



BOARD OF SUPERVISORS AGENDA ITEM REPORT

Requested Board Meeting Date: 10/15/2024

**= Mandatory, information must be provided*

Click or tap the boxes to enter text. If not applicable, indicate "N/A".

***Title:**

Pima County Local Workforce Development Area Plan 2025-2028

***Introduction/Background:**

The Workforce Innovation and Opportunity Act (WIOA) requires that each local area designated by the Governor submit a Local Workforce Development Area Plan (Plan) every four years to the Workforce Arizona Council (WAC) for approval.

***Discussion:**

The Plan identifies and describes policies, procedures, and local activities that are carried out in Pima County and consistent with the Workforce Arizona Council Strategic Plan, and the Arizona Unified State Workforce Development Plan. The planning process included assistance and support from community partners, workforce stakeholders, businesses, and Board Commissions and Committees over the course of 2023-2024. The Workforce Investment Board (WIB), which serves as Pima County's Local Workforce Development Board, established strategic planning taskforces, which identified specific areas of concentration over the plan's four-year period. The plan identifies local area partners and providers, in-demand sectors founded in data analysis of the region, and strategies that leverage other regional planning efforts.

***Conclusion:**

The Plan provides a framework for the use of WIOA funds to provide job training and supportive services that create career opportunities in in-demand sectors in Pima County, and is required by the US Department of Labor to meet the needs of job seekers and employers in Pima County.

***Recommendation:**

Staff recommends the approval of the Pima County Local Workforce Development Area Plan 2025-2028 to submit to the Arizona Office of Economic Opportunity by their deadline for Workforce Arizona Council approval in November.

***Fiscal Impact:**

Continued allocation of WIOA funds in Pima County for job seeker and employer workforce development programs.

***Board of Supervisor District:**

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☒ All

Department: Community & Workforce Development Telephone: 520.724.9638

Contact: Cassie Lundin Telephone: 520.724.9638

Department Director Signature:

Cassie Lundin

Date:

9/26/2024

Deputy County Administrator Signature:

[Signature]

Date:

27 Sep 2024

County Administrator Signature:

[Signature]

Date:

9/27/2024



Pima County Workforce Development Plan

2025-2028

Pima County Board of Supervisors
Pima County Workforce Investment Board
PIMA COUNTY COMMUNITY & WORKFORCE DEVELOPMENT

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Pima County Workforce Development Area

Local Plan 2025-2028

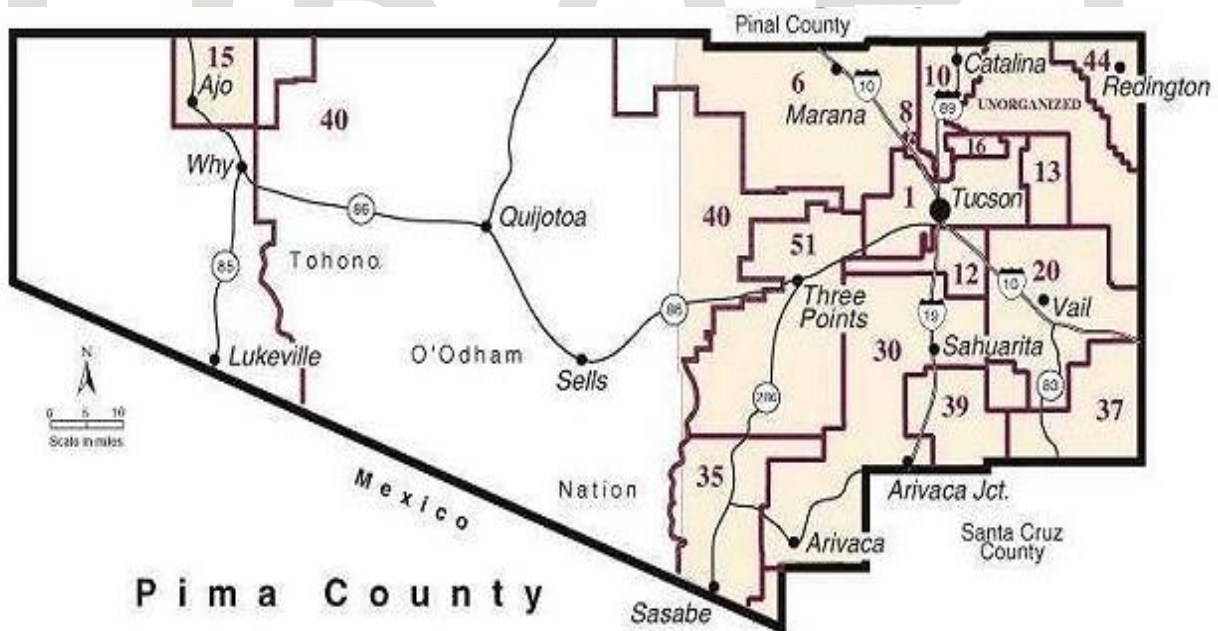
Pima County was designated by the Governor of Arizona as the local workforce development area (LWDA) to provide authorized Workforce Innovation and Opportunity Act (WIOA) services in Pima County. ([Resolution No. 2015-34](#))¹

Section 1 – Infrastructure

Names of the county, city, and/or tribes included in the Local Workforce Development Area

Pima County is located directly along the border of the United States and Mexico. The county covers an area of 9,189 square miles and has a growing population of 1,052,030 (2021). LWDA Pima County includes the incorporated cities and towns of Tucson, South Tucson, Marana, Oro Valley, and Sahuarita, along with unincorporated communities such as Ajo, Vail and Catalina. LWDA Pima County does not include areas under tribal jurisdiction - Tohono O'odham Nation and Pascua Yaqui Tribe.

Figure 1. Pima County Boundary Map



¹ Board of Supervisors Resolution 2015-34 https://onbase.pima.gov/publicaccess/CL_NextGen_Multi/etc/ft/index.html

Pima County is governed by the [Pima County Board of Supervisors](#)². The Chair of the Board of Supervisors serves as the Local Chief Elected Official (LCEO) of the area; however, decisions are made by formal vote during open meetings. Along with the Fiscal Year 2025 County Budget, the Board of Supervisors adopted the [Pima County Strategic Framework for Fiscal Year 2025](#). This included the following workforce development related goal, strategy and tactics:

Goal 3.2 Promote Economic Development in Pima County

Strategy 3.2.2 Enhance workforce development opportunities

Tactic 3.2.2.1 Identify priority sectors with greatest need for workforce development and in alignment with the County's climate action plan and Prosperity Initiative policies.

Tactic 3.2.2.2 Expand opportunities for apprenticeships and job training in priority sectors, and other proven evidence-based practices for job seekers.

Figure 2. Pima County Board of Supervisors



Hon. Adelita Grijalva
Chair
District 5



Hon. Rex Scott
Vice-Chair
District 1



Hon. Dr. Matt Heinz
District 2



Hon. Steve Christy
District 4



Hon. Dr. Sylvia Lee
District 3

The [Local Workforce Development Board](#) as authorized by the Board of Supervisors, is Pima County [Workforce Investment Board](#)³ (WIB). The WIB is not organized as a separate legal entity and cannot accept or manage federal funding for the performance of WIOA activities. Instead, the Pima County Board of Supervisors accepts federal formula funds allocated annually by Arizona Department of Economic Security (AZDES).

The local [Fiscal Agent](#) designated by the Board of Supervisors is Pima County [Grants Management and Innovation](#)⁴ Department (GMI). GMI is responsible for performing accounting and funds management of the WIOA grant.

² Pima County Board of Supervisors webpage <https://www.pima.gov/2317/Board-of-Supervisors>

³ Pima County Workforce Investment Board <https://www.pima.gov/2340/Workforce-Investment-Board>

⁴ Pima County Grants Management and Innovation <https://www.pima.gov/962/Grants-Management-Innovation-GMI>

Pima County [Community & Workforce Development](#)⁵ (CWD) department administers the grant through its separate divisions of Operations and Administration, and [Workforce and Education](#)⁶.

The [local workforce development board director](#) is Cassie Lundin, Division Manager, Pima County Community & Workforce Development Department, and reports to Andrew Flagg, Deputy Director of CWD Operations Division.

Local area [WIOA Title IB providers](#) are awarded through a competitive procurement process, authorized by local workforce development board governing documents and are listed below.

WIOA Title I-B Service Providers	
Agency	Program/Service
Pima County Community & Workforce Development, Workforce and Education Division	Workforce Development Services (Adult, Dislocated Worker (DW), Youth) Business Services Basic Career Services – Workforce Workshops
Community Outreach Program for the Deaf (COPD) - https://www.copdaz.org/	Workforce Development Services (Adult/DW/Youth)
Dorothy Kret and Associates, Inc. (DKA) - https://www.dkajobs.com/	Workforce Development Services (Adult/DW/Veterans) Workshop Instruction
Goodwill Industries of Southern Arizona - https://www.goodwillsouthernaz.org/	Workforce Development Services (Adult/DW/Youth) Workshop Instruction (Adult/DW/Youth) Youth Work Experience Administrator On-The-Job Training Administrator
SER Jobs for Progress, Inc. (SER) - https://serjobsforprogress.org/	Workforce Development Services (Adult/DW/Veterans/Youth) Workforce Development & Educational Services Workforce Veterans & Innovation Services Youth Work Experience Administrator
Tucson Youth Development (TYD) - https://www.tucsonyouth.org/	Youth Workforce Development Services Employability Skills Workshop Youth Leadership Development Workshop Youth Financial Literacy Workshop Youth Work Experience Administrator
The Center for Life Skills Development, LLC - https://www.thecentertucson.com/	Behavioral Health Counseling
Literacy Connects - https://literacyconnects.org/	Literacy Services
One Stop Operator	
SER Jobs for Progress, Inc.	One-Stop Operator

⁵ Pima County Community & Workforce Development webpage <https://www.pima.gov/804/Community-Workforce-Development>

⁶ Pima County CWD Workforce webpage <https://www.pima.gov/2523/Workforce-Education>

As outlined in ARIZONA@WORK Pima County's [Shared Governance Agreement](#)⁷ and [Memorandum of Understanding](#)⁸, CWD enters **procurement** proceedings that comply with federal regulations for WIOA Title I-B service providers and the One Stop Operator. The Pima County WIB directs CWD to work with Pima County's Procurement Department for competitive procurements. The WIB is active throughout the competitive procurement process including the endorsement of the solicitation application, non-conflicted representation on the evaluation panel and endorses recommendations for award that advance to the Board of Supervisors for final acceptance. In addition, the WIB develops the scope of work for the One Stop Operator contract. The contract is reviewed by the subrecipient, GMI, CWD and Pima County Attorney's Office. CWD and/or GMI submits the written contract to the Board of Supervisors for execution.

Fiscal monitoring is conducted by the fiscal agent, Pima County's GMI department. CWD Operations Division meets with GMI monthly to review expenditure rates ensuring that 100% of the grant funds allocated to workforce development activities is fully expended by the end of each program year, June 30th and that costs allocated to the grant are allowable costs. CWD reports WIOA financials to the WIB and its committees at least twice annually.

Equal Opportunity monitoring is conducted by the local Equal Opportunity (EO) officer in Pima County. The EO officer conducts on-site quality assurance monitoring of the One-Stop Centers, affiliate sites, specialized sites, and contracted agency sites. The purpose of these on-site reviews is to ensure that equitable and non-discrimination policies are adhered to as required by law. (Section 188 of WIOA, 29 CFR 38) These policies state that no person shall be discriminated against on the grounds of age, sex (including pregnancy, childbirth or related medical condition, sex stereotyping, transgender status, and gender identity), disability, political affiliation, religion, race, color, national origin (including Limited English Proficiency), citizenship, and participation. Compliance with Americans with Disabilities Act (ADA) is strictly enforced. Quarterly reports are submitted to the AZ DES Equal Opportunity Officer with detailed information regarding any complaints relating to Equal Opportunity violations. Complaints regarding Equal Opportunity are immediately investigated and reported to the Arizona State office in the quarterly log.

Programmatic monitoring is conducted by CWD Operations and Administration division and includes local workforce development board staff. The CWD Quality Assurance division provides guidance and oversight for the Adult, Dislocated Worker and Youth programs. The operations and administration division monitors grant performance, customer and subrecipient outcomes, and quality of service ensuring that both job seekers and employers receive quality service; compliance with federal, state, and local requirements; conducts annual onsite contract monitoring verifying that training and working conditions are provided as stipulated in contractual agreements. Observations and findings are reviewed with the WIB annually and noted within the One-Stop Operator reports.

The approved training programs on [Pima County's Eligible Training Provider List \(ETPL\)](#) include in-demand occupations in Pima County. ETPL providers and programs are monitored by the WIB Performance and Accountability (P&A) Committee and the WIB Planning Committee determines that training programs align to targeted occupations that offer eligible ARIZONA@WORK Pima County customers life sustaining careers. ETPL provider performance and quality is monitored annually by Pima

⁷ Shared Governance Agreement <https://content.civicplus.com/api/assets/6949b80f-c781-4a74-a0a5-cb604b680534>

⁸ Memorandum of Understanding <https://content.civicplus.com/api/assets/50bba253-118f-48c1-ac02-cb7ca12e9db9>

County CWD Quality Assurance division that includes the Local ETPL Coordinator. Findings and Observations are brought to the WIB and its committees for review.

Overall Operations

As outlined in the ARIZONA@WORK Pima County Shared Governance Agreement:

Administration - The Pima County Board of Supervisors delegates the administration of the WIOA Title I-B Adult, DW, and Youth program services to the Pima County Administrator. Pima County Administrator delegated WIOA Title I-B activities under the Health and Community Services division, Community & Workforce Development, Operations Division.

Fiscal - The fiscal operations are conducted under Pima County Central Administration departments which include the financial control and reporting division under Pima County's Finance and Risk Management Department and is responsible for the fiscal operations, oversight, and reports generated for all Pima County financial transactions including the WIOA Title I-B funds. The fiscal entity under WIOA is Pima County's Grants Management and Innovation Department. The fiscal agent has a separate reporting structure and adheres to federal, state, and local government regulation.

LWDB Membership - The Pima County WIB is governed by its [by-laws](#)⁹ which are authorized by the Board of Supervisors (LCEO). Pima County's WIB is comprised of not more than 45 (forty-five) members, always an odd number, and are appointed by the Board of Supervisors. WIB membership conforms with the WIOA composition requirements to carry out the required functions, duties and responsibilities as outlined in WIOA Section 107 (b). The Pima County [Clerk of the Board](#)¹⁰ maintains the official roster of WIB members.

ARIZONA@WORK Partner Programs

Pima County has a robust ecosystem of community partners that leverage resources to advance workforce development activities in the area.

Entity	Partner Program
Pima County Community & Workforce Development (CWD)	WIOA Title IB Adult, Dislocated Worker, and Youth programs
	Employment and training activities carried out under Community Services Block Grant (CSBG)
	Employment and training activities carried out under US Department of Housing and Urban Development (HUD)
	HUD Community Development Block Grant (CDBG program authorized under Title I of the Housing and Community Development Act of 1974
Pima County Community College District (PCC)	WIOA Title II Adult Education and Literacy Activities
	Career and Technical Education (CTE) programs at the postsecondary level authorized under Carl D. Perkins Career and Technical Education Act of 2006

⁹ Workforce Investment Board By-Laws <https://content.civicplus.com/api/assets/b659ad2b-8486-4c72-9c6e-1b203cab5cd7>

¹⁰ Pima County Clerk of the Board, Boards, Commissions, Committees <https://www.pima.gov/2340/Workforce-Investment-Board>

Arizona Department of Economic Security, Division of Workforce Administration	WIOA Title III Employment Service under Wagner-Peyser Act
	Programs authorized under AZ Unemployment Insurance (UI) compensation laws
	Trade Adjustment Assistance (TAA) of Title III of the Trade Act of 1974
	Veterans Employment Representative and Disabled Veterans Outreach Activities authorized under 41 USC 38
	Supplemental Nutrition Assistance Program (SNAP) authorized under Part A of the Title IV of the Social Security Act
Arizona Department of Economic Security, Division of Rehabilitation Services Administration	WIOA Title IV Vocational Rehabilitation Services programs authorized under Title I of the Rehabilitation Act of 1973
Portable Practical Education Preparation (PPEP), Inc.	WIOA Title I-D, Section 167 Migrant Seasonal Farm Worker (MSFW) programs
Fred G. Acosta Job Corps Center/Human Learning Systems, Inc.	WIOA Title I-C Job Corps programs
Tucson Indian Center	WIOA Title I-D, Section 166 Native American programs
AARP Foundation	Senior Community Service Employment Program (SCSEP) activities authorized under Title V of the Older Americans Act of 1965
TANF – Jobs/EQUUS Workforce Solutions	Temporary Assistance for Needy Families (TANF) program authorized under Part A of Title IV of the Social Security Act
Goodwill Industries of Southern Arizona	Re-entry Employment Opportunities (REO) under Second Chance Act

Regional Planning Efforts

Pima County has a long-standing history with developing the Southern Arizona region that includes other counties and designated areas. Pima County has also established regional plans that include economic development, prosperity initiatives, affordable housing, broadband access, and workforce activities that provide for a robust system of partnerships. These partnerships leverage resources available to job seekers and employers for regional prosperity.

Pima County is working to close the digital divide and link communities to affordable, high-speed internet access through its [Connect Pima](#)¹¹ strategy through the implementation of the County's Digital Infrastructure & Inclusion Action Plan. To that end, Pima County has received a \$30.3 million grant by the US Commerce Department to expand high-speed internet infrastructure and increase internet access for residents in unserved or underserved areas. This opportunity not only supports digital access, but will vastly expand workforce opportunities in construction, infrastructure, emerging technologies, and supporting occupations.

¹¹ Pima County Broadband, Connect Pima <https://engagepimacounty.civilspace.io/en/projects/connect-pima>

Pima County's Transportation Department implemented its [Technology-Based Transportation](#)¹². The plan uses advanced technologies, data, and the hard work of over 200 employees to manage nearly 2,200 miles of roadways, bicycle and pedestrian facilities, transit services and infrastructure. Technology-Based Transportation Vision focuses on the evaluation and implementation of new strategies, materials, and technologies to provide and maintain an efficient, safe, sustainable, and equitable multimodal transportation system.

Pima County launched its [transition center program](#)¹³ in late June 2023, an effort operated by its Department of Justice Services with the mission to connect people released from the County jail with community resources. Justice Navigators connect these individuals to resources such as housing, food, drug rehabilitation, medical care, transportation, workforce development activities and more.

Pima County Board of Supervisors adopted a new Board policy in 2023: [Reducing Generational Poverty and Improving Individual and Community Wealth](#).¹⁴ The policy includes a set of evidence-based policies in the areas of work, housing, health, and education, providing a strategic framework to break the cycle of generational poverty by focusing on low-income families with children. Specific to workforce, the policy prioritizes workforce development for low-income job seekers with evidence-based case management practices that include apprenticeships, on the job training, and supportive services that prepare participants for jobs with self-sufficient wages and benefits. Successful workforce development programs targeting low-income jobseekers and/or those with limited skills or other barriers, were found to have five key elements in common:

1. Coordination and collaboration across the workforce, education, industry, and economic development sectors.
2. Career development/planning and goal/mobility coaching.
3. Dual focus on skill building for in-demand, high-growth occupations and sectors (i.e., job specific skills) along with 21st century skills (i.e., communication, teamwork, critical thinking, and problem-solving skills; also known as general skills).
4. Authentic work experiences and earn-and-learn opportunities.
5. Wraparound support services.

Existing County workforce development programs, including WIOA funded services and activities that fall under this Local Plan, should be reviewed to determine the level of alignment with these five elements.

The Pima County Board of Supervisors also created the [Pima Early Education Program](#) (PEEPs) in 2020, allocating \$10 million a year to preschool scholarships for low to medium income families with preschool age children. The program served over 1,900 children in Fiscal Year 2024 and assists parents and guardians by providing free or reduced cost preschool at over 180 high quality preschool locations while they attend work or job training programs. The first four years of the program had been funded by Federal American Recovery Plan Act funds and future years will be funded by the Pima County Library District.

Pima County's Regional Affordable Housing Commission advises and makes recommendations to the Board of Supervisors on [affordable housing](#)¹⁵ to provide safe, affordable and sustainable housing to County residents, including workforce. Since 2022, the Board of Supervisors has allocated \$15 million for

¹² Department of Transportation, Technology Based Transportation Plan <https://www.pima.gov/934/Technology-Based-Transportation>

¹³ Pima County Justice Services, Transition Centers, <https://www.pima.gov/3085/Transition-Center>

¹⁴ Pima County Prosperity Initiative, <https://content.civicplus.com/api/assets/5f6406df-8cae-4f21-b48e-0432ab91c5f6>

¹⁵ Regional Affordable Housing <https://content.civicplus.com/api/assets/309548af-bde4-4619-896b-173b6f74934d?cache=1800>

the development and preservation of affordable housing with a 30-year affordability period. As of 2024, over 1,000 units across Pima County are being constructed, renovated and preserved.

Pima County's ambitious planned investments in greenhouse gas (GHG) emissions reduction will generate significant growth in several high-quality career fields. The Pima County Department of Environmental Quality (PDEQ), in collaboration with jurisdictional partners, has developed a Priority Climate Action Plan entitled [PimaCan! Climate Action Now for Pima County, AZ](#)¹⁶ that outlines the most pressing regional projects to reduce GHG emissions and includes a brief workforce planning analysis. Pima County has also committed to meaningful climate pollution reduction by including a pillar in the 2024-25 Strategic Framework focused on promoting conservation, sustainability and climate resiliency. The next step will be to develop a Comprehensive Climate Action Plan (CCAP) that will be submitted to the Environmental Protection Agency (EPA) in December 2025 as a deliverable for the Climate Pollution Reduction Planning Grant. A comprehensive list of GHG emissions reductions measures will be included in the CCAP and PDEQ will work with CWD to develop a detailed workforce analysis as it relates to those measures, including an assessment of the current labor force in clean energy fields, an inventory of education and training resources, as well as meaningful stakeholder engagement. Climate related investment opportunities are anticipated to grow in Pima county in areas such as energy efficiency in residential, commercial and industrial building, renewable energy (solar), fleet electrification and manufacturing, such as battery manufacturing plants. CWD is the Pima County workforce liaison for climate investment related workforce needs and will focus on creating job opportunities that will benefit low income and disadvantaged residents of Pima County.

Through these related regional efforts, Pima County CWD along with the WIB are strategically positioned to enhance and leverage non-WIOA resources to support eligible WIOA program participants and local businesses.

Section 2 – Strategic Planning Elements

Economic, Workforce, and Workforce Development Activities

Economic Analysis. Pima County conducts economic analysis through a variety of tools including short and long-term projection reports as well as real time data to meet employment and economic demands of Pima County. Each month national, state, and local employment data is presented to the WIB during its monthly meeting.

Arizona continues to measure consistent growth and is projected to acquire additional employment opportunities over the next two years. From 2023 to 2025 the following employment trends are projected at a state level: Arizona total employment is projected to increase by 102,656 jobs, or 1.5% annually; education and health services (34,443 jobs) and trade, transportation, and utilities (15,414 jobs) are projected to record the largest job gains, with construction (3.3% annualized growth) and education and health services (2.6% annualized growth) are projected to record the strongest growth rates.¹⁷

Pima County measured projected growth rate is consistent and is projected to acquire additional employment opportunities over the next two years. From 2023 to 2025 the following employment trends are projected in Pima County: Manufacturing (11.7%), Education and Health Services (3.2%), Construction (2.7%), Natural Resources and Mining (2.7%), Self Employed (2.5%), Leisure and Hospitality (2.1%), Trade

¹⁶ PimaCan! <https://content.civicplus.com/api/assets/ff7743c3-1a2c-4dc6-adfe-18f3ea7847c1>

¹⁷ Arizona Office of Economic Opportunity <https://public.tableau.com/app/profile/arizona.office.of.economic.opportunity/vizzes>

Transportation and Utilities (1.4%), Other Services (1.2%), Government (0.6%), Information (0.3%), Professional and Business Services (-0.7%), and Financial Activities (-1.7%).¹⁸

As part of the planning process, the WIB surveyed local area businesses to identify specific areas to address over the course of the planning cycle. Of those surveyed, 73.86% of respondents concurred that their business is inclusive of the targeted sectors as outlined by the WIB. Occupations employed within these sectors include 73.68% alignment to those training offerings by ARIZONA@WORK Pima County. Business respondents included aerospace and defense (20%), logistics (26.67%), Infrastructure (33.33%), Health Services (60%), and Manufacturing (20%).

Workforce development activities provide local job seekers with opportunity to advance their skills and a career pathway for sustainable and long-term success. 84.62% of the business respondents struggle to recruit qualified job seekