

3. Analysis

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

WORKFORCE SYSTEM CAPACITY

[ARIZONA@WORK](#) Pima County One-Stop 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 One-Stop Centers offer a full continuum of basic and individualized employment and career development services for job seekers. Please see Plan section 8.a.-h. for details.

Each center serves as an access hub for national employment and training funding programs that include WIOA-mandated Partner programs, with an on-site representative from the Arizona D.E.S. Title III Workforce Services Administration, Title II Adult Education and Literacy, Arizona D.E.S. Title IV Vocational Rehabilitation Services, and the Migrant/Seasonal Farmworker program, along with detailed service information on, and assigned point of contact for, all the programs.

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

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

A key capability of the system is clarifying training options. Customers receive assistance and guidance in reviewing the Eligible Training Provider List (ETPL) on 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.

[ARIZONA@WORK](#) Pima County draws on Pima County's rich array of community-based and grassroots organizations by contracting with workforce agencies that bring

special populations and leveraged resources into the [ARIZONA@WORK](#) Pima County One-Stop system.

The One-Stop Partner agencies that are the Pima County One-Stop Providers are selected and secured through a competitive Request for Proposal (RFP) process so the One-Stop system may hire and staff appropriate candidates for the job centers.

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

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

The Pima County workforce system includes an integrated safety-net of programs to ensure that basic needs are met so that people can pursue their career goals. The Community Action Agency ([CAA](#)) administered by Pima County 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.

Linked satellites or affiliated job centers also play a role in Pima County's regional workforce system. The Sullivan Jackson Employment Center receives Continuum of Care funding from the U.S. Department of Housing and Urban Development (HUD) to serve homeless job seekers through a "housing first" approach combined with intensive jobs search preparation and self-directed search.

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

The Youth Employment One-Stop 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.

The system also leverages the Las Artes, Arts and Education Center, a GED and work-based learning program producing public art mosaics for the community, and Pima

Vocational High School, a non-traditional charter school offering employability skills courses and paid internships as well as credit retrieval.

Through referral partnerships and on-site workforce development staffing, D.E.S. offices and Pima County Public Library branches also serve as Affiliate One-Stops and job centers in the [ARIZONA@WORK](#) Pima County One-Stop system.

Despite the comprehensiveness of the Pima County regional workforce system, there are gaps in services.

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

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

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

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