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# MEMORANDUM

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Date: June 18, 2020

To: The Honorable Chairman and Members  
Pima County Board of Supervisors

From: C.H. Huckelberry  
County Administrator

Re: **Newly Formed Department of Community and Workforce Development**

When the public turns to Pima County requesting assistance, the answers to problems are sometimes found in different departments and make navigating our system difficult. Particular challenges are presented to those seeking answers to questions related to neighborhood reinvestment, housing, emergency services, homelessness, youth programs, mitigating the impact of layoffs and preparing for the work place. While a common theme is the need to provide basic assistance to those seeking a safe home and a good job, programs that can address these concerns historically have been found in two separate Departments - Community Development and Neighborhood Conservation (CDNC) and Community Services, Employment and Training (CSET). To better serve the people of Pima County, for many months staff have been evaluating ways in which CDNC and CSET might merge to facilitate a single point of entry to those attempting to find services.

I am pleased to announce that work is complete effectively consolidating CSET and CDNC into a single department identified in the proposed Fiscal Year 2020/21 Pima County Budget as the Department of Community and Workforce Development (CWD). As noted in the attached memorandum, an interdepartmental team worked diligently for more than a year to create and right size CWD; organized into seven functional divisions. The new department reports to Dr. Francisco García, Deputy County Administrator and Chief Medical Officer, Health and Community Services who oversaw its predecessor units. Effective July 1, 2020, Mr. Arnold Palacios will serve as the Director and Mr. Daniel (Danny) Tylutki as Deputy Director of the newly formed Department of Community and Workforce Development.

As you know, Mr. Palacio has been serving as the CSET Director for two years and has been with the County over 13 years, notably serving as Program Director for Youth Programs, in addition to administering Pima County Workforce Development System and Community Action Programs. Prior to coming to the County, he worked 18-years as an educator with the Tucson Unified School District; and has been a Teacher, Principal and Superintendent with Charter High Schools in Pima County. Mr. Palacios holds both a Bachelor of Arts and Master of Education degrees from the University of Arizona.

The Honorable Chairman and Members, Pima County Board of Supervisors  
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Mr. Tylutki has been Interim Director of CDNC since February 2019 and has been with Pima County for 15-years. During which he has worked in programmatic, planning and senior leadership positions with both Development Services and CDNC. Previously, Mr. Tylutki worked for the City of South Tucson, in addition to working as an instructor with the Diocese of Tucson and later an Adjunct Professor with the UA College of Architecture Planning and Landscape Architecture. Mr. Tylutki has a UA Master of Science degree in Planning and Community Development.

I am particularly thankful to the supporting departments who have facilitated this complex transformation. In particular, Finance and Risk Management, Grants Management and Innovation, Human Resources as well as the CSET and CDNC staff. Please welcome both Director Arnold Palacios and Deputy Director Daniel Tylutki to their new roles in Pima County's management team.

CHH/lab

Attachment

c: Jan Leshar, Chief Deputy County Administrator  
Francisco García, MD, MPH, Deputy County Administrator and Chief Medical Officer,  
Health and Community Services



Date: June 17, 2020

**To:** C.H. Huckelberry  
County Administrator

**From:** Arnold Palacios *AP*  
CSET Director

**Via:** Francisco García *[Signature]*  
Deputy County Administrator

Daniel Tylutki *[Signature]*  
CDNC Interim Director

**Re:** CSET / CDNC Consolidation to Community & Workforce Development

The purpose of this memorandum is to memorialize efforts to combine resources of two separate departments, organizational cultures, and diverse lines of business into a single department:

Pima County Department of Community & Workforce Development (CWD)

**Background**

Discussions to reorganize and find efficiencies among various departments to streamline operational management and provision of services is an ongoing County responsibility. Initial exploration of a merger between CSET and CDNC began over a year ago. Efforts to consolidate CSET and CDNC formally initiated in January 2019 with a recommendation to create a new department; turnkey July 1, 2020 with the adoption of the FY 2020-21 County budget. This direction allowed each department to finish out their current fiscal year under existing budgets and organizational structures—each working cooperatively in response to COVID-19. In addition, it provided time for the administrative and operational management of each department to benefit from the leadership, support and guidance provided by an inter-departmental working group.

