

# PIMA COUNTY WORKFORCE INVESTMENT BOARD

Local Workforce Development Area Plan  
2020-2023



Revised August 27, 2020; Modified May 3, 2022; LCEO Approved September 6, 2022

Required Elements for Submission of Local Plans 2020-2023 by Local Workforce Development Boards pursuant to the Workforce Innovation and Opportunity Act and modified every two years.

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## Background

Pima County Board of Supervisors and the Workforce Investment Board proudly submits this Local Plan as they continue to support and pursue workforce excellence in Pima County. As the Workforce Innovation and Opportunity Act (WIOA), the federal law that governs the ARIZONA@WORK One-Stop system, and 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. WIOA addresses the needs of customers through establishing a comprehensive system that provides access to employment, education, training and support services.

Under WIOA, Pima County has been designated a Local Workforce Development Area (LWDA) by the Governor of Arizona. The Chair of the Pima County Board of Supervisors is the Local Chief Elected Official (LCEO). The LCEO designated Pima County Community and Workforce Development (CWD) as the administering entity for WIOA. The LCEO developed a Local Workforce Development Board known as the Workforce Investment Board (WIB). The WIB has no more than 45 members and conforms with federal and state regulations in that fifty-one percent of the members are from local business, and twenty percent represent local workforce organizations. In addition, the WIB has representatives from local economic development as well as community-based organizations. This diverse and strategic board drives service delivery, ensures quality services and continues to forge the path of economic growth and resiliency in the region.

## 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 Local Chief Elected Official(s) (LCEO), a comprehensive local four-year plan (Local 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.

At the end of the first two-year period of the four-year local plan, the local area in partnership with the appropriate chief elected officials, must review the local plan and prepare and submit modifications to the approved 2020 local plan to reflect the changes as follows:

1. In labor market and economic conditions
2. Other factors affecting the implementation of the local plan, including but not limited to:
  - a. Significant changes in local economic conditions;
  - b. Changes in the financing available to support WIOA title I and partner-provided WIOA services;
  - c. Changes to the LWDB structure; and

d. The need to revise strategies to meet local performance goals.

## 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 [March 15, 2022](#). 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 – Plan Modification	
<a href="#">December 1, 2021</a>	State provides draft Local Plan guidance and timeline to LWDB for public comment
<a href="#">December 1, 2021</a>	State provides guidance and timeline to LWDBs for Local Plans
<a href="#">March 15, 2022</a>	2020-2023 State Plan submitted to USDOE and USDOL
<a href="#">May-June 2022</a>	Anticipated approval of State Plan by USDOE and USDOL
<a href="#">September 1, 2022</a>	Local Plan submissions accepted by DES for review
<a href="#">September 30, 2022</a>	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. [Plan modifications should follow the same format as the original plan, and clearly display the text and portions which have been revised.](#)

Plans should be submitted [electronically](#) to [TitleIPolicy@azdes.gov](mailto:TitleIPolicy@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 Local Plan. [The software used must allow DES the ability to provide comments directly in the document.](#)

LWDA Contact	
Cassie Lundin, Pima County Workforce Investment Board Director Email: <a href="mailto:Cassie.Lundin@pima.gov">Cassie.Lundin@pima.gov</a> Phone: (520) 724-9638	
Address	Community & Workforce Development 2797 East Ajo Way Tucson, AZ 85713

## 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:**

- Promote a strong economy – Build Arizona’s capacity to attract, retain and grow thriving businesses
- Serve business needs – Serve Arizona job creators by understanding, anticipating and helping them meet workforce needs
- Prepare job seekers; defend against poverty – Prepare and match job seekers to a job creator for a successful career that provides amply
- Protect taxpayers by providing efficient, accountable, government services – Accelerate measureable impact and performance for less cost

**Ten Strategies**

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 (LWDB) 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

LWDBs are only asked to update those sections from the approved 2020 Plan with revisions and/or updated, and clearly display the text and portions which have been revised. Suggestions for updates and revisions include, but are not limited to, using highlights, different color font, or side-by-side comparison of the prior version with the updated version.

The following should be included in the Local Plan. It is recommended that Local 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.

## 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, Marana, Oro Valley, Sahuarita, Green Valley, Ajo, South Tucson, Catalina and unincorporated Pima County. Pursuant to the State of Arizona designation and in compliance with WIOA, the LWDA served by the WIB will be all of Pima County, excluding areas under tribal jurisdiction.

#### 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 LCEO for ARIZONA@WORK Pima County One-Stop Workforce Development and Delivery System.

Pima County Board of Supervisors Current Membership		
Sharon Bronson	Supervisor District 3	Chair as of January 2021
Rex Scott	Supervisor District 1	
Dr. Mark Heinz	Supervisor District 2	
Steve Christy	Supervisor District 4	
Adelita Grijalva	Supervisor District 5	

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

i. Local fiscal agent (See 20 CFR 679.420 for functions): **Pima County Grants Management and Innovation Department (GMI)**

ii. LWDB Director and other LWDB staff (20 CFR § 679.400 for roles): **November 2021, the WIB Director position was posted to recruit qualified candidates. In February 2022 the position was permanently filled and approved by the WIB at their February 2022 meeting. The WIB Director provides necessary services and support to the WIB in fulfilling the 13 required functions at WIOA sec. 107(d).**

iii. Provider(s) selected by the LWDA for the (i) Adult Program; Dislocated Worker Program; and (iii) Youth Program (list entities that provide design framework services and each of the fourteen elements); and (iv) identify the One Stop Operator CFR 682.420: **The following have been approved as of December 30, 2021. Youth funded service providers provide the framework of each youth program element.**

WIOA Title I-B Service Providers	
Agency	Program/Service
Community Outreach Program for the Deaf (COPD)	Workforce Development Services (Adult/DW/Youth)
Dorothy Kret and Associates, Inc. (DKA)	Workforce Development Services (Adult/DW/Veterans) Workshop Instruction
Goodwill Industries of Southern Arizona	Workforce Development Services (Adult/DW/Youth) Workshop Instruction (Adult/DW/Youth) Youth Work Experience Administrator



CWD Workforce and Education Division	Workforce Development Services Workshop Instruction
Portable Practical Education Preparation, Inc. (PPEP)	Workforce Development Services (Adult/DW) Workshop Instructions On-The-Job Training Administrator
SER Jobs for Progress, Inc. (SER)	Workforce Development Services (Adult/DW/Veterans/Youth) Workforce Development & Educational Services Workforce Veterans & Innovation Services Youth Work Experience Administrator
Tucson Hispanic Chamber	Workshops
Tucson Youth Development (TYD)	Youth Workforce Development Services Employability Skills Workshop Youth Leadership Development Workshop Youth Financial Literacy Workshop Youth Work Experience Administrator
YWCA of Southern Arizona	Small Business Entrepreneurial Workshops
The Center for Life Skills Development, LLC	Behavioral Health Counseling
Literacy Connects	Literacy Services
One Stop Operator	
SER Jobs for Progress, Inc.	One-Stop Operator

iv. Procured contracts or written agreements for sub-grants or contractors (20 CFR 679.420(c)(1)) At the direction of the WIB, CWD entered into procurement proceedings that comply with federal regulations for WIOA Title I-B service providers and One Stop Operator through a competitive procurement process. The Pima County WIB directs CWD to work with Pima County's Procurement Department for contractors and sub-grants. The WIB is active throughout the competitive procurement process with development and approval of the solicitations, members sit as representatives of the WIB on the evaluation committees, and selects service providers based on the evaluation committee recommendations. CWD and/or Procurement submits the written contract to the BOS for execution. In addition, the WIB approves the recommendation at WIB meetings and directs CWD to forward said recommendations to the BOS to execute the contracts.

v. Monitoring, audit, and other oversight of the following WIOA functions (See CFR 679-.420(c)(2) -(3) and CFR 683.410 (a)): (i) fiscal, (ii) equal opportunity; and (iii) programmatic (Title I-B, including eligible training providers)

(i) Fiscal monitoring is conducted by the fiscal agent, Pima County's GMI department

(ii) Equal Opportunity monitoring is conducted by the local EO officer for Title I-B Programs in Pima County. EO officer conducts on-site quality assurance monitoring of the One-Stop Centers, affiliate sites, specialized sites and contracted agency sites. The purpose of these on-site reviews is to ensure that equitable and non-discrimination policies are adhered to as required by law and regulation. These policies state that no person shall be discriminated against on the grounds of age, sex (including pregnancy, child birth or related medical condition, sex stereotyping, transgender status, and gender identity), disability, political affiliation, religion, race, color, national origin (including Limited English Proficiency), citizenship, and participation. Compliance with Americans with Disabilities Act (ADA) is strictly enforced. Quarterly reports are submitted to the AZ DES Equal Opportunity Officer with detailed information regarding any complaints regarding Equal Opportunity. Any complaints regarding Equal Opportunity are immediately investigated and reported to Arizona State in quarterly log.

Local Contact ARIZONA@WORK Pima County	
Local Area Equal Opportunity (EO) Officer	Eddie Saavedra, Program Manager Senior
Address	Kino Service Center 2797 East Ajo Way Tucson, AZ 85713
Telephone	(520) 724-7700
Fax	(520) 724-6796
TTY/TTD	(520) 724-8778
Email	<a href="mailto:Eddie.Saavedra@pima.gov">Eddie.Saavedra@pima.gov</a>

(iii) Programmatic monitoring is conducted through the CWD Operations and Administration (OA) division in addition to WIB staff. The CWD Quality Assurance (QA) division provides guidance and oversight for the Adult, DW and Youth programs. The OA division monitors performance indicators, outcomes and quality of service ensuring both job seekers and employers are receiving quality services. The OA division and LWDB staff ensures compliance with federal, state and local area requirements. The OA division conduct onsite contract monitoring annually to ensure training and working conditions are provided as stipulated in written contractual agreements. Each contracted agency provides CWD with a monthly report and the WIB standing committees review the reports to ensure the local area meets or exceeds performance measures.

The approved training programs on the Pima County Eligible Training Provider List (ETPL) includes in-demand occupations in the local area. The training programs are monitored by the WIB Performance and Accountability (P&A) Committee and the WIB Planning Committee determines the occupations that will be offered to eligible ARIZONA@WORK Pima County One-Stop clients. The Pima County WIB has adopted a Career Pathways Framework for individualized career services and training provided under the WIOA to promote career advancement to sustainable earning levels. Within the Career Pathways Guidelines also adopted by the WIB, bi-annually the WIB P&A and Planning Committees 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) :  
Administration - The Pima County BOS delegates the administration of the WIOA Title I-B Adult, DW, and Youth program services to the Pima County Administrator, who has placed it under the Pima County Health and Community Services Division.

Fiscal - The fiscal operations are conducted under Pima County Administration departments which include the financial Control and Reporting division under Pima County's 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. The fiscal entity under WIOA is Pima County's Grants Management and Innovation Department.

LWDB Membership - The Pima County WIB is governed by the WIB By-laws which are approved by the LCEO. Generally, size of the board shall not be more than 45, always an odd number, and the WIB will comply with WIOA requirements and fulfill the required duties and responsibilities. The board membership conforms to all requirements of the WIOA Section 107(b), as outlined in the Pima County Shared Governance Agreement between the LCEO and the LWDB as well as the WIB By-laws.



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).

Entity	Partner Program
Pima County Community & Workforce Development (CWD)	WIOA Title IB Adult, Dislocated Worker and Youth programs
	Employment and training activities carried out under Community Services Block Grant (CSBG)
	Employment and training activities carried out under US Department of Housing and Urban Development (HUD)
	HUD Community Development Block Grant (CDBG) program authorized under Title I of the Housing and Community Development Act of 1974
Pima Community College District (PCC)	WIOA Title II Adult Education and Literacy Activities
	Career and Technical Education (CTE) programs at the postsecondary level authorized under Carl D. Perkins Career and Technical Education Act of 2006
Arizona Pima County Superior Court, Adult Probation Department, LEARN Program	WIOA Title II Adult Education and Literacy Activities (may need to remove due to very limited capacity and site closures 3/23/2022)
Arizona Department of Economic Security Division of Workforce Administration	WIOA Title III Employment Service under Wagner-Peyser Act
	Programs authorized under AZ 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 USC 38
	Supplemental Nutrition Assistance Program (SNAP) authorized under Part A of the Title IV of the Social Security Act
Arizona Department of Economic Security, Division of Rehabilitation Services Administration	WIOA Title IV Vocational Rehabilitation Services programs authorized under Title I of the Rehabilitation Act of 1973
Portable Practical Education Preparation (PPEP), Inc.	WIOA Title I-D, Section 167 Migrant Seasonal Farm Worker (MSFW) programs
Fred G. Acosta Job Corps Center/Human Learning Systems, Inc.	WIOA Title I-C Job Corps programs
Tucson Indian Center	WIOA Title I-D, Section 166 Native American programs

AARP Foundation	Senior Community Service Employment Program (SCSEP) activities authorized under Title V of the Older Americans Act of 1965
TANF – Jobs/EQUUS Workforce Solutions	Temporary Assistance for Needy Families (TANF) program authorized under Part A of Title IV of the Social Security Act
Arizona Project Ayuda Tucson Regional Office	Senior Community Service Employment activities authorized under Title V of the Older Americans Act of 1965- National
National Indian Council on Aging, Inc.	Senior Community Service Employment activities authorized under Title V of the Older Americans Act of 1965- National
Goodwill Industries of Southern Arizona	Re-entry Employment Opportunities (REO) under Second Chance Act

**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)**

*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, Pima County has collaborated with other counties for regional economic development and continued strategic advancement.

- Advanced Manufacturing programs – Arizona Commerce Authority, Pinal County, Maricopa County, and respective community colleges
- 1999 – BHP Mining Company Regional Rapid Response – Pima County, Pinal County, and Gila County
- 2017 – Impacts of Arizona Minimum Wage Increase Economic Study
- 2018 – Impacts of Automation on Pima County Economy Study
- 2019 – Youth Career Connect – Cochise County, Santa Cruz County, Pima County and Yuma County
- 2021 – H-1B Workforce One Grant – partnership with Santa Cruz, Cochise and Pima Counties

Regionally, Pima County and surrounding counties will transfer client files as needed to ensure client success and customer driven strategies.

## 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 Arizona OEO Pima County Economic Conditions Report.

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 approximately 1 percent annually from 2019-2022
- Based on US Census data, Pima County's 2020 population is 1,052,030 with 58.1 percent of the population in the workforce
- Incomes continue to rise in Pima County and median family income improved from \$53,463 in 2018 to \$55,023 in 2020
- In 2019, Pima County had 20,400 employer establishments, with a total annual payroll of \$14,743,340
- Pima County continues to see projected growth in major industry sectors, as of March 2022 the three largest sector growth is in Transportation and Material Moving; Production; Installation, Maintenance and Repair.
- Construction and Extraction is projected to grow 5 percent with 3,233 jobs; Manufacturing and Production is projected to grow 5.6 percent.
- Total employment is projected to increase by 1.5 percent annually

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.

A majority of Pima County's population growth, roughly 85 percent, is projected to come from people migrating into the county from other Arizona counties, other states or foreign countries.

Value	Pima County	Arizona	United States
Population 16 and Over	847,376	5,714,007	262,185,195
Civilian labor force participation rate 16 and over	57%	59%	63%
Median Household Income	\$53,464	\$59,246	\$61,937
Families in poverty	11%	10%	9%
Median age	39.0	38.0	38.2
Individuals 16 and over with disability	15%	13%	13%
Veterans	10%	9%	7%
Uninsured	10%	11%	9%

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 US (8.9 percent)
- Since 2009, Pima County's unemployment rate has trended closely with Arizona's unemployment rate, though it has trended above the US rate during a majority of this time period; and

**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 layout provided.**

A cornerstone concept of the ARIZONA@WORK Pima County One-Stop system is “to meet the client where they’re at.” Meaning, an emphasis on increasing and improving skills of the workforce as a strategy to meet In-Demand and Emerging In-Demand needs perpetuated by Economic Development strategies.

The Pima County Local Workforce Development Plan 2016-2020 set a strategic vision focused on “Higher skills equal increased competitiveness, more jobs and increased earning power.” The Plan identified 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 adopted a Career Pathways Framework for individualized career services and training provided under the WIOA, to promote career advancement to sustainable earning levels. To the extent possible, services will support at least four levels of skill development:

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.

Core academic skills include math, reading, technology and problem-solving skills that are valued by local employers across diverse industries.

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.

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 locally adopted target, in-demand and emerging industry sectors. With these sectors the Pima County WIB Planning Committee reviewed, translated, and considered data from the North American Industry Classification System (NAICS), Standard Occupational Classification (SOC) system, O\*Net Online, and OEO rankings to emphasize facets of occupations, industry, and areas of the economy that are suited for clients.

The Pima County Career Pathways Guidelines were updated on May 15, 2020 and the WIB developed the framework within the Career Pathways Guidelines to support the six in-demand and emerging target industry sectors that includes Aerospace and Defense-Manufacturing; Health and Bioscience; Emerging Technologies; Logistics; Renewable and Natural Resources; and Infrastructure- Construction. The Career Pathways 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 sector 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, in-demand occupations (Appendix II) within these groups that meet these criteria:

- 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 that are emerging, and reaffirmed to have a continued regional economic development focus. Complete sector descriptions are available and brief descriptions are below:

Aerospace and 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 United States. 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 – These 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. Infrastructure is the second highest priority in improving

the region's competitiveness. Collaborative support of transportation projects such as I-11 and the Sonoran Corridor as well as new electric, sewer, communications, and natural gas lines all add up to a more competitive region.

**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.**

The WIB developed the Career Pathways Guidelines to support the six target sectors that are existing, in-demand industries that have been recognized as the target economic development sectors adopted by the WIB and include:

- Aerospace and Defense
- Health and Bioscience
- Emerging Technologies
- Logistics
- Renewable and Natural Resources
- Infrastructure

The LWDB developed a list of existing and emerging occupations with their 2-digit NAICS codes (Appendix II). The occupations fall under the following five existing and emerging industry groupings that support the WIB's in-demand target 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 all, In-Demand Industries and Occupations exist in an eco-system where, for example, in construction there will be transportation and machine operating, procurement and payroll office workers, as well as trade specialists. The local area recognizes these connections and the Career Pathways Guidelines are used by the Workforce Development Specialist (WDS) career planning staff to assist clients with making informed career choices.

From the OEO In-Demand Industries and Occupations Report - 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.

### Labor Market Conditions

During the past ten years, Pima County's unemployment rate has trended closely with the U.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, an impactful emerging trend. 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. There are more people looking for good jobs and WDS career planning staff help clients understand how an investment in training can help them gain and retain employment.



### Quality Jobs

In addition to providing local area industry rankings, OEO has also provided occupational ratings. A list of the occupation ratings was 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 Pathways Guidelines, and other LMI for Pima County. Occupation ratings were developed accordingly:

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

### In-Demand Occupations

The Pima County WIB, in support of in-demand and emerging industry sector strategies, expanded the existing target occupations list from 82 to 129 occupations to allow flexibility for an ever-changing industry demand that is to be met. The existing list of 82 occupations were consistent with the OEO rankings and the existing list of occupations now had the additional OEO ranking added to the available LMI. However, not all 129 occupations identified had occupational training on the ETPL. With this acknowledgement, the LWDB has set a process to revisit the ongoing changes in economic development, industry needs, labor force conditions, and training competencies.

