



BOARD OF SUPERVISORS AGENDA ITEM REPORT

Requested Board Meeting Date: 11/22/16

Title: Pima County Workforce Investment Board Workforce Innovation and Opportunity Act ARIZONA@WORK
Pima County Workforce Development Plan 2016-2020

Introduction/Background:

The Workforce Innovation and Opportunity Act (WIOA) of 2014, Public Law (Pub. L. 113 -128), reauthorizes the Workforce Investment Act (WIA) of 1998. The WIOA replaced the WIA effective 07/01/15. WIOA provides the opportunity to align workforce investment, education and economic development systems in support of a comprehensive, accessible, high-quality workforce development system in Pima County. During the past several years the Pima County Workforce Investment Board (WIB) and One-Stop have strived to create an innovative and comprehensive workforce development system to meet the needs of its growing population. With the implementation of WIOA, Pima County now has the opportunity to create additional positive change that will improve the workforce development system as a whole. The Pima County WIB is presenting its 2016-2020 WIOA Workforce Development Plan (Plan), as required by WIOA Sec. 102 (29 U.S.C. 3112), and is recommending approval of the Plan from the Pima County Board of Supervisors. If approved, the Pima County WIB and the ARIZONA@WORK Pima County One-Stop Workforce System will be able to continue to connect qualified workers with quality jobs, support Pima County's Economic Development goals, meet the WIOA requirements, and receive WIOA funding.

Discussion:

The Plan seeks to provide an in-depth analysis for the Pima County workforce development system and to describe the various planning and operational elements to be implemented over the next four years. The Plan also details how labor market information and feedback from key stakeholders, WIB members, and the community were used to identify gaps within the workforce system as a whole. The Plan includes the Adult Program, Dislocated Worker Program, Youth Program, Wagner-Peyser Act Program, Adult Education and Family Literacy Act Program, and the Vocational Rehabilitation Program.

Conclusion:

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

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

One of the first priorities for employers is to find people who understand the need to be punctual, communicate with the supervisor and team members, and dress appropriately. Appropriate use of communication tools is also a growing need, as these tools become both more personalized and more pervasive. Employers have identified a variety of skill set gaps in today's workforce such as problem-solving, listening skills, and lack of teamwork. The most critical skill gap is found in the hard working person who lacks basic education skills, a high school diploma and/or is Limited English proficient. Lack of basic

rapidly changing technology.

Recommendation:

The Workforce Investment Board is recommending approval of the Plan from the Pima County Board of Supervisors and giving the Pima County Community Services, Employment and Training Department staff and the WIB Executive Committee authority to make technical amendments based on feedback from Partners, Key Stakeholders, and Labor and Community Organizations after the public comment period that is October 14, 2016 to November 11, 2016.

Fiscal Impact:

If approved, the Pima County Workforce Investment Board and the ARIZONA@WORK Pima County One-Stop Workforce System will be able to continue to connect qualified workers with quality jobs, support Pima County's Economic Development goals, meet the WIOA requirements, and receive WIOA funding.

Board of Supervisor District:

- 1 2 3 4 5 All

Department: Community Services, Employment & Training Telephone: 520-724-6766

Department Director Signature/Date: *Chen Es Car* 10/31/16

Deputy County Administrator Signature/Date: *Jaw* 11/2/2016

County Administrator Signature/Date: *C. R. Delaney* 11/2/16



PIMA COUNTY

Pima County Workforce Development Plan 2016-2020



Under the Workforce Innovation and Opportunity Act local Workforce Boards must submit a four-year Plan in partnership with the chief elected official. This draft Plan for Pima County's public workforce investment system is offered for review and comment by stakeholders, partners, and members of the public.

Navigating this site

There are many parts to the Workforce Development Plan divided up by sections.

To view the Plan online use the links below and drop down arrows by each area. To view the entire pdf. version, you may download the Plan by clicking the link at right.

Please utilize our [feedback form](#) for any comments pertaining to the Workforce Development Plan.



1. Table of Contents

[Plan Table of Contents.pdf](#)

[A printer friendly version is available.](#)



2. Executive Summary

The ARIZONA@WORK Pima County One-Stop System is driven by the Workforce Investment Board's (WIB) vision of "Quality Jobs. Qualified Workers." [Read more...](#)

[A printer friendly version is available.](#)



3. Analysis

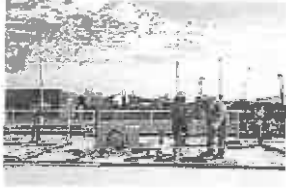
Physically about the size of Massachusetts and home to a million people, Pima County is the largest county in southern Arizona. It is predominantly rural with the major population center in Tucson, the county seat. [Read more..](#)



4. Goals and Strategies

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

[A printer friendly version is available.](#)



5. Workforce System and Partners

ARIZONA@WORK is not an agency, a program or a building: it is a system for coordinating workforce resources. Interagency coordination and alignment occurs around a common purpose and mutual customer. [Read more...](#)

[A printer friendly version is available.](#)



6. Access

Access to employment, training, education, and supportive services is a key factor in individuals' ability to move out of poverty, rebound from a layoff and develop meaningful careers. Often the very factors that make these services critical for vulnerable populations stand in the way of access. [Read more...](#)

[A printer friendly version is available.](#)



7. Employer Engagement / Coordination with Economic Development

Providing a centralized resource for employers is what makes the public workforce system an essential part of the region's economic development strategy. [Read more...](#)

[A printer friendly version is available.](#)



8. Programs and Service Delivery

The WIOA authorizes a rich menu of career services for individuals in a wide variety of circumstances. Service delivery must promote customer choice and assure the best possible mix of services for each individual as seamlessly and efficiently as possible. [Read more...](#)

[A printer friendly version is available.](#)

9. Performance and Continuous Improvement

The Pima County Workforce Investment Board presides over complex systems for reporting, quality assurance, and formative and summative evaluation. [Read more...](#)

[A printer friendly version is available.](#)



10. Complaint and Grievance Procedure for Clients

All workforce system customers are assured a transparent process for filing complaints and having adverse decisions or actions reviewed fairly. [Read more...](#)

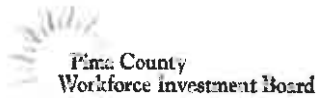
[A printer friendly version is available.](#)



11. Plan Development

The draft Plan was prepared by the Core Partners in Pima County, in consultation with the WIB Planning Committee and the additional One-Stop Partners. Pima County created a dedicated web site for the Plan so that it may be reviewed in sections or as a single document and so that comments may be submitted online. [Read more...](#)

[A printer friendly version is available.](#)



Pima County Local Workforce Development Plan 2016-2020

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 - b. Public comment and input prior to submission of the Plan.....
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 - *APPENDIX 2– copy of the distribution list used for notification of key stakeholders.....*
 - *APPENDIX 3– copy of all comments received as result of the public notice.....*



2. Executive Summary

Graphic description

Pima County, the Pima County Workforce Investment Board (WIB), and the Partner programs that make up the ARIZONA@WORK Pima County One-Stop System consider all of the County's employers and residents to be its market and all of the organizations that work in connecting people to jobs, education and training people, and developing economic incentives for industry growth to be potential partners.

The services that the ARIZONA@WORK Pima County One-Stop System provides to this market is connecting employers and job seekers by identifying skills gaps that industry and employers encounter and providing job seekers with the soft skills, basic skills, and technical skills employers need.

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

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

Administrative Entity Responsible for the Partner Program

Partner Program

Pima County Community Services, Employment and Training (CSET)

WIOA Title I-B Adults, Dislocated Workers and Youth Programs

Senior Community Service Employment Activities authorized under Title V of the Older Americans Act of 1965

Employment and Training Activities carried out by the U.S. Department of Housing and Urban Development (HUD)

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

WIOA Title II Adult Education and Literacy Activities

Arizona Superior Court in Pima County, Adult Probation Department, LEARN Program

WIOA Title II Adult Education and Literacy Activities

Arizona Department of Economic Security (D.E.S.), Division of Workforce Administration

WIOA Title III Workforce Services Programs under the Wagner-Peyser Act

Programs authorized under State Unemployment Compensation Laws

Trade Adjustment Assistance of Title III of the Trade Act of 1974

Veterans Employment Representative and Disabled Veterans Outreach Activities

Supplemental Nutrition Assistance Program (SNAP), authorized under Part A of Title IV of the Social Security Act

Arizona D.E.S., Division of Rehabilitation Services Administration ([RSA](#))

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

Portable, Practical Educational Preparation, Inc. ([PPEP](#))

WIOA Title ID, Section 167 Migrant and Seasonal Farm Worker Programs and Section 171 YouthBuild Programs

[Fred G. Acosta Job Corps Center](#)

WIOA Title IC Job Corps Programs

Tucson Indian Center ([TIC](#))

WIOA Title ID, Section 166, Native American Programs

[ResCare Workforce Services-Arizona, Inc.](#)


Temporary Assistance for Needy Families (TANF) Program, authorized under Part A of Title IV of the Social Security Act

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Graphic description

graphic description

3. Analysis

 Graphic description


Physically about the size of Massachusetts and home to a million people, Pima County is the largest county in southern Arizona. It is predominantly rural with the major population center in Tucson, the county seat. Pima County has the second largest population in Arizona after Maricopa County, and will continue to be a major economy in the state. The military has a large presence in Pima County, and there are many veterans with excellent skill sets living here, and they help anchor one of the most important industry sectors—Aerospace and Defense. Other sectors are Logistics, Health and BioScience, Infrastructure, Natural and Renewable Resources, and Emerging Technology.

The following sections of this Plan provide additional detail and data about Pima County's growing, dynamic economy. Because of the growth and seasonal changes, data describing Pima County is constantly changing. Much of the data reported here is from the Arizona Department of Economic Opportunity's Research Administration. Additional data is available at <https://laborstats.az.gov/>.

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

While focused on workforce, this Workforce Development Plan is consistent with Pima County's [Economic Development Plan](#).

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 Graphic description

a. Analysis of regional economic conditions.

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

Pima County has slightly over 1,000,000 people living in an area a little larger than the state of Massachusetts (9,240 square miles). Most of the population lives in the Metropolitan Tucson area, which includes Tucson, South Tucson, Marana, and Oro Valley. Population centers close to the metro area include Vail, Catalina, Sahuarita, and Green Valley. Some people live in distant communities such as Arivaca and Ajo.

Pima County Quick Facts 2014

	Pima County	Arizona	United States
Median Household Income	\$46,233	\$49,928	\$53,482
Median Age	37.9	36.5	37.4
Individuals with a Disability Between 18-64	11.6%	9.9%	10.2%
Veterans	11.2%	10.0%	8.3%
Poverty Status	19.0%	18.2%	15.6%
Mean Travel Time to Work	24:12	24:42	25:42

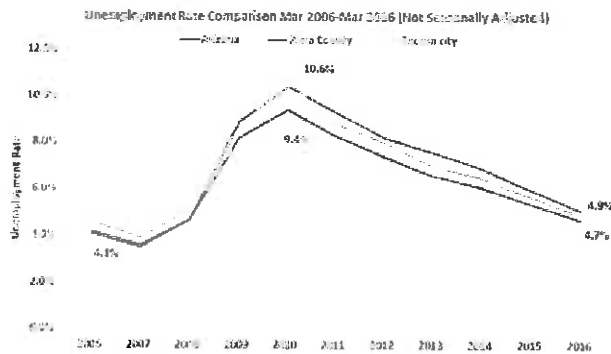
Produced by the Arizona Office of Employment and Population Statistics using 2014 ACS 5-Year Estimates in cooperation with the U.S. Census Bureau.

Pima County has a slightly lower labor force participation rate than Arizona (58.8% and 59.7%, respectively). Both of these are much lower than the national labor force participation rate of 63.5%.

Pima County has a lower median household income (\$46,233) than Arizona (\$49,928) or the United States (\$53,482). Lower wages cannot necessarily be attributed to education, since Pima County has high proportions of workers with a bachelor's degree or higher. These increased shares of higher education recipients come at the expense of lower shares of residents who failed to complete high school. This high level of education may help explain why Pima County tends to experience lower levels of unemployment than either Arizona or the United States. For example, in March of 2016, Pima County's unemployment rate from local Area Unemployment Statistics (LAUS) was 4.7% while both the United States and Arizona were 5.1%. Even in the high unemployment year of 2010, Pima County's annual average unemployment rate (9.3%) was lower than both Arizona (10.4%) and the United States (9.6%).

Pima County experiences some challenges to the workforce such as high rates of poverty (19.0%) compared to Arizona (18.2%) or the United States (15.6%) and households that are reliant on public assistance programs (Temporary Assistance for Needy Families (TANF) households are 3.1% of Pima County households compared to 2.5% in Arizona or 2.8% in the United States).

