)).**

The proposed local levels of performance for Title I-B for Program Years 2020-2021 are not available as of 05/20/2020.

- C. Performance Goals: Using the table and instructions provided in Appendix 1, include the local area's expected levels of performance relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) of WIOA for Title I.**

#### **Section 6 – Public Comment - 20 CFR 679.370, 679.560(19) and 670.560(21)(e)**

- A. Describe the process used by the LWDB to provide to a 30-day public comment period through electronic and other means (such as public hearings or local media) prior to submission of the plan, including an opportunity to have input into the development of the local plan, particularly for representatives of businesses, education, and labor organizations (20 CFR 679.560(19)).**

The process used by the Pima County Workforce Investment Board (WIB) included a 14-day public comment period provided to afford listed, interested entities and key stakeholders an opportunity to provide comments, suggestions, and recommendations for consideration in the development of this Pima County Workforce Development Plan (Plan). A final copy of the approved Plan will be shared with all interested partners.

The Pima County WIB developed this Plan with the One-Stop partners and service providers, and additional key stakeholders that include representatives of businesses, education, and labor organizations.

The Plan public comment period was made available to the WIB members, public, key stakeholders, and others through a legal notice process established and approved by the Pima County Board of Supervisors. The legal notice process provided the WIB with the opportunity to formally announce the Plan and public comment period to the public, key stakeholders, and others.

**B. Include any comments received that expressed disagreement with the local plan.  
(20 CFR 670.560(21)(e))**

*Pima County CSET staff will add text here if/when comments are received after the public comment period.*

## Appendix I. Performance Measures

**For PYs 2020-2023 Plans, Title I programs (Adult, Dislocated Worker, and Youth) will have two full years of data available to make reasonable determinations of expected levels of performance for the following indicators for PY 2020 and PY 2021:**

- **Employment (Second Quarter after Exit);**
- **Employment (Fourth Quarter after Exit);**
- **Median Earnings (Second Quarter after Exit);**
- **Credential Attainment Rate; and**
- **Measurable Skill Gains**

**Include the expected performance outcomes during the initial plan submission as formatted in the tables below.**

	Title I-B – Adult Program			
	Program Year: 2020		Program Year: 2021	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)	<b>71.8%</b>		72.8%	
Employment (Fourth Quarter after Exit)	<b>65.0%</b>		66.0%	
Median Earnings (Second Quarter after Exit)	<b>\$6,070.30</b>		\$6,131.00	
Credential Attainment Rate	<b>73.6%</b>		74.6%	
Measurable Skill Gains	<b>31.2%</b>		32.2%	

	Title I-B – Dislocated Worker Program			
	Program Year: 2020		Program Year: 2021	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)	<b>75.6%</b>		76.6%	
Employment (Fourth Quarter after Exit)	<b>72.2%</b>		73.2%	
Median Earnings (Second Quarter after Exit)	<b>\$7,850.64</b>			

Credential Attainment Rate	<b>63.0%</b>		64.0%	
Measurable Skill Gains	<b>21%</b>		21.8%	

	Title I-B – Youth Program			
	Program Year: 2020		Program Year: 2021	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)	<b>69.7%</b>		70.7%	
Employment (Fourth Quarter after Exit)	<b>66.1%</b>		67.1%	
Median Earnings (Second Quarter after Exit)	<b>\$4,393.85</b>		\$4,393.85	
Credential Attainment Rate	<b>54.0%</b>		55.0%	
Measurable Skill Gains	<b>39%</b>		39.6%	

## Appendix II. In-Demand Industries and Occupations

**Provide the industries and occupations identified as 'In-Demand' in tables formatted as shown below. The tables can be as long or short as necessary, but the requested information must be provided for each industry and occupation.**

**Top 10 In Demand Industry** Blue Font Indicates Occupation is Not Currently on ETPL however, there are active staff, training providers, and industry partners working to develop training for these In Demand occupations.

NAICS Code(s)	Industry Title
23	Construction (regionally under <b>Infrastructure</b> )
31	Manufacturing (regionally under <b>Aerospace and Defense</b> )
561000	Administrations and Support Services (regionally under <b>Business Services and Operations</b> )
551000	Management of Companies and Enterprises (regionally known as <b>Business Services and Operations</b> )
81	Other Services except Government (may be included in regionally known <b>Infrastructure, Emerging Technologies, or Business Services and Operations</b> )
62 especially 621,622,623	Healthcare and Social Assistance (under <b>Healthcare and Bioscience</b> )
48	Transportation and Warehousing (regionally under <b>Infrastructure</b> )
51	Information (regionally under <b>Emerging Technologies or Business Services and Operations</b> )
54	Professional, Scientific, and Technical Services (regionally under <b>Emerging Technologies or Business Services and Operations</b> )
53	Real Estate and Rental and Leasing (regionally known as <b>Business Services and Operations</b> )

<b>52</b>	Finance and Insurance (regionally known as <b>Business Services and Operations</b> )
22	Utilities (regionally under <b>Infrastructure</b> )
21	Mining (Regionally under <b>Infrastructure</b> or <b>Emerging Technologies</b> )
NOTE: If creating custom industry, list all NAICS codes that make up industry.	

SOC Code*	Occupation Title	NAICS Code*	Industry Title
29-2010	Clinical Laboratory Technologists and Technicians	62	Healthcare and Social Assistance
31-9091	Dental Assistants	62	Healthcare and Social Assistance
29-2021	Dental Hygienists	62	Healthcare and Social Assistance
29-2041	Emergency Medical Technicians and Paramedics	62	Healthcare and Social Assistance
31-1011	Home Health Aides	62	Healthcare and Social Assistance
29-2061	Licensed Practical and Licensed Vocational Nurses	62	Healthcare and Social Assistance
31-9092	Medical Assistants	62	Healthcare and Social Assistance
31-9093	Medical Equipment Preparers	62	Healthcare and Social Assistance
29-2071	Medical Records and Health Information Technicians	62	Healthcare and Social Assistance
43-6013	Medical Secretaries	62	Healthcare and Social Assistance
31-1014	Nursing Assistants	62	Healthcare and Social Assistance
29-2052	Pharmacy Technicians	62	Healthcare and Social Assistance
29-2034	Radiologic Technologists and Technicians	62	Healthcare and Social Assistance
29-1141	Registered Nurses	62	Healthcare and Social Assistance
29-1126	Respiratory Therapists	62	Healthcare and Social Assistance
29-2055	Surgical Technologists	62	Healthcare and Social Assistance

31-9011	Massage Therapists	62	Healthcare and Social Assistance
29-2099	Health Technologists and Technicians, All Other	62	Healthcare and Social Assistance
31-9099	Healthcare Support Workers, All Other	62	Healthcare and Social Assistance
31-2011	Occupational Therapy Assistants	62	Healthcare and Social Assistance
31-9097	Phlebotomists	62	Healthcare and Social Assistance
29-1126	Respiratory Therapists	62	Healthcare and Social Assistance
31-2022	Physical Therapist Aides	62	Healthcare and Social Assistance
29-2032	Diagnostic Medical Sonographers	62	Healthcare and Social Assistance
21-1093	Social and Human Service Assistants	62	Healthcare and Social Assistance
39-9031	Fitness Trainers and Aerobics Instructors	62	Healthcare and Social Assistance
43-5061	Production, Planning, and Expediting Clerks	62	Healthcare and Social Assistance
29-2051	Dietetic Technicians	62	Healthcare and Social Assistance
29-1031	Dietitian and Nutritionists	62	Healthcare and Social Assistance
19-4021	Biological Technicians	54	Professional, Scientific, and Technical Services
19-4099	Life, Physical, and Social Science Technicians, all other	54	Professional, Scientific, and Technical Services
19-4021	Biological Technicians	54	Professional, Scientific, and Technical Services
19-4099	Life, Physical, and Social Science Technicians, All Other	54	Professional, Scientific, and Technical Services
49-2091	Avionics Technicians	31	Manufacturing
49-3011	Aircraft Mechanics and Service Technicians	31	Manufacturing
51-4121	Welders, Cutters, Solderers, and Brazers	31	Manufacturing
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	31	Manufacturing
51-1011	First-Line Supervisors of Production and Operating Workers	31	Manufacturing
51-2098	Assemblers and fabricators, all other, including team assemblers	31	Manufacturing
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	31	Manufacturing
51-4041	Machinists	31	Manufacturing