As the Career Pathways Guidelines 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. The Career Pathways Guidelines have developed into a portal of information for WDS career planning staff to use when working with clients. The local area is considering to expand on the Guidelines and develop an online resource tool for the One-Stop staff, clients, and employers. The LWDB looks forward to statewide guidance on career pathways, improved coordination between workforce and economic development efforts at the state and local level, and data systems solutions to enhance the interoperability and quality of data for use across the ARIZONA@WORK programs, and Strategies 6, 3, and 10 respectively.

Finally, it was acknowledged in the updated Career Pathways Guidelines 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. Both the WIB Planning and P&A 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, existing and determined to be emerging, 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 or non-emerging 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 existing and emerging 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 website 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 emerging and 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 subsector industries - Manufacturing, Healthcare, Construction, 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	4	Administrative and waste services
5	Finance and insurance	5	Other services, except public administration
6	Manufacturing	6	Real estate and rental leasing
7	Administrative and waste services	7	Information Technology
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 service
N/A	Accommodation and food service	N/A	Arts, entertainment and recreation

The Arizona DES maintains the State ETPL which contains approved Eligible Training Providers (ETP) who offer training services to meet the skill development needs of Adult and DW 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 WIB P&A Committee provides oversight of the ETPs and the WIB Planning Committee determines the in-demand occupations that are offered to eligible Pima County One-Stop clients.

Pima County uses criteria that includes the Arizona OEO in-demand for occupations in Pima County, alignment with the WIB's sector strategies, the Pima County Career Pathways Guidelines, and as outlined in this Pima County Workforce Development Plan.

The 2020-2024 Career Pathways 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**

A cornerstone concept of the ARIZONA@WORK Pima County One-Stop system "to meet the client where they're at." Meaning, an emphasis on increasing and improving skills of the workforce as a strategy to meet in-demand industry and emerging in-demand occupation needs perpetuated by economic development strategies.

Client plans that require a high school education, and/or occupations that result in a recognized postsecondary credential are targeted in the local area. And to ensure high quality training for both the participant and the employer, training programs are encouraged to fill in-demand occupations, align with the Career Pathways Guidelines, and support the local area's in-demand industry sectors.

The Career Pathways Guidelines in-demand occupations are targeted because these occupations have been determined to be in-demand for the local area and the Pima County WIB used the five industry sector groups listed on page 24 to define the in-demand target occupations (Appendix II) within the group industry sector that meet these criteria:

- 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.

Pima County's economic development 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 - growing the workforce pipeline;
- Providing clarity to the career pathways and lattices available to those entering, re-entering, and moving up in the workforce - matching skills and aptitudes led by customer choice; and
- Identifying methods for mature workers to continue to earn while they transfer knowledge to younger generations - knowledge transfer.

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. Strategy 10 being implemented at the state level is paramount to reporting and tracking where clients start from and what individuals need (i.e., time available to successfully complete trainings they are interested in versus immediate needs for income) to be placed in the most appropriate training program or occupation.

## **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.

Pima County's labor force population continues to grow based on data from previous years. 2019 – 500,543; 2018 – 482,586; 2017 – 481,149.

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.

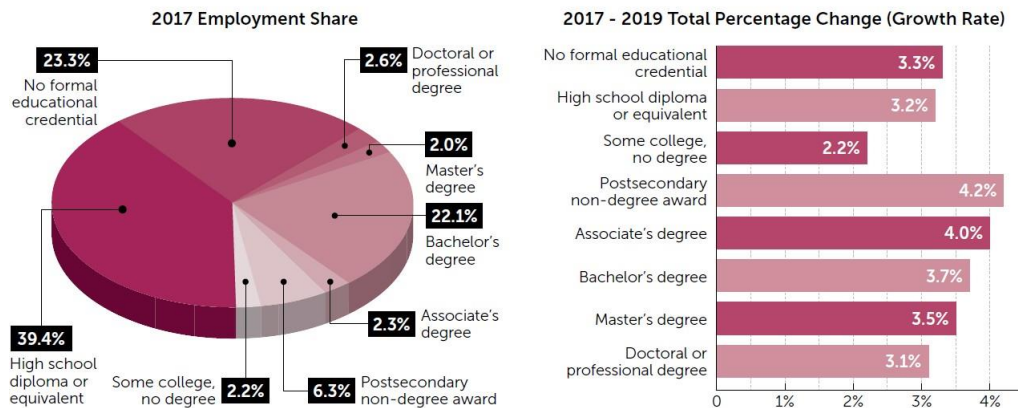
When compared to the state, unemployment rates across all educational attainment levels, with the exception of less than high school, were higher for Pima County. The unemployment rate for individuals with a high school diploma was significantly higher in Pima County (6.7 percent) when compared to the 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.

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)):

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

ARIZONA@WORK Pima County One-Stop provides exceptional workforce development activities that includes training programs that provide existing and potential workers with the skills necessary to complete tasks needed by employers to let the organizations stay competitive in a global marketplace.

The Pima County 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.

Education and training for lower skilled workers to attain postsecondary 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 Local 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. Promoting 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 the Business Services Team, training providers and industry partners

The ARIZONA@WORK Pima County One-Stop collaborates with Pima Community College (PCC), which has developed 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 may be replicated for future contextual educational programs to develop and ensure high quality training for both the participant and the employer.

In addition, PCC Regional Centers of Excellence (CoE) in Applied Technology, which includes Manufacturing, Information Technology (IT) and Cybersecurity, Health, Public Safety and Aerospace. 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.

ARIZONA@WORK Pima County also partners with local organizations throughout the community, ensuring connection to resources, professional development, and dynamic training providers to ensure business are set with a qualified applicant pool for long term sustainability.

## **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 system functions as a multi-agency, multi-disciplinary, regional system for coordinating workforce development and delivery resources for the benefit of employers, workers, 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.

Three (3) local Title III Arizona DES, WDA offices serve as affiliate ARIZONA@WORK Pima County One-Stop Job Centers.

Through referral partnerships and on-site workforce development staff, 26 Pima County Public Libraries also 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 ETPL that is available on the Arizona Job Connection (AJC) website, which allows individuals to compare



costs, training time frames, credentialing, and employment outcomes for 300-400 Pima County WIB-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 U.S. 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.

In 2021, Pima County also established the Pima Early Education Program Scholarships (PEEPs) program to aid job and training seeking parents to have financial assistance to additional scholarships for high quality childcare in Pima County. PEEP is designed to assist up to 1,200 children from low income families to attend high quality preschool at 170 locations across Pima County.

Pima County's Emergency Eviction Legal Services (EELS) program was created to ensure that justice is done in eviction cases and to keep as many worthy tenants as possible in their residences. The EELS is pioneering an innovative and holistic approach to prevent evictions and keep families in their homes. The team of dedicated professionals work with tenants, landlords, and the Court to find solutions to keep people housed. Their work has been so impactful that Maricopa County has created its own program modeled from EELS and it has garnered national attention.

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 Pima County system. The service providers hire qualified staff for the ARIZONA@WORK Pima County One-Stop Job Centers.

The Pima County Sullivan Jackson Employment Center (SJEC) 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 and their eligible spouses.

The specialized ARIZONA@WORK Pima County One-Stop 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 Pima County- 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 began

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 ARIZONA@WORK Pima County One-Stop 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 who engage as liaisons and facilitators in a strategic and comprehensive approach and assist the Pima County WIB to develop a trained workforce in multiple industry sectors and 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 local 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 CTE programs, and 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.

The ARIZONA@WORK Pima County One-Stop system 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 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 BST, 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.
- OJT, 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 and to develop OJT contracts.
- 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 BST serves as part of Pima County's Economic Development Team as subject matter experts on workforce development. The BST also assists with the development of strategies that meet local employer's current and future talent needs and has professional working relationships with a variety of agencies including but not limited to:

- |  |   |
|--|---|
| • Sun Corridor Inc.                      | • Arizona Department of Economic Security |
| • Arizona Commerce Authority             | • Arizona Department of Transportation    |
| • Arizona Office of Economic Opportunity | • City of Tucson                          |

- Town of Sahuarita
- Pima Community College

Additionally, the BST staff represent Pima County on 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 strategic vision to support regional economic growth and economic self-sufficiency, 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 thorough understanding of the regional economic development priorities, workforce analysis, and employment needs of business as described in section A, B, and E above supports the ongoing efforts of ARIZONA@WORK Pima County to promote economic development and self-sufficiency through 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 WIB as "Quality Jobs, Qualified Workers."

The LWDB is the Pima County WIB. The WIB's strategic vision and goals for preparing an educated and skilled workforce, including youth and individuals with barriers to employment, includes:

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

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 and economic conditions to develop a pre-program year model, post-program year model of target and predicted outcomes.

LWDA Target Model outcomes will be lower than predicted model outcomes 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 region historically performs worse than the state average.

Measure	State Target PY 2020 & 2021	Pima Pre-Program Target Model (20 & 21)	Pima Pre-Program Predicted Model
Adult – Employed 2 <sup>nd</sup> Quarter After Exit	71.4%	68.8%	68.0%
Adult – Employed 4 <sup>th</sup> Quarter After Exit	67.5%	67.0%	66.9%
Adult Median Earnings	\$6,500	\$5,196.64	\$5,693.25

Adult Credential Rate	74.8%	62.4%	68.9%
Adult Measureable Skills Gain	62.4%	Baseline	Baseline
DW Employed 2 <sup>nd</sup> Quarter After Exit	78.0%	78.1%	79.2%
DW Employed 4 <sup>th</sup> Quarter After Exit	73.2%	72.2%	70.1%
DW Median Earnings	\$8,646	\$9,041.75	\$6,662.58
DW Credential Rate	72.8%	59.9%	65.9%
DW Measureable Skills Gain	50%	Baseline	Baseline
Youth Employed 2 <sup>nd</sup> Quarter After Exit	75.0%	71.0%	72.1%
Youth Employed 4 <sup>th</sup> Quarter After Exit	67.0%	65.6%	66.8%
Youth Median Earnings	\$4,500	Baseline	Baseline
Youth Credential Rate	54.0%	44.5%	47.9%
Youth Measureable Skills Gain	52.8%	Baseline	Baseline

ARIZONA@WORK Pima County, for a large part performs better than the state average. Above are the Target and Predicted Model comparisons. Prior to the Negotiations of Performance Levels and in accordance to the Local Plan guidance provided to local areas, the region opted to set the Expected Levels of Performance in Appendix I based on the PY17-PY19 average from the SAM tool.

#### 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 Novel Coronavirus Disease 2019 (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.

On June 2, 2022, the LWDA and the state entered into performance negotiations for program year 2022 and 2023. The format followed previous years with the use of the local statistical adjustment model. Pending confirmation, the performance measures for the next two program years are as follows:

Measure	State Target PY 2022 and 2023	LWDA Target PY 2022 and 2023
Adult – Employment Rate, 2 <sup>nd</sup> Quarter After Exit	69.90%	68.5%
Adult – Employment Rate, 4 <sup>th</sup> Quarter After Exit	67.50%	65.30%
Adult – Median Earnings, 2 <sup>nd</sup> Quarter After Exit	\$6,785	\$6,785

Adult – Credential Rate	78.0%	71%
Adult – Measureable Skill Gain	65.0%	62%
Dislocated Worker – Employment Rate, 2 <sup>nd</sup> Quarter After Exit	78.0%	77.10%
Dislocated Worker – Employment Rate, 4 <sup>th</sup> Quarter After Exit	75.0%	70%
Dislocated Worker – Median Earnings	\$8,646	\$8,989
Dislocated Worker – Credential Rate	74.5%	70%
Dislocated Worker – Measureable Skill Gain	69.0%	63%
Youth – Employment Rate, 2 <sup>nd</sup> Quarter After Exit	74.0%	72%
Youth – Employment Rate, 4 <sup>th</sup> Quarter After Exit	70.0%	69.3%
Youth – Median Earnings	\$5,044	\$5,701
Youth – Credential Rate	61.0%	59%
Youth – Measureable Skill Gain	62.0%	59%

#### **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.**

A thorough understanding of the regional economic development priorities, workforce analysis, and employment needs of business as described in Sections A, B, and E above supports the ongoing efforts of ARIZONA@WORK Pima County to promote economic development and self-sufficiency through job growth, higher wages, and increased wealth within the region. The foundation of Pima County's workforce investment strategy is a shared vision articulated, Section D, by the Pima County WIB as "Quality Jobs, Qualified Workers."

The ARIZONA@WORK Pima County Workforce Development and Delivery 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, with some highlights in Section C above. 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 employment and training funded and other programs. There are on-site staff representatives who represent each of the WIOA-required core program partners. 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.

#### **Strategies to work with required ARIZONA@WORK One-Stop partners to align resources available in local area to achieve strategic vision and goals:**

All of the One-Stop partners provide detailed service information on all the programs to each other and to clients and there is an assigned point of contact for all the programs that assist the partners with bringing together workforce development, educational, and other human resource services in a seamless customer-focused service delivery network. Cross-training and professional development sessions are attended by all One-Stop staff, which includes core and other partners, and used as opportunities to ensure the alignment of resources available.



Through efforts facilitated by the One-Stop Operator (OSO), all partners have compiled comprehensive programmatic information on their respective programs into a PowerPoint presentation. The program information includes eligibility requirements for each program, client flow, available services, performance expectations, and contact information. This information has been shared not just with the partners themselves, but with One-Stop front-line staff that includes receptionists, intake staff, career planning staff, and service providers during cross-training and professional development sessions.

Partners also share new and/or upcoming programmatic information at the OSO monthly meetings. Having a staff member from the different partner programs physically present at the One-Stop Job Centers who are appropriately trained to provide information to customers about the programs, services, and activities available through all the partner programs, helps to align resources that are available in the local area.

As a basic function of service flow, customers are encouraged and assisted to register in the AJC statewide labor exchange information management system, and to maintain and update their information in this online system. AJC is not the system of record for all core program partners because Title II PCC ABEC is required to use the Department of Education for Adult Education reporting database. Title IV VR uses the Libera System 7 Case Management System and utilizes the AJC to set up accounts for clients to develop their resume and look for employment. Title II and Title IV retain original documentation in each participant's program file. All partners track clients and maintain accurate client records.

The Pima County WIB works with Title I, Title II, Title III, and Title IV core program partners to implement the strategic vision and goals to enhance access to programs and services, and to improve long-term employment outcomes for individuals receiving assistance. The One-Stop Operator meets monthly with the core program partners to collaborate and improve processes for referrals; seek a shared, common database for maintaining accurate client records; and to avoid duplication of services for a seamless workforce delivery system.

In program year 2021, the P&A committee developed a WIOA Partners reporting form that will be implemented 2022 at a quarterly cadence to share and report CORE and other partners performance. This report will lead to a true workforce development system in the local area. As of May 2022, the P&A committee are developing the OSO performance metrics report submitted by the OSO on a monthly basis for PY 2022.

### **Serving Business Needs**

As a centralized resource for employers, the ARIZONA@WORK Pima County One-Stop system offers recruitment services, outreach to identify training needs, OJT programs, economic development linkages, target-sector development, inter-regional collaboration, and layoff aversion, response, and mitigation.

### **Career Planning, Case Management, and System Navigation**

A key capability of the One-Stop system is clarifying training options. Customers receive assistance and guidance in reviewing the 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 RFP - CSET-CPARG-2018-08 on 06/25/18. The Career Pathways Resource Guide development was overseen by the WIB Planning Committee and

made available for use by One-Stop 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 Local Plan 2020-2023, 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.

### **Aligned Support Services and Coordination**

The ARIZONA@WORK Pima County 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 comprehensive ARIZONA@WORK Job Center links mandated and non-mandated partners with consistent service protocols and service options for workforce development. Contracted providers also enrich the array of Title I-B 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 Pima County system. The service providers hire qualified staff for the ARIZONA@WORK Pima County 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 Pima County Community Assistance Division (CAD) is housed under the Pima County CWD and the CAD provides emergency financial assistance to low-income households in partnership with an Emergency Services Network of community agencies. To assist workers and job seekers with eviction prevention, homelessness, and unsafe conditions, CAD services may include:

- Rent vouchers;
- Utility discounts and vouchers;
- Mortgage assistance; and
- Repair or replacement of basic utility appliances.

The Pima County CWD 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.

Pima County Sullivan Jackson Employment Center specializes in providing employment and housing assistance to individuals experiencing homelessness and other barriers to full participation. Individuals and Families Experiencing Homelessness - The SJEC receives Continuum of Care funding from the U.S. Department of HUD to serve homeless job seekers through a "housing first" approach combined with intensive jobs search preparation and self-directed search.

Arizona DES, Workforce Development Administration (WDA) is the Title III core program partner for the ARIZONA@WORK Pima County One-Stop system and their offices serve as affiliate ARIZONA@WORK Job Centers.

Veterans Services - 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 and their eligible spouses.

Youth Programs - The Youth Employment Center provides a youth-focused center and houses a regional summer youth employment and education recruitment campaign every spring that connects students with County-funded internship opportunities and other summer youth employment and education programs. The Youth Employment Center hosts hiring events for in-school youth and young adults ages 14 to 21 and out-of-school youth and young adults ages 16 to 24.

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

Pima County Las Artes, Arts and Education Center - Offers a unique learning environment for youth ages 17 to 21 and provides 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.

Pima County Pima Vocational High School - A School-to-Work Charter School with a focus on youth ages 16 to 21 year olds who are looking for an alternative opportunity to succeed in obtaining a secondary education along with vocational training.

Pima County Public Library - Through referral partnerships and on-site workforce development staffing, 26 Pima County Public Libraries offer One-Stop services and referrals.

## Part b – Strategic Visions, Goals and Strategies

### **F. Statewide Strategy Assurances – the following assurance must be included in the Local Plan**

The Pima County 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 Pima County system's efforts connect local strategies and takes steps to implement the state strategies. The Pima County WIB, their standing committees will continue to work with BST, service providers, CWD staff and key stakeholders who includes Pima Community College which is the administrative entity for the career and technical education programs at the postsecondary level as authorized under the Carl D. Perkins Career and Technical Education Act of 2006 and other core program partners listed within the Local Plan.

### **Ten Strategies:**

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

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

1. Aerospace and Defense - SAMP Industry Sector Partnership;
2. Logistics - SALEO;
3. Health and Bioscience - Tucson Healthcare Industry Sector Partnership; and
4. 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, PCC, Pima County JTED, and various local high schools have been active in all of these sector groups and in some cases the sector partnership serves as the formal industry advisory committee for the CTE program.

BST staff are assigned industry sectors that they focus on, enabling them to develop ongoing relationships and expertise with employers and sector specific industry groups including: ATB; SALEO; SAMP; ACT; SAHBA; and local mining companies.

In order to facilitate continued development of career pathways, in response to needs defined by industry sector partnerships, the Pima County WIB will continue its linkages with, and participation in, the following industry sector partnerships: SAMP; SALEO; Tucson Healthcare Industry Sector Partnership; Arizona Energy Consortium (formally Arizona Sun Corridor - Get into Energy Consortium); and Innovation Frontier Southwest- a regional coalition of organizations working collaboratively to develop and promote advanced manufacturing in the security and defense industry.

The Pima County 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 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 and Continuing Education team, and the core program partners, 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.

The Pima County WIB, core program partners, other required and additional One-Stop partners are an integral part of the One-Stop system's planning processes. WIOA encourages an enhanced, integrated system by including new core programs in its planning and performance requirements and that is what the local area does. The partners are involved with the developing, revising, and implementing the Local Plan, MOU, IFA, Career Pathways Guidelines, sector strategies, and common processes.