The working group comprises key personnel from County Administration (CAO), Finance and Risk Management (FN), Departmental Analysis (DA), Grant Management & Innovation (GMI) and other departments to assist CSET and CDNC during the transition. An initial action plan to complete the budget consolidation into a single unit was implemented and adjusted per COVID-19 as follows:

1. Identify and assign appropriate financial administrative support for departmental Grant and General fund units during the transition.
2. Consolidate and create a new Grant and General Fund department budget, reevaluating redundant, unnecessary or defunct bureaus and units; and
3. Thoughtfully conduct a series of workshops to allow staff an opportunity to identify and coalesce around shared core values, operational goals, and most importantly, a new organizational structure.

## **Discussion**

In addition to incorporating recent County pandemic related policy, the working group has made significant progress toward its finalization of a single departmental budget in concert with developing new core values and operational structure for CWD as highlighted below:

### Finance Support

1. Departmental Analysis will now provide financial support for General Fund, Special Revenue Fund and CIP budgets for both departments during the transition and will continue with CWD post July 1, 2020. Previously, CSET and CDNC maintained their respective General Fund budgets independently with support from GMI.
2. Grants Management & Innovation will continue to provide financial support for Grant Fund and Pima Vocational High School activities. GMI will also assist with the implementation Indirect Cost Recovery Policy during the transition and consolidation process.
3. All CSET and CDNC PCN's have been inventoried, reviewed and assigned to new department units. Vacancies have been addressed in response to recent County COVID-19 related budget policy, as directed.
4. New CWD practices and policies developed to create new AMS Advantage workflows and approval routes.
5. All existing General and Grant Fund bureaus and units have been reviewed to identify and purge obsolete lines of business. New departmental units are created to correlate with a standard set of performance measures that can be tracked horizontally across all proposed functional divisions and programs. In addition to other performance measures, each department division will include the following metrics within their budget function statements:
  - Number of Individuals Assisted/ Provided Services
  - Number of Families/Households Assisted/Provided Services
  - Number of Businesses/Employers assisted
  - Number of Trainings, Workshops and Formal Outreach Efforts
  - Jobs Supported/Retained/Created
  - Contractor/Subrecipient/Intergovernmental Agreements Managed

### Core Values

Like siblings, CSET and CDNC appear the same but are not entirely alike. In general, CSET primarily works directly with people whereas CDNC with agencies. Likewise, significant differences in business practices and day-to-day operations require attention as part of this consolidation effort. To address these cultural and operational differences and meld new functional service delivery areas, the working group was successful in conducted four (4) workshops, prior to COVID-19, with staff to build unity and consensus that resulted in the articulation of shared core values that are listed below with notable comments:

<u>Core Value</u>	<u>Comments</u>
Customer Service	<input type="checkbox"/> <i>Passion to help people; responsibility to clients served.</i> <input type="checkbox"/> <i>Embrace a culture of commitment to create safe and supporting experience for folk in crisis.</i> <input type="checkbox"/> <i>Build relationships to create networks of opportunity.</i>
Continuous Improvement	<input type="checkbox"/> <i>Redesign departmental functions to meet new expectations from individuals and organizations.</i> <input type="checkbox"/> <i>Embrace technology to streamline applications to increase capacity to help more people and get money on the street.</i> <input type="checkbox"/> <i>Address classification issues and compensation inequities between departments, e.g. certain front line "Office" staff are really "Navigators" and should be reclassified.</i>
Empathy	<input type="checkbox"/> <i>See the person not the situation to best manage and understand the crisis.</i> <input type="checkbox"/> <i>Determine the needs/wishes of the population served.</i> <input type="checkbox"/> <i>Provide hope and timely response to make things better.</i>
Pragmatism	<input type="checkbox"/> <i>"Cut red tape" to find a solutions for clients and agencies</i> <input type="checkbox"/> <i>Consolidation and integration allow staff to better refer for services and solve problems.</i> <input type="checkbox"/> <i>Evidence-based decision-making.</i>

### Operational Structure

Significant time and effort went into uniting the two departments fiscally and operationally. Fiscally, CDNC and CSET have effectively consolidated their respective grant and general fund budgets into one FY2020-21 submittal forming a new community resources oriented department. Operationally, the working group identified functional lines-of-business to best organize Community & Workforce Development into seven (7) interwoven department divisions described and formally incorporated into the draft FY2020-21 budget submittal. Metrics and outcomes are subject to increase as local, state, and federal COVID-19 stimulus resources come on-line. A Director and Deputy Director, ideally supported by respective Division or Senior Program Managers, will be responsible for planning, directing, coordinating and administering CWD functions and activities. Attached is a simplified Organizational Chart which identifies respective divisional units, current or identified leadership, and numbers of CWD and embedded contracted personnel conducting major program activities for the benefit of County residents.