51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	31	Manufacturing
17-3026	Industrial Engineering Technicians	31	Manufacturing
51-9121	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	31	Manufacturing
51-9195	Molders, Shapers, and Casters, Except Metal and Plastic	31	Manufacturing
17-3029	Engineering Technicians, Except Drafters, All Other	31	Manufacturing
19-4031	Chemical Technicians	31	Manufacturing
51-4072	Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	31	Manufacturing
17-3023	Electrical and Electronics Engineering Technicians	31	Manufacturing
51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	31	Manufacturing
51-9199	Production Workers, All Other	31	Manufacturing
11-9199	Managers, All Other	56	Administrations and Support Services
13-1199	Business Operations Specialists, All Other	56	Administrations and Support Services
15-1121	Computer Systems Analysts	51	Information
15-1122	Information Security Analysts	51	Information
15-1131	Computer Programmers	51	Information
15-1134	Web Developers	51	Information
15-1142	Network and Computer Systems Administrators	56	Administrations and Support Services
15-1151	Computer User Support Specialists	51	Information
15-1152	Computer Network Support Specialists	51	Information
43-1011	First-Line Supervisors of Office and Administrative Support Worker	56	Administrations and Support Services
43-3031	Bookkeeping, Accounting, and Auditing Clerks	52	
43-3051	Payroll and Timekeeping Clerks	56	Administrations and Support Services
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical,	56	Administrations and Support Services
11-1021	General and Operations Managers	56	Administrations and Support Services
11-3011	Administrative Services Managers	56	Administrations and Support Services
11-3021	Computer and Information Systems Managers	56	Administrations and Support Services
11-3121	Human Resources Managers	56	Administrations and Support Services

11-9081	Lodging Managers	56	Administrations and Support Services
13-1111	Management Analysts	56	Administrations and Support Services
13-2081	Tax Examiners and Collectors, and Revenue Agents	52	Finance and Insurance
15-1199	Computer Occupations, All Other	51	Information
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	56	Administrations and Support Services
43-6011	Executive Secretaries and Executive Administrative Assistants	56	Administrations and Support Services
43-9011	Computer Operators	51	Information
11-1011	Chief Executives	551	Management of Companies and Enterprises
11-3071	Transportation, Storage, and Distribution Managers	56	Administrations and Support Services
11-9111	Medical and Health Services Managers	56	Administrations and Support Services
11-9151	Social and Community Service Managers	56	Administrations and Support Services
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	56	Administrations and Support Services
43-6013	Medical Secretaries	56	Administrations and Support Services
11-9141	Property, Real Estate, and Community Association Managers	52	Finance and Insurance
13-1031	Claims Adjusters, Examiners, and Investigators	52	Finance and Insurance
43-3011	Bill and Account Collectors	52	Finance and Insurance
43-3021	Billing and Posting Clerks and Machine Operators	52	Finance and Insurance
43-4051	Customer Service Representatives	52	Finance and Insurance
43-9041	Insurance Claims and Policy Processing Clerks	52	Finance and Insurance
49-3023	Automotive Service Technicians and Mechanics	81	Other Services
47-2061	Construction Laborers	23	Construction
47-2111	Electricians	23	Construction
47-1011	First-Line Supervisors of Construction Trades and Extraction Work	23	Construction
49-9071	Maintenance and Repair Workers, General	23	Construction
53-3032	Heavy and Tractor-Trailer Truck Drivers	48	Transportation and Warehousing
53-7051	Industrial Truck and Tractor Operators	48	Transportation and Warehousing
47-3013	Helpers—Electricians	23	Construction

	Miscellaneous Construction and Related Workers	23	Construction
47-4090			
47-3019	Helpers, Construction Trades, All Other	23	Construction
53-3022	Bus Drivers, School or Special Client	48	Transportation and Warehousing
53-2012	Commercial Pilots	48	Transportation and Warehousing
43-5032	Dispatchers, Except Police, Fire, and Ambulance	48	Transportation and Warehousing
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	48	Transportation and Warehousing
43-5071	Shipping, Receiving, and Traffic Clerks	48	Transportation and Warehousing
13-1199.01	Energy Auditors	22	Utilities
49-9071.00	Maintenance and Repair Workers, General	22	Utilities
51-8013.00	Power Plant Operators	22	Utilities
47-4099.03	Weatherization Installers and Technicians	22	Utilities
47-2031	Carpenters	23	Construction
47-2051	Cement Masons and Concrete Finishers	23	Construction
47-2081	Drywall and Ceiling Tile Installers	23	Construction
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	23	Construction
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	23	Construction
49-9098	Helpers--Installation, Maintenance, and Repair Workers	23	Construction
49-9041	Industrial Machinery Mechanics	81	Other Services
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	81	Other Services
47-2073	Operating Engineers and Other Construction Equipment Operators	21	Mining
47-2141	Painters, Construction and Maintenance	23	Construction
47-2152	Plumbers, Pipefitters, and Steamfitters	23	Construction
47-2021	Brickmasons and Blockmasons	23	Construction
53-7032	Excavating and Loading Machine and Dragline Operators	21	Mining
47-2121	Glaziers	23	Construction
49-9099	Installation, Maintenance, and Repair Workers, All Other	81	Other Services
43-9061	Office Clerks, General	56	Administrations and Support Services
47-2161	Plasterers and Stucco Masons	23	Construction
47-2181	Roofers	23	Construction
41-3099	Sales Representatives, Services, All Other	56	Administrations and Support Services

41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	56	Administrations and Support Services
47-2211	Sheet Metal Workers	23	Construction
47-2221	Structural Iron and Steel Workers	23	Construction

## Appendix III. Statewide Vision, Goals, & Strategies in the Arizona Workforce Plan

**The Governor’s vision for Arizona is to build a pro-growth economy that provides opportunity for all and creates prosperous communities. For ARIZONA@WORK means ensuring that all Arizonans eligible to work, regardless of their circumstances, background, social status or zip code, have access to the best economic and educational opportunities as possible. ARIZONA@WORK’s effort to support the vision is described in its four goals and strategies developed by ARIZONA@WORK stakeholders to implement over the next four years in the State Plan.**

**Arizona’s Vision:** Building a pro-growth economy that provides opportunity for all and creates prosperous communities.

**Goal 1:** Promote a Strong Arizona Economy - *Build Arizona’s capacity to attract, retain and grow thriving*

Strategy 1: Promote industry sector partnerships/projects

Strategy 2: Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system

Strategy 3: Increase and improve coordination between workforce and economic development efforts at the state and local level

**Goal 2:** Serve Business Needs - *Serve Arizona job creators by understanding, anticipating and helping them meet workforce needs (including meeting the skilled workforce needs of employers)*

Strategy 4: Ensure training provided to job seekers and workers has a focus on transferable skills

Strategy 5: Create a comprehensive business engagement plan to support consistency and availability of services

**Goal 3:** Prepare Job Seekers; Defend Against Poverty - *Prepare and match job seekers to a job creator for a successful career that provides amply (preparing an educated and skilled workforce, including youth and individuals with barriers to employment and other populations)*

Strategy 6: Implement framework for supporting a statewide model for career pathways based on the identified In-Demand industries and occupations, incorporating appropriate flexibility for regional variation

Strategy 7: Improve processes for co-enrollment across partners to share costs and case management to better serve customers

Strategy 8: Enhance initiatives supporting populations with barriers to employment to ensure customers are receiving needed services efficiently including populations identified in section (a)

**Goal 4:** Protect Taxpayers by Providing Efficient, Accountable Government Service - *Accelerate measurable impact and performance for less cost*

Strategy 9: Create a consistent system for continuous improvement

Strategy 7: Improve processes for co-enrollment across partners to share costs and case management to better serve customers<sup>2</sup>

Strategy 10: Identify data system solutions to enhance the interoperability and quality of data for use across ARIZONA@WORK programs

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<sup>2</sup> Strategy 7 is used to address weaknesses identified in accomplishing both Goal 3 and Goal 4. Because of this, it is listed twice.

## Appendix IV. Required One-Stop Partners

20 CFR 463.400 require the following programs to be one-stop partners:

### Department of Labor (DOL)

- A. WIOA title I programs:
  - a. Adult, Dislocated Worker, and Youth formula programs;
  - b. Job Corps;
  - c. YouthBuild;
  - d. Native American programs;
  - e. National Farmworker Jobs Program (NFJP);
- B. Wagner-Peyser Act Employment Service (ES) program, authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), as amended by WIOA title III;
- C. Senior Community Service Employment Program (SCSEP), authorized under title V of the Older Americans Act of 1965;
- D. Trade Adjustment Assistance (TAA) activities, authorized under chapter 2 of title II of the Trade Act of 1974;
- E. Unemployment Compensation (UC) programs;
- F. Jobs for Veterans State Grants (JVSG) programs, authorized under chapter 41 of title 38, U.S.C.; and
- G. Reentry Employment Opportunities (REO) programs (formerly known as Reintegration of Ex-Offenders Program (RExO)), authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169;

### Department of Education (ED)

- A. Adult Education and Family Literacy Act (AEFLA) program, authorized under WIOA title II;
- B. Career and technical education programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV); and
- C. The State Vocational Rehabilitation (VR) Services program, authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by WIOA title IV;

### Department of Housing and Urban Development (HUD)

- A. Employment and training programs;

### Department of Health and Human Services (HHS)

- A. Employment and training activities carried out under the Community Services Block Grant (CSBG) programs (42 U.S.C. 9901 et seq.); and
- B. Temporary Assistance for Needy Families (TANF) program, 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 20 CFR 678.405(b), 34 CFR 361.405(b), and 34 CFR 463.405(b).

### Additional Partners.

Pursuant to WIOA sec. 121(b)(2)(B) and 20 CFR 678.410, 34 CFR 361.410, and 34 CFR 463.410, additional one-stop partners may include, with the approval of the Local WDB and CEO(s), the following:

- A. Social Security Administration (SSA) employment and training program established under sec. 1148 of the Social Security Act (i.e. Ticket to Work and Self Sufficiency programs);

- B. Small Business Administration employment and training programs;
- C. Supplemental Nutrition and Assistance Program (SNAP) employment and training programs, authorized under secs. 6(d)(4) and 6(o) of the Food and Nutrition Act of 2008;
- D. Client Assistance Program (CAP), authorized under sec. 112 of the Rehabilitation Act of 1973, as amended by title IV of WIOA;
- E. National and Community Service Act programs; and
- F. Other appropriate Federal, State, or local programs, including, but not limited to, employment, education, or training programs such as those operated by libraries or in the private sector (WIOA sec. 121(b)(2)). Such programs may also include programs providing transportation assistance and services for those with substance abuse or mental health issues.

## Appendix V. Additional Resources

### Upcoming Webinars

*Additional information, including webinar links, will be provided separately.*

#### In-Demand Industry and Occupation

Training February 26th, 2020

2:00pm-3:00pm

March 3rd, 2020

10:00am-

11:00am

#### Title IV Guidance on Accessibility Requirements

March 12th, 2020 1:30pm-2:00pm

### Regulation and Policy Links

Federal Regulations <https://www.law.cornell.edu/cfr/text/20/part-679/subpart-D>

Workforce Arizona Council Local Plan Modification Policy

<https://arizonaatwork.com/sites/default/files/media/SWP%20%231%20WIOA%20Local%20Governance%20Policy%2006%2005%2019.doc.pdf>

Workforce Arizona Council Conflict of Interest Policy

<https://arizonaatwork.com/sites/default/files/media/Conflict%20of%20Interest%20Policy%20Adopted%20022819.pdf>

### Research Tools

Office of Economic Opportunity's

- Local Area Economic Profiles
- In-Demand Industries and Occupation Tableau Tools
- In-Demand Industries and Occupation Reports
- Analysis Best Practices\_

<https://laborstats.az.gov/special-reports>

### Other Resources

<https://www.workforcegps.org/>

## Appendix VI. WIB By-laws