Historically, wages in Pima County have been lower than the national average, and the unemployment rate has generally been lower. While Pima County has participated in the economic recovery, unemployment is still stubbornly high, and wages still trail the national average. And while the next five years should see growth in employment, the next recession will probably occur sometime in this time frame.



Click image for larger view

Produced by the Arizona Office of Employment and Population Statistics using LAUS data in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics.

Pima County's Economic Development Plan, which was updated in 2014, discusses several employment centers in the urban area. Central Tucson houses government, the University of Arizona and part of Pima Community College and features a revitalized downtown with start-up business activity. The southern aviation corridor is anchored by Davis-Monthan Air Force Base, the Tucson International Airport, and Raytheon and includes Pima Community College's Aviation Center. The Tucson Tech Corridor, near Vail in the Southeast, is anchored by the Port of Tucson and the University of Arizona's, Arizona Tech Park which features a range of innovation from corporate incubation to IBM. The I-10 corridor through Marana and Oro Valley includes companies such as Sargent Controls and Roche.

Job Locations (Goods Producing) Pima County 2014



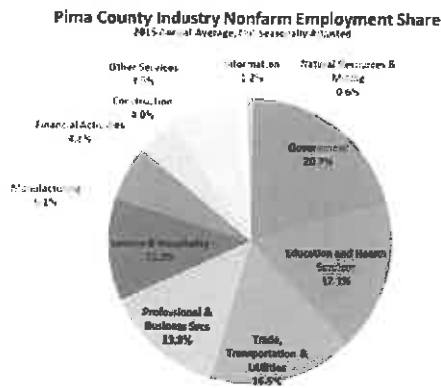
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Source: Produced by the Arizona Office of Employment and Population Statistics using "On The Map" in cooperation with the U.S. Census Bureau.

Pima County is large enough to have a rich variety of industries, from goods-producing to service. Construction has not yet recovered to pre-recession levels, and like most areas of the country, manufacturing has been in a slow downtrend. Health services continue to be strong, and the area continues to be a resort destination.

Pima County Industry Nonfarm Employment Share

2015 Annual Average, Not Seasonally Adjusted

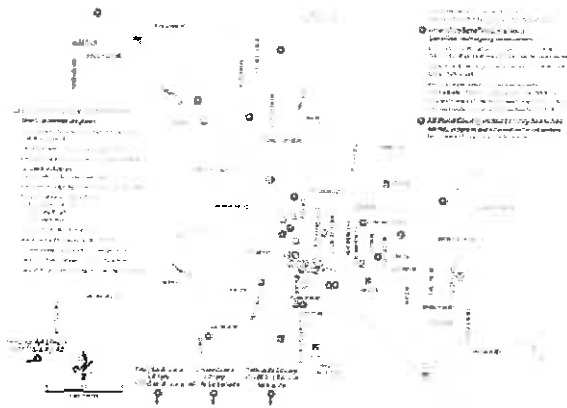


Click image for larger view

Source: Produced by the Arizona Office of Employment and Population Statistics using CES data in cooperation with the U.S. Dept. of Labor, Bureau of Labor Statistics.

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

ARIZONA@WORK Pima County One-Stop System access points:



Click image for larger view

(need to ask Communications to revise the map; then James Thornton to format/insert the map here)

Comprehensive One-Stop Centers

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

Rio Nuevo Service Center
340 N. Commerce Park Loop
Tucson, AZ 85745
520-724-7600

Affiliate Sites

DES East
5441 E. 22nd Street
Tucson, AZ 85711
520-584-8226

DES North
316 W. Fort Lowell Road
Tucson, AZ 85705
520-638-2230

DES South
195 W. Irvington Road
Tucson, AZ 85714
520-638-2350

Sullivan Jackson Employment Center
400 E. 26th Street
Tucson, AZ 85713
Built by Pima County to provide services to homeless job seekers

Kino Veteran's Workforce Center
2801 E. Ajo Way
Tucson, AZ 85713
Located next to the Kino One-Stop Center.

Youth Employment Center
2323 S. Park Ave.
Tucson, Az. 85713
520-724-9649

- 21 Pima County Public Library Branches
- Community Outreach Program for the Deaf (COPD)
- DK Advocates, Inc.
- Fred G. Acosta Job Corps Center
- Goodwill Industries of Southern Arizona
- Pima Community College (PCC)
- Portable, Practical Educational Preparation, Inc. (PPEP)
- Service Employment & Redevelopment (SER) - Jobs for Progress, Inc.
- Tucson Indian Center
- Tucson Urban League, Inc.
- Tucson Youth Development, Inc.
- Vocational Rehabilitation Services (VRS)

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

The WIB's Planning Committee periodically reviews local data and economic development reports to determine which industries are critical to the growth of the local economy. It takes into consideration sectors emphasized by the Pima County Economic Development Plan, Update 2015-2017, Sun Corridor Inc. and the Arizona Commerce Authority.

The following table shows industry projections for the Tucson Metropolitan Statistical Area.

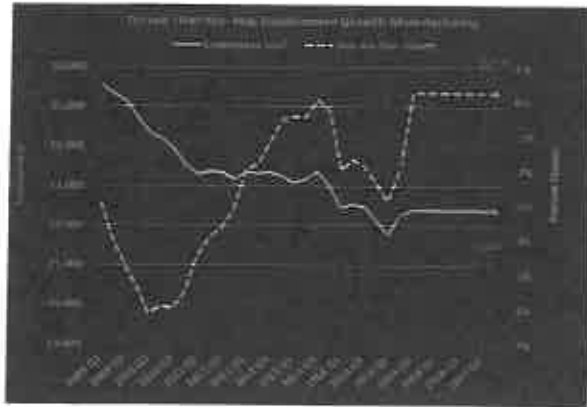
Tucson Metro Area Short-Term Industry Employment Projections 2015-2017

Industry Code	Industry Title	Base Employment 2015 Q2	Projected Employment 2017 Q2	Numeric Change	Percent Change
101100	Natural Resources and Mining	2,982	2,605	-377	-6.50%
101200	Construction	14,786	15,665	879	2.90%
101300	Manufacturing	22,269	22,387	118	0.30%
102100	Trade, Transportation, and Utilities	60,892	62,076	1,184	1.00%
102200	Information	4,385	4,532	147	1.70%
102300	Financial Activities	16,277	17,210	933	2.80%
102400	Professional and Business Services	49,024	52,290	3,266	3.30%
102500	Education and Health Services	96,976	101,403	4,427	2.30%
102600	Leisure and Hospitality	46,108	48,830	2,722	2.90%
102700	Other Services (Except Government)	11,801	12,035	234	1.00%
102800	Government	26,111	26,236	125	0.20%
102900	Unclassified	19,255	19,994	739	1.90%

The Arizona Commerce Authority has developed a "Sector Strategy" approach for the statewide workforce system. In Pima County, a number of sector initiatives have developed out of a synergistic approach that incorporates integrated cross-program strategies that meet the needs of specific populations and sub-populations as well as the workforce needs of employers in a sector at the regional level. A great example is the Southern Arizona Logistics Education Organization. At the local level, the One-Stop system has

Aerospace and Defense (also a state sector)

The nation's fifth largest aerospace-defense industry sector accounts for 50,000 jobs in southern Arizona, many of which are in Pima County. This includes a concentration of the highest paid jobs, with military bases, defense contractors, and supporting manufacturers anchored by Davis-Monahan and major companies such as Raytheon, Bombardier, and Sargent Aerospace & Defense, and Worldview.



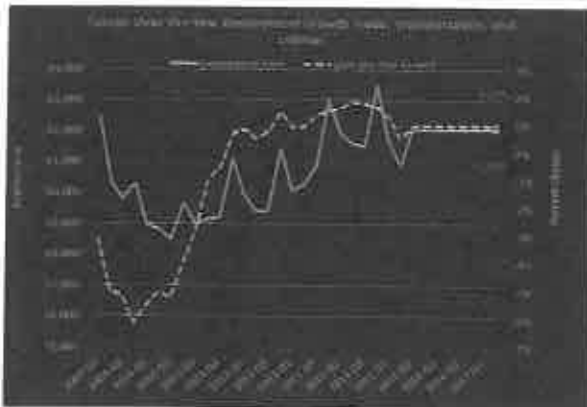
Emerging Technologies

This sector encompasses entrepreneurship research and development, innovation, technology transfer and commercialization. These activities create primary jobs and drive competitiveness. Pima County has 1,200 high tech companies, ranging from established Fortune 500 companies to small start-ups, some of them resulting from technology transfer activities from the University of Arizona's Tech Launch Arizona. The area has had a number of locally grown companies, including Burr-Brown (Texas Instruments) and Ventana Medical Systems (Roche). Today, Tech Parks Arizona, a part of Tech Launch Arizona, features an incubator that houses start-ups as well as IBM, and is currently home to 40 plus companies.

Logistics

The region's strategic location along the U.S.-Mexico border and key trade routes accounts for the prominence of transportation and logistics, with career opportunities in purchasing, expediting, distribution, fleet management, import/export, inventory management, supply-chain management and warehousing. The major crossroads aspect of Pima County, located along Interstates 10 and 19, as well as rail connections running east/west from the sea ports of California and north/ south from Mexico, is exemplified by the Port of Tucson, a full service inland port, rail yard and intermodal facility.

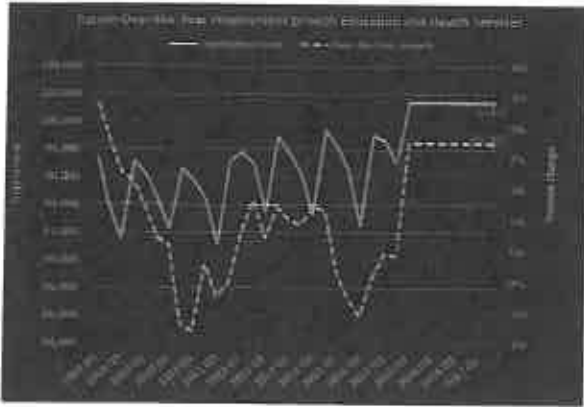
Major employers in the area include Union Pacific Railroad, American Airlines, Target.com Fulfillment Center, UPS, Off-Shore Group, Biagi Bros. Logistics, ABF Freight and the recently opened 800,000 square foot HomeGoods Distribution Center, serving the Southwest and Western parts of the U.S.



Health and Bioscience

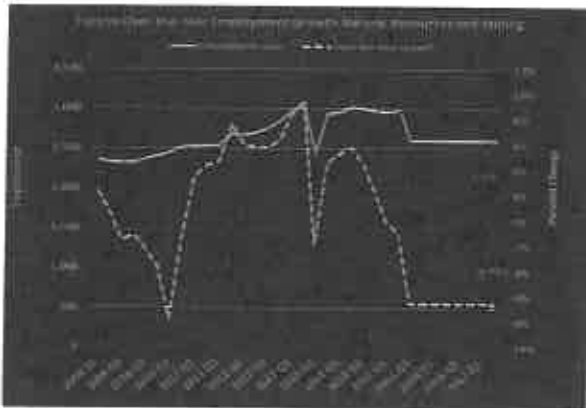
traditional health occupations, state of the art health information systems, and cutting edge biotechnology businesses.

Employers range from medical offices to hospitals such as Tucson Medical Center, Banner-University Medical Center, Carondelet Health Network, and Northwest Medical Center to biotech firms such as Accelerate Diagnostics, Ventana/Roche and Sanofi Tucson Research Center.



Natural and Renewable Resources

This sector focuses on both the creation of "green" jobs, facilities and systems that help reduce or eliminate reliance on non-replaceable energy sources and the importance of extracting natural resources from the ground. The natural resource aspect of the area features mining firms and suppliers such as Freeport-McMoRan, Asarco, CAID Industries, Caterpillar Proving Grounds and newly announced relocation of Caterpillar's Surface, Mining & Technology Division to Tucson.



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

Infrastructure

The foundations of a safe, clean, and connected community include occupations in construction, communication and utilities. Major employers include Tucson Electric Power, Unisource Energy Solutions, Southwest Gas, Cox Communications, CenturyLink, Sundt, Granite Construction, and Ashton Contractors & Engineers.





Department of Administration was used to define demand occupations within broad groupings as shown in the table below:

Occupational Group	Jobs	Number Projected Change	Percentage Projected Change	Occupational Codes
Healthcare	41,904	1,775	4.2%	29-0000 31-0000
Business Management, Operations, Support	101,698	3,975	3.9%	11-0000 13-0000 43-0000
Production	16,055	477	3.0%	51-0000
Construction, Building/Grounds Maintenance, Installation, Repair	49,365	1,765	4.0%	47-0000 49-0000 37-0000
Transportation and Material Handling	23,279	896	3.67%	53-0000

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

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

- Educational Requirements at Associate's level and below
- Mean Wage at \$29,000 and above
- At least 10 projected openings per year and/or significant rate of growth.

Knowledge, skills and abilities (KSAs) required for these occupations are found in the corresponding O*Net pages listed below. Nearly all of the targeted occupations require critical thinking and active listening skills; many require communication, teamwork and inter-personal skills. Each industry sector has a core skill set that often involves safety standards, documentation requirements, and standard protocols. Basic qualities, including work ethic, attendance, punctuality, appropriate dress, cooperation, productivity, workplace etiquette and proper use of e-mail and internet, are constantly cited by employers across all industries as critical needs.

Healthcare

SOC Code SOC Title O*Net KSAs

- 29-1141 Registered Nurses <http://www.onetonline.org/link/summary/29-1141.00>
 29-2061 Licensed Practical and Licensed Vocational Nurses
<http://www.onetonline.org/link/summary/29-2061.00> 29-2071 Medical Records and Health Information Technicians <http://www.onetonline.org/link/summary/29-2071.00> 29-2052 Pharmacy Technicians <http://www.onetonline.org/link/summary/29-2052.00> 29-2021 Dental Hygienists <http://www.onetonline.org/link/summary/29-2021.00> 29-2012 Medical and Clinical Laboratory Technicians <http://www.onetonline.org/link/summary/29-2012.00> 29-2041 Emergency Medical Technicians and Paramedics <http://www.onetonline.org/link/summary/29-2041.00> 29-2034 Radiologic Technologists <http://www.onetonline.org/link/summary/29-2034.00>
 29-1126 Respiratory Therapists <http://www.onetonline.org/link/summary/29-1126.00> 29-2055 Surgical Technologists <http://www.onetonline.org/link/summary/29-2055.00> 31-9091 Dental Assistants <http://www.onetonline.org/link/summary/31-9091.00>
 31-9092 Medical Assistants <http://www.onetonline.org/link/summary/31-9092.00> 43-6013 Medical Secretaries <http://www.onetonline.org/link/summary/43-6013.00>

SOC Code SOC Title O*Net KSAs

11-9199 Managers, All Other <http://www.onetonline.org/link/summary/11-9199.00>
11-9141 Property, Real Estate, and Community Association Managers
<http://www.onetonline.org/link/summary/11-9141.00>
13-1199 Business Operations Specialists, All Other <http://www.onetonline.org/link/summary/13-1199.00>
15-1151 Computer User Support Specialists <http://www.onetonline.org/link/summary/15-1151.00>
11-9051 Food Service Managers <http://www.onetonline.org/link/summary/11-9051.00>
13-1031 Claims Adjusters, Examiners, and Investigators <http://www.onetonline.org/link/summary/13-1031.00>
15-1152 Computer Network Support Specialists <http://www.onetonline.org/link/summary/15-1152.00>
43-1011 First-Line Supervisors of Office and Administrative Support Workers
<http://www.onetonline.org/link/summary/43-1011.00>
43-3011 Bill and Account Collectors <http://www.onetonline.org/link/summary/43-3011.00>
43-3021 Billing and Posting Clerks <http://www.onetonline.org/link/summary/43-3021.00>
43-3031 Bookkeeping, Accounting, and Auditing Clerks <http://www.onetonline.org/link/summary/43-3031.00>
43-1011 First-Line Supervisors of Office and Administrative Support Workers
<http://www.onetonline.org/link/summary/43-1011.00>
43-6014 Secretaries and Administrative Assistants, Except Legal, Medical, and Executive
<http://www.onetonline.org/link/summary/43-6014.00>
43-3031 Bookkeeping, Accounting, and Auditing Clerks <http://www.onetonline.org/link/summary/43-3031.00>
43-9041 Insurance Claims and Policy Processing Clerks <http://www.onetonline.org/link/summary/43-9041.00>
43-3051 Payroll and Timekeeping Clerks <http://www.onetonline.org/link/summary/43-3051.00>

Production/Aerospace&Defense

SOC Code SOC Title O*Net KSAs

51-2092 Team Assemblers <http://www.onetonline.org/link/summary/51-2092.00>
51-4041 Machinists <http://www.onetonline.org/link/summary/51-4041.00>
51-1011 First-Line Supervisors of Production and Operating Workers
<http://www.onetonline.org/link/summary/51-1011.00>
51-4121 Welders, Cutters, Solderers, and Brazers <http://www.onetonline.org/link/summary/51-4121.00>
51-9061 Inspectors, Testers, Sorters, Samplers, and Weighers
<http://www.onetonline.org/link/summary/51-9061.00>
51-2041 Structural Metal Fabricators and Fitters <http://www.onetonline.org/link/summary/51-2041.00>
51-4011 Computer-Controlled Machine Tool Operators, Metal and Plastic
<http://www.onetonline.org/link/summary/51-4011.00>
51-4012 Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic
<http://www.onetonline.org/link/summary/51-4012.00>
49-3011 Aircraft Mechanics and Service Technicians <http://www.onetonline.org/link/summary/49-3011.00>

Infrastructure/construction

SOC Code SOC Title O*Net KSAs

47-1011 First-Line Supervisors of Construction Trades and Extraction Workers
<http://www.onetonline.org/link/summary/47-1011.00>
47-2031 Carpenters <http://www.onetonline.org/link/summary/47-2031.00>
47-2051 Cement Masons and Concrete Finishers <http://www.onetonline.org/link/summary/47-2051.00>
47-2073 Operating Engineers and Other Construction Equipment Operators
<http://www.onetonline.org/link/summary/47-2073.00>
47-2081 Drywall and Ceiling Tile Installers <http://www.onetonline.org/link/summary/47-2081.00>
47-2111 Electricians <http://www.onetonline.org/link/summary/47-2111.00>
47-2141 Painters, Construction and Maintenance <http://www.onetonline.org/link/summary/47-2141.00>
47-2152 Plumbers, Pipefitters, and Steamfitters <http://www.onetonline.org/link/summary/47-2152.00>
49-1011 First-Line Supervisors of Mechanics, Installers, and Repairers
<http://www.onetonline.org/link/summary/49-1011.00>
49-3023 Automotive Service Technicians and Mechanics <http://www.onetonline.org/link/summary/49-3023.00>
49-3042 Mobile Heavy Equipment Mechanics, Except Engines
<http://www.onetonline.org/link/summary/49-3042.00>
49-9021 Heating, Air Conditioning, and Refrigeration Mechanics and Installers
<http://www.onetonline.org/link/summary/49-9021.00>
49-9041 Industrial Machinery Mechanics <http://www.onetonline.org/link/summary/49-9041.00>

<http://www.onetonline.org/link/summary/43-5032.00>
51-8031 Water and Wastewater Treatment Plant and System Operators
<http://www.onetonline.org/link/summary/51-8031.00>

Transportation, Material Handling & Logistics

SOC Code SOC Title O*Net KSAs

43-5032 Dispatchers, Except Police, Fire, and Ambulance <http://www.onetonline.org/link/summary/43-5032.00>

13-1023 Purchasing Agents, Except Wholesale, Retail, and Farm Products

<http://www.onetonline.org/link/summary/13-1023.00>

43-5071 Shipping, Receiving, and Traffic Clerks <http://www.onetonline.org/link/summary/43-5071.00>

43-5061 Production, Planning, and Expediting Clerks <http://www.onetonline.org/link/summary/43-5061.00>

53-1021 First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand

<http://www.onetonline.org/link/summary/53-1021.00>

53-1031 First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators

<http://www.onetonline.org/link/summary/53-1031.00>

53-2012 Commercial Pilots <http://www.onetonline.org/link/summary/53-2012.00>

53-3021 Bus Drivers, Transit and Intercity <http://www.onetonline.org/link/summary/53-3021.00>

53-3032 Heavy and Tractor-Trailer Truck Drivers <http://www.onetonline.org/link/summary/53-3032.00>

53-3033 Light Truck or Delivery Services Drivers <http://www.onetonline.org/link/summary/53-3033.00>

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

The Pima County Workforce Investment Board (WIB), through its Planning Committee, periodically reviews the Pima County labor market and wage scales and balances those against the amount of funds available for investment from WIOA. The WIB reviewed and then established the self-sufficiency level at 130% of the Lower Living Standard Income Level (LLSIL) 10 years ago and has not found a need to change it since that time.

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

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

 Graphic description

b. Skill needs

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

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

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

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

Appropriate use of communication tools is also a growing need, as these tools become both more personalized and more pervasive.

education skills, a high school diploma and/or is limited English proficient. Lack of basic skills makes it all the more difficult for these people to overcome new gaps created by innovation and the rapidly changing technology.

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

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

In construction trades, a person can start as a laborer, move to a more specialized helper position, then enter an apprenticeship program, and finally become a journeyman. In each case the ladder is several years in length, with wages doubling or tripling by the end.

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

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

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

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

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

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

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

The need for employees who can interface with computerized devices will continue to grow in many occupations as rapidly changing technology creates real or perceived skills gaps. A current trend that is visible to many consumers in stores is the moving of Point of Sale from a central location to a roving sales clerk carrying a tablet. The push for accessible, standardized health information has created the need for re-training many front line health care workers. Computational and higher level math skills are also increasing in

Graphic description

c. Talent supply

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

Talent Supply Now

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

The workforce is diverse, with deep social and cultural ties to Mexico. Nearly 40% of the population is Hispanic, with concentrations of 60-90% in Tucson's southern and western census tracts.

The table below shows some key statistics about the current regional talent supply.

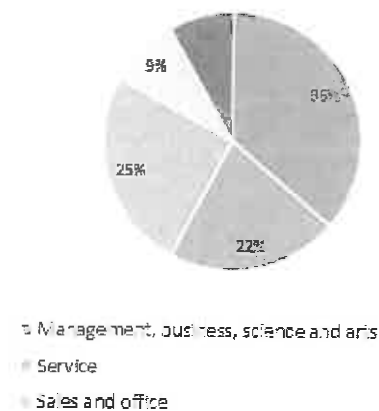
Total Civilian Workforce	472,008 (June 2016)*
Number unemployed	27,135 (5.7%)*
Number with HS Diploma (age 25+) or higher	560,904 (87.5%)
Number with Associates	54,978
With Bachelors or higher	197,004 (30.1%)
With Advanced Degrees	81,158
Current Armed Forces	5,100
Veterans	94,083 (12.5%)
Post 1990 Veterans	30,234
High school population	52,418
College population	78,434
Graduate school population	14,280

2014 American Community Survey 5-year estimates unless otherwise noted. * Prepared by the Arizona Office of Economic Opportunity, in cooperation with the U.S. Dept. of Labor, Bureau of Labor Statistics.

Occupations

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

Chart 1. Occupations - 2014 American Community Survey
5-year estimates



Barriers to employment may include low educational attainment, disabilities, criminal record, access to childcare and access to transportation.

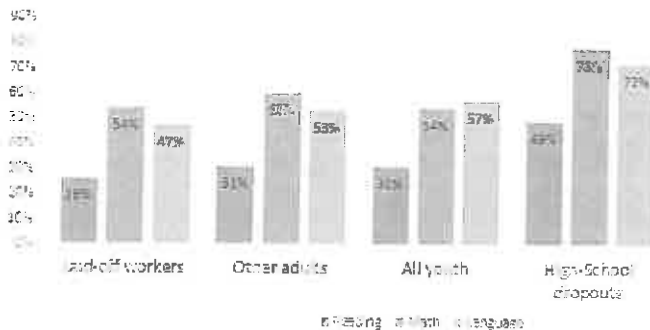
The following table presents statistics related to these issues.

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

2014 American Community Survey 5-year estimates unless otherwise noted. *Bureau of Justice Statistics, September 2014. 1Tucson Pima Collaboration to end Homelessness Point in Time Street Count 2016. 2Southern Arizona Women's Foundation, Self-Sufficiency Standard for Arizona 2012.

Another key employability factor among unemployed populations - regardless of high school diploma attainment - may be basic skills in reading, math, and language. More than half of job seekers applying for services through the Pima County One-Stop system score below the basic secondary level on the Test of Adult Basic Education (TABE).

Chart 2. Basic Skills Below the 9th Grade Level



Pima County One-Stop Test of Adult Basic Education 2015-16. Sample size: 2,175

Graphic description

d. Workforce system capacity

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

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

Career development services for job seekers. Please see Plan Section 6.a.11. for details.

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

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

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

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

ARIZONA@WORK Pima County draws on Pima County's rich array of community-based and grassroots organizations by contracting with workforce agencies that bring special populations and leveraged resources into the ARIZONA@WORK Pima County One-Stop system.

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

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

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

The Pima County workforce system includes an integrated safety-net of programs to ensure that basic needs are met so that people can pursue their career goals. The Community Action Agency (CAA) administered by Pima County provides financial assistance to low-income households in partnership with an Emergency Services Network of community agencies. CAA services may include:

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

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

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

The Youth Employment One-Stop Center provides a youth-focused center and houses a regional summer youth employment and education recruitment campaign every spring that connects students with County-funded internship opportunities and other summer youth employment and education programs.

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

One-stop system.

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

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

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

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

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

4. Goals and Strategies



a. Strategic Vision and Goals

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

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

The foundation of Pima County's workforce investment strategy is a shared vision articulated by the [Workforce Investment Board](#) as "Quality Jobs, Qualified Workers." The [Pima County One-Stop](#) coordinates a continuum of services on both sides of that coin – increasing qualifications of workers, and

widening the talent pipeline for industry to create more and better jobs; its mission: to strengthen the economy of Pima County by providing a qualified workforce through the [One-Stop](#) system.

The Pima County Workforce Investment Board has identified the following goals:

1. Promote economic development by focusing on targeted sectors and addressing under-represented populations.
2. Partner by sharing resources, clients, and performance metrics.
3. Create a more efficient, seamless local workforce system to include collaboration on outreach to job seekers and employers.
4. Meet employer needs by strengthening the skills of the workforce.
5. Support state led efforts to develop a single intake process and database and data-sharing for the public workforce system.

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b. Strategies to Achieve Goals

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

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

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

- Veterans and eligible spouses;
- Public assistance recipients;
- Other low-income individuals;
- Individuals who are basic-skills deficient;
- Individuals who lack a secondary school diploma or its equivalent;
- Individuals with disabilities
- Individuals with limited English proficiency;
- Unemployed, long-term unemployed or under employed;
- Dislocated workers;

- Homeless individuals;
 - Rural residents;
 - Ex-offenders;
 - Older workers;
 - Disconnected youth
 - Native Americans
 - Individuals training for non-traditional employment; and
 - Those with
- Transportation issues;
 - Legal issues;
 - Child and elder care issues.

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

Partners will hold strategic meetings and set up a regular communication protocol between each other to clearly define the duties of staff under each Partner. Meetings will be held at different Partner locations to provide staff with opportunities to visit other Partners' sites.

Continue to strengthen partnerships with the Business Services Team, [Sun Corridor Inc.](#), local Chambers of Commerce, major trade groups, Davis-Monthan Air Force Base and employer groups.

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

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

Strengthen referral methods for customers between the One-Stop delivery system and the Partner agencies for appropriate services and activities including use of emerging technology, telephone or other technology, such as video conferencing and Phone apps to strengthen referrals.

Work together to ensure the needs of workers and youth, and individuals with barriers to employment, including individuals with disabilities, are addressed including access to technology and materials made available through the One-Stop delivery system.

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

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

Support partnerships through the [Pima County Joint Technical Education District \(JTED\)](#), [Pima Community College](#) and others to expand technical education programs to help build a skilled workforce.

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

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

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

Use, to the extent practicable and allowable:

5. Workforce System and Partners

 Graphic description


ARIZONA@WORK is not an agency, a program or a building: it is a system for coordinating workforce resources. Interagency coordination and alignment occurs around a common purpose and mutual customer. Pima County's Public Workforce system is anchored by the federally funded required and other Partners. Pima County WIB meetings are forums where Partners and employers come together to learn about industry needs. As a follow-up, the WIB has had a group of Partners working on developing the Memorandum of Understanding (MOU) and the Resource Sharing Agreement, including Infrastructure funding. The MOU is the vehicle by which

Partners coordinated efforts activities and discuss policy statements received from their various funding sources.

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

Visit https://webcms.pima.gov/government/community_services_employment_and_training/https://webcms.pima.gov see guidelines and procedures that are posted online.

Copies of the existing agreements are in Appendix 4.

 Graphic description

a. Disbursal of Grant Funds

An identification of the entity responsible for the disbursal of grant funds described in section 107(d)(12)(B)(i)(III), as determined by the chief electeu official or the Governor under section 107(d)(12)(B)(i).

The Chair of the Pima County Board of Supervisors (BOS) delegates the administration of the Workforce Innovation and Opportunity Act (WIOA) Title I Adult, Youth, and Dislocated Worker (DW) services as well as support of the Workforce Investment Board (WIB), which is an advisory committee to the BOS, to the County Administrator, who has placed it under the Pima County Health and Community Services Department.

The Pima County Community Services, Employment and Training (CSET) Department is a division of the Health and Community Services Department and is the administrative entity that has direct responsibility for support of the WIB, oversight of the WIOA Title IB program, and administration of the ARIZONA@WORK Pima County Comprehensive One-Stops.


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

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

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

Expenditures are made to subcontractors, training vendors, and various vendors providing testing and support services as well as supplies and overhead. This includes expenditures in support of the WIB and its

On the second Friday of each month.

 Graphic description

b. Grants and Contract Awards

A description of the competitive process to be used to award the subgrants and contracts in the local area for activities carried out under this title.

WIOA Title I Adult, Dislocated Worker and Youth programs

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

Non-competitive contracts are awarded to Pima Community College (PCC) and other government agencies through an Intergovernmental Agreement (IGA) when it is determined that it is in the best interests of the County to do so.

Other than IGAs, there are two types of contracts - fee for service vendor contracts and cost reimbursement comprehensive service contracts. Some vendor contracts are procured by Pima County's Procurement Department. These are procurements for items used by clients such as work tools and work boots.

Fee For Service – Contracts used for:	Cost Reimbursement – Contracts used for:
Workshops	One-Stop Staff
Alternative Education	Job Development
Youth Skills Training	Case Management
Work Experience	Follow-up
Behavioral Counseling	Mentoring
Tutoring/Dropout Prevention	Leadership
Summer Opportunities	
Support Services	

Potential service providers and vendors learn about competitive solicitations conducted by the WIB and One-Stop from the County's WIB, One-Stop and Procurement Department websites and via email and Public Notice print ads that run in the local The Daily Territorial newspaper.

The Request for Proposal (RFP) applications are available on the web sites.

Procurements have specified timelines, and proposals are reviewed by WIB members who make funding recommendations to the Pima County Board of Supervisors. The WIB's Planning Committee, with the assistance from the One-Stop staff, recommends priorities for solicitation of One-Stop services.

Typical evaluation factors include:

- Cost
- Quality, appropriateness of proposed services
- Applicant's capacity to provide services, including for special populations
- Past performance

Some typical evaluation questions:

- How will you contribute to the responsiveness of a demand-driven workforce system?
- What qualifies you to work with local demand/growth industry sectors?
- How will you contribute to workforce participation by populations that are under-represented in the workforce and/or have barriers to employment?
- What qualifies you to work with the target group(s)?
- What is your strategy to connect members of your target population to opportunities in demand industries?
- How will you contribute to the performance and accountability of the local workforce system?
- Cost
- Capacity

resulted in discrimination or unfair consideration. Protests must be filed according to the procedure established under Pima County Procurement Code Title 11.20.010.

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

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

 Graphic description

c. Partner Roles

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

REQUIRED CORE PARTNERS

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

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

The required WIOA Title II Adult Education and Literacy Services is administered by Pima Community College Adult Basic Education for College and Career and the Pima County Adult Probation Department LEARN Program.

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

OTHER REQUIRED PARTNERS

1. The Fred G. Acosta Job Corps Center is administered by ResCare Workforce Services-Arizona, Inc.
2. The Tucson Indian Center is a non-profit that receives WIOA Title I funds directly from the U.S. Department of Labor.
3. Portable, Practical Educational Preparation, Inc. (PPEP) is a non-profit that administers a YouthBuild grant.
4. Temporary Assistance for Needy Families (TANF) - Jobs administered by ResCare Workforce Services-Arizona, Inc.

ADDITIONAL OPTIONAL PARTNER

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

Other possible federal partners that are not included:

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

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

Following:

A process for dealing with grievances and complaints from participants and other interested parties affected by the local WIOA system including One-Stop partners and service providers.

[EO Grievance Policy Procedure.pdf](#)

The Pima County One-Stop implemented procedures to ensure performance measures meet negotiated levels in Program Year 2014 and Program Year 2015.

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

[Adult DW Reporting Procedures.pdf](#)

 Graphic description

d. Employment Service

A description of plans and strategies for, and assurances concerning, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) and services provided in the local area through the one-stop delivery system, to improve service delivery and avoid duplication of services.

Workforce Service is a network of public employment offices providing placement services for job seekers and labor force recruitment services for employers. Workforce Service is co-located with workforce development services in all [ARIZONA@WORK](#) Job Centers throughout the state of Arizona.

The Pima County locations are referred to as [ARIZONA@WORK](#) Pima County One-Stop Career Centers.

Services are delivered in one of three modes:

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

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

- Employability Assessment;
- One-on-one initial registration in the Arizona Job Connection (AJC);
- Review on-line employability assessments for possible referral to other programs;
- Referrals to Partner services within the [ARIZONA@WORK](#) Job Center;
- Discussion job search techniques;
- Assessing and referring jobseeker to job search workshops;
- Job search assistance;
- Job referral and placement assistance for job seekers;
- Providing labor market information;
- Resume preparation;
- Job development;
- Re-employment services to Unemployment Insurance claimants;
- Priority of service to veterans and their spouses which may include referral to the Disabled Veterans Outreach Program (DVOP) Coordinator;
- Assisting migrant and seasonal farmworkers 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 jobseekers found eligible; and
- Recruitment services for employers with job openings.

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

- Veterans;
- Homeless veterans;
- Low-income clients and recipients of public assistance;
- Ex-Offenders;

- Unemployed, underemployed individuals;
- Migrant and seasonal farm workers;
- Older workers; and
- Individuals with a disability.

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

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

With the implementation of WIOA, Workforce Service staff has 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 One-Stop Partners for a seamless delivery of services, including but not limited to:

- Front desk screening for **services**;
- Conducting [ARIZONA@WORK](#) orientations;
- Completing partial registration of the customer in AJC during the triage process;
- Determining the appropriate provision of services and completing a referral; and
- Scheduling appointments for services within the [ARIZONA@WORK](#) system.

Cross-training and information sharing sessions will be held with Partners to ensure that Workforce Service staff have the knowledge to provide quality services to the job seeker, therefore enhancing their customer experience within the [ARIZONA@WORK](#) system.

 Graphic description

e. Adult Education

 Graphic description

f. Vocational Rehabilitation.

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

Rehabilitation Services Administration (RSA) assists with meeting the accessibility needs of individuals with disabilities. And to further help with ameliorating these accessibility limitations, RSA has assistive technology available for clients to use such as CCTV, video phone and UBIDUO. Additionally, RSA is located in three local Arizona D.E.S. locations and the facilities provide full accessibility for persons with disabilities. This includes physical access to the building, access to information (including information in accessible modes (e.g., large print, braille, etc.). RSA is committed to the principles and requirements of the ADA.

RSA is committed to provide quality services to members of the local community. RSA will be having a staff member two times a week at the local One-Stop Center that will be available to meet with potential clients for the Vocational Rehabilitation (VR) program. This VR staff member will be available to take client referrals, provide on-site orientations, and other services as needed. RSA will also provide a staff member at the Pima County One-Stop Youth Employment Career Center. The RSA staff member will be available to provide youth with information regarding the RSA programs, accept referrals and facilitate orientations to youth interested in receiving services through RSA.

the option of being referred to the One-Stop Center for employment related services, with approval of clients and by signing a release of information, RSA will release evaluations to the One-Stop Center such as psychological evaluations, functional capacity evaluations and other evaluations paid for by RSA that will further help the client meet the eligibility requirements through the One-Stop Center. Additionally, RSA and the local One-Stop Center will work collaboratively by serving mutual clients simultaneously by utilizing each other's services as comparable benefits to better serve clients in reaching successful employment outcomes.

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



Graphic description

g. Career Technical Education

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

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

Long-standing practices that leverage these significant resources include:

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

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

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

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

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

Strategy 8 – Establish model career pathways for designated industry sectors.

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

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

CTE partners are supporting this strategy in Pima County by:

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



h. Secondary and Postsecondary Education

A description of how the local board will coordinate education and workforce investment activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. The Pima County Workforce Investment Board includes among its members the Chancellor of Pima Community College, the

Superintendent of Schools, the Superintendent of the Joint Technological Education District, and the Dean of Adult Education. These representatives oversee the following mechanisms for coordinating education and workforce investment:

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

PCC has a Vice-President for Workforce Development, who serves as the college's liaison to the WIB and One-Stop, and serves on the WIB Planning Committee, and whose Division oversees the Inter-Governmental Agreement between PCC and Pima County.

Secondary Education

Coordination with CTE programs through JTED is occurring through the sector strategy/career pathway development activities discussed in the previous section. In 2014 Pima County WIB won a Youth CareerConnect grant from the U.S. Department of Labor to develop new talent pipelines for aerospace manufacturing, biotechnology, aviation technology and health information technology. The YCC funding, distributed by JTED as a

A key focus for the local workforce system is to assist out-of-school youth who have dropped out of high school to re-engage in education and attain a high-school diploma or high-school equivalency. Coordination with alternative secondary education programs occurs through the one-stop youth services team and through the Youth On the Rise (YOTR) community change network. The one-stop youth services team consists of direct service providers from WIOA Youth contracted agencies and non-contracted partners, several of which operate alternative high schools, the Las Artes GED program and Pima Vocational High School operated by Pima County. The YOTR is a leadership group seeking to re-connect youth who are not in school or work to education and career pathways. A change network of the Cradle to Career Partnership, YOTR is committed to amplifying youth voice, using data and leveraging existing resources to provide opportunity youth quality education and career pathways that lead to economic and social stability.

DES Rehabilitation Services Administration coordinates with secondary special education programs to provide transition services. Specialized vocational rehabilitation counselors are assigned to work with special education students as they prepare to leave high school. RSA has also assigned a transition specialist to the Youth Employment One-Stop affiliate job center, so that transition team members can tap into the combined one-stop resource menu.

RSA staff that are assigned to specific high schools will be providing Pre-Employment Transition Services that include job exploration counseling, work-based learning experiences, counseling on opportunities for post-secondary training, job readiness skills training, and self-advocacy training. These services are provided to special education students in the local high school that are between 14 to 22 years old.

The ARIZONA@WORK system also coordinates with secondary schools to connect students with services when they leave school. The WIOA Title I Youth program contractors conduct outreach to school guidance counselors and dropout prevention specialists to encourage students to come to the Youth Employment One-Stop Center when they graduate from high school or if they drop out of school. ARIZONA@WORK-Pima County is a partner in the Community Schools Initiative, a special pilot program being coordinated by ArizonaServe and the City of Tucson and funded by the Corporation for National Service. Community Schools works with eight public high schools and deploys VISTA and Americorps service members in the schools to increase graduation rates and post-high school placement in employment, post-secondary, apprenticeships, service programs or military. Americorps service members are placed with WIOA Youth Contractors to assist graduating seniors connect with services and opportunities, and a VISTA service member is assigned to the ARIZONA@WORK Business Services Team to conduct outreach to companies interested in hiring graduating seniors.

Postsecondary Education

Pima Community College plays a critical role in the Pima County public workforce system. An inter-governmental agreement between the College District and Pima County provides the framework for multiple dimensions of coordination.

Co-location of college and workforce personnel is a long-standing practice going back to 1997, when PCC first assigned an advisor to work at the One-Stop location with funding from the Job Training Partnership Act. Today two full-time college student services staff are co-funded by PCC and the WIOA Title I program to work at each comprehensive job center location and provide academic advising and serve a resource on financial aid, registration, and degree planning. With student informed consent, these two staff verify registration of WIOA participants and provide reports on their academic progress mid-semester and alerts of those at risk of losing financial aid due to absences. Graduation reports support documentation of credential attainment for WIOA performance.

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

Coordination of training assistance with Pell Grants and other funding sources: Under the IGA between Pima County and PCC the College accepts County vouchers for WIOA-sponsored tuition **and/or fees** as published on the ETPL. The workforce-college team assists the student to submit the federal financial aid

workforce-college design team will develop a mechanism, in conjunction with the WIOA Title I Supportive Service Guidelines, to allow a portion of the Pell Grant to be awarded to the participant to cover expenses, such as child care costs, that cannot be covered from WIOA or other funding sources.


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

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

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

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

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

 Graphic description

i. Transportation

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

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


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

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

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


[CSET WIOA Support Services Procedures Draft 041516.pdf](#)

6. Access

 Graphic description

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

[Download Printer-friendly Version](#)

 Graphic description

a. Overcoming barriers

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

System On-Ramps

Coordinated referral processes will be used to connect vulnerable populations with the [ARIZONA@WORK](#) Pima County One-Stop workforce system. In this type of process designated points of contact are assigned by each partner to receive referrals and provide feedback on the services provided. The referring entity obtains permission from the customer as appropriate to be able to share basic information with the One-Stop point of contact and to continue to coordinate ongoing services by both or all partners.

Referring entities include:

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

Basic skills/readiness

The [ARIZONA@WORK](#) Pima County One-Stop workforce system will promote an integrated continuum of skill-building offerings to ensure that individuals with barriers to employment obtain the skills required to be successful in career technical education needed to earn a sustainable income. The Core Partners will share curriculum, provide cross training, and co-enrollment of participants to maximize options among the following resources:

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

Pre-Employment Seminars are provided by the WIOA Title I program for any job center customer and all enrollees in individualized career services. Components include identifying transferrable skills, career exploration, resume development, practice interviewing and job retention skills. The Pima County Title I

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

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

Portable and Stackable Credentials

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

Transitional Jobs


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

Volunteering

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

Supportive Services

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

 graphic description

b. Technology and rural access

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

The ARIZONA@WORK Pima County One-Stop delivery system facilitates access to technology by providing public computer work stations and other equipment for customers to use, basic Computer Fundamentals workshops, and one-on-one technical assistance to help customers use technology-based services, including:

- Labor exchange services through www.az.jobconnection.gov ;
- Electronic resumes and social-media-based professional networking;
- online labor-market information, such as AZ Career Information System, job search tools and job applications;
- Test of Adult Basic Education (TABE) online assessment system;

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

The WIOA Title I program uses budgetary targets to ensure a proportion of investment in career services is directed towards rural residents, and awards a portion of its provider contracts based on rural service capacity, track record and identified scope of services.

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

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

 graphic description

c. Accessibility compliance

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

ARIZONA@WORK-Pima County has a designated Equal Opportunity Officer, whose contact information is on signage posted throughout the one-stop facilities. All enrolled Title I participants receive EEO information, including the contact information to file an EEO complaint and sign to confirm that they have received and read the information. The EEO Officer conducts annual accessibility inspections and consults with DES and with local community based organizations, such as Community Outreach Program for the Deaf and Direct Center for Independence to learn how the job centers could become more accessible. Pima County-operated job centers are subject to Board of Supervisors Policies 21.1 Equal Employment Opportunity and 30.2 Americans with Disabilities Act.

The Tucson DES offices have a computer resource area that is available for clients to use where clients are able to access the internet for job search. RSA assists with meeting the accessibility needs of individuals with disabilities and to further help with ameliorating these accessibility limitations RSA has assistive technology available for clients to use such as a CCTV, video phone and UBIDUO. Additionally, RSA is located in DES locations and the buildings provide full accessibility for persons with disabilities. This includes physical access to the building, access to information (including information in accessible modes: e.g. large print, braille, etc.). RSA is committed to the principles and requirements of the ADA.

RSA is committed to provide quality services to members of the local community. RSA will be having a staff member two times a week at the local One Stop Center that will be available to meet with potential clients for the VR program. This staff member will be available to take client referrals, provide on-site orientations, and other services as needed. Additionally, RSA will also have a staff member at the youth one-stop center. The RSA staff member will be available to provide youth with information regarding the RSA program, take referrals and facilitate orientations to youth interested in receiving services through RSA.

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

PCC Equal Employment Opportunity (EEO) & Affirmative Action (AA)

Pima Community College is committed to an environment free of unlawful discrimination, harassment and retaliation. The College's commitment to Equal Employment Opportunity principles encompasses both the letter and the spirit of the federal and state laws that prohibit discrimination in employment.

<https://www.pima.edu/administrative-services/equal-employment-opportunity/equal-employment-opportunity.html>

Access and Disability Resources (ADR) works to open Pima Community College's educational opportunities to the entire community, including those with disabilities, by supporting the creation of a College environment without physical, social, or academic barriers.


At ADR we recognize that disability is an integral part of diversity and seek opportunities to advocate for and be a resource for inclusive design practices in facilities, communication, and instruction.

In accordance with the Americans with Disabilities Act (ADA) and the Rehabilitation Act of 1973, Section 504, no qualified person will be denied access to, participation in, or the benefits of, any program or activity operated by Pima Community College because of disability.

<https://www.pima.edu/current-students/disabled-student-resource/>

The Arizona Superior Court in Pima County and the Adult Probation Department of which LEARN is a unit not only complies with all federal regulations but goes above and beyond them in protecting the rights of employees and those who pursue employment with us. The most current version of the [EEQ Plan](#) and the policy on [diversity](#). Similarly, the [Court's policy on ADA Accessibility](#).

7. Employer Engagement / Coordination with Economic Development

 Graphic description

Providing a centralized resource for employers is what makes the public workforce system an essential part of the region's economic development strategy. Day-to-day support for companies in recruiting, hiring, training and retaining qualified employees must be coupled with strategic workforce planning and sector strategies in order to position key industries for expansion and high-wage job growth.

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 Graphic description

a. Coordination with economic development


Provide a description of how the local board/local area will coordinate workforce investment activities carried out in the local area with economic development activities carried out in the region in which the local area is located.

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

The Pima County One-Stop is also represented on the Pima County Economic Development Team (EDT), which works closely with local and regional economic development partners and practitioners in southern Arizona and at the state level. The Pima County EDT hosts a quarterly meeting with all the economic development practitioners in Southern Arizona in order to share information and develop collaborations.

The Pima County One-Stop Business Services Team members belong to a variety of business organizations such as the Arizona Association of Economic Developers, the Society for Human Resource Managers (SHRM), and several Chambers of Commerce. Team members attend meetings, represent the One-Stop system, and help conduct job fairs for these organizations.

The Pima County One-Stop is a key partner in the Innovation Frontier Arizona (IFA) which 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.

 Graphic description

b. Focus on sector strategies

Provide a description of how the local board/local area will focus on sector strategies (include a description); include statewide sectors that exist in the local area plus local area specific sectors.

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

- Aerospace and Defense; Manufacturing Subsector
- Emerging Technologies
- Health and Bioscience; Healthcare Subsector

• **Natural and Renewable Resources**

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

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

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

- Aerospace and Defense - Manufacturing Subsector
- Health and Bioscience - Healthcare Subsector
- Infrastructure – Construction and Design Subsector
- Logistics - Transportation and Supply Chain Subsector

Pima County One-Stop Business Team members are working with WIB member and Co-Champion Molly Gilbert, Director of University and Community Engagement, Tech Parks Arizona, The University of Arizona, and supporting efforts with other aerospace employers in the Tucson area who make up the Aerospace and Defense Industry Sector Partnership.

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

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

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



Pima County One-Stop Business Team members also provide support and resources to the Aerospace and Defense - Manufacturing Industry Sector "Southern Arizona Manufacturing Partnership (SAMP)". SAMP is a committed group of 40 Tucson manufacturing companies working in close partnership with the ARIZONA@WORK Pima County One-Stop, Pima Community College (PCC), Desert View

High School and Tucson Magnet High School and working in collaboration with Pima County Joint Technological Education District (JTED) student precision machining/manufacturing programs.

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

At this time SAMP is ready to look at the broader Aerospace and Defense Industry Sector that accounts for the preponderance of manufacturing activity in Tucson. The group has been involved in convening new discussions concerning welders, aircraft maintenance technicians, electro-mechanical manufacturing (or "mechatronics") technicians.

SAMP is also participating in a new work group focused on strategies to grow the sector through identifying and maximizing key capabilities.

recognizing that its members have overlapping priorities that are better served by a single organization, SAMIR is now in the process of formulating bylaws and leadership structure to support incorporation. The group will form additional committees as needed to facilitate replication to new occupations of the process that was used to develop the machining pathway.

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

Pima County One-Stop Business Team members and CSET staff are actively involved in the Health and Bioscience - Healthcare "Tucson Healthcare Industry Sector Partnership" and serve on the partnership's Workforce Talent Development Committee. This partnership's Champion is Tucson Mayor Jonathan Rothschild.

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

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

Subsequently, the Committee has been exploring existing career-pathway initiatives, including the Pima County JTED's Health Foundations Program and the Health Profession Opportunity Grant (HPOG) partnership of Pima Community College and Pima County.

The Pima County One-Stop is partnered with the PCC HPOG HOPES Program that trains low-income eligible students for careers in high-demand healthcare fields. This PCC program is funded by an HPOG from the U.S. Department of Health and Human Services and supports the Healthcare Partnership that will help to meet the demand for skilled professionals in the local healthcare industry and provides low-income Pima County residents with opportunities for stable employment and a professional career.

As a new HPOG grant is being implemented the Talent Development Committee has the opportunity to become the industry advisory committee for the HPOG career pathways.

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

Additional opportunities identified by the committee include:

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

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

WIB members Michael Guymon and Gregg Johnson led efforts to establish the Infrastructure - Construction and Design Industry Sector Partnership. As of July 2016, the partnership is at a standstill after efforts to support



Pima County One-Stop has been a partner of the Southern Arizona Logistics Education Organization (SALEO), a logistics, transportation, and supply chain industry group, since its inception in 2007, to develop logistics/supply chain certificates and degrees in three (3) Southern Arizona community colleges and at

Northern Arizona University.

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

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



The Arizona Sun Corridor - Get Into Energy Consortium (ASC-GIEC) is a group of community colleges and industry stakeholders that formed to create sustainable energy workforce pathways to train students for in-demand careers. In 2012, the five college consortium, which includes Pima Community College, received a U.S. Department of Labor (DOL) Trade Adjustment Assistance Community College and Career Training (TAACCT) grant to develop career pathways for energy technicians and engineers.

The result is a pathway in Building and Construction Technology with concentrations for Electrical and Gas Utility technicians to move into paid apprenticeships or internships and then into careers with Tucson Electric Power Company, Southwest Gas and other utility industry partners.



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

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

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

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

Since 2012 The University of Arizona, Tech Parks Arizona has lead an expansion of the partnership to include Pinal County and New Mexico State University with support from the Arizona Commerce Authority and New Mexico Manufacturing Extension Partnership. The approach is organized around sub-regional "nodes" in Yuma, Tucson, Sierra Vista, Casa Grande, and Las Cruces.

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

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

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

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

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



c. Employer engagement

Provide a description of how the local board/local area will facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs.

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

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

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



d. Meeting businesses needs

Provide a description of how the local board/local area will support a local workforce development system that meets the needs of businesses in the local area.

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

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

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



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

Pima County WIB will invite employers to partner with the ARIZONA@WORK Pima County One-Stop system to promote employee retention and advancement by connecting incumbent workers to career pathways. By targeting high-demand occupations in which vacancies are relatively difficult to fill with qualified employees, sector partnerships will focus on developing career ladders or lattices from the occupations for which applicants are relatively plentiful, usually entry-level positions. Incumbent worker training programs and on-the-job training contracts will be 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 will be invited to be pilot partners for incumbent worker training and other career-pathways development.

Feedback from the targeted sectors helps drive the development of new training and career pathway initiatives that can involve several partners and intermediaries, such as local industry groups, local employers, local non-profits, PCC, the Pima County Joint Technical Education District (JTED), Carl D. Perkins Career and Technical Education, WIOA and Job Corps. It can also generate the development of industry specific contextualized adult education or the limited English proficiency program through WIOA and the Adult Education System.

With leveraged funding from various employment and training resources, the One-Stop partners in Pima County have a long track record of and continuing to develop and provide career pathway training initiatives for job seekers and incumbent workers in the Pima County WIB's six (6) target sectors, using grants, OJT's, industry support and formula funds.

 Graphic description

f. Unemployment insurance programs.

f. Provide a description of how the local board/local area will strengthen linkages between the one-stop delivery system and unemployment insurance programs;

(include details here)

8. Programs and Service Delivery

 Graphic description

The Workforce Innovation and Opportunity Act (WIOA) authorizes a rich menu of career services for individuals in a wide variety of circumstances. Service delivery must promote customer choice and assure the best possible mix of services for each individual as seamlessly and efficiently as possible.

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 Graphic description

a. Adult and Dislocated Workers and Other Adults

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

The [ARIZONA@WORK Pima County One-Stop](#) WIOA Title IB Adult and Dislocated Worker (DW) programs have two types of services that include Career Services and Training Services.

The Adult and DW programs' employment and training activities are offered at both the ARIZONA@WORK Pima County Comprehensive One-Stop [Rio Nuevo](#) and [Kino](#) Career Centers, proud partners of the American Job Center ([AJC](#)) network.

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

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

Self-service is available to all [ARIZONA@WORK Pima County One-Stop](#) visitors or via the [Arizona Job Connection](#) website, including job search, orientation and group workshops.

The [Pima County One-Stop](#) engages in numerous partnerships and initiatives in Pima County and works directly with Partner agencies or participating in grant-funded activities, to support youth, veterans, and individuals with disabilities and other barriers.

Arizona exceeded its negotiated performance levels for the Adult program and met or exceeded the negotiated performance levels for the DW program in Program Year 2014.

The [Pima County One-Stop](#) met or exceeded their U.S. Department of Labor performance levels for the Adult and DW programs in Program Year 2014.

This Adult program provides training for low income adults in Pima County. In the 2015-2016 fiscal year, (% or number) lacked basic or soft skills.

There are [One-Stop Workshops](#) available for the Adult job seeker who either wants to prepare for an entry

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

The One-Stop Kino Center also serves those under the Arizona D.E.S. Trade Adjustment Act (TAA). The TAA provides funding and services for eligible workers impacted by foreign competition.

TAA provides training funds for TAA eligible workers 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 Comprehensive One-Stop Career Centers, are also offered at the following three (3) Arizona D.E.S. Affiliate One-Stop sites:

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

Literacy activities are also offered on a one-on-one basis with Literacy Connects, Inc. In the 2015-2016 fiscal year, One-Stop clients received services.

Adult education and literacy activities funded under the WIOA Title II Adult Education and Literacy Activities program are offered by the Pima County One-Stop's Core Program Partner Pima Community College (PCC) Adult Basic Education for College and Career (ABECC).

ABECC provides adult learners with opportunities to increase basic skills in math, reading and writing, prepare for high school equivalency (HSE) testing, take the GED® test, learn English, increase their civic engagement and develop the skills to transition to further education and jobs.

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

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

The traditional workforce system works to help employers find employees through a variety of methods that begin with outreach to employers to identify their needs and tracking their workforce development activities in the Arizona Job Connection 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, Pima County's One-Stop system provides two types of staff positions for job seekers: Workforce Development Specialists (WDS) and Program Support Specialists (PSS). Job description is available at www.pima.gov/hr/jobs/1722.pdf.

A WDS works with clients who have been determined eligible for and referred for services and activities under WIOA, Pima County, Community Services Block Grant (CSBG), U.S. Department of Housing and Urban Development (HUD) or other funding streams.

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

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

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

The Pima County One-Stop Centers have three (3) Functional Teams at the two (2) Comprehensive One-Stop Centers:

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, Case Management, 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 outside the normal Monday-Friday, 8 a.m. to 5 p.m. working hours and locations are available upon request.

The Pima County One-Stop collaborates with PCC which has developed an adult basic education program for students completing the Behavioral Health Services (BHS) Integrated Basic Education and Skills Training (IBEST) certificate program. This IBEST model can be replicated for future contextual educational programs to develop and ensure high quality training for both the participant and the employer.

You need to discuss / Best in the context of Basic Ed as an allowable activity under WIOA for Title I only if it is linked with occupational training. Also ESL.

The following services will provide Adults and DW with work experience and transitional job opportunities in order to learn new transferable skills and to obtain job placement:


- On-the-job Training (OJT) to provide participants work experience, new transferable skills, and job placement upon successful completion of the training program. These opportunities are ideal for individuals with barriers, which can include disabilities.
- Incumbent worker training will be utilized to avert layoffs by transitioning employees to other positions that will not be eliminated. The option of training employees in new skills to transition the employee into other positions and avert layoff.
- Customized training will be utilized to assist employers in training current employees and participants referred to the employer. Customized training may cover topics such as the introduction of new technologies, new production or service procedures, as well as upgrading to new jobs that require additional skills.
- Transitional jobs will be utilized to serve individuals with chronic unemployment, poor work history, and severe barriers to employment.
- Transitional jobs will allow the participant to establish a work history, demonstrate work success and develop skills that lead to unsubsidized employment.

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

 Graphic description

b. Rapid Response

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

Pima County Employers undertaking a staff reduction or business closure should contact the Rapid Response Coordinator at 520-724-6738 or patricia.gastelum@pima.gov.

The ARIZONA@WORK Pima County One-Stop system has a full-time Rapid Response Coordinator within the

who meet one on one with the employer. At the initial meeting, each representative will explain the rapid response services available from their organization and they will schedule delivery of services. Rapid Response services may include:

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

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

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

If other special needs are determined at the initial meeting or during the duration of the layoff event, and/or depending on the size of the layoff or closure, and/or the suddenness, additional team members may be included. Additional team members may include Emergency Services Network, Pima County Housing Center, or other appropriate service providers to form the Rapid Response Team. All Team members work together to deliver each agencies services to businesses impacted by a layoff or closure.

The Rapid Response Team works with employers and employee representatives to quickly maximize public and private resources to minimize disruptions associated with job loss.

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

- Contact employer immediately upon learning of an actual or potential layoff or company closure to explain WIOA, D.E.S. and TAA (if applicable) services and arrange for an initial meeting with employer.
- Maintain confidentiality of event, when employer notifies Coordinator prior to employee notification.
- Notify Rapid Response Team members of upcoming layoff events, and schedule their assistance.
- Oversee the coordination and delivery of services to businesses and their affected employees.
- Discuss execute layoff aversion strategies, including business plan development to transfer business ownership.
- Communicate and coordinate with other community-based partner agencies for additional delivery of services, if needed (i.e., sign language interpretation, mortgage counseling).
- Maintain accurate records of each layoff event.
- Continued follow-up with employer through the duration of the event.
- Report event details to State Rapid Response Coordinator, WIOA Management and Workforce Investment Board.
- Conduct "How To Successfully Conduct a Layoff" training to company management, if needed.
- Set-up on company site, a Career Center, if applicable.
- Work with Union Representatives, if applicable.
- Set up 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 as well as the Tucson urban area. The normal minimum number of affected workers needed to trigger a Rapid Response event is five but we will respond to any business that requests rapid response services because there are some small businesses have no more than five employees.

Local Rapid Response Policies:

1. React within the allowed time of 48 hours to establish contact with employer and employee representatives regarding layoffs or closures.
2. Maintain confidentiality on layoff or closure events, unless employee and/or public notice has been issued.
3. Provide information and access to available services, employment and training activities.
4. Provide services to assist dislocated workers in obtaining re-employment as soon as possible.

- by a D.C.S. representative.
- 6. Assist in establishing a labor management committee, worker transition committee or peer advisor group, when applicable.
- 7. Provide emergency assistance adapted to the particular closing, layoff or disaster.
- 8. Maintain accurate company records of layoff events in company files.
- 9. Provide assistance to the local community in developing a coordinated response and as needed obtain access to State economic development assistance, which may include the development of an application for a National Emergency Grant.
- 10. Identify strategies for the aversion of layoffs.
- 11. Create and maintain linkages with community-based organizations and economic development at the Federal, State and local levels.

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

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

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

 Graphic description

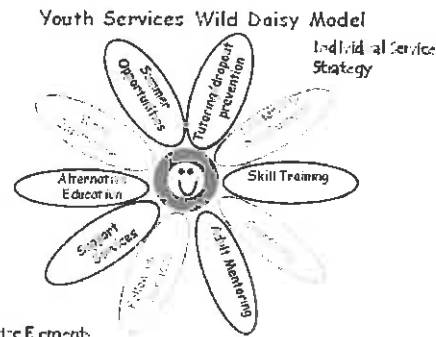
c. Youth

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

WIOA limits In-school Youth programs to 25% of expenditures. Click here for a definition of In-School Youth. While WIOA requires at least 75% to go to Out of School Youth (click here for a definition) Pima County has initially targeted resources to the Out of School population.

While Pima County operates the Youth Employment Center, it subcontracts virtually all youth services, including intake and case management. Each agency's services – and any available funding for them – become part of a shared menu of services. Funding for the client in the middle of the daisy is driven by his/her needs, and services (the Petals) are selected as needed. Youth entering the One-Stop System have access to all of the services offered to adults as well as special services offered for young people.

In Pima County's model, intake, assessment, service planning, participant tracking, and accountability are standardized across agencies. Partner agencies form a network offering multiple points of entry and a choice of service-delivery locations. Although agencies focus on particular populations within the County, all youth receive consistent services and access all appropriate service options by means of an Individual Service Strategy (ISS) that is completed by the Workforce Development Specialist with the participant. The ISS is a standard form and interview protocol that is completed upon enrollment of each WIOA youth participant. At this time Pima County One-Stop 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



Youth Program elements consist of:

1. Tutoring, study skills training and instruction leading to the completion of secondary schooling including dropout prevention strategies;
2. Alternative secondary school services;
3. Summer employment opportunities directly linked to academic and occupational learning;
4. Paid and unpaid work experiences including internships and job shadowing;
5. Occupational skill training;
6. Leadership development opportunities;
7. Supportive services;
8. Adult mentoring for a duration of at least twelve months, that may occur during and after program participation;
9. Follow up services for not less than 12 months after the participant completes the program; and
10. Comprehensive guidance and counseling, including drug and alcohol counseling and referral to counseling as appropriate to meet the needs of the participant.
 - Ensure that youth continue to receive services appropriate to individual situations.
 - Consider the totality of youth's circumstances in identifying and addressing needs.
 - Offer every service type that appears in the "Daisy" diagram.
 - 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.

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

The Workforce Development Specialist (WDS) connects youth to various academic opportunities at their school, community based organizations, libraries, on-line accredited educational services and tutoring vendors obtained via RFP. Youth with low test scores are referred to remedial classes as part of the summer or year-round program. Identified community resources include: Youth On Their Own (YOTO), Tucson Youth Development (TYD), Service Employment & Redevelopment (SER), Tucson Urban League (TUL), Pima County Public Library (PCPL), and Portable, Practical Educational Preparation (PPEP).

Alternative Education – alternative secondary school services.

Provide youth with requirements and information to various alternative schools within our county including charter schools such as County operated Pima Vocational High School and agency operated charter schools such as ACE Charter School. Identified community resources include: Fred Acosta Job Corps, YOTO, TYD-ACE, PCPL, PPEP, Pima County Las Artes, and Pima Vocational High School.

Summer Opportunities – Summer employment opportunities directly linked to academic and occupational learning.

The WDS connects the youth to one of the summer employers. Summer agencies set up and monitor worksites at a variety of government, non-profit and for-profit worksites. Youth must score at least at their grade level on the TABE to be referred to a job. Those that score lower will be referred to remedial classes or to a summer program combining remedial instruction with work experience. Identified community resources include: TYD, SER, TUL, PCPL, PPEP, and Goodwill.

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

The WDS will help youth obtain onsite training opportunities within the public/private business sector in order to provide opportunities leading to employment opportunities in targeted industry sectors. Identified community resources include Fred Acosta Job Corps, Lutheran Social Services Refugee Focus, Green for All, TYD, SER, TUL, PPEP, and Goodwill.

Skill Training – occupational skills training.

Assists youth with occupational skills training through local vendors and/or accredited on-line credentialed vendors based on academic, occupational and career pathway skills assessment. Programs may be structured such as Job Corps and JTED, or enrollment into community college classes. Identified community resources include: WIA One-Stop Individual Training Accounts, Job

Leadership Development – leadership development opportunities.

The WDS arranges leadership opportunities with various educational groups and local service organizations that may provide training opportunities such as United Way sponsored activities. Identified community resources include: Job Corps, Green for All, TUL, PPEP/Youthbuild, Metropolitan Education Commission, and YOTO.

Supportive Services – support services.

Arranges for work site tools, bus passes, and appropriate worksite clothing. Refer to vendor for behavioral counseling. Works with Sullivan Jackson Employment Center and Youth On Their Own to secure housing for homeless teens. Identified community resources include: Job Corps, YOTO, Lutheran Social Services, TYD, SER, TUL, PCPL, PPEP, and Goodwill.

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

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 and worksite supervisors. Identified community resources include: Job Corps, YOTO, Lutheran Social Services, Green For All, and Goodwill.

Follow-up Services – 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, referrals to social and non-profit community organizations.

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

The WDS uses behavioral counseling vendors established by a County RFP to refer youth to comprehensive mental health and counseling services.

Financial Literacy

Entrepreneurial Training

One-Stop partners collaborate with employers in high growth/high demand industries, training and education providers, and community-based and faith-based organizations to operate a One-Stop Youth Services network. Partners such as Vocational Rehabilitation, Employment Service, JTED, Job Corps and Pima Vocational High School Charter School also play vital roles in the network. The network offers a “no-wrong-door” access to an integrated menu of community youth service options, such as dropout retrieval programs, work experience opportunities, youth development activities, support services and training. Individualized guidance by caring adults is the glue that holds the system together.

 Graphic description

d. Training

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

Most Title I Adult and Dislocated Worker training is delivered via an Individual Training Account (ITA). ITAs are only issued for programs on the Eligible Training Provider List.

Some training is delivered by On-the-Job Training Contracts and some is delivered via special customized training contracts. A job seeker interested and/or in need of training must be eligible for a funding stream, be enrolled in the required state database (ArizonaJobConnection.gov at the time of this writing), have a readable resume in AJC that can be updated as new skill sets are added, and work with an assigned case manager to develop a plan that includes a checklist. ([link here](#))

currently have a \$3,000 cap. Exceptions may be requested by the training committee and must be accompanied by a written justification and approved by a Program Manager.

Changes to the ITA level are recommended by program staff that develops a proposal for the WIB's Performance Committee. This Committee reviews the proposal and if in agreement will take it to the Executive Committee. If approved at that level it will go to the full WIB for approval.

On-the-Job Training (OJT) Contracts: The Pima County One-Stop System places between 40 and 50 WIA Adults and Dislocated Workers in OJT positions each year, 15-20 Veterans, a few Homeless clients, a few WIA Older Youth, and participants from other programs that may have OJT funds available, such as Older Worker Programs.

In the 1990s, Pima County received a special "OJT Broker" grant from the Department of Labor, and has used the model established under that grant. When the County conducts a Request for Proposals for WIOA, it includes specific criteria for an "OJT Broker." The successful contractor then works as a "Broker" between businesses and Workforce staff to help employers fill positions with candidates from program rosters. The "Broker" can generally write and execute contracts faster than the County can, and also reimburse employers faster. This makes the program more appealing to employers. OJT's are also limited to the \$3000 cap used for ITAs. The funding is a reimbursement to the employer who hires the person for the training necessary for the person.

Customized or special Contracts: Over the years, the One-Stop has worked with industry and training institutions to develop special "exception" training programs. In the past, several apprenticeship programs have been established for classroom training in Solar Installer, Hybrid Mechanic, Histology Technician, Machinist, Electronic Technician, and Hospital Based Nursing. Classroom trainings have been created through this method as well. If an existing provider cannot conduct the training, an RFP process must be used.

If the demand for the training is consistent, then the curriculum that is developed is submitted to the Eligible Training Provider List by the training institution.

 Graphic description

e. Co-Enrollment

All Title I adults and dislocated workers are co-enrolled with Title III Employment Services, and where appropriate are co-enrolled with Title II

Adult Education and Title IV Rehabilitation Services. Co-enrollment is facilitated by shared systems, as in the case of the Arizona Job Connection system used by both Title I and Title III, and the TABE Online testing database administered by Adult Basic

Education for College and Career for both Title I and Title II participants.

Coordinated referral processes will be used to connect vulnerable populations with the [Arizona@Work](#) system in Pima County. In this type of process designated points of contact are assigned by each partner to receive referrals and provide feedback on the services provided. The referring entity obtains permission from the customer as appropriate to be able to share basic information with the [Arizona@Work](#) point of contact and to continue coordinate ongoing services by both/all partners. Referring entities include the TANF Jobs Contractor (currently ResCare), Supplemental Nutrition Assistance Program, Pima County Adult Probation, Pima Community College Adult Basic Education for College and Career, Vocational Rehabilitation, Community Action Agency, Pima County Health Department WIC program, and several alternative charter high schools.

Pima County aggressively seeks to leverage amounts available for training by co-enrolling individuals with other funding sources. For example almost 100% of local TAA clients are co-enrolled with WIOA Dislocated Worker funds. Many low-income adults are enrolled in the HHS funded Health Professions Opportunity Grant to Pima Community College, of which Pima County is a sub-grantee.

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

Partners and subcontractors have obtained grants by leveraging the One-Stop. For example, Goodwill, who houses a person from the Business Services Team, obtained a grant from the City of Tucson to train people in selected occupations.

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

Pima County's WIB recognizes the importance of entrepreneurial training and microbusiness development, and issued a competitive Request for Proposals (RFP) in order to offer workshops to job seekers that will introduce them to entrepreneurial opportunities and stimulate them to consider issues involved in working for themselves versus working for someone else.

The four workshop categories include:

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

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

The Pima County One-Stop expects to offer this once a quarter for youth. While it is a required service offering for WIOA Youth, the One-Stop may ask the contracted partner to host the same type of training for WIOA Adults or Dislocated Workers (DW). The "Youth Entrepreneurial Workshop" contract was awarded to LeadLocal.

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

Category: Business Start-Up -- Hands-on sessions to assist potential entrepreneurs in:

- Generating and testing or refining their business idea;
- Understanding their customer;
- Determining what type of business plan they need in order to launch, and developing plan components;
- Determining their financing needs and strategies;
- Developing a marketing strategy;
- Structuring and registering their business;
- Obtaining applicable licenses and permits; and
- Understanding regulatory environment and legal resources.

Category: Self-Employment -- To develop or clearly define a self-employment plan for prospective independent contractors or sole proprietorships, that may include issues such as:

- Up-front requirements and costs;
- Income tax reporting;
- Business and professional licenses;
- Legal issues and insurance;
- Projected expenses and revenues;
- Reaching, cultivating and retaining customers; and
- Operations plans, such as facilities, equipment, tools, supplies, and schedules.

Introductory workshops in this area may be followed by referral to programs in the community that offer more specialized assistance to entrepreneurs. For example the Small Business Development Center operated by Pima Community College can provide referral services to one-stop clients with regard to the best agency or entity to meet the client's needs regarding self-employment and where they are in that process (i.e., conceptualization to start-up to commercialization), including the range of services available through the SBDC. In addition, the SBDC conducts outreach to minority communities and communities of poverty to increase awareness of and access to entrepreneurship resources and services.

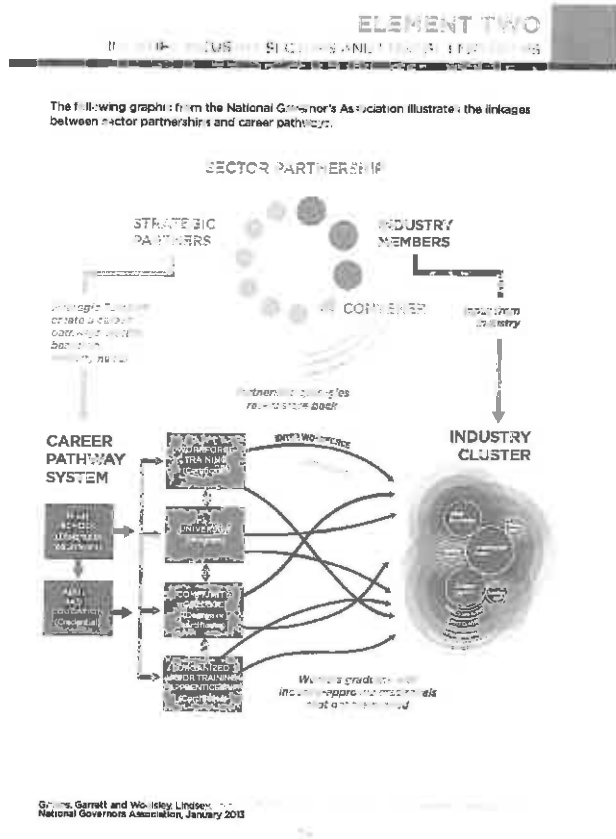
A short workshop can be coupled with any approved Eligible Training Provider programs offering entrepreneurial skills training or skill training in certain occupations that support a viable self-employment plan such as truck driver training or home repair.

g. Career pathways

How the local board will facilitate the development of career pathways.

The Pima County WIB has an active history of supporting and convening sector partnerships that have spurred the development of career pathways within manufacturing, logistics and supply chain management, and healthcare.

As the diagram below shows, sector partnerships create an ecosystem in which strategic partners can work together to create new pathways, or improve existing ones, based on industry needs.



As complementary approaches, the sector partnership defines industry demand for skills, while the career pathway provides educational options that assure an appropriate talent pool to support business retention, expansion and attraction.

The next diagram (adapted from the U.S. Department of Labor's Career Pathways Toolkit) illustrates how design elements of career pathways are driven by industry input about the movement of employees through progressively higher-skilled occupations, and the specific competencies and standards required for each occupation.

<ul style="list-style-type: none"> • Industry requirements • Identifies natural progression of jobs within industry • Sets skill requirements of each job • Provides work-based learning opportunities • Establishes industry credential requirements 	<ul style="list-style-type: none"> • Integrated education and training • Contextualized learning • Stackable credentials • Apprenticeships • Multiple entry/exit points • Credential attainment • Supportive services
--	--

In its self-assessment, the Pima County WIB identified 14 existing career pathways:

1. Behavioral Health
2. Dental support
3. Health Information
4. Medical Laboratory
5. Medical support
6. Nursing and Patient care
7. Surgical support
8. Welding
9. Machining
10. Logistics
11. Bioscience/biotechnology
12. Aviation Technology
13. Electrical Apprenticeship
14. Electrical and Gas Utility Technician

In each one of these programs, local sector partnerships have provided leadership at some stage in the career pathway development. This includes scenarios in which workforce system educational and/or workforce partners began working to develop, improve and articulate a career pathway, which then subsequently became the focus of a sector partnership which is now working to align it with industry needs.

Each one of these career pathways in Pima County offers financial and case management support through the ARIZONA@WORK Pima County One-Stop public workforce system and outreach to engage target populations. WIOA Title IB formula funds, the Health Profession Opportunities Grant (HPOG), and the Youth CareerConnect (YCC) Grant have all been key resources in these efforts.

All of the above career pathways at Pima Community College (PCC) offer stackable credentials developed or adapted based on industry input and standards to promote advancement and employment, and some of them also offer opportunities to attain industrial certifications and credit-based degrees/certificates simultaneously. The stacked credentials facilitate participants leaving and re-entering the pathway to work, with each component of education or training resulting in a credential that increases earning power. In many cases, the career pathway offers embedded work-based learning opportunities, such as internships or clinical rotations.

Each of the 14 career pathways features a linkage with secondary education, allowing training participants opportunities to complete a high-school diploma, High School Equivalency (HSE) or GED, or address basic-skill gaps that may be a barrier even for people who have a diploma. In some cases, this linkage is provided through a high-school Career Technical Education (CTE) program offered through the Pima County Joint Technical Education District (JTED) and various local high schools.

In the case of behavioral health and machining, PCC Adult Basic Education for College and Career has collaborated with PCC CTE programs to offer Integrated Basic Education and Skill Training (IBEST) programs in which two instructors teach academic and technical skills simultaneously.

In the case of the HPOG health professional pathways, college readiness classes offer contextualized, accelerated instruction in order to prepare students specifically for health occupational coursework.

Two more career pathways begin at the post-secondary level, but have the other career-pathway features of industry sector leadership, workforce system support and stackable credentials. A national utility industry

In the construction field, consortiums of union and non-union employers have created registered apprenticeships that offer the opportunity to work at increasing pay rates tied to skill gains and earn certificates toward a journeyman-level electrician.

In order to facilitate continued development of career pathways, in response to needs defined by sector partnerships, the Pima County WIB will continue its linkages with, and participation in, the following sector partnerships as described in section 7b:

1. Southern Arizona Manufacturing Partners (SAMP)
2. Southern Arizona Logistics Education Organization (SALEO)
3. Tucson Healthcare Industry Sector Partnership
4. Arizona Sun Corridor Get into Energy Consortium
5. Innovation Frontier Southwest (IFS)



The WIB will also continue its participation in the Pathways to Prosperity Initiative being led by the Center for the Future of Arizona (CFA) in partnership with the Harvard Graduate School of Education and Jobs for the Future.

CFA works with educators and employers to build a system of grades 9-14+ pathways that combine high school and community college, resulting in students earning technical certificates and degrees in industry areas of critical importance to workforce and economic development in Arizona. CFA initially seeks to develop pathways in the Phoenix and Tucson labor market regions, and will build on the work of SAMP and YCC to broaden the pathways in manufacturing and bioscience.

The WIB will use the following practices to support career pathway development:

1. Advocate for training programs that form components of career pathways in conjunction with a sector partnership to be submitted for inclusion on the Eligible Training Provider List (ETPL). Give priority for approval on the ETPL to such programs so that they may be supported with WIOA-funded Individual Training Accounts (ITA)
2. Include career pathways as a rating framework in competitive Pima County Request for Proposal (RFP) processes (when applicable). For example, programs could receive points for incorporating design elements of a career pathway, such as integration of industry-recognized credentials, basic education and support services.
3. Continue investment in career pathways as a central priority for program development activities, including grant-seeking, partnerships and resource leveraging.
4. Dedicate the Performance and Accountability Committee to researching potential barriers to career pathways. These could include:
 - a. Regulatory barriers, such as eligibility criteria.
 - b. Administrative barriers, such as program exit triggered by entry into employment.
 - c. Data management barriers that may inhibit data collection and evaluation of participants' progress through career pathways.
 - d. Performance disincentives, such as employment measures that might be impacted by keeping employed participants active or re-enrolling the same participant for the next level of training.
 - e. Financial disincentives, such as higher cost of training the same participant through multiple levels of education and training.

h. How the local board will improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).

The Pima County local workforce system historically has emphasized education and training activities, which consistently represent about 50% of both enrollees and expenditures across all WIOA Title I programs.

That impact has been amplified by obtaining discretionary grants, and partnering with other entities that have resources for education and training.

For example, the recently completed H1-B and Advanced Manufacturing Jobs and Innovation Accelerator (AMJIA) grants resulted in 391, and 199 participants enrolled in training, respectively, and earning a total of 613 industry-recognized credentials.

The WIB will continue to emphasize, and if possible increase, access to post-secondary training through the following practices:


1. Embed career pathways, long range career planning, and livable wage concepts in all career counseling and career exploration activities.
2. Continue to offer financial assistance for tuition, books and other training related costs for enrolled participants who have completed a training plan for an eligible training provider.
3. Observe and mirror state ETPL policy that limits eligibility to programs that lead to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).
4. Partner with programs that provide effective pre-college preparation.
5. Continue support and partnership with College student services to maximize Pell Grant financial aid leveraging and tracking.
6. Pursue discretionary grants to expand available direct financial aid for training.
7. Partner with employers to provide incumbent worker training that leads to recognized credentials.
8. Partner with educational institutions that offer credit for learning that occurred outside of the scope of formal higher education coursework and prior to students' enrollment at the institution, including from military service, job-related training, and volunteer arenas.
9. Partner with educational institutions to develop more seamless transfer pathways to professional degree programs, including for people who have completed certificates and associates of applied science degrees for direct employment.

9. Performance and Continuous Improvement

 Graphic description

The Pima County Workforce Investment Board presides over complex systems for reporting, quality assurance, and formative and summative evaluation.

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 Graphic description

a. Performance Levels

A description of the local levels of performance negotiated with the Governor and chief elected official pursuant to section 101(b)(c), to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under subtitle B, and the one-stop delivery system, in the local area.

The Workforce Innovation and Opportunity Act (WIOA) reviewed performance measures from previous federal acts and established the same measures for each partner, to the extent that that partner's programs would generate results for the performance measures. Each partner negotiates their performance goals with the state. Eligible Training Provider measures will be set at the levels used for WIOA Title I Adult programs, unless otherwise directed by the State of Arizona.

The performance measures are complex, and most are based on activities of people who left the programs during previous contract years. As a result, Pima County's WIB has developed a real-time reporting format for partners.

Performance Measures formulas:


Negotiated Measures of Performance for each Partner:

 graphic description

b. High-performing Board

A description of the actions the local board will take toward becoming or remaining a high-performing board, consistent with the factors developed by the State board pursuant to WIOA Section 101(d)(6).

Awaiting clarification.


 graphic description

c. High-quality providers

A description of how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, and workers and job seekers.

corrective action plan, including steps to be taken and a timeline. The committee monitors progress. Failure to meet benchmarks can result in loss of funding via contract amendment or non-renewal. Compliance monitoring of all contractors is carried out annually.

Eligible Training Providers' performance has traditionally been submitted to the state operated ETPL by the training institutions. However, the WIB's Performance Committee and program staff involved in serving WIOA funded clients though these training providers are conducting an evaluation of data to determine the effectiveness of various types of training.

 graphic description

d. Management information systems

A description of how one-stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under this Act and programs carried out by one-stop partners.

Pima County has been an advocate of and supports state efforts to have one intake system and database for all partners. Most local intakes are now done on-line, and


The state required data management system is the Arizona Job Connection system which came online in February, 2012. Parts of the Pima County One-Stop System use AJC to help employers list job orders, make job referrals, record job order completion information, register applicants into the system for Employment Service, Veterans, WIA and TAA activities; Track participants' progress; Record participant completion information and job placement information and Track one year of follow up information. AJC is used to generate performance measure reports.

Every month One-Stop management generates reports from AJC to help review data elements for accuracy. Management also generates monthly "annual" reports to determine program progress with respect to negotiated WIA Title IB performance measures.

Partners have agreed in the revised MOU to submit performance data to the WIB on a regular basis.

[Adult DW Reporting Procedures](#)

10 Complaint and Grievance Procedure for Clients

 Graphic description

All workforce system customers are assured a transparent process for filing complaints and having adverse decisions or actions reviewed fairly.

Each entity partnering in the workforce system has its own grievance procedure which will be followed to address a complaint or grievance concerning the employees and programs of that entity.

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 Graphic description

Title I & Title II

Pima County Community Services, Employment and Training Department issues a copy of its Grievance Procedure to each WIOA Title I participant upon enrollment. The procedure is posted on the CSET "Resources" web page at the following link: http://webcms.pima.gov/government/community_services_employment_and_training/

PCC has an Office of Dispute Resolution where students and staff can file a complaint or grievance. <https://www.pima.edu/administrative-services/dispute-resolution/index.html>


 graphic description

Title IV

1. Anytime a decision which affects the provision of Vocational Rehabilitation services that has been made by AZRSA staff, AZRSA staff will provide the following information to the client or their representative:
 - a. Advise the client of their right to request a review of the determination;
 - b. Provide a written notice of client rights and appeals option by utilizing the c. Request for Review of Determination form; and
 - c. Advise the client of the availability and the right to utilize the Client Assistance Program.
2. Notice of client rights and written notice of appeals will be provided in writing by utilizing the Request for Review of Determination form to the client, and their representative if appropriate, at the following times:
 - a. When the client applies for services;
 - b. When AZRSA staff makes an eligibility decision;
 - c. When AZRSA staff determines placement into an Order of Selection category;
 - d. When an Individualized Plan for Employment is developed;
 - e. At any time that the AZRSA staff makes a decision or intends to to reduce, suspend, or terminate planned services and/or goods being provided;
 - f. When AZRSA staff notifies the client of intent to close the case for any reason; and
 - g. Upon denial of Post-Employment Services (PES).
3. AZRSA staff will advise the client of the following appeals processes available to them.
 - a. Informal Resolution;
 - b. Administrative Review;
 - c. Mediation; and/or
 - d. Fair Hearing.
4. If a decision is being disputed, AZRSA staff will ensure that the client, or their representative if appropriate, is aware that a formal request for review of a determination must be submitted within 15 calendar days of the date that the written decision letter was mailed.
5. Formal written requests are acceptable in the following formats:

- i. An explanation of the issue(s) under contention,
 - ii. Client, or their representative if appropriate, signature and date; and
 - iii. An indication whether the client is willing to resolve the issue(s) through an informal review, administrative review, mediation, or formal due process hearing.
6. AZRSA staff will direct client who request assistance in completing a written appeal to the AZRSA Ombudsman or local CAP office.
7. The AZRSA Ombudsman will schedule a Fair Hearing to occur within 60 days of submitting a Request for Review of Determination regardless of the resolution options chosen.
8. AZRSA staff will work with the client and the AZRSA Ombudsman throughout the appeal process until a final resolution is provided.

11. Plan Development

 Graphic description

The draft Pima County Workforce Development Plan has been prepared by the [ARIZONA@WORK Pima County One-Stop Core Program](#) and other One-Stop Partners along with the local Workforce Development Board known as the Pima County [Workforce Investment Board](#) (WIB); WIB Planning Committee; and key stakeholders.

The Pima County Community Services, Employment and Training Department ([CSET](#)), the administrative entity and One-Stop Operator, created a web site for the Plan so that it may be reviewed in sections or as a single document. Public comments and requests for a hard copy may be

submitted online with the comment form.

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 Graphic description

a. Leadership


Describe the involvement of the Chief Local Elected official (CLEO), the Local Workforce Investment Board (LWIB) and the stakeholders in the development of the plan.

The draft Plan has been discussed and input has been provided during monthly meetings:

- Pima County WIB Planning Committee;
- Pima County One-Stop Core Program Partners' meetings;
- Pima County All Partners' meetings; and
- Pima County WIB Youth Council meetings.

During the Plan development process, the Plan has been available to the WIB, stakeholders, Partners and the public at <http://webcms.pima.gov/cms/One.aspx?portalId=169&pageId=256628>.

The Public Comment period is from Friday, 10/14/16 to Saturday, 11/12/16 and the Public Notice is published in the 10/14/16 issue of the Daily Territorial and may be seen at <http://www.publicnotices.pds.com/AZFRAME/search/searchnotices.asp>

 graphic description

b. Public Comment

A description of the process used by the local board, consistent with subsection (a), to provide an opportunity for public comment, including comment by representatives of businesses and comment by representatives of labor organizations, and input into the development of the local plan, prior to submission of the plan.

The Pima County Plan is available to the public through electronic and other means, including a Public Comment period that will be from 10/14/2016 to 11/12/2016.

The Public Comment period is advertised on this website and in the 10/14/16 issue of the Daily Territorial and will commence with opportunity for comment by representatives of the WIB, chief elected officials, businesses, institutions of higher education, labor organizations, key stakeholders, and the general public regarding the Pima County Workforce Development Plan for Program Years 2016 to 2020.

graphic description

APPENDIX 1

- Provide a copy of the published notice (a screen print is acceptable for internet publication).

Public Notice Ad 10.14.16

graphic description

APPENDIX 2

Provide a copy of the distribution list used for notification of key stakeholders.

For privacy reasons, the lists will not be posted. The distribution lists include the WIB members, WIB committee members, key stakeholders, community and labor organizations, community leaders, chief elected officials, employers, institutions of higher education, and the general public.

graphic description

APPENDIX 3

Provide a copy of all comments received as result of the public notice.

All comments will be posted after the comment period ends on 11/12/16.