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

The Pima County WIB, OSO, partners, and 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 One-Stop partners, service providers, employers, workers, and job seekers. The local strategies also include seeking more streamlined, common processes within the local ARIZONA@WORK Pima County 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 Pima County WIB monthly 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 Pima County 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: WIB Target 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 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 Pima County WIB and CWD are supported in these efforts by Pima County, which assigns a member of its Communications Department to liaison with the media on behalf of CWD. 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, 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.



Pima County's Community and Workforce Development has also leveraged their innovative and engagement team from their Quality Assurance unit. The unit supports all department programs including programs under the WIOA. In the first quarter of 2022, the team updated and revamped the county webpage, intranet site, social media accounts, flyers, and more. The unit is tasked with department resource events and targeted outreach in the community. On March 5, 2022 they coordinated the Pima County Cares Resource fair where over 1,200 individuals received information about county programs including workforce development programs which led to an increase of individuals seeking assistance at the ARIZONA@WORK One-Stop System.

### **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 Pima County 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.

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 Pima County 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.

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 State Workforce Development Plan 2020-2023. The Pima County WIB and committee's members provided input for the Pima County Local Workforce Development Plans 2016-2020 and 2020-2023, and the members include representatives from workforce, education, and economic development.

Local WIOA Title I-B Youth programs and activities helps support, along with Pima County government, the Pima County Las Artes, Arts and Education HSE diploma program. Eligible 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 PVHS, a charter school operated by Pima County CWD. In addition, 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 who serves 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: Pima County WIB; PCC; The University of Arizona; Pima County 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 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 career planning case managers with feedback about client training efforts.

Innovation Frontier Arizona (IFA) – ARIZONA@WORK Pima County was awarded a \$4 million grant by the US Department of Labor H-1B One Workforce Grants that is a regional collaboration with Cochise and Santa Cruz counties



and is used for training coordinated through Pima County's One Stop system. Southern Arizonans have more opportunities to train for jobs in cybersecurity, manufacturing, and transportation.

Comprehensive and Accessible Reemployment through Equitable Employment Recovery (CAREER) National Dislocated Worker Grants – Pima County CWD with support of the WIB was awarded a \$365,535 grant in August 2021 for the purpose of purchasing a client management system to develop technology to integrate service delivery and management across regional and sector partnerships. The grant includes staff development and Pima County has entered into a competitive procurement process.

American Rescue Plan Act (ARPA) - Pima County, allocated \$5.3 million to PCC for their Micro-Pathways programming to provide participants with financial support to aid access to micro-pathways (short-term programs that lead directly into in-demand jobs with family-sustaining wages within Pima County), apprenticeships and other workforce development training programs to gain employment in high growth career fields. This will include dedication of funding for micro—pathways, navigators, and career coaches and success coaches for micro-pathway courses as well as apprenticeship scholarships for required technical instruction.

In addition, Pima County also allocated \$3 million to Job Path. COVID-19 has had detrimental effects on the local economy, with layoffs and modified working conditions. Changes to the labor market, such as fewer hospitality and retail jobs in addition to ongoing automation of office and factory jobs, mean many workers won't have jobs to return to and will need to reskill in order to reenter the workforce.

Since its inception in 1998, the Job Path program has been a primary support mechanism to assist students and lower income workers in Pima County in their quest to advance their training with a goal to obtain diplomas and/or technical certifications leading to higher income jobs. The Job Path model includes providing household assistance to assure that students do not face economic barriers to completing their chosen training program, including wrap-around case management services and financial aid for both school and non-school expenses (e.g., childcare, car repairs, and minor emergencies). Job Path will enroll 670 eligible adults per year in each of three consecutive budget years (\$1,000,000 each year) and receive \$2,500 in the fourth year.

ARIZONA@WORK Pima County coordinates services with the One-Stop 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 PCC President of Campuses and Executive Vice Chancellor for Student Experience and Workforce Development; PCC Vice President of ABECC; Pima County Superintendent of Schools; Superintendent/CEO of Pima County JTED.

These representatives oversee the following mechanisms for coordinating education and workforce investment with: high-school CTE programs through Pima County JTED; adult education programs to provide support and transition services; alternative secondary education programs; secondary special education programs to provide transition services; secondary schools to connect students with services when they leave school; Co-location of college and workforce personnel; training assistance with Pell Grants and other funding sources; career services and program development; grant-seeking and public information; regional collaboration and economic development.

**4. Ensure training provided to job seekers and workers has a focus on transferrable 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.

Each worker normally has or should have 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 BST staff, career planning case managers, and the Employability Workshops and soft skills instructors.

Pre-Employment Workshops are provided at the two comprehensive ARIZONA@WORK Pima County Job Centers for individuals 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-B programs 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 learn basic functions of Microsoft Office.

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

The Pima County WIB will promote a strong economy with effective, extensive business engagement as a way to build Arizona and Pima County's capacity to attract, retain, and strategically grow thriving businesses. The Pima County WIB will continue to coordinate with workforce and economic development efforts that support business needs. The Pima County WIB and local BST 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 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 Pima County 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 Pima County education and training services. Further engaging ETPs, 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 Pima County system, supporting (1) businesses to meet their need for a qualified workforce, and (2) 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 ETPs who are not already, will be engaged to coordinate the strategies provided in this Local Plan.

By implementing this engagement framework, ARIZONA@WORK Pima County complements 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. They may also identify what additional skills, training, and/or post-secondary credentials are needed including registered apprenticeships; and receive support from the ARIZONA@WORK Pima County system to identify support and resources to meet their goals (i.e., transportation, training). The pathways will utilize LMI to ensure sustainable careers and engage partners, including ETP 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.

During the next four years, ARIZONA@WORK Pima County 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 Local 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 Pima County 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 Pima County WIB has supported regional economic development strategies with six target industry sectors in order to ensure that the local workforce system's investments line up with the region's economic growth priorities and strengths. In April 2020, the Pima County WIB Planning Committee reviewed the target sectors and in May 2020, the WIB accepted the committee's recommendation to keep the same six target industry sectors that were used for the Pima County WIB to identify the 129 in-demand target occupations for the local area.

The Pima County 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 Pima County WIB review the list, based on overriding labor market conditions. The initial Career Pathways Guidelines was released.

The WIB developed a new framework through these Career Pathways Guidelines that support the six target industry 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 Pima County WIB developed the ARIZONA@WORK Pima County Local Workforce Development Plan 2016-2020 that included an analysis of 10-year occupational projections for the Tucson Metro Area that defined in-demand occupations and fell under the following five broad groups of industry sectors: Healthcare, Health Sciences; Business Management, Operations, Support; Production, Aerospace-Defense, Security; Construction, Building/Grounds Maintenance, Installation, Repair; and Transportation, Material Handling, Logistics.

In March 2017 the Pima County 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; and At least 10 projected openings per year and/or significant rate of growth.

After the Pima County WIB Planning Committee completed a review of the in-demand occupations, the Pima County 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 Pima County WIB's development of the ARIZONA@WORK Pima County Local Workforce Development Plan 2020-2023 the list of in-demand occupations were reviewed and now has 129 on the list.

The LWDA 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, One-Stop partners do co-enroll job seekers in beneficial programs for which they are eligible. One-Stop partners conduct an initial assessment of individuals and if needed, 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 eligible individual who is and decides to participate in the One-Stop system.

The local One-Stop partners who work together and share career planning case management processes for the 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 PCC ABECC to one of the dedicated 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 initiative support populations with barriers to employment to ensure customers are receiving needed services efficiently including special populations;**

The Pima County WIB has had experience with many programs for specific populations. A leading example is the specialized ARIZONA@WORK Pima County One-Stop Kino Veteran's Workforce Center. Other recent initiatives have included a career planning case management/job placement program housed at the local Pima County Jail. The Pima County WIB P&A 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.

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 services.

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.

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 Point-in-Time (PIT) count of homeless veterans from the last 10 days of January 2019 by CoC and State. In the 2019 PIT count, 204 homeless veterans were identified, indicating an increase from the previous year. [Due to the ongoing health pandemic, the PIT count will take place in 2023.](#)

Homeless Adults - Pima County operates the SJEC, which is dedicated for people experiencing homelessness funded by HUD. Pima County will begin to integrate WIOA Adult services at the 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.

Homeless Veterans - The Homeless Veterans Re-entry Program (HVRP) Coalition staff are located at the specialized ARIZONA@WORK Pima County One-Stop Kino Veterans' Workforce Center. Staff have mapped multiple entry points for homeless Veterans and consulted with each partner establishing a robust referral system. Part of the local American Job Center network, the specialized Center offers a welcoming drop-in and a client-centered career planning case management approach for Veterans and their eligible spouses seeking employment.

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 order to combat opioid affected families and individuals, CWD has collaborated with Pima County Health Department to provide training and professional development for workforce staff to identify and connect individuals seeking services to behavioral health resources within the community.](#)

Windmills Training – In April 2022, the WIB presented and hosted the Windmills Training, changing the perception of abilities training program. The two part series began on April 19 with the second part April 28. Presented by WIB Member Mary Fleck, a long time disability advocate and current Regional Manager for Arizona Department of Rehabilitation Services. The training, attended by local area businesses along with service provider staff to increase their knowledge of employing individuals with disabilities and removing barriers to employment by dispelling myth and other bias surrounding individuals with disabilities in the workplace.

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

The Pima County WIB believes that listening is a critical first step in continuous improvement. As a result, monthly 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 are represented on the Pima County WIB P&A Committee includes the administering entities for Title I-B, Title II, Title III, and Title IV core program partners; required and other partners; and some of the One-Stop system's key stakeholders.

The P&A Committee reviews monthly performance measures and leading indicators of performance and create a mechanism to contribute to dialog and input for continuous improvement.

The Pima County 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 [2021](#) by Pima County WIB members to ensure compliance with WIOA regulations and alignment with the Workforce Arizona Council's vision.

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

The ARIZONA@WORK Pima County 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 Local 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 ARIZONA@WORK Pima County One-Stop 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 WDS career planning 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 Pima County OSO has been working with Pima County One-Stop staff and partners to identify a common data system that will enhance the interoperability and quality of data for use across the Pima County One-Stop system.

In order to identify system requirements, the WIB added a Technology Task Force as part of the Planning committee, to develop suggestions for various user interfaces that support and are inclusive of all residents in Pima County. Based on the recommendations, CWD department needs, and Pima County's Information Technology Department the solicitation was issued on December 14, 2021. WIB Director, CWD staff and other county department staff sat on the evaluation committee. As the recommendations make their way through the procurement process, it is the hope that a new client management system will be unveiled PY 2022.

### 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 WIB works with the following WIOA Title I-B, Title II, Title III, and Title IV administering entities that carry out the WIOA-required, four core programs:

WIOA Administering Entity	WIOA-Required, Core Program Partner
Pima County Community & Workforce Development	Title I-B Adult, DW and Youth Programs
Pima County Community College District	Title II Adult Education and Literacy Activities
Arizona Superior Court in Pima County	Title II Adult Education and Adult Probation Department Literacy Activities and Resource Network Program

Arizona Department of Economic Security	Title III Employment Service Program Division of Workforce Administration under the Wagner-Peyser Act
Arizona DES, Division of Rehabilitation	Title IV Vocational Rehabilitation Services Administration Programs authorized under Title I of the Rehabilitation Act of 1973

Pima County WIB monthly meetings also provide opportunities for the Pima County One -Stop partners, service providers, employers, and additional key stakeholders to learn from each other and communicate industry and One - Stop client needs. The Pima County WIB and the local ARIZONA@WORK partners develop a Memorandum of Understanding (MOU) and completed the required two-year review in 2020. The MOU includes an Infrastructure Funding Agreement (IFA) developed and approved in 2017 by the One -Stop partners, Pima County 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 OSO meets monthly with the One -Stop core, required, and other partners and they continuously seek to improve and coordinate service delivery methods for all the One -Stop partners and service providers and work on coordinating service providers within the Job Centers and across the local One -Stop system; providing some of the WIOA and other services within the Job Centers; being the primary provider of services within the center; coordinating service delivery in the comprehensive, specialized, and affiliate Job Centers; and striving to continuously improve the system in order to provide an innovative, adaptive, and customer-driven organization.

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

The Pima County WIB works with the entities carrying out the core program to expand access to employment, training, education, and supportive services for eligible individuals, and particularly eligible individuals with barriers to employment with disabilities.

VR provides vocational guidance and counseling to individuals with disabilities to determine vocational goals that match with their skills, knowledge, and abilities to ensure a successful employment outcome. VR will also identify an individual's functional limitations and determine specific types of services to provide to assist the individual with overcoming their barriers.

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: Temporary Assistance for Needy Families (TANF) Jobs Contractor (currently ResCare Workforce Services-Arizona, Inc.); Supplemental Nutrition Assistance Program (SNAP); Pima County Adult Probation LEARN Program (May remove 3/23/2022); Pima Community College ABECC; Arizona DES Vocational Rehabilitation Services; Pima County CAD; Pima County Ending Poverty Now; Pima County Health Department Women, Infants, and Children (WIC) Program; and several local alternative charter high schools.

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 CTE and to earn a sustainable income. The core program 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 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. The PCC ABECC program offers basic skills instruction, workforce preparation skills, digital literacy skills, and supported transition to college and career for learners sixteen or older who are seeking a HSE Diploma or English skill development. Classes are offered year round, at multiple locations around Pima County, online or in hybrid online/face-to-face format. ABECC's student services and transition teams work closely with WIOA partners and College staff to refer students to needed support services and to transition to career training.

Career Technical Education (CTE) Programs - Since the Great Recession Pima Community College (PCC) ABECC has partnered with Pima County and the PCC 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 In 2014, the One-Stop core program partners expanded career pathway development by means of IBEST programs. IBEST is an Integrated Education and Training model where basic reading, writing, math, and English skills are taught concurrently and contextually with career training. This model expands access to CTE training and increases and accelerates participant success in the training. Targeted industries and occupations have included behavioral health, hotel and restaurant management, and machining. The 2019-2020 IBEST programs include Medical Assistant IBEST; Automated Industrial Technology IBEST; Logistics and Supply Chain Management IBEST as well as Early IBEST programming in coding, caregiving, entrepreneurship, and building and construction.

Portable and Stackable Credentials - The Pima County 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 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, UI exhaustees and job seekers with limited work experience. Transitional Jobs will incorporate some aspects of the local OJT model, for example establishing specific soft skills as competency attainment goals to be taught, tracked, and evaluated by the employer.

Volunteering - The core program 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 ETPL. The ITA plans must be completed within two years and any exceptions must be justified with ability to benefit factors. Postsecondary pre-requisites are limited to one semester. ITA's are also used under the approved In-School Youth waiver on an extremely limited basis for eligible WIOA Title I-B Youth.

All training programs are on the approved Pima County ETPL are for in-demand occupations in the local area. The WIB P&A Committee provides oversight of the training programs 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;**

The Pima County 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, including individuals with disabilities, through progressively higher-skilled demand occupations and training.

The Pima County WIB adopted a Career Pathways Framework under WIOA for individualized career services and training, for lower-skilled workers and individuals with disabilities, to promote career advancement to sustainable earning levels. To the extent possible, services support at least four levels of skill development:

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.

Core academic skills include math, reading, technology and problem-solving skills that are valued by local employers across diverse industries.

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 normally be completed in one or two semesters by individuals who possess core academic skills.

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.

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. 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 WIB RFP Review Committee selected Pinnacle Workforce Strategies and their contract includes the following progress timeline; and the career planning Workforce Development Specialists are using the Guide as a career planning tool.

The 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 and delivery system, and assisted in the development and implementation of the Pima County Career Pathways Guidelines.

The Arizona DES maintains the State ETPL, which contains approved ETPs who offer training services to meet the skill development needs of Adult and DW 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 Pima County Career Pathways Guidelines, and this Pima County Local Workforce Development Plan 2020-2023.

The ARIZONA@WORK Pima County system supports partnerships through the Pima County JTED, PCC, all One-Stop partners, and others to expand CTE programs to help build a skilled workforce.

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 Pima County 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 program 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 DWs are co-enrolled with Title III Employment Service, and when 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 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 TANF; SNAP; Pima County Adult Probation LEARN; PCC ABECC; Arizona D.E.S., Vocational Rehabilitation Services; Pima County CAA; Pima County Ending Poverty Now; Pima County Health Department WIC; and 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.

Pima County has obtained several H1B job training grants that have provided opportunities to develop training programs for incumbent workers in skill shortage fields that employers would otherwise have had to hire people from out of the country on H1B visas. Other partner projects have been with State Job Training Grants.

Partners and subcontractors have obtained grants by leveraging the ARIZONA@WORK Pima County 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 Pima County BST. Goodwill also obtained a grant from the City of Tucson to train people in selected occupations.

ARIZONA@WORK Pima County coordinates services with the 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)**

In accordance with the WIOA, the One-Stop system coordinates with and implements services with Title II PCCABECC and the Pima County Adult Probation LEARN Program, and Title IV Vocational Rehabilitation. Services are offered to assist adults, including individuals with disabilities, 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.

ARIZONA@WORK Pima County One-Stop has co-located staff at comprehensive One-Stop centers which affords WIOA eligible individuals direct access to postsecondary education staff for seamless enrollment into postsecondary credentialed programs. In addition, PCC has been instrumental in ensuring the curriculum enables students to also test or attain industry recognized credentials for employment.

The Pima County 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-B 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 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;**



The Pima County WIB monthly meetings are forums for employers, One-Stop service providers and all partners, including the core program partners, 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.

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.

The BST 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. [BST also are members and attend local commerce and business meetings throughout the year to ensure that local area business are engaged with the ARIZONA@WORK One-Stop system.](#) To ensure data on Serving Employer Effectiveness Measures is available in the AJC information management database system, services to small and large employers will be tracked and recorded in AJC by the ARIZONA@WORK Pima County One-Stop BST.

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

The BST has some natural areas of expertise that are being coordinated. Some local employers have existing relationships with One-Stop partners and service provider staff, and are strengths that the One-Stop partners and service providers share with the One-Stop system. Some partner staff such as Veterans, DWs, Title II Adult Education, Title III Employment Service, Title IV VR, 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, WDA; Arizona DES, VR; and PCC 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;**

Since meeting workforce needs is critical to local, regional, and national economic growth, WIOA assists the local area to better align workforce development programs with economic development efforts. The local area now has a greater emphasis on reemployment strategies and has always met the required rapid response activities at the state and local levels in response to layoffs or other workforce reductions.

The local area brings together, in strategic coordination, the four (4) core programs of Federal investment in skill development:

- Title I Adults, DW, and Youth Employment and Training programs and services;
- Title II Adult Education and Family Literacy programs;
- Title III Wagner-Peyser employment services; and
- Title IV Vocational Rehabilitation Services programs that assist eligible individuals with disabilities in obtaining employment.

The local area also coordinates with programs for specific vulnerable populations including Job Corps; YouthBuild; Indian and Native Americans; and Migrant and Seasonal Farmworker programs.

Under WIOA, partner programs and entities that are jointly responsible for workforce and economic development, educational, and other human resource programs collaborate to create a seamless customer - focused one-stop delivery system that integrates service delivery across all programs and enhances access to the programs' services.

The Pima County Economic Development Department and CWD each have representatives serving on the Sun Corridor Inc. Tucson Blueprint Steering Committee (TUS Blueprint). The purpose of the 2019 TUS Blueprint is to establish a new vision for commercial development of both Tucson airports, Tucson International Airport 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 CWD 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 project the impact of automation on occupations in Pima County; and 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 CWD 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.

The ARIZONA@WORK Pima County BST is routinely contacted by Sun Corridor Inc. and the regional chambers of commerce to discuss and address issues presented by businesses that express interest with expanding or 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, 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 BST members belong to a variety of business organizations such as the Arizona Association of Economic Developers, the Society for Human Resource Managers, and several chambers of commerce. Team members attend meetings, represent the Pima County One-Stop system, and help conduct job fairs for these organizations.

ARIZONA@WORK Pima County 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, including individuals with disabilities, 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.

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

Title III Employment Service staff are co-located at the two comprehensive ARIZONA@WORK Pima County One-Stop Job Centers to strengthen linkages between the local ARIZONA@WORK system and Unemployment Insurance programs 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, and 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, LMI, referrals to support service programs, and job search and placement assistance. Individualized services include career and vocational counseling.

The Title III WDA staff are co-located at the comprehensive ARIZONA@WORK Pima County One-Stop Kino Job Center and the Rio Nuevo Job Center so individuals may file UI claims or receive other ES services in person. Individuals may job search or file their own UI claim on a Job Center computer, or use a fax machine or telephone. [In addition to Title III staff being co-located within comprehensive centers, there is also a robust referral system in place to ensure that other affiliate and satellite sites are able to access Title IB services.](#)

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, OJT 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 Pima County system and the UI programs.

The 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 DES, Workforce Development Administration (formerly Reemployment Assistance Administration) is the administering entity and required core program partner that carries out the Title III State ES programs.

The Pima County WIOA Title I-B 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 OJT program 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.

The Arizona DES, WDA has a representative who serves on the Pima County 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, WDA staff are also part of the Pima County BST 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, WDA 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 WDA and all partners' staff have the knowledge to provide quality services to the job seeker, therefore enhancing their customer experience with the ARIZONA@WORK Pima County system.

WDA staff have specific obligations in serving UI claimants and carrying out components of the state's UI program, which include coordination of basic career services, particularly labor exchange services; targeting UI claimants for job search assistance and referrals to employment; administering state UI work test requirements, including, obtaining/documenting relevant information for eligibility assessments and providing job search assistance and referrals to employment; provision of referrals to and application assistance to UI claimants for training and education resources

and programs, including but not limited to Pell Grants, GI Bill, Post 9/11 Veterans Educational Assistance, WIOA, higher education assistance, and VR; outreach, intake (including identification through the state's Worker Profiling and Reemployment Services system of UI claimants likely to exhaust benefits and related programs, such as the Reemployment Services and Eligibility Assessment program), and orientation to information and other services available through the One-Stop system; provision of information and assistance regarding filing claims under UI programs, including meaningful assistance to individuals, including individuals with language or other program access barriers, seeking assistance in filing a claim.

Meaningful assistance means assistance is provided in the One-Stop Job Center(s) and by staff who are well trained in UI claims filing activities, the rights and responsibilities of claimants, and the information necessary to file a claim. And assistance is provided by appropriately-trained and available staff within a reasonable time, by phone or via other technology, such as live web chat or video conference. One-Stop clients are not referred to the state UI agency's self-service website nor public phone line to be placed into a queue with all other claimants.

Arizona Adult Education staff at the state level have a Data Sharing Agreement with Arizona DES regarding 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, DWs, 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 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.

The ARIZONA@WORK Pima County One-Stop Business Services Team (BST) works with employers in projecting current and future skills needs by facilitating focus groups, advisory committees, and one-on-one company contacts to ensure available trainings meet industry workforce needs. The BST works with individual companies, business associations, and groups to develop, implement, and manage incumbent worker trainings in order to upskill currently employed individuals.

VR uses contracted vendors to provide onsite job coaching as part of post-employment services to train clients to learn new job duties that may have been added to the position. VR may also pay for assistive technology such as a phone application that will read documents through text to speech if the client has low literacy skills.

Customized Training 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 of the costs of training.

The ARIZONA@WORK Pima County One-Stop BST works with employers in projecting current and future skills needs by facilitating focus groups, advisory committees, and establishing relationships with employer contacts to ensure available



trainings meet industry workforce needs. The BST works with individual companies, business associations, and industry groups to develop, implement, and manage customized trainings in order to meet the specific needs of an employer or group of employers, to introduce job seekers to new technologies or new production activities.

VR uses contracted vendors to provide on-site job coaching to train clients on how to do the job that they were hired to do. Customized training is provided through the job coach for a period of time dependent on the client's need for employment support in order to learn and become proficient at the job.

Industry and Sector Strategies Occupational Skills Training is for entities listed on the 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.

The ARIZONA@WORK Pima County One-Stop BST serves as part of Pima County's Economic Development Team as subject matter experts on workforce development. BST members are assigned to work with employers that fall under the Pima County WIB's targeted industry sectors. The BST also assists with the development of strategies that meet newly locating and local employer's current and future talent needs, and has professional working relationships with a variety of organizations including but not limited to Sun Corridor Inc., the regional economic development organization, Arizona Department of Economic Security, the Arizona Commerce Authority, Arizona Department of Transportation, Arizona Office of Economic Opportunity, City of Tucson, Town of Sahuarita, and Pima Community College, in order to understand and assist in developing strategies to meet local employers' current and future talent needs.

VR pays for occupational skills training in order for individuals with disabilities to become proficient in performing the essential functions of the job. VR may also pay for tutoring or assistive technology for the client to successfully complete the occupational skills training.

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

Feedback from the targeted sectors helps drive the development of new training and career pathway initiatives that can involve several partners and intermediaries, such as local industry groups, local employers, local non-profits, PCC, the Pima County JTED, Carl D. Perkins Career and Technical Education, PCCABECC, 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 industry sectors, using grants, OJT, industry support and formula funds.



On-the-Job Training Programs; OJT/Locally Employer Recognized Training is offered by contracted employers in Pima County 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.

The ARIZONA@WORK Pima County One-Stop BST works with employers in projecting current and future skills needs by facilitating focus groups, advisory committees, and one-on-one company contacts to ensure available trainings meet industry workforce needs. The BST, with an outside contracted intermediary, works with individual companies, business associations, and groups to develop, implement, and manage OJT and customized trainings in order to meet the specific new hiring needs of an employer and recruit new talent and using the OJT program which provides a wage offset during a new employee's training period in an actual job setting for employers who waive experience requirements and commit to hire and train One-Stop participants.

VR will enter into OJT agreements with local employers and pay for 50% of the client's wages while the employer trains the client in the new job duties for a limited period of time.

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. The local area has WIOA Adults, DWs, and Out-of-School Youth who utilize this service and obtain an electrician or other apprenticeship program certificate. Registered apprenticeships in LWDA Pima include trades like electrician, masonry, and pre-apprenticeship opportunities.

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.

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 initiative is led by the American Association of Community Colleges 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 and three colleges in the Maricopa County Community College District - 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.

VR will refer clients to the Department of Economic Security Registered Apprenticeship Program so the client may earn wages while they learn the job. Depending on the person's disability, hands-on training through an apprenticeship program is more effective for the client to learn the skills and master a specific trade. VR will provide needed assistive technology for the client so they may successfully complete the apprenticeship program.

Work Experience Programs - In Pima County, the Youth Employment Center collaborates with local area employers to engage WIOA Title IB eligible youth in the work experience program. Eligible youth are connected to work experience opportunities in their field of study. These structure and planned learning experiences occur in a work place for a limited period of time. The position is either paid or unpaid and takes place in the private for profit, non-profit, or public sector. Positions include internships, job shadowing, or OJT opportunities. The Pima County BOS also allocates a non-WIOA funded Summer Youth Employment Program where youth ages 14-21 are eligible to be placed within various occupations for the summer months.

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 worker's 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, including ownership responsibilities.

PCC 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.

VR provides Work Adjustment Trainings, job shadowing, and OJT opportunities for individuals with disabilities to gain work experience for a limited period of time.

**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 four-year plan (20 CFR 680.430 (c)).**

The WIB approved the [Eligible Training Provider List guidelines](#) in 2017 to ensure that local area providers are eligible recipients of WIOA funds. Which includes preliminary eligibility as a training provider must be accredited, licensed or certified by the proper agency overseeing the type of training institution. Be in compliance with all applicable laws and regulations. Be in compliance with all state and local performance reporting requirements.

[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)

**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. The Director and Deputy Director of Pima County Economic Development; and the Director and Deputy Director Workforce and Education Division of Pima County CWD 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 One-Stop clients who have signed up to receive weekly email announcements from the BST and that provide a list of current job openings and occasionally include events that offer individuals with opportunities to gain knowledge on how to organize and manage a business or enterprise, including ownership responsibilities.

CWD also contracts with local agencies to provide workshops that specifically aid those seeking to open a business. The workshop through the YWCA and Tucson Hispanic Chamber of Commerce affords eligible participants with a business roadmap, which includes accounting, licensure requirements, business blueprint, resources for employers, and more.

The Pima County WIB hosted an Attractions and Tourism Industry's Economic Impact on Pima County panel during their June 2019 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 for working must be developed.

Based on employer feedback, CWD Youth Services division developed specialized cohorts utilizing non-WIOA dollars. The Summer Youth Employment Program cohort pilots introduced the fields of hospitality; landscaping and conventional work experience to youth ages 14-21. Participating youth received an industry-recognized credential in hospitality, food service and safety, CPR & First Aid as well as OSHA-10. Youth earn the County's livable wage of \$15.00 hourly and received job coaching during the six-week program. Many of the youth who were successful in the program became permanent employees.

Due to the overwhelming success of the specialized cohorts in summer 2021, the Summer Youth Employment Program 2022 has increased the number of cohorts as well as the increase of summer participants. Summer 2022 intends to employ over 800 youth at the county's livable wage of \$15.75 per hour. Cohorts include:

Steps 2 STEM (30 youth)—3 units of college credit, stipend, and internship in field of study. The Steps 2 STEM High School Research Internship Program is a 4-week summer program for high school students participating in JTEDs Healthcare Foundations or Bioscience programs. This opportunity allows for these students to gain an authentic hands-on research experience. The goals of the program are for students to gain new knowledge, new skills, and improved self-efficacy in pursuing STEM degrees and careers. By participating in the program students also receive 3 units of college credit (PCOL 105A) as well as a stipend.

Hospitality Boot Camp (30 youth)—Certification as Guest Service Professional, Food Handlers Safety Certification through Pima County Health Department. This cohort of 30 youth develops skills in hospitality and will receive training through the American Hotel and Lodging Education Institute (AHLEI). They will receive a Certified Guest Service Professional Certificate and food handler's safety certification through Pima County's Health Department. The youth participate in a two week hands on work experience. This cohort provides for one week of classroom instruction and three weeks of worksite placement with an hourly wage.

Construction/Landscaping Boot Camp (20 youth)—OSHA Certification, CPR & 1st Aid. The construction/landscaping boot camp is comprised of 10 youth who are interested in working outside and within the construction trade. The youth will complete OSHA safety training, CPR and 1st Aid certification and work in a facility where they will be able to learn about various trades and apply those skills in a workplace setting throughout Pima County. Youth in this cohort will earn an hourly wage.

Youth Center Internships (230 youth) - The Youth Center Internships will place 230 youth in a conventional work experience with local are businesses, County departments and local non-profits throughout the local area. Participants will earn minimum wage, work a maximum of 30 hours per week for four weeks.

Customer Service Boot Camp (20 Youth) - The Customer Service Boot Camp focuses on basic customer skills, soft skills and the 3 important qualities of customer service center around three “p” s: professionalism, patience, and a “people - first” attitude. Youth complete one week of classroom training and earn a Customer Service Certificate. Youth completing the training are then placed at the worksite to apply the skills learned in a work setting. Youth in the Customer Service Boot Camp earn an hourly wage.

Regional Wastewater Reclamation Department (48 youth) - Youth Crew are transported to wastewater facilities throughout Pima County, including Green Valley, Sahuarita and Marana to remove debris, trash and clear vegetation from the sites. RWRD provides Environment and Safety instruction to the Youth Crew. As a participant, youth also receive the necessary safety equipment including: safety supplies, glasses, hats, gloved and long sleeve shirts. Youth earn an hourly wage in addition to touring the award winning plant facilities.

Future events are planned, coordinated, and executed through the Pima County WIB Executive and Planning Committees, and efforts are to improve engagement and collaboration throughout the region. This Local Plan provides the LWDB with the opportunity to reaffirm how important entrepreneurial innovation is to the region and is confirmed by being included in the following one of six of the WIB’s target industry sectors:

**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 integrate available services for participants and businesses. The local area communicates constantly to help meet the workforce development needs of participants, meet the employment needs of local businesses, and operate in a cost-efficient manner. The One Stop Operator assists with coordinating services amongst partner programs who provide 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.

Faced with both a global health and an economic crisis, the LWDA was able to pivot and offer services remotely, virtually and continue to deliver high quality services to job seekers and employers within the community and region. These modalities have become a permanent fixture of the workforce landscape and not only afford participants 24/7 access to services, but also provides local business an opportunity to engage with One-Stop staff more efficiently.

ARIZONA@WORK Pima County One-Stops remained open throughout the pandemic. Based on Center for Disease Control guidance, the Pima County BOS limited the number of individuals able to enter public facilities, however the doors were never closed to in person traffic. The appropriate safety and health measures were in place and continue to be in place for safe in person service delivery based on participant needs. The ARIZONA@WORK Pima County system will remain open unless mandated to close in order to continue to serve the community during a critical time.

Due to the CWD merger, the department was strategically able to leverage resources to provide additional supports to individuals, families and employers during the health pandemic. Staff cross training meant that ARIZONA@WORK Pima County system was and continues to be prepared to provide the community with critical housing and utility assistance that families may need during a crisis.

Pima County CWD and ARIZONA@WORK Pima County One-Stop COVID-19 pandemic response in early 2020:

- Sullivan Jackson Employment Center scheduled staff to cover the center seven days a week to coordinate referrals for the homeless and placed them in local hotels throughout the area
- WIOA Title I-B staff were reassigned and cross trained to help where there was the greatest need. This included cross-training with homeless services as well as the County's Community Assistance Division that operates utility, rental, mortgage assistance throughout Pima County.
- Title II provided online tutoring services that were conventionally offered at the local learning centers. Students in PCC's Adult Learning Centers were invited to connect virtually on weekdays with extended hours and on Saturdays from 10am to 2pm
- Title I-B continued to offer pre-employment seminars. Individuals were able to attend the workshop at any time throughout the week and were contacted via email and telephone
- Title I-B staff continued to place eligible participants in training programs and exited them in employment

The lessons learned throughout the health pandemic clearly demonstrates that the most successful resources are not necessarily the most conventional. By providing staff with the technology and tools necessary, staff can meet the needs of customers in real time. Direct points of contact and a more user friendly experience has proven to be the best practice. The ARIZONA@WORK Pima County One-stop will continue to offer remote, virtual and in-person services to meet their needs.

**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 MOU establishes the operations protocol for ARIZONA@WORK Pima County One - Stop system and is available at <https://webcms.pima.gov/cms/one.aspx?portalId=169&pageId=22593>.

Pima County CWD has Data Sharing Agreements with partners that help to strengthen linkages between the Title I-B Adults, DWs, and Youth; Title II Adult Education and Literacy; Title III State ES; Title IV VRS; and other One-Stop partners.

Through an IGA with Pima County, PCC has a PCC employee co-located at each of the two comprehensive ARIZONA@WORK Pima County One-Stop Job Centers. The IGA is 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 paid by PCC and half by Pima County WIOA funding.

**G. Description and assessment of the type of 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 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 ARIZONA@WORK Pima County One-Stop Kino Service Center and the ARIZONA@WORK Pima County One-Stop Rio Nuevo Service Center 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 AJC database 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 returning citizens 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 I-B Adult program are focused at the comprehensive ARIZONA@WORK Pima County One-Stop 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 I-B 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 DES 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 DES East Office - 1455 S. Alvernon Way, Tucson, AZ 85711
- Arizona DES North Office - 316 W. Fort Lowell Road, Tucson, AZ 85705
- Arizona DES South Office - 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:

- PCC ABECC
- Pima County Adult Probation Department LEARN Program

ABECC provides adult learners with opportunities to increase basic skills in math, reading and writing, prepare for the 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:

29<sup>th</sup> 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 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 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, a Community Services Block Grant, U.S. Department of 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.

In addition to intake and assessment, Intake Specialists help support staff working with non-enrolled clients and assist core level staff. The Intake Specialists meet and greet, performs support tasks for core and intensive services, determines eligibility for WIOA and non-WIOA programs, and 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 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:

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 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 Dislocated Worker 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. The Pima County WIB defines the term "general announcement" of a facility closing and may include, but is not limited to, a WARN notice.

**2. Unlikely to return to previous occupation or industry;**

An individual is considered unlikely to return to a previous industry or occupation when labor market information for the occupation shows a zero or negative growth rate; the local chamber of commerce, economic development representatives or other credible sources of regional economic information confirm the occupation or industry has shown a significant employment decline in the local labor market; Employment Service WIOA Title III confirms that in the previous sixty days there was a lack of job orders for that occupation; 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; the individuals have been actively seeking but are unable to find employment in their previous industry or occupation for a period of ninety days or more from the date of employment separation; or a person is laid off from a job due to lack of certification.

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:

- They 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);
- 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
- 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 DWs 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 DWs. 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 DW to be eligible.*

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

The Pima County WIB defines unemployed as a result of general economic conditions in the community in which the DW resides, or because of natural disasters, as an individual who is unemployed through no fault of their own or who has received an official layoff notice. Natural disasters, as defined by the Department of Homeland Security (<https://www.dhs.gov/natural-disasters>), includes all types of naturally occurring events that have the potential to pose a significant threat to human health and safety, property, critical infrastructure, and both short and long term employment statuses. Natural disasters may occur both seasonally and without warning, subjecting Pima County's population to frequent periods of insecurity, disruption, and economic loss. The most commonly experienced natural disasters that may cause unemployment in the local area include all types of severe weather (including winter storms,

thunderstorms, and monsoons), floods, heavy winds, dust storms, and wildfires. A viral outbreak, epidemic, or pandemic or any combination of events thereof is also considered as a natural disaster in the local area.

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

The Pima County WIB coordinates workforce investment activities carried out by the Pima County 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 OEO that provides administrative staff support for the WAC, and the Arizona 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 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 Pima County system's available programs and services. The ARIZONA@WORK Pima County system has a full-time Rapid Response Coordinator within the BST who is located at the comprehensive Kino Service Center. The Rapid Response Team consists of the Rapid Response Coordinator and the Arizona DES 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 that 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
- 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 DW career planning WDS.

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 and co-enrollment with the TAA program if applicable.

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 Assistance Division 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 Pima County 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 lay off 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 of availability of youth workforce investment activities in the LWDA (20 CFR 679.560(b)(8)) In addition include:**

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.

The local area uses a Youth Participant Interim Assessment Tool to obtain an objective assessment of an individuals' basic skills, and academic and occupational skill levels. The individuals' needs and strengths are also identified to determine appropriate services and career pathways for each participant, and to collect information for the Individual Service Strategy (ISS). The objective assessment includes a review of:

- Basic skills
- Prior work experience
- Interests including interest and aptitudes for nontraditional job
- Occupational Skills
- Employability Skills
- Supportive service needs and Development needs

The Youth WDS may make the appropriate referrals to additional resources and assistance to remove barriers to employment or education including a warm handoff with Title IV partners when a client is identified with or discloses a disability.

A new objective assessment is not required if a partner program has completed an objective assessment with the participant within the last six months and its use is deemed appropriate by One-Stop staff.

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).

WIOA requires at least 75 percent of expenditures to go to Title I-B Out-of-School Youth (OSY) and Pima County has resources targeted to the Out-of-School population accordingly. WIOA limits Title I-B In-School Youth (ISY) programs to 25 percent of expenditures. 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. ARIZONA@WORK 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 Local Workforce Development Plan 2020-2023.

The Pima County WIB identifies and selects youth service providers who are 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 CWD 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 (20CFR § 681.400 (b));

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

- Catholic Community Services, Inc. dba Community Outreach Program for the Deaf (COPD)
- Catholic Community Services, Inc. dba Pio Decimo
- Center for Life Skills Development
- Goodwill Industries of Southern Arizona, Inc.
- SER-Jobs for Progress of Southern Arizona, Inc. (SER)
- Tucson Youth Development, Inc. (TYD)

The One-Stop 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 ISS that is completed by the WDS who represents career planning staff and works with the eligible 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 [under the WIOA 14 Program Elements](#).
- 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 Pima County 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:

WIOA Youth Program Element	Service Delivery
<b>Tutoring/Dropout Prevention</b> – Tutoring, study skills training, and instruction leading to the completion of secondary schooling, including drop- out prevention strategies.	<p>The career planning 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 an RFP competitive process.</p> <p>Youth with low-test scores are referred to remedial classes as part of the summer or year-round program.</p> <p>Identified community resources include: Fred G. Acosta Job Corps; Pima County Public Library; PVHS; PPEP, Inc.; Pima County Las Artes, Arts and Education Center; Tucson Youth Development (TYD) ACE Charter School; SER; and Youth on Their Own (YOTO).</p>
<b>Alternative Education</b> – Alternative secondary school services or dropout recovery services.	<p>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.</p> <p>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.</p>
<b>Summer Employment Opportunities</b> – Opportunities directly linked to academic and occupational learning.	<p>The WDS career planning staff connects youth to one of the Pima County Summer Youth Employment Program employers.</p> <p>Summer Youth service providers that that been selected through an RFP competitive selection process set up and monitor worksites at a variety of government, non-profit and for-profit worksites.</p> <p>As of 2018 ISY must provide their high school report card or transcript and have passing grade in order to be considered for a</p>

	<p>job. Those who do not have passing grades are referred to remedial classes or a Summer Program that combines remedial instruction with Work Experience.</p> <p>As of 2018 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.</p> <p>Youth Career Connect (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.</p> <p>Identified community resources include: Goodwill Industries of Southern Arizona, Inc.; PCPL; PPEP, Inc.; SER; and TYD.</p>
<b>Work Experience</b> – Paid and unpaid work experiences including internships and job shadowing.	<p>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.</p> <p>Identified community resources include: Fred G. Acosta Job Corps; Goodwill; Green for All; Lutheran Social Services Refugee Focus; PPEP, Inc.; SER; and TYD.</p>
<b>Skill Training</b> – Occupational skills training, with a focus on recognized postsecondary credentials and in-demand occupations.	<p>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.</p> <p>Programs may be structured such as Job Corps and the Pima County JTED, or enrollment into community college classes.</p> <p>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.</p>
<b>Leadership Development</b> – Leadership development opportunities (i.e., community service or peer-centered activities).	<p>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.</p>

	Identified community resources include: Fred G. Acosta Job Corps; Green for All; Metropolitan Education Commission; YOTO; and the Pima County WIB Youth Council.
<b>Supportive Services</b> – Support services.	<p>Arranges for work site tools, bus passes, appropriate worksite clothing, and referral to behavioral counseling provider if needed.</p> <p>Works with the Pima County SJEC and YOTO to secure housing for homeless teens.</p> <p>Identified community resources include: Fred G. Acosta Job Corps; Goodwill; Lutheran Social Services; PCPL; PPEP, Inc.; SER; TYD; and YOTO.</p>
<b>Adult Mentoring</b> – Adult mentoring for a duration of at least twelve (12) months that may occur during and after program participation.	<p>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.</p> <p>Identified community resources include: Fred G. Acosta Job Corps; Goodwill; Lutheran Social Services; Green For All; and YOTO.</p>
<b>Follow-up Services</b> – Follow up services for not less than twelve (12) months, after the participant completes the program.	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.
<b>Counseling</b> – 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.
<b>Integrated Education and Training</b> – For a specific occupation or cluster.	<p>See Pima County Career Pathways Guidelines.</p> <p>The WDS career planning staff will evaluate and track youth needing these services for referral to the ARIZONA@WORK provider.</p>
<b>Financial Literacy Education</b> – 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	<p>Two providers were secured through a Pima County RFP competitive process and represent the ARIZONA@WORK Pima County One-Stop and offer Youth Financial Workshops in accordance to WIOA 681.500:</p> <p>Goodwill Industries of Southern Arizona, Inc. Tucson Youth Development, Inc.</p>

<p>about education, retirement, home ownership, wealth building, or other savings goals.</p>	
<p><b>Entrepreneurial Skills Training</b> – Individuals will gain knowledge on how to organize and manage a business or enterprise, and learn about ownership responsibilities.</p>	<p>Two providers were secured through a Pima County RFP competitive process and represent the ARIZONA@WORK Pima County One-Stop and offer entrepreneurial training:</p> <p>Lead Local LLC; Tucson Hispanic Chamber of Commerce</p> <p>An additional resource is the Pima County Library 101 space.</p>
<p><b>Labor Market Information for In-demand Industry Sectors and Occupations</b></p>	<p>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.</p> <p>This Workshop is offered year round and mandatory for the Summer Youth Employment Program but for only one (1) 4-hour Workshop.</p> <p>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.</p> <p>Different assessment tools are used such as O*Net which provides labor market and career information.</p> <p>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.</p>
<p><b>Postsecondary Preparation and Transition Activities - Provides one-on-one services to youth to help youth explore postsecondary education options and occupation training options.</b></p>	<p>WDS career planning staff assist 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.</p> <p>Identified community resources include: Metropolitan Education Commission (MEC) Regional College Access Center.</p>

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://www.azed.gov/adultedservices>

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

Title IV: <https://des.az.gov/vr>

### **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 DES, VR; Arizona DES, WDA; 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.

In Spring 2021, the Pima County Board of Supervisors took bold action to create Pima Early Education Program scholarships (PEEPs). PEEP is designed to assist up to 1,200 children from income eligible families to attend high quality preschool at 170 locations throughout Pima County. By actively collaborating with existing state and federal programs, the target is to assist all income eligible families who want to send their children to high quality preschool in Pima County.

The WIB followed suit for local area WIOA eligible individuals when they approved the revision to the [WIOA Title I-B Supportive Services](#) policy in November 2021. The policy allows for local WIOA dollars to aid job seekers with childcare



for eligible Adults, DW and Youth participants. In addition, the policy also allows for WIOA funds to be spent on emergency rental assistance.

The Fred G. Acosta Job Corps Center (Job Corps) enrollment and eligibility is for all interested youth ages 16 to 24. Job Corps offers their programs and services to eligible youth including those with a disability. Job Corps has an extensive process to ensure access to the program for all interested youth, which includes many levels of accommodations that begins with a paper or online applicant process.

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 providers and any available funding for them become part of a shared menu of services. Funding for the client is driven by their needs. The WIOA required 14 program elements are offered and selected to meet the needs of the youth. All 14 program elements are offered to youth based on their objective assessment and individual service strategy.

In Pima County, the 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.

The ARIZONA@WORK Pima County One-Stop system provides Design Framework services for youth services and the required 14 program elements above are provided within the Design Framework. WIOA Title I-B funds are used to provide Design Framework services prior to an eligibility determination and the services include:

- Outreach and recruitment
- Intake and eligibility determination;
- Objective assessment

The local youth program provider provides an objective assessment of the academic and occupational skill levels as well as needs and strengths of each participant to identify appropriate services and career pathways for each participant and to collect information for the Individual Service Strategy (ISS).

A new objective assessment is not required if a partner program has completed an objective assessment with the participant in the last six months and its use is deemed appropriate by the local One-Stop staff.

The objective assessment includes a review of:

- Basic skills;
- Occupational skills;
- Prior work experience;
- Employability;
- Interests, including interest and aptitudes for nontraditional jobs);
- Supportive service needs; and
- Developmental needs.

**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 LWDS's policies (20 CFR 680.310). This is the preferred service delivery model.**

Most Title I-B Adult, DW, and Youth training is delivered via an Individual Training Account (ITA). ITAs are only issued for training programs on the ETPL. The WIOA ITA plans must be completed within two years. Any exceptions must be justified with ability to benefit factors (PCC pre-requisites, limited to one semester). The current WIOA Title I-B training dollar limits are \$3,500 for the Adult program; \$3,500 for the DW program; and \$4,500 for the Youth program. Exceptions to these rules must be authorized by the Pima County CWD Director or the designated CWD Program Manager.

Out-of-School Youth (OSY) ages 16 to 24 may be issued an ITA with a specified dollar amount to provide training using WIOA Title I-B Youth Program funds based on the needs identified in the ISS. ITAs allow participants the opportunity to choose the training provider that best meets their needs. If an ITA is used to pay for the training, the training program must be listed as an approved program on the ETPL.

In-School Youth (ISY) must not use youth-funded ITAs. However, ISY between the ages of 18 and 21 may co-enroll in the WIOA Title I-B Adult Program if the youth's needs, knowledge, skills, and interests align with the WIOA Title I-B Adult Program and may receive training services through an ITA-funded by the adult program. [ISY may also be served with ITAs should the state receive a waiver from the US Department of Labor. As of June 20, 2023, US Department of Labor approved the state's request for an ISY ITA Waiver and the LWDA will continue to serve eligible ISY who need additional assistance to pay for postsecondary education opportunities.](#)

[ITA is the preferred service delivery model and will be coordinated as stated below for OJT or Customized Training that may be outside of the ITA parameters.](#)

**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 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 DW participants through the local One-Stop system, based on needs identified in the IEP or ISS.

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

1. The services provided are OJT or Customized Training; and
2. The LWDA determines that there is an insufficient number of ETPs 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 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 Pima County WIB ensures informed customer choice for individuals selecting 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.

Career planning WDS staff discusses and explains training program options with individuals to ensure informed customer choice and to assist individuals with determining their goals and the best training option. Consultations with the career planning WDS includes at a minimum, an evaluation of the following:

- Assessment results to determine if skills are sufficient to successfully complete a selected training program;
- Program prerequisites;
- Availability of additional training funds;
- Cost of the training program;
- Comparison of training programs; and
- Availability of jobs in the local job market and the minimum entry wage for related occupations. Jobs are those in local in-demand occupations or industry sectors.

The state Eligible Training Provider List (ETPL) is made available and the list of descriptions of programs is reviewed for the individual to determine which training provider may offer their training service of interest, as well as performance and cost information. Programs listed on the ETPL lead to a recognized postsecondary credential, are aligned with local in-demand industry sector occupations, and are given priority consideration for approval.

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 Pima County WIB has Supportive Services Guidelines in place for the ARIZONA@WORK Pima County One-Stop system to ensure resource and service coordination in the local area. One-Stop partners disseminate information on the available supportive services that may be necessary for individuals to participate and succeed in career planning, training, and employment. Supportive services may include, but are not limited to:

- Assistance with transportation, including public transportation;
- Assistance with child care and dependent care;

- Linkages to community services;
- [Assistance with housing](#);
- Needs-Related Payments (available only to individuals enrolled in training services and must be consistent with 20 CFR 680.930, 680.940, 680.950, 680.960, and 680.970)
- Assistance with educational testing;
- Reasonable accommodations for individuals with disabilities;
- Referrals to health care;
- Assistance with uniforms or other appropriate work attire and work-related tools, including such items as eye glasses and protective eye gear;
- Assistance with books, fees, school supplies, and other necessary items for students enrolled in post-secondary education classes;
- Payments and fees for employment and training-related applications, tests, and certifications; and
- Legal aid services.

The ARIZONA@WORK Pima County One-Stop Job Centers are located close to bus stops and the One-Stop system offers supportive services for those who may have a transportation issue, including public transportation, and it will be addressed as part of their [IEP or ISS](#) so the client may get to and from a job, or to enable their participation in career and training services. Transportation issues may include the need for a bus pass; vehicle repair essential to its operation; or one month of vehicle insurance.

The Pima County Title I-B 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 use for employment and training related expenses.

Financial assistance needs-related payments are provided in the form of a check or reimbursement to participants for the purpose of enabling them to participate in training and are included as a local supportive service as authorized by WIOA Section 134 (d) (3). Unlike other supportive services, in order to qualify for needs-related payments, a participant must be enrolled in training.

**M. A description of how the LWDB determines if a 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 local area uses the Test of Adult Basic Education (TABE) 11/12 state-approved standardized test to help identify if a youth or adult is basic skills deficient. Individuals testing at NRS level 4.0 or lower are considered basic skills deficient. The Pima County One-Stop system follows the Arizona WIOA Title I-B Policy Manual, Section 300: 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 equivalency: computes or solves math problems; or 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 guidelines. Acceptable verification and documentation for youth of basic skills deficiency includes school records or current acceptable assessment test results. See PB 21-016 for most current assessment test:

<https://des.az.gov/sites/default/files/media/IB-21-016-Updated-Basic-Skills-Assessment.pdf?time=1659465416683>

Less formal alternative assessment techniques such as observation, folder reviews or interviews may be used for individual with disabilities, as described in TEGL 21-16.

The local area will use a previous basic skill assessment result if such previous assessment has been conducted within the past 6 months.

WIOA Adult funds are used to provide individualized career services and adults are priority who are recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. Adult program participants who are assessed to be basic skills deficient must receive Priority of Service, whether or not they are also low income or public assistance recipients. The criteria that an adult must meet to be considered for priority of service include low-income status or basic skills deficiency. An adult is basic skills deficient when he or she is unable to: Compute or solve problems; or

Is unable to read, write, or speak English at a level necessary to function on the job, in his or her family, or in society.

LWDA staff will properly document low-income status for Priority of Service when an adult is enrolled in the WIOA Adult program. An adult is low-income when he or she is:

1. Currently receiving or has received public assistance in the last six months, either solely or as a member of a family;
2. A member of a family whose total family income does not exceed the higher of either the poverty line or 70 percent of the Lower Living Standard (LLSIL);
3. A homeless individual, as defined in 42 U.S.C. 14043e-2(6) of the Violence Against Women Act of 1994, or 42 U.S.C. 11434a(2) of the McKinney-Vento Homeless Assistance Act; or
4. An individual with a disability whose own income meets the income requirement in Section 104.02(A)(2), but is a member of a family whose income does not meet this requirement

All attempts to gather this information, including calls, letters, and e-mail messages for the participant is documented in AJC Case Notes. Documentation related to income verification as outlined on the WIOA Eligibility and Verification Checklist is collected and uploaded into AJC. Uploading documentation into AJC is completed by Titles I-B and Title III of the core program partners. Title II Adult Education and Literacy does not use AJC because they utilize a required database through the Arizona Department of Education for Adult Education reporting. Title IV VR enters client information into the Libera System 7 Case Management System and utilizes the AJC to set up accounts for clients to develop their resume and look for employment. Title II and Title IV retain original documentation in each participant's program file. When an individual with a disability does not want to provide medical documentation to substantiate a disability, the individual is not counted as a person with a disability.

**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 (20CFR 680.600).**

WIOA Title I-B Adult program funding has been awarded to Pima County. The Pima County WIB ensures that 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, receive basic career, individualized career, and training services by having the ARIZONA@WORK Pima County One-Stop system use priority of service guidelines to enroll new participants. The Adult program priority of service applies to only individualized career services and training services.

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:

<b>Veteran or Eligible Spouse of Veteran</b>	<b>Non-Veteran</b>
<u>Priority of Service 1</u>	<u>Priority of Service 2</u>
Currently Receiving Public Assistance (PA) or received PA within last 6 months. Low income at or below 70% LLSIL Homeless Basic Skills Deficient = reading below an 8.9 grade equivalency	Currently Receiving PA or received PA within last 6 months. Low income at or below 70% LLSIL Homeless Basic Skills Deficient = reading below an 8.9 grade Equivalency
<u>Priority of Service 3</u>	<u>Priority of Service 4</u>
Does not meet criteria listed above Employed with income at or below 130% LLSIL Unemployed with income exceeding the 70% LLSIL	Does not meet criteria listed above Employed with income at or below 130% LLSIL Unemployed with income exceeding the 70% LLSIL

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

WDS career planning staff 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 AJC information management database 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 CWD 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 service to veterans and eligible spouses for any qualified job training program pursuant to the Jobs for Veterans Act as prescribed in 38 US 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 specialized ARIZONA@WORK Pima County One-Stop 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.

The point of entry includes physical locations such as the specialized Kino Veterans' Workforce Center, ARIZONA@WORK Pima County One-Stop Job Centers, DMAFB Transition Assistance Program (TAP) Capstone events for existing military personnel, and the DMAFB TAP, DM50.org, and tucsonchamber.org websites.

Discussion with Trailing Spouses and transitioning military personnel are offered in a one-on-one setting. The DMAFB Family Readiness Center refers military spouses to the DM50.org website for resources and the majority of the military spouses who are ARIZONA@WORK Pima County One-Stop clients, indicate on a questionnaire that they were referred from the DM50.org website. When the WDS career planning staff attend a Capstone event, he or she will meet with military spouses in person.

Veterans and eligible spouses are made aware of entitlement to Priority of Service when:

- They complete a WIOA Title I-B Eligibility Checklist with a WDS career planning staff person;
- Intake staff uses the tool on page 98 to determine priority of service level for individualized career services;
- Attending DMAFB TAP Capstone events;
- Visiting an ARIZONA@WORK Pima County One-Stop Job Center; and
- Visiting the DMAFB Family Readiness Center.

**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.

The local area's definition of underemployed is used to determine whether an individual's current employment provides a wage that falls below the self-sufficiency income criteria of 130% Lower Living Standard Income Level (LLSIL). To be considered a DW, an employed individual must be earning less than 80% of their previous income in which they were laid off. Employment at less than 80% of their previous wage is considered stop gap employment, therefore the individual's will be eligible for individualized career and training services as a DW. For those who do not meet the DW criteria for employed individuals, their income will be calculated to verify whether they meet the employed 130% LLSIL and will be served under WIOA Adult priority of service 4.

LLSIL is used by the ARIZONA@WORK Pima County One-Stop system to determine eligibility for an Adult and DW.

**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 One-Stop 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
- 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 WIB and the WIB Planning Committee determines the proposed 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.

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 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 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 Local Workforce Development Plan 2020-2024.

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

Pima County as the LWDA in the region, ensures that procurement requirements are always met and adhered to. The Pima County WIB delegates procurement to Pima County’s CWD department. CWD then works with Pima County’s Procurement department to develop the request for proposal or other solicitation method. Procurement then issues the solicitation for proposals based on the direction of the Pima County WIB. WIB members actively participate on the development of the proposal as well as on the evaluation committee. After the notice of recommendation for award is issued and no objections, CWD and LWDB staff bring the information to the WIB to approve the recommendations for award from the evaluation committee. Once WIB approved, the contract is drafted and the Pima County BOS has final approval and if approved by the BOS the contract is executed.

The selections, recommendations, and awards are always made in accordance with the Pima County Procurement Code Title 11 which is available at [http://pimacounty-az.elaws.us/code/coor\\_title11](http://pimacounty-az.elaws.us/code/coor_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 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 and Pima County Adult Probation LEARN Program are the LWDA Title II providers.

**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)).**

AAE, in accordance with WIOA, implements services to assist adults in becoming literate by obtaining the knowledge and skills necessary for employment and self-sufficiency; obtain the skills necessary to become full partners in their children’s education; complete secondary school education; transition to postsecondary education or training; improve reading, writing, and comprehension skills for English language learners; and acquire an understanding of the American system of government.