#### 1. Outside Agency (OA):

Division conducts essential functions to administer and coordinate programing and oversight of County general funds to eligible and qualified local non-profit agencies to deliver community

based human services to vulnerable populations related to County functions, obligations or other critical needs. OA general fund resources are made available through a Board of Supervisor appointed Outside Agency Community Advisory Committee (“OA Committee”) via an open and competitive public application process to provide the following categorical services: Community Services; Emergency Food & Clothing; Senior Support; Support Services, Shelter & Domestic Violence; Youth, Young Adults & Family; and General Services. OA staff is responsible for contracting, monitoring and providing direct technical assistance to over 90 agencies per year effectively assisting thousands of County residents and supporting hundreds of non-profit sector jobs.

2. Community Development (CD):

Division conducts County functions to fund and construct community development and affordable housing projects. Administers and competitively funds programs using Grant and General fund resources via contracts to non-profit agencies, local governments, and private sector developers to build community public facilities and affordable housing projects for the benefit of primarily low-to moderate-income County residents. CD staff is responsible for approximately 80 contracts to agencies per year that provide public services and capital improvement resources in primarily unincorporated, rural, areas, in addition to, the Towns of Oro Valley, Marana, Sahuarita, and the City of South Tucson.

3. Community Services (CS):

Division conducts County Community Action Agency; Emergency Services Network; and, Home Repair & Weatherization functions. Serves as a safety net to provide human services, case management and immediate financial assistance to qualified individuals and households in Pima County. CS manages Grant and General Fund programs to directly assist low-income individuals and families with financial resources to effectively prevent evictions, foreclosures and utility disconnections. As a provider of direct services, CS will now manage the Pima County Home Repair & Weatherization Program to provide housing rehabilitation, weatherization, and energy efficient upgrades to qualified owner-occupied households. CS staff and in-house contractors will provide direct services to over 20,000 constituents in need at CWD’s 11 County locations.

4. Homeless Services (HS):

Division conducts County functions to address homelessness for vulnerable populations. Provides housing, employment and supportive services to families, youth, veterans, and individuals experiencing homelessness in Pima County. Homeless Services administers primarily grant programs to address homelessness and pathways toward self-sufficiency to County residents, in addition to, delivering direct services in a dignified, compassionate and professional manner. HS is budgeted to assist nearly 3,000 homeless individuals with direct services in the next fiscal year.

5. Workforce Development (WD):

Division conducts County employment and training functions. Provides job training and workforce development services to Pima County residents and businesses. Workforce Development administers various local, state and federal resources to deliver direct services to

youth, adults, dislocated workers, and individuals with significant barriers to employment, in addition to, directly assisting industry sectors in hiring qualified workers and local employers in retaining skilled employees. WD is budgeted to assist over 16,000 individuals in fiscal year 2020.

#### 6. Youth Development (YD)

Division conducts County youth education and training functions. Provides educational and employment services to youth and young adults between ages 14 through 24. Youth and young adults (collectively “youth”) may include, but not limited to, parenting teens, high school dropouts and unskilled graduates, juvenile offenders, and individuals experiencing homelessness. YD administers various local, state and federally funded grant programs to deliver direct youth education, skills training, career readiness, and job placement services. In fiscal year 2020, YD is budgeted to assist over 2,000 youth.

#### 7. Administration (AD)

Provide administrative, programmatic and fiscal oversight for General and Grants funds allocated to County; serve as departmental liaison to local and regional committees to establish policies and develop planned delivery of regional community resources and direct services. The AD Division is created to support County Indirect Cost Recovery policy implementation and will manage all administrative, contractual, accounting, and internal database personnel to support to all CWD Divisions housed within its 11 County facilities.

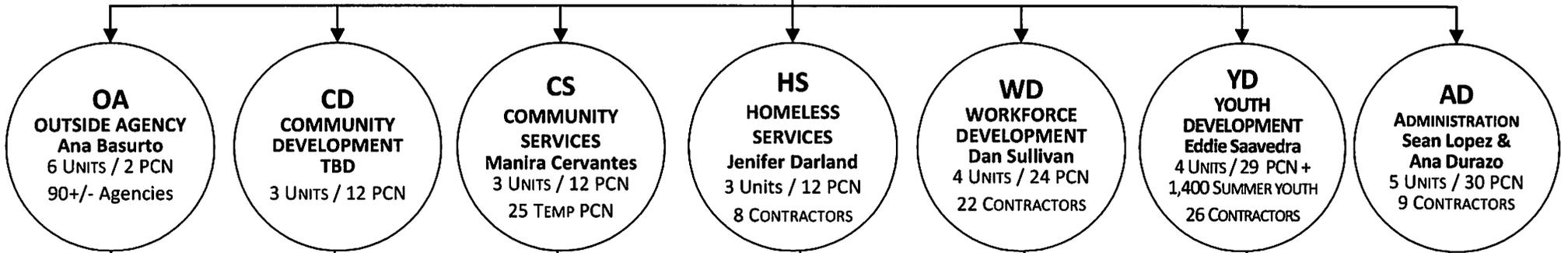
### **Conclusion**

Via the FY2020-21 budget process, a dedicated inter-departmental team has successfully worked to consolidate CDNC and CSET into a single department collectively named Community & Workforce Development. Identified and included in the proposed Pima County FY2020-21 Budget is CWD’s new functions, programs and respective Grant and General fund budgets intended to be operational July 1, 2020. The process to complete the CWD budget has been challenging to say the least, yet productive in coming together as a team in building functional efficiencies, cultural commonalities, and incorporating new County policy; e.g. Indirect Cost Recovery, and most recently, mandated general budget cuts and anticipated substantial grant fund budget increases in response to COVID-19. In the coming year CWD leadership and staff looks forward to continuing to address needed organizational changes and personnel adjustments, including creating new non-general funded positions, utilizing traditional grant and available CARES’ resources.

Attachment

**DIRECTOR**  
(DEP DIR. HS, WD, YD, AD)

**DEPUTY DIRECTOR**  
(OA, CD, CS, HD, AD)



- OA COMMITTEE
- COMMUNITY SERVICES
- EMERGENCY FOOD & SHELTER
- YOUTH, YOUNG ADULTS & FAMILY SUPPORT
- SENIOR SUPPORT
- SUPPORT SERVICES, SHELTER & DV
- GENERAL SERVICES

- COMMUNITY & RURAL DEV. 5 PCN
- PIMA COUNTY HOUSING CENTER 5 PCN
- FAITH BASED INITIATIVES 1 PCN

- CAA DIRECT SERVICES 10 PCN + 25 TEMP
- CAA AGENCY CONTRACTS 4 PCN
- HOME REPAIR & WEATHERIZATION 6 PCN

- HOUSING & OUTREACH 2 PCN 3 CONTRACTORS
- HMIS & COORDINATED INTAKE 5 PCN
- HOMELESS EMPLOYMENT & TRAINING 3 PCN 5 CONTRACTORS

- DISLOCATED WORKER 12 PCN 13 CONTRACTORS
- ADULT WORKFORCE 4 PCN 6 CONTRACTORS
- BUSINESS SERVICES & RAPID RESPONSE 7 PCN 3 CONTRACTORS
- BRIDGES OUT OF POVERTY 1 PCN

- PIMA COUNTY YOUTH CENTER 5 PCN 12 CONTRACTORS 1,400 SUMMER YOUTH
- PIMA VOCATIONAL HIGH SCHOOL 12 PCN 7 CONTRACTORS
- LAS ARTES & EDUCATIONAL CENTER 12 PCN 6 CONTRACTORS
- EQUAL EMPLOYMENT OFFICER

- CONTRACTS ADMINISTRATION 3 PCN
- FISCAL SUPPORT 5 PCN
- IT / DATABASE SUPPORT 3 PCN
- ADMINISTRATIVE SUPPORT 8 PCN 1 CONTRACTOR
- CWD FACILITIES SUPPORT 9 PCN 7 CONTRACTORS 11 SITES



**PIMA COUNTY**  
**COMMUNITY & WORKFORCE DEVELOPMENT**