AAE programming addresses the necessity for college and career readiness as an overarching goal for our adult learners. AAE College and Career Readiness Standards training and curricular alignment, the statewide hybrid and distance learning delivery models, and IBEST programs are examples of initiatives implemented by AAE 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.

AAE 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
- Integrated Education and Training including the IBEST model

AAE funds two programs in Pima County and include the Pima County Adult Probation LEARN Program and PCC ABECC. In accordance with WIOA and this Local Plan, AAE programs offer basic literacy instruction, ABE, ASE, 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. PCC ABECC serves adults through instruction in ABE, ASE, ELAA, IBEST, Refugee Education, Bridge Classes, Distance Learning, Volunteers, and HSE Diploma testing.

The HSE Diploma is a certificate of completion of high school requirements that allows students to obtain employment or continue their education. 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 AAE 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.

AAE 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 AAE 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.

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 Pima County WIB Chair appointed members of the WIB to review and comment on the online application(s) that were received from the Arizona Department of Education and forwarded

their review and comments to the WIB for approval. The WIB reviewers then submitted their reviews and comments to the Arizona Department of Education. In addition, Title II representatives are members of the Pima County WIB and are able to better disseminate information and establish active lines of communication with service provider staff of Title I services. This form of open communication is the foundation for ensuring non-duplication of services in the local area.

**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.**

In order to ensure access to services in underserved areas, improve service delivery, avoid duplication of services, and enhance coordination of services, the ARIZONA@WORK Pima County One-Stop system has Title III WDA staff co-located at the comprehensive ARIZONA@WORK Pima County One-Stop Kino Job Center and the Rio Nuevo Job Center.

The local area avoids duplication of Title III WDA with the development and continuous improvement of the workforce development system, and the identification of barriers and means for removing barriers to better coordinate, align, and avoid duplication among the programs and activities carried out through the system.

As applicable and practicable, the local area makes programs, services, and activities accessible to individuals through electronic means in a manner that improves efficiency, coordination, and quality in the delivery of local One-Stop partner services.

ES assists job seekers from all walks of life and is committed to working with the ARIZONA@WORK Pima County One-Stop partners to ensure job seekers and workers 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	Individuals with a disability	

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.

Arizona DES, WDA is a network of public employment offices providing placement services for job seekers and labor force recruitment services for employers. ES is co-located and offers workforce development services in the two comprehensive ARIZONA@WORK Pima County Job Centers and the LWDB has also certified several affiliate sites throughout Pima County. Services are delivered at all locations in one of three modes including self-service, facilitated self-help services and staff assisted service delivery.

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.

WDA staff participate on the ARIZONA@WORK Pima County One-Stop BST 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.

WDA 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 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 LMI
Resume preparation	Job development	Re-employment services to UI claimants
Priority of service to veterans and their spouses which may include referral to the Disabled Veterans Outreach Program 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
Recruitment services for employers with job openings		

WDA has a representative who serves on the Pima County 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, WDA 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.

Cross-training and information sharing sessions are held, and occasionally with One-Stop partners, to ensure that WDA 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 Pima County WIB coordinates relevant programs and activities to support strategies, enhances services, avoids duplication of services, and promotes cross-partner referrals with all WIOA core program partners.

The ARIZONA@WORK Pima County One-Stop Job Centers cater to and promote cross-partner referrals for workers, job seekers, and others who want to utilize WIOA and other resources and all Job Centers are always in compliance with the Americans with Disabilities Act (“ADA”) standards. Job Centers have physical access to the building; access to information in accessible modes (i.e., large print, braille, etc.); and computer resource areas with internet access. Each Job Center has at least one computer workstation in a computer resource area that is accessible for individuals with disabilities. The accommodations include an ergonomic chair, a desk that can be elevated up or down, and ZoomText and JAWS computer software.

Client services are enhanced by having:

- The Arizona Center for the Blind and Visually Impaired (ACBVI) provide accessible equipment training to One-Stop staff along with consultation services so staff may further assist clients with achieving independence and developing the skills and a tenacity to go to work, attend school, and to actively participate in society;
- Various interpreting companies available to assist clients with access to services in ASL, Spanish, French, or other languages; and
- ACBVI disability awareness training so staff may feel comfortable interacting and providing services directly to clients such as assisting them with developing a resume in AJC, and attending orientations and dressing for success classes.

While VR, core program partners, and all One-Stop partners assist with meeting the accessibility needs of individuals with disabilities, VR assists further with ameliorating accessibility limitations and has provided closed caption television (CCTV); and has other assistive technology such as a video phone; and UbiDuo™ which provides face-to-face communication for people who are deaf, hard of hearing, or who face any communication barriers.

The Pima County WIB is committed to providing quality services to members of the local community and to better coordinate relevant programs and activities, promote cross-partner referrals with Title IV VR services, and avoid duplication of services, the ARIZONA@WORK Pima County One-Stop system has VR staff located at:

- Two (2) affiliate Pima County One-Stop Arizona DES Job Centers;
- One (1) comprehensive ARIZONA@WORK Pima County One-Stop Rio Nuevo Career Center; and
- One (1) specialized ARIZONA@WORK Pima County One-Stop Youth Employment Center.

This allows VR staff person to meet face-to-face with cross-partner referrals, provide on-site orientation, VR services, and other Rehabilitation Services Administration (RSA) services.

VR and all the partners work collaboratively with the ARIZONA@WORK Pima County system by offering clients the option of being referred to the appropriate ARIZONA@WORK Job Center for employment related services. With approval of clients and by signing a release of information, partners will release evaluations to the appropriate ARIZONA@WORK Job Center. VR clients have psychological evaluations, functional capacity evaluations, and other evaluations funded by VR that further help the client meet the eligibility requirements through the ARIZONA@WORK Job Center. VR and the ARIZONA@WORK Job Centers avoid duplication of services and serve mutual clients simultaneously, and utilize each other’s services as comparable benefits to better serve clients who want successful employment outcomes.

All the partners engage in community outreach and VR specifically educates people regarding the VR services available for individuals 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 regularly scheduled orientations at the Tucson offices due to conflicts in schedule; and
- Accommodating parents of youth transition clients by providing evening orientations.

The annual Pima County Summer Youth Employment Program and activities support strategies to meet performance goals for in-school and out-of-school youth, enhance services, and avoid duplication of services with One-Stop partners and service providers. Youth and young adults are offered equal access to internship opportunities, including individuals with disabilities and the services provided count towards VR's Pre-Employment Transition Services for high school age students with disabilities.

VR and the One-Stop partners schedule regular meetings with co-enrolled clients and VR and other One-Stop staff allow for collaboration and sharing of resources such as bus passes, 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 core program and other partners by meeting monthly to discuss successes and barriers, and to develop solutions. These monthly meetings also provide opportunities for staff trainings to improve the quality of services provided to clients of any ARIZONA@WORK partner.

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:

- Monthly orientations at behavioral health clinics and community organizations 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 local offices for clients who are unable to attend during the regularly scheduled orientations due to conflicts in schedule
- 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@WORK Pima County One-Stop 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.

The Pima County WIB and One-Stop system work 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.

The Arizona OEO produces demographic, labor force, regulatory, workforce, and economic information for Arizona and sub-state areas and created a summary of economic highlights for Pima County

**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;**

#### Comprehensive ARIZONA@WORK Job Center Locations

- |                        |  |
|------------------------|--|
| 1. Kino Service Center | 2797 East Ajo Way<br>Tucson, AZ 85713<br>(520) 724-7700                    |
| 2. Rio Nuevo One-Stop  | 340 N. Commerce Park Loop, Suite 100<br>Tucson, AZ 85745<br>(520) 724-7650 |

#### Specialized ARIZONA@WORK Pima County One-Stop Job Center Locations

- |                                    |  |
|------------------------------------|--|
| 1. Kino Veterans' Workforce Center | 2801 East Ajo Way<br>Tucson, AZ 85713<br>(520) 724-2646                                |
| 2. Youth Employment Center         | 320 N. Commerce Park Loop, 2 <sup>nd</sup> Floor<br>Tucson, AZ 85745<br>(520) 724-9649 |

#### Affiliate ARIZONA@WORK Pima County One-Stop Job Center Locations

- |   |   |
|---|---|
| 1. Pima Community College, Downtown Campus<br>Adult Basic Education for College and Career<br>Intake and Registration | 1255 North Stone Avenue<br>Tucson, AZ 85709<br>(520) 206-7330           |
| 2. PCC 29 <sup>th</sup> Street Coalition Learning Center  | 4355 East Calle Aurora<br>Tucson, AZ 85711<br>(520) 206-3550            |
| 3. PCC El Pueblo Liberty Learning Center  | 101 W. Irvington Road, Building 7<br>Tucson, AZ 85714<br>(520) 206-3737 |
| 4. PCC El Rio Learning Center   | 1390 W Speedway Blvd<br>Tucson, AZ 85745<br>(520) 206-3800              |
| 5. Arizona DES, WDA Tucson North Office   | 316 W. Fort Lowell Road<br>Tucson, AZ 85705<br>(520) 638-2230           |
| 6. Arizona DES, WDA Tucson South Office   | 195 W Irvington Road<br>Tucson, AZ 85714<br>(520) 638-2350              |
| 7. Arizona DES, WDA Tucson East Office  | 1455 S. Alvernon Way, #201<br>Tucson, AZ 85711<br>(520) 872-9095        |

8. Arizona DES, RSA/VR Region II Transition School to Work Office	1455 S. Alvernon Way #201 Tucson, AZ 85711 (520) 872-9095
9. Arizona DES, RSA/VR Region II Office	5441 East 22 <sup>nd</sup> Street, Suite 101 Tucson, AZ 85711 (520) 638-2701 TTY: (520) 790-5674 TTY Server: (855) 475-8194
10. Arizona DES, RSA/VR Region II Irvington Office	195 West Irvington Road Tucson, AZ 85714 (520) 638-2390 TTY Server: (855) 475-8194
11. Arizona DES, RSA/VR Region II Alvernon Office	1455 South Alvernon Way, #201 Tucson, AZ 85711 (520) 872-9095 TTY Server: (855) 475-8194

**D. How the LWDB will ensure 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 P&A 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.

ETPs' performance has traditionally been submitted to the state-operated ETPL by the training institutions. However, the P&A Committee and program staff involved in serving WIOA-funded clients through 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 one-stop operator, will ensure physical and programmatic accessibility of facilities, programs, and services, technology, and materials for individuals with disabilities as required under WIOA sec. 188 (as appropriate) and the Americans with 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.

VR assists with meeting the accessibility needs of individuals with disabilities. And to further help with ameliorating these accessibility limitations, VR has had closed caption television ("CCTV"), and has other assistive technology available for clients to use such as video phone, and UbiDuo™ which provides face-to-face communication for people who are deaf, hard of hearing, or who face any communication barriers. VR is located in two affiliate Pima County One-Stop Arizona 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 (i.e., large print, braille, etc.).

The ARIZONA@WORK Pima County One-Stop system will also contract with various interpreting companies to assist clients in accessing the services whether they use American Sign Language (“ASL”), Spanish, French, or other language. Furthermore, the ARIZONA@WORK Pima County One-Stop Job Centers offer 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 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 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 Pima County OSO, 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.

The ARIZONA@WORK Pima County One-Stop 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/>;
- TABE 11/12 online assessment system; and
- The Arizona DES, WDA UI benefits application system at [www.azui.com](http://www.azui.com).

Technology-based services comply with technology standards set by each One-Stop partner and drive toward ADA compliance.

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.

**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.

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

Additionally, VR is located in two Arizona DES 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.

**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 DES, VR engages in community outreach to further educate people regarding all the services available under RSA for people with disabilities. VR 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. VR is also actively involved in local job fairs and youth transition fairs. The Tucson VR offices accommodate clients by facilitating orientations at the local office and will accommodate clients who are unable to attend during regularly scheduled orientations at the Tucson VR offices due to conflicts in schedule. VR continues 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 ADA. Individuals have access to technology-based services that include public computer workstations 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 Pima County One-Stop partners 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 industry sectors, using grants, OJT, industry support and formula funds.

The Memorandum of Understanding (MOU) is an agreement relating to the operation of the ARIZONA@WORK Pima County One-Stop system in Pima County. The Pima County WIB developed the MOU through local discussion and negotiation, and executed the agreement between the WIB, the Local Chief Elected Official (LCEO), and the ARIZONA@WORK Pima County One-Stop partners.

The Pima County WIB negotiates financial agreements with each partner annually to update funding of services and operating costs of the system under the MOU's Infrastructure Funding Agreement (IFA) that was also developed by the Pima County WIB and One-Stop partners to ensure the infrastructure costs are shared among all mandated partners.

The IFA, formerly known as the Infrastructure Cost Sharing Agreement, was developed before the required July 1, 2017 deadline, executed, and is incorporated into and is a part of this MOU. The Partners cooperated in the development and the required review of the IFA that includes:

Striving to optimize the use of federal workforce funds and other available funds for the benefit of job seekers in Pima County; Identified Partners' resources, both financial and in-kind; Identified infrastructure costs; Identified prorated use of infrastructure by applicable Partner; and Partner contributions are fairly and adequately apportioned.

Shared services provided to job seekers through One-Stop programs include, but are not limited to:

Initial intake; Assessment of needs; Identification of services that will meet identified needs; Appraisal of basic skills; and Referrals to education, training, or job opportunities.

Services Cost Sharing Agreement - The Partners cooperated in the development of a Services Cost Sharing Agreement as required, before July 1, 2017. It is part of the IFA, and confirms the following:

Efforts to optimize the use of federal workforce funds and other available funds for the benefit of job seekers in Pima County; Partners' financial and in-kind resources; Services provided by each Partner that contribute to the system such as basic skills assessments and orientation provided by Pima County Adult Probation LEARN Program; and comprehensive assessments, basic skills evaluations, and career center orientations provided by Pima Community College.

Partners' costs of services; and partner contributions will be fairly and adequately apportioned. When developed and executed, the Services Cost Sharing Agreement will be incorporated into and be a part of this MOU without need for an amendment to this MOU.

The MOU has detailed descriptions of services to be provided through the ARIZONA@WORK Pima County One-Stop system, including the manner in which the services will be coordinated and delivered through all components of the system. Costs of the services and the operating costs of the system will be funded, including funding of infrastructure costs of the ARIZONA@WORK Pima County Job Centers in accordance with 20 CFR § 678.700 through 678.755 and TEGL 17-16; and funding of the shared services and operating costs of the ARIZONA@WORK Pima County One-Stop system described in 20 CFR § 678.760 and TEGL 17-16. Methods for referring individuals between the one-stop operators and partners for appropriate services and activities.

Methods to ensure that the needs of workers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the ARIZONA@WORK system. The duration of the MOU and procedures for amending it. Assurances

that the MOU will be reviewed, and if substantial changes have occurred, renewed, not less than once every 3-year period to ensure appropriate funding and delivery of services. Any other provisions agreed to by the parties that are consistent with WIOA Title I, the authorizing statutes and regulations of ARIZONA@WORK partner programs, and the WIOA regulations.

The roles and responsibilities of the local, required One-Stop partners, as stated in 20 CFR § 678.420, includes that the local required One-Stop partner programs must:

- Use a portion of its funds to provide applicable career services and work collaboratively with the state and LWDB to establish and maintain the One-Stop system; including jointly funding the One-Stop infrastructure costs through partner contributions;
- Provide access to its programs or activities through the AJC network;
- Enter into a MOU with the LWDB relating to the operation of the AJC network;
- Participate in the operation of the AJC network consistent with the terms of the MOU, requirements of authorizing laws and implementing regulations, Federal cost principles, and all other applicable legal requirements; and
- Provide representation on the state workforce development board and local board as required, and participate in board committees, as needed.

**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 Shared Governance Agreement establishes guidelines and processes for the LWDB to follow for selection of the OSO and service providers for the LWDA, and where appropriate, terminate such providers in accordance with 20 CFR part 200.

The specialized Kino Veterans' Workforce Center provides 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 Title I-B Adult program provides priority of service to veterans, public assistance recipients, other low-income individuals, and individuals who are basic-skills deficient.

Each week or as needed, 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 was issued by the U.S. Department of Labor but each youth does have a budgeted amount of funding per Pima County policy.

Occupational Skills Training for in-school may or may not be provided through contracts.

## 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))**

The ARIZONA@WORK Pima County One-Stop Job Centers' staff utilize an integrated, technology-enabled intake and case management information system for programs carried out under WIOA. The Arizona Job Connection (AJC) statewide labor exchange information management system is utilized for case management, service provision tracking, performance tracking, and co-enrollments by two of the four core program partners. Title II PCCABECC is required to use the Department of Education for Adult Education reporting database. Title IV VR uses the Libera System 7 Case Management System and utilizes the AJC to set up accounts for clients to develop their resume and look for employment. Title II and Title IV retain original documentation in each participant's program file.

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 2020 pandemic. The public may visit the site to find updates on how Pima County CWD programs may assist in areas such as navigating the application for Arizona UI 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 COVID-19 2020 pandemic. The hotline was staffed 8 a.m. to 5 p.m. on weekdays.

Pima County is also revisiting the CWD 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)).**

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 and economic conditions to develop a pre-program year model, post-program year model of target and predicted outcomes.

LWDA Target Model outcomes will be lower than predicted model outcomes 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 region historically performs worse than the state average.

ARIZONA@WORK Pima County, for a large part performs better than the state average, above are the Target and Predicted model comparisons. Prior to the Negotiations of Performance Levels and in accordance to the Local Plan update guidance provided to local areas, the region opted to set the Expected Levels of Performance in Appendix I based on the PY17-PY19 average from the SAM tool.

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 2020 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.

**C. Performance Goals:** Using the table and instructions provided in Appendix I, 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.

	Title I-B Adult Program			
	PY 2020		PY 2021	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (2 <sup>nd</sup> Quarter after Exit)	71.8%	68%	72.8%	68%
Employment (4 <sup>th</sup> Quarter after Exit)	65.0%	67%	66.0%	67%
Median Earnings (2 <sup>nd</sup> Quarter after Exit)	\$6,070.30	\$5,693	\$6,131.00	\$5,693
Credential Attainment Rate	73.6%	68.9%	74.6%	68.9%
Measureable Skill Gain	31.2%	59.2%	32.2%	59.2%
	Title I-B Dislocated Worker Program			
	PY 2020		PY 2021	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (2 <sup>nd</sup> Quarter after Exit)	75.6%	75.6%	76.6%	75.6%
Employment (4 <sup>th</sup> Quarter after Exit)	72.2%	71.0%	73.2%	71.0%
Median Earnings (2 <sup>nd</sup> Quarter after Exit)	\$7,850.64	\$7,917	\$7,929.15	\$7,917
Credential Attainment Rate	63.0%	65.9%	64.0%	65.9%
Measureable Skill Gain	21%	50.0%	21.8%	50.0%
	Title I-B Youth Program			
	PY 2020		PY 2021	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (2 <sup>nd</sup> Quarter after Exit)	69.7%	68.0%	70.7%	68.0%
Employment (4 <sup>th</sup> Quarter after Exit)	66.1%	66.8%	67.1%	66.8%
Median Earnings (2 <sup>nd</sup> Quarter after Exit)	\$4,939.85	\$4,450	\$4,393.85	\$4,450
Credential Attainment Rate	54.0%	52.0%	55.0%	52.0%
Measureable Skill Gain	39%	52.8%	39.6%	52.8%

On June 2, 2022, the LWDA and the state entered into performance negotiations for program year 2022 and 2023. The format followed previous years with the use of the local statistical adjustment model. Pending confirmation, the performance measures for the next two program years are as follows:

Measure	State Target PY 2022 and 2023	LWDA Target PY 2022 and 2023
Adult – Employment Rate, 2 <sup>nd</sup> Quarter After Exit	69.90%	68.5%
Adult – Employment Rate, 4 <sup>th</sup> Quarter After Exit	67.50%	65.30%
Adult – Median Earnings, 2 <sup>nd</sup> Quarter After Exit	\$6,785	\$6,785
Adult – Credential Rate	78.0%	71%
Adult – Measureable Skill Gain	65.0%	62%
Dislocated Worker – Employment Rate, 2 <sup>nd</sup> Quarter After Exit	78.0%	77.10%

Dislocated Worker – Employment Rate, 4 <sup>th</sup> Quarter After Exit	75.0%	70%
Dislocated Worker – Median Earnings	\$8,646	\$8,989
Dislocated Worker – Credential Rate	74.5%	70%
Dislocated Worker – Measureable Skill Gain	69.0%	63%
Youth – Employment Rate, 2 <sup>nd</sup> Quarter After Exit	74.0%	72%
Youth – Employment Rate, 4 <sup>th</sup> Quarter After Exit	70.0%	69.3%
Youth – Median Earnings	\$5,044	\$5,701
Youth – Credential Rate	61.0%	59%
Youth – Measureable Skill Gain	62.0%	59%

## 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 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 Local Workforce Development Plan. A final copy of the approved Local Plan is shared with all interested partners.

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

During the public comment period the Local Plan was made available online on the Pima County WIB web page and emailed to WIB members, the 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 an additional opportunity to formally announce the Local Plan and public comment period to the WIB members, public, key stakeholders, and others in a local newspaper.

The Local Plan was available during the 14-day public comment period from Friday, June 12 to Friday, June 26, 2020 and will be replaced with a final version after it is approved by the Workforce Arizona Council (“WAC”). The Local Plan is available ongoing on the Pima County WIB web page at <https://webcms.pima.gov/cms/one.aspx?portalId=169&pageId=22593>.

The final version of the Local Plan will be available at <https://arizonaatwork.com/> after it is approved by the WAC.

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

One (1) comment received on 06/23/2020 that expressed disagreement to the Local Plan:

*“I disagree with the Rapid Response strategy as written in the four-year local workforce plan. The Workforce Arizona Council (WAC) approved the WIOA budget with Rapid Response funds being retained by the state. The WAC did not recommend any changes to the draft State WIOA Plan to reflect this funding structure.”*

*In the past, some Rapid Response funds have been given to local WIB and boards. The language of the current draft state plan reflects this old system. In fact, the draft State Plan still states that local areas will designate a Rapid Response coordinator and outlines some of those duties. Those duties are further detailed in policies. It seems reasonable that some of those duties can only be paid for with Rapid Response dollars.*

*Again in disagreement, the language initially prepared by Pima County for its new plan reflects the old Rapid Response (RR) system. My concern is that Pima may be asked to carry out RR activities without being able to bill those activities to the funding source."*

## Appendix I. Performance Measures

For PYs 2020-2023 Plans, Title I-B 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			
	PY 2020		PY 2021	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (2 <sup>nd</sup> Quarter after Exit)	71.8%	68%	72.8%	68%
Employment (4 <sup>th</sup> Quarter after Exit)	65.0%	67%	66.0%	67%
Median Earnings (2 <sup>nd</sup> Quarter after Exit)	\$6,070.30	\$5,693	\$6,131.00	\$5,693
Credential Attainment Rate	73.6%	68.9%	74.6%	68.9%
Measureable Skill Gain	31.2%	59.2%	32.2%	59.2%
	Title I-B Dislocated Worker Program			
	PY 2020		PY 2021	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (2 <sup>nd</sup> Quarter after Exit)	75.6%	75.6%	76.6%	75.6%
Employment (4 <sup>th</sup> Quarter after Exit)	72.2%	71.0%	73.2%	71.0%
Median Earnings (2 <sup>nd</sup> Quarter after Exit)	\$7,850.64	\$7,917	\$7,929.15	\$7,917
Credential Attainment Rate	63.0%	65.9%	64.0%	65.9%
Measureable Skill Gain	21%	50.0%	21.8%	50.0%
	Title I-B Youth Program			
	PY 2020		PY 2021	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (2 <sup>nd</sup> Quarter after Exit)	69.7%	68.0%	70.7%	68.0%
Employment (4 <sup>th</sup> Quarter after Exit)	66.1%	66.8%	67.1%	66.8%
Median Earnings (2 <sup>nd</sup> Quarter after Exit)	\$4,939.85	\$4,450	\$4,393.85	\$4,450



Credential Attainment Rate	54.0%	52.0%	55.0%	52.0%
Measureable Skill Gain	39%	52.8%	39.6%	52.8%

## 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.

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> )
52	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 or Emerging Technologies</b> )

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
47-4090	Miscellaneous Construction and Related Workers	23	Construction
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 businesses

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

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

## Appendix IV. Required One-Stop Partners

20 CFR 463.400 require the following programs to be one-stop partners: Department of Labor (DOL)

**WIOA title I programs:** Adult, Dislocated Worker, and Youth formula programs; Job Corps; YouthBuild; Native American programs; National Farmworker Jobs Program (NFJP);

**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;

**Senior Community Service Employment Program (SCSEP)**, authorized under title V of the Older Americans Act of 1965;

**Trade Adjustment Assistance (TAA) activities**, authorized under chapter 2 of title II of the Trade Act of 1974;

**Unemployment Compensation (UC) programs**;

**Jobs for Veterans State Grants (JVSG) programs**, authorized under chapter 41 of title 38, U.S.C.; and

**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)** Adult Education and Family Literacy Act (AEFLA) program, authorized under WIOA title II; 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 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)** Employment and training programs;

**Department of Health and Human Services (HHS)** Employment and training activities carried out under the Community Services Block Grant (CSBG) programs (42 U.S.C. 9901 et seq.); and 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: 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); Small Business Administration employment and training programs; 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; Client Assistance Program (CAP), authorized under sec. 112 of the Rehabilitation Act of 1973, as amended by title IV of WIOA; National and Community Service Act programs; and 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 26, 2020 2:00pm-3:00pm, March 3, 2020 10:00am-11:00am

### 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 Acronym Dictionary

Term	Acronym	Definition	Administering Entity/Representative (if applicable)
Adult Basic Education for College and Career	("ABECC")	Required Title II core program partner under WIOA. This Pima Community College ("PCC") program helps individuals to improve reading, writing and math skills, earn a High School Equivalency ("HSE") diploma, improve English language skills, and more!	Pima County Community College District ("PCC") ABECC
O*NET		Online tool for career exploration and job analysis and provides detailed descriptions of the world of work for use by job seekers, workforce development and HR professionals, students, researchers, and more.	Sponsored by the U.S. Department of Labor, Employment & Training Administration, and developed by the National Center for O*NET Development.
Adult Education and Family Literacy Act	("AEFLA")	Supports programs that help adults get the basic skills they need including reading, writing, math, English language proficiency, and problem-solving to be productive workers, family members, and citizens.	<a href="https://aefla.ed.gov/">https://aefla.ed.gov/</a> ; Pima County Community College District ("PCC"); and Pima County Adult Probation Department
Adult Education and Literacy Activities	("AELA")	Required Title II core program partner under WIOA and the section of Arizona's Unified Workforce Development Plan specific to Adult Education and Literacy Programs establishes the following three goals for the state's adult education delivery system to ensure the opportunity for academic success of all learners: 1) Ensure that the adult education system is an integral component of an educational pipeline leading to postsecondary education and career pathways 2) Enable adult educators to empower adult learners to transition to postsecondary and livable-wage employment 3) Provide instruction to prepare adult learners for success in postsecondary education and the workforce	Pima County Community College District ("PCC"); and Pima County Adult Probation Literacy Education and Resource Network ("LEARN")
Arizona Department of Economic Security	("DES")	Works with families, community organizations, advocates and state and federal partners to realize their collective vision that every child, adult, and family in Arizona will be safe and economically secure.	<a href="https://des.az.gov/sites/default/files/media/DES-Organizational-Chart.pdf?time=163881288535">https://des.az.gov/sites/default/files/media/DES-Organizational-Chart.pdf?time=163881288535</a>
Arizona Department of Economic Security/Division of Employment and Rehabilitation Services	("DES/DERS")	Required Title IV core program partner under WIOA. The State Plan term is DES/DERS and is the state designated Workforce Agency and WIOA grantee.	<a href="https://des.az.gov/services/employment/arizona-rehabilitation-services">https://des.az.gov/services/employment/arizona-rehabilitation-services</a>
Arizona Office of Economic Opportunity	("OEO")	OEO exists to consolidate and improve analytic capacity for the state with the goal of tracking Arizona's key economic indicators.	Arizona Office of Economic Opportunity
Arizona Rehabilitation Services Administration	("RSA")	Required Title IV core program partner under WIOA. Assists individuals who have disabilities to overcome barriers to employment and become as economically independent as possible.	<a href="https://des.az.gov/services/employment/arizona-rehabilitation-services">https://des.az.gov/services/employment/arizona-rehabilitation-services</a>
Arizona Technology Council	("AZTC")	Works to connect, empower, and engage technology companies across the state of Arizona through educational seminars, business legislative lobbying, and networking events.	<a href="https://www.aztechcouncil.org/">https://www.aztechcouncil.org/</a>
<a href="#">ARIZONA@WORK Pima County One-Stop Workforce Development and Delivery System</a>	("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.	Pima County CWD for the WIB

Arizona's Manufacturing Extension Partnership	("Arizona MEP")	Mission is to make every Arizona manufacturer the most successful business it can be. As Arizona's partnership, Arizona MEP's manufacturing and business experts offer customized solutions and hands-on assistance to help your company achieve its goals.	<a href="https://www.nist.gov/mep/about-nist-mep">https://www.nist.gov/mep/about-nist-mep</a>
Asociación Nacional Pro Personas Mayores/National Association for Hispanic Elderly	("ANPPM")	Optional additional partner under WIOA. National Association for Hispanic Elderly is committed to achieving social change by focusing on the needs of low-income minority and Hispanic older persons.	Arizona Project Ayuda Tucson Regional Office
Basic Skills Deficient		The WIOA term means, with respect to an individual— (A) who is a youth, that the individual has English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test; or (B) who is a youth or adult, that the individual 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.	
Career and Technical Education	("CTE")	Required partner program under WIOA. The WIOA term has the meaning given the term in Section 3 of the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2302).	Pima Community College ("PCC")
Career Pathway		The WIOA term means a combination of rigorous and high-quality education, training, and other services that— (A) aligns with the skill needs of industries in the economy of the State or regional economy involved; (B) prepares an individual to be successful in any of a full range of secondary or postsecondary education options, including apprenticeships registered under the Act of August 16, 1937 (commonly known as the "National Apprenticeship Act"; 50 Stat. 664, chapter 663; 29 U.S.C. 50 et seq.) (referred to individually in this Act as an "apprenticeship", except in section 171); (C) includes counseling to support an individual in achieving the individual's education and career goals; (D) includes, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster; (E) organizes education, training, and other services to meet the particular needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable; (F) enables an individual to attain a secondary school diploma or its recognized equivalent, and at least 1 recognized postsecondary credential; and (G) helps an individual enter or advance within a specific occupation or occupational cluster.	<a href="#">ARIZONA@WORK Pima County One-Stop</a>
Career Planning		The WIOA term means the provision of a client-centered approach in the delivery of services, designed— (A) to prepare and coordinate comprehensive employment plans, such as service strategies, for participants to ensure access to necessary workforce investment activities and supportive services, using, where feasible, computer-based technologies; and (B) to provide job, education, and career counseling, as appropriate during program participation and after job placement.	<a href="#">ARIZONA@WORK Pima County One-Stop</a>
Center for the Future of Arizona	("CFA")	Brings Arizonans together to create a stronger and brighter future for our state. They listen to Arizonans to learn what matters most to them, share trusted data about how Arizona is doing in those priority areas, bring critical issues to public attention, and work with communities and leaders to solve public problems.	<a href="https://www.arizonafuture.org/">https://www.arizonafuture.org/</a>
Community Development Block Grant Program	("CDBG")	The program supports community development activities to build stronger and more resilient communities.	<a href="https://www.hudexchange.info/programs/cdbg/">https://www.hudexchange.info/programs/cdbg/</a>
Community Services Block Grant Program	("CSBG")	The goal of the CSBG is the reduction of poverty, the revitalization of low-income communities and the empowerment of low-income families and individuals to become fully self-sufficient.	U.S. Department of Health and Human Services
Dislocated Worker	("DW")	The WIOA term means an individual who— (A)(i) has been terminated or laid off, or who has received a notice of termination or layoff, from employment; (ii) is eligible for or has exhausted entitlement to unemployment compensation; or (B)(i) has been employed for a duration sufficient to demonstrate, to the appropriate entity at a one-stop center referred to in section 121(e), attachment to the workforce, but is not eligible for unemployment compensation due to insufficient earnings or having performed services for an employer that were not covered under a State unemployment compensation law; and (ii) is unlikely to return to a previous industry or occupation; (B)(i) has been terminated or laid off, or has received a notice of termination or layoff, from employment as a result of any permanent closure of, or any substantial layoff at, a plant, facility, or enterprise; (ii) is employed at a facility at which the employer has made a general announcement that such facility will close within 180 days; or (iii) for purposes of eligibility to receive services other than training services described in section	WIOA



		134(c)(3), career services described in section 134(c)(2)(A)(xii), or supportive services, is employed at a facility at which the employer has made a general announcement that such facility will close; (C) was self-employed (including employment as a farmer, a rancher, or a fisherman) but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters; (D) is a displaced homemaker; or (E)(i) is the spouse of a member of the Armed Forces on active duty (as defined in section 101(d)(1) of title 10, United States Code), and who has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member; or (ii) is the spouse of a member of the Armed Forces on active duty and who meets the criteria described in paragraph (16)(B).	
Division of Indian and Native American Programs	("DINAP")	DINAP Workforce Innovation and Opportunity Act ("WIOA") Section 166 grantees and the U.S. DOL share a vision of providing quality employment and training services to tribes, tribal organizations, Alaska Native entities, Indian controlled organizations and Native Hawaiian organizations serving unemployed and low income Native Americans, Alaska Natives and Native Hawaiians.	<a href="https://www.dol.gov/agencies/eta/dinap">https://www.dol.gov/agencies/eta/dinap</a> ; and Tucson Indian Center
Economic Development Agency		The WIOA term includes a local planning or zoning commission or board, a community development agency, or another local agency or institution responsible for regulating, promoting, or assisting in local economic development.	Tucson Metro Chamber; City of Tucson; Pima County; Town of Marana; and Sun Corridor Inc.
Eligible Training Provider	("ETP")	ETPs are required to submit programs for review and approval to be included on the ETPL. ETPs must offer training programs related to occupations in demand in the state and programs that lead to recognized postsecondary credentials. One or more courses or classes that provide the training services must lead to:  An industry-recognized certificate or certification, a certificate of completion of a registered apprenticeship, a license recognized by the State involved or the Federal government, an associate or baccalaureate degree; A secondary school diploma or its equivalent; or Employment\	<a href="https://des.az.gov/services/employment/eligible-training-provider-list-etpl">https://des.az.gov/services/employment/eligible-training-provider-list-etpl</a> ; and Pima County CWD for the WIB
Eligible Training Provider List	("ETPL")	The Workforce Innovation and Opportunity Act ("WIOA") requires states to maintain a list of training providers approved to offer training to individuals eligible to receive WIOA funds. The statewide ETPL includes eligible training providers and training programs that are approved by both the Local Workforce Development Areas ("LWDA") and Arizona DES to provide training services to eligible WIOA participants. Training programs must meet state and local requirements of in-demand industry sectors and occupations in Arizona, and result in a recognized credential.	<a href="https://des.az.gov/services/employment/eligible-training-provider-list-etpl">https://des.az.gov/services/employment/eligible-training-provider-list-etpl</a> ; and Pima County CWD for the WIB
Employment & Training Administration	("ETA")	An agency within the U.S. Department of Labor.	<a href="https://www.dol.gov/agencies/eta">https://www.dol.gov/agencies/eta</a>
English as a Second Language	("ESL")	ESL is used to describe non-native speakers of the English language.	
English Language Acquisition for Adults	("ELAA")	Helps individuals learn and improve their English.	Pima Community College ABEC; and <a href="https://literacyconnects.org/">https://literacyconnects.org/</a>
High School Equivalency Diploma	("HSE")	Passing the GED® tests along with the AZ Civics Test is one way an HSE Diploma can be earned in Arizona. The other options are the College Credit Pathway and the HSE PLUS Career Readiness Pathway.	<a href="https://www.azed.gov/adultedservices/ged/">https://www.azed.gov/adultedservices/ged/</a> ; PCC ABEC; and Pima County Adult Probation
In-demand Industry (also see Target In-demand Industry)		As defined by the Arizona OEO, In-demand Industries are all Private Sector and are industries that have a substantial current or potential impact on the state, regional, or local economy, and contribute to the growth or stability of other supporting businesses, or the growth of other industry sectors.	<a href="https://www.azcommerce.com/oeg/labor-market/in-demand-jobs/">https://www.azcommerce.com/oeg/labor-market/in-demand-jobs/</a>
In-demand Occupation (also see In-demand Target Occupation)		(A) IN GENERAL The WIOA term "in-demand industry sector or occupation" means— (i) an industry sector that has a substantial current or potential impact (including through jobs that lead to economic self-sufficiency and opportunities for advancement) on the State, regional, or local economy, as appropriate, and that contributes to the growth or stability of other supporting businesses, or the growth of other industry sectors; or (ii) an occupation that currently has or is projected to have a number of positions (including positions that lead to economic self-sufficiency and opportunities for advancement) in an industry sector so as to have a significant impact on the State, regional, or local economy, as appropriate.	<a href="https://www.azcommerce.com/media/1546039/pima-id-report.pdf">https://www.azcommerce.com/media/1546039/pima-id-report.pdf</a>

		(B) DETERMINATION.—The determination of whether an industry sector or occupation is in-demand under this paragraph shall be made by the State board or local board, as appropriate, using State and regional business and labor market projections, including the use of labor market information. OEO's methodology for in-demand Occupations and Variables used to rank in-demand Occupations: Employment and wage levels Projected employment growth Projected employment openings Level of knowledge, skill and ability required	
Individual Employment Plan	("IEP")	The development of an IEP must be created jointly by the individual and the WDS career planner. It is an ongoing strategy to identify the employment goals, appropriate achievement objectives, associated strategies, and appropriate combination of services for the participant to achieve his or her employment goals, including information about eligible training providers ("ETP") and programs from the Eligible Training Provider List ("ETPL"). All services provided to a client must be entered on the IEP and Case Notes in Arizona Job Connection ("AJC"), and must be updated whenever there is a change made.	<a href="https://des.az.gov/sites/default/files/media/Adult-and-DW-Program-Career-Services-Policy-Section-200.pdf?time=163907233571">https://des.az.gov/sites/default/files/media/Adult-and-DW-Program-Career-Services-Policy-Section-200.pdf?time=163907233571</a>
Industry		Industry refers to a much more specific group of companies or businesses, while the term Sector describes a large segment of the economy.	<a href="https://www.investopedia.com/ask/answers/05/industrysector.asp">https://www.investopedia.com/ask/answers/05/industrysector.asp</a>
Industry Cluster		A regional concentration of related industries.	<a href="https://clustermapping.us/cluster">https://clustermapping.us/cluster</a>
Infrastructure Funding Agreement	("IFA")	The IFA is a component of the Memorandum of Understanding ("MOU") and must contain the following elements: - The period of time the IFA is in effect; - Identification of all ARIZONA@WORK partners, CEOs, and LWDB participating in the IFA; - Only includes non-personnel costs necessary for the general operation of the ARIZONA@WORK Job Center; - The infrastructure and shared services budget, must be periodically reconciled against actuals to ensure that partner programs are paying their fair share; - Identify the cost allocation bases used to distribute costs; - Determine estimated partner contributions; - Allocate costs by each partner's proportionate use and relative benefit received from ARIZONA@WORK system; and - Resolution procedure when a consensus cannot be reached.	Pima County CWD for the WIB
Kino Service Center	("KSC")	The KSC is designated to assist workers who have been laid off and referred to as dislocated workers ("DW").	<a href="https://webcms.pima.gov/cms/one.aspx?portalId=169&amp;pageId=959">https://webcms.pima.gov/cms/one.aspx?portalId=169&amp;pageId=959</a>
Labor Market Information	("LMI")	LMI includes all quantitative or qualitative data and analysis related to employment and the workforce. The goal of LMI is to help customers make informed plans, choices, and decisions.	<a href="https://www.bls.gov/itc/seminars-and-consultations/labor-market-information-business-establishment-surveys.htm">https://www.bls.gov/itc/seminars-and-consultations/labor-market-information-business-establishment-surveys.htm</a>
Local Chief Elected Official	("LCEO")	The WIOA term means— (A) the chief elected executive officer of a unit of general local government in a local area; and (B) in a case in which a local area includes more than 1 unit of general local government, the individuals designated under the agreement described in section 107(c)(1)(B).	Chair, Pima County Board of Supervisors ("BOS")
Local Workforce Development Area	("LWDA") or ("Local Area")	A geographic area, designated by the Governor in accordance with WIOA Sec 106(b)(1)(B), to serve as a jurisdiction for the administration of workforce development activities using Adult, Dislocated Worker ("DW"), and Youth funds allocated by the State and to coordinate efforts related to the other core programs at a local community level.	Pima County
Local Workforce Development Board	("LWDB")	There shall be established, and certified by the Arizona Governor, a LWDB in each LWDA of the State to carry out the functions described in WIOA 107 (d) (and any functions specified for the LWDB under WIOA or the provisions establishing a core program) for such area (WIOA 107(a)).	Pima County Workforce Investment Board ("WIB")
Memorandum of Understanding	("MOU")	Describes the process for demonstrating CEO agreement on MOU between workforce system partners and the LWDB.	Pima County CWD for the WIB

Migrant and Seasonal Farmworker Programs	("MSFW")	To be eligible to receive a grant or enter into a contract under WIOA, an entity described in sub section (b) shall submit to the Secretary a plan that describes a 4-year strategy for meeting the needs of eligible migrant and seasonal farmworkers in the area to be served by such entity.	PPEP, Inc.
National Association for Hispanic Elderly	("NAHE")	The NAHE/Asociación Nacional Pro Personas Mayores ("NAHE") is committed to achieving social change by focusing on the needs of low-income minority and Hispanic/Latino older persons, thus impacting the Hispanic/Latino community and the nation as a whole.	<a href="https://www.nei.nih.gov/learn-about-eye-health/resources-for-health-educators/national-eye-health-education-program/nehep-partnership-directory/national-association-hispanic-elderly/asociacion-nacional-pro-personas-mayores">https://www.nei.nih.gov/learn-about-eye-health/resources-for-health-educators/national-eye-health-education-program/nehep-partnership-directory/national-association-hispanic-elderly/asociacion-nacional-pro-personas-mayores</a>
On-the-Job Training	("OJT")	The WIOA term "on-the-job training" means training by an employer that is provided to a paid participant while engaged in productive work in a job that— (A) provides knowledge or skills essential to the full and adequate performance of the job; (B) is made available through a program that provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, except as provided in section 134(c)(3)(H), for the extraordinary costs of providing the training and additional supervision related to the training; and (C) is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the service strategy of the participant, as appropriate.	ARIZONA@WORK Pima County One-Stop; and Pima County has contract with PPEP for WIB
Pima County Board of Supervisors	("BOS")	The Pima County BOS is responsible for steering public policy in the region. The five-member board provides direction to the County Administrator and the county's various departments as they work to ensure safe communities, nurture economic development, sustainably manage natural resources and protect public health.	<a href="https://webcms.pima.gov/government/board_of_supervisors">https://webcms.pima.gov/government/board_of_supervisors</a>
Pima County Community & Workforce Development Department	("CWD")	The CWD connects individuals, families, neighborhoods, businesses and community based organizations to a network of resources, supports and services essential for learning, working, living and thriving in Pima County. The CWD team serves with heart, urgency and in partnership with our community. Help begins with One-Stop.	<a href="https://webcms.pima.gov/cms/One.aspx?portalId=169&amp;pageId=18397">https://webcms.pima.gov/cms/One.aspx?portalId=169&amp;pageId=18397</a>
Pima County Community College District	("PCC")	PCC is a public community college in Pima County, Arizona. It serves the Tucson metropolitan area with a community college district consisting of five campuses, four education centers, and several adult education learning centers.	<a href="https://www.pima.edu/">https://www.pima.edu/</a>
Pima County WIB Performance and Accountability Committee	("P&A Committee")	Meets the 3rd Wednesday of the month at 8:30 a.m., at various One-Stop Partner and Service Provider locations. During COVID-19 pandemic, meets virtually. The P&A Committee reviews and reports all WIOA Service Providers' (contracted organizations that provide career services) Performance, and Required and Other Partners' Performance; oversees the development of Requests for Proposal ("RFP"); and reviews/evaluates Eligible Training Provider List ("ETPL") requests and oversee the ETP's Performance.	Pima County CWD LWDB staff for the Pima County WIB
Pima County Workforce Investment Board	("WIB")	The Pima County WIB serves as the Local Workforce Development Board ("LWDB") as authorized by the U.S Department of Labor ("DOL") and as designated by the Governor of Arizona to carry out the functions of the Workforce Innovation and Opportunity Act ("WIOA") in Pima County. WIB members are appointed by the Pima County Board of Supervisors ("BOS") to represent business, workforce, community based organizations and mandated partners under WIOA.	<a href="https://webcms.pima.gov/cms/One.aspx?pageId=22593">https://webcms.pima.gov/cms/One.aspx?pageId=22593</a>
Portable, Practical Educational Preparation, Inc.	("PPEP, Inc.")	Also known as Project PPEP, PPEP's mission is "To improve the quality of rural life." Services include a variety of human, economic, microbusiness, education, charter schools, health, housing, counseling, employment, job training, humanitarian, and services to the development disabled to name a few. Under the portable, practical education, preparation model these services empower rural people to improve their quality of life and be self-sufficient.	Pima County WIB awarded contract to PPEP, Inc. to be a One-Stop service provider of direct career services to Title I-B participants; and U.S. DOL awarded contract to PPEP, Inc. to administer the MSFW programs.
Recognized Postsecondary Credential		The WIOA term "recognized postsecondary credential" means a credential consisting of an industry-recognized certificate or certification, a certificate of completion of an apprenticeship, a license recognized by the State involved or Federal Government, or an associate or baccalaureate degree.	
Re-entry Employment Opportunities	("REO")	Optional additional partner program under Second Chance Act – Adults 25 Years and Older. The REO program provides funding, authorized as Research and Evaluation under Section 169 of the Workforce Innovation and Opportunity Act ("WIOA") of 2014, for justice-involved youth and young adults and adults who were formerly incarcerated.	U.S. DOL awarded contract to Goodwill and Goodwill Industries of Southern Arizona, Inc. is administering in/for Pima County.
Rehabilitation Services Administration	("RSA")	Assists individuals who have disabilities to overcome barriers to employment and become as economically independent as possible.	<a href="https://des.az.gov/services/employment/arizona-rehabilitation-services">https://des.az.gov/services/employment/arizona-rehabilitation-services</a>

Request for Proposal ("RFP")	("RFP")	Wikipedia: A request for proposal is a document that solicits proposal, often made through a bidding process, by an agency or company interested in procurement of a commodity, service, or valuable asset, to potential suppliers to submit business proposals.	Pima County Procurement Department; and Pima County CWD
Sector		Sector describes a large segment of the economy, while the term Industry refers to a much more specific group of companies or businesses.	<a href="https://www.investopedia.com/ask/answers/05/industrysector.asp">https://www.investopedia.com/ask/answers/05/industrysector.asp</a>
Senior Community Service Employment Programs	("SCSEP")	Required partner program under WIOA and authorized by the Older Americans Act. A community service and work-based job training program for older Americans that provides training for low-income, unemployed seniors. Participants also have access to employment assistance through American Job Centers.	<a href="https://www.dol.gov/agencies/eta/seniors">https://www.dol.gov/agencies/eta/seniors</a> ; and AARP Foundation for Pima County
Southern Arizona Manufacturing Partnership	("SAMP")	SAMP is an industry-led initiative, partnering with education and the public sector, to develop the manufacturing workforce of the future. As of 2015, SAMP had close to 30 manufacturing employer members who meet monthly. Partnership is led by employers and supported by Pima County One-Stop Business Services Team.	<a href="http://www.sazmp.com/">http://www.sazmp.com/</a>
Standard Occupational Classification system	("SOC")	The 2018 SOC system is a federal statistical standard used by federal agencies to classify workers into occupational categories for the purpose of collecting, calculating, or disseminating data. All workers are classified into one of 867 detailed occupations according to their occupational definition. To facilitate classification, detailed occupations are combined to form 459 broad occupations, 98 minor groups, and 23 major groups. Detailed occupations in the SOC with similar job duties, and in some cases skills, education, and/or training, are grouped together.	U.S. Bureau of Labor Statistics <a href="https://www.bls.gov/soc/">https://www.bls.gov/soc/</a>
Sullivan Jackson Employment Center	("SJEC")	Employment and resource assistance for youth and adults experiencing homelessness.	Pima County CWD
Supplemental Nutrition Assistance Program	("SNAP")	Provides nutrition benefits to supplement the food budget of needy families so they can purchase healthy food and move towards self-sufficiency.	<a href="https://www.fns.usda.gov/snap/supplemental-nutrition-assistance-program">https://www.fns.usda.gov/snap/supplemental-nutrition-assistance-program</a>
Supplemental Nutrition Assistance Program Employment and Training	("SNAP E&T")	Required partner program under WIOA and helps SNAP participants gain skills and find work that moves them forward to self-sufficiency. Through SNAP E&T, SNAP participants have access to training and support services to help them enter or move up in the workforce. These programs also help to reduce barriers to work by providing support services – such as transportation and childcare – as participants prepare for and obtain employment. Each state is required to operate a SNAP E&T program and receives federal funding annually to operate and administer the program.	<a href="https://www.fns.usda.gov/snap/et">https://www.fns.usda.gov/snap/et</a> ; and Arizona Department of Economic Security ("DES"), Division of Workforce Administration for Pima County
Target In-demand Industry Sector (also see In-demand Industry)		The Target In-demand Industry Sectors are determined by the WIB and as defined by the Arizona OEO, In-demand Industries are all Private Sector. They are industries that have a substantial current or potential impact on the state, regional, or local economy, and contribute to the growth or stability of other supporting businesses, or the growth of other industry sectors.	
Target In-demand Occupation (also see In-demand Occupation)		The Target In-demand Occupations are determined by the WIB Planning Committee and approved by the WIB. The Target Occupations should meet the needs of employers, workers, and job seekers and meet the WIB's criteria as a Pima County In-demand Occupation that falls under a Pima County In-demand Industry Sector. The OEO term is an occupation that currently has or is projected to have a number of positions in an industry sector to have a significant impact on the state, regional, or local economy.	
Temporary Assistance for Needy Families Jobs Program	("TANF-Jobs")	Required partner program under WIOA and authorized under Part A of Title IV of the Social Security Act. The program is Arizona's mandatory employment and training program for work-eligible individuals, generally adults, in households receiving TANF Cash Assistance. The program engages people in a variety of work-related activities to increase their employable skill set, and may offer supportive and some specialized services to remove barriers to employment. These activities and supportive services are provided to encourage and promote self-sufficiency through employment at the earliest opportunity.	Equus® Workforce Solutions for Pima County (contract awarded by Arizona DES)
Trade Adjustment Assistance	("TAA")	Required partner program under WIOA that seeks to provide adversely affected workers with opportunities to obtain the skills, credentials, resources, and support necessary to (re)build skills for future jobs. Any member of a worker group certified by the Department may be eligible to receive the following benefits and services at a local American Job Center including training, employment and case management services, job search allowances, relocation allowances, and income support in the form of Trade Readjustment Allowances ("TRA"). Reemployment TAA ("RTAA") provides wage supplements for reemployed older workers whose reemployment resulted in lower wages than those earned in their trade-affected employment, may also be available.	<a href="https://www.dol.gov/agencies/eta/tradeact">https://www.dol.gov/agencies/eta/tradeact</a> ; and Arizona DES for Pima County

Tucson Indian Center	("TIC")	Required WIOA Title I-D partner program under WIOA Section 166 Native American Programs. Offers youth and elderly programs, job services, adult and youth education programs, cultural activities, and emergency assistance.	<a href="https://www.ticenter.org/">https://www.ticenter.org/</a>
U.S. Bureau of Labor Statistics	("BLS")	A unit of the United States Department of Labor ("DOL"). It is the principal fact-finding agency for the U.S. government in the broad field of labor economics and statistics and serves as a principal agency of the U.S. Federal Statistical System. BLS measures labor market activity, working conditions, and price changes in the economy.	<a href="https://www.bls.gov/">https://www.bls.gov/</a>
U.S. Department of Housing and Urban Development	("HUD")	Required partner under WIOA. Employment and Training ("E&T") activities carried out by the U.S. Department of Housing and Urban Development ("HUD").	Pima County CWD; and Pima County Sullivan Jackson Employment Center
U.S. Department of Housing and Urban Development	("HUD")	Optional additional partner under WIOA. 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	City of Tucson Housing and Community Development Department
U.S. Department of Labor	("DOL")	Mission is to foster, promote, and develop the welfare of the wage earners, job seekers, and retirees of the United States; improve working conditions; advance opportunities for profitable employment; and assure work-related benefits and rights.	<a href="https://www.dol.gov/">https://www.dol.gov/</a>
Unemployment Insurance	("UI")	Required partner under WIOA. Programs authorized under Arizona State Unemployment Insurance ("UI") Compensation laws.	Arizona Department of Economic Security ("DES"), Division of Workforce Administration
Vocational Rehabilitation Services Administration	("VR")	Required core program partner under WIOA Title IV Vocational Rehabilitation Services Programs authorized under Title I of the Rehabilitation Act of 1973.	Arizona DES, Division of Rehabilitation Services Administration ("RSA")
WIOA Eligible Individual		Under WIOA Section 203, the term "eligible individual" means an individual — (A) who has attained 16 years of age; (B) who is not enrolled or required to be enrolled in secondary school under State law; and (C) who— (i) is basic skills deficient; (ii) does not have a secondary school diploma or its recognized equivalent, and has not achieved an equivalent level of education; or (iii) is an English language learner.	ARIZONA@WORK Pima County One-Stop Workforce Development System
WIOA Title I Subtitle C Job Corps Programs	("Title I-C Job Corps")	Required partner under WIOA. The Secretary shall select on a competitive basis an entity to operate a Job Corps center and entities to provide activities described in this subtitle to the Job Corps center. In developing a solicitation for an operator or service provider, the Secretary shall consult with the Governor of the State in which the center is located, the workforce council for the Job Corps center (if established), and the applicable local board regarding the contents of such solicitation, including elements that will promote the consistency of the activities carried out through the center with the objectives set forth in the State plan or in a local plan.	Human Learning Systems, Inc. awarded contract to operate the Fred G. Acosta Job Corps Center for Pima County
WIOA Title I Subtitle D Migrant and Seasonal Farmworker Programs	("Title I-D MSFP")	Required partner under WIOA and funds made available under section 127(a)(1) shall be used to carry out workforce investment activities (including youth workforce investment activities) and provide related assistance for eligible migrant and seasonal farmworkers, which may include — (1) outreach, employment, training, educational assistance, literacy assistance, English language and literacy instruction, pesticide and worker safety training, housing (including permanent housing), supportive services, and school dropout prevention and recovery activities; (2) followup services for those individuals placed in employment; (3) self-employment and related business or micro-enterprise development or education as needed by eligible individuals as identified pursuant to the plan required by subsection (c); (4) customized career and technical education in occupations that will lead to higher wages, enhanced benefits, and long-term employment in agriculture or another area; and (5) technical assistance to improve coordination of services and implement best practices relating to service delivery through one-stop delivery systems.	PPEP, Inc.

WIOA Title I-B Adult	("Adult")	Required core program partner under WIOA and except as otherwise specified in WIOA section 132, the term "adult" means an individual who is age 18 or older.	Pima County Community & Workforce Development ("CWD")
WIOA Title II Adult Education	("AE")	Required core program partner under WIOA and under WIOA Section 203 the term "adult education" means academic instruction and education services below the postsecondary level that increase an individual's ability to— (A) read, write, and speak in English and perform mathematics or other activities necessary for attainment of a secondary school diploma or its recognized equivalent; (B) transition to postsecondary education and training; and (C) obtain employment.	Pima County Community College District ("PCC"); and Pima County Adult Probation Literacy Education and Resource Network ("LEARN")
WIOA Work Experience	("WEX")	A permissible local employment and training activity. WIOA funds allocated to a local area for adults under paragraph (2)(A) or (3), as appropriate, of section 133(b), and funds allocated to the local area for dislocated workers under section 133(b)(2)(B), may be used to provide, through the one-stop delivery system involved (and through collaboration with the local board, for the purpose of the activities described in clauses (vii) and (ix))—(5) TRANSITIONAL JOBS.—The local board may use not more than 10 percent of the funds allocated to the local area involved under section 133(b) to provide transitional jobs under subsection (c)(3) that— (A) are time-limited work experiences that are subsidized and are in the public, private, or nonprofit sectors for individuals with barriers to employment who are chronically unemployed or have an inconsistent work history;	WIOA
Workforce Arizona Council	("WAC")	The WAC is the State's Workforce Development Board responsible for implementing the Governor's strategic vision for a robust and effective workforce system in the State of Arizona. The WAC consists of industry leaders in private business, community and labor organizations, local and state government agencies, and members of the State's legislature, the Council serves as a guiding force towards a stronger Arizona workforce and labor market.	ArizonaatWork.com
Workforce Development Administration	("WDA")	The U.S. DOL Employment and Training Administration ("ETA") administers core and discretionary programs authorized by WIOA. It also authorizes programs for specific vulnerable populations, including the Job Corps, YouthBuild, Indian and Native American Program, the Reentry Employment Opportunities ("REO") program, and Migrant and Seasonal Farmworker programs.	<a href="https://www.dol.gov/agencies/eta/wioa/programs">https://www.dol.gov/agencies/eta/wioa/programs</a>
Workforce Innovation and Opportunity Act	("WIOA")	The Workforce Innovation and Opportunity Act ("WIOA") was signed into law on July 22, 2014. WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. Congress passed the Act with a wide bipartisan majority; it is the first legislative reform of the public workforce system since 1998.	<a href="https://www.dol.gov/agencies/eta/wioa">https://www.dol.gov/agencies/eta/wioa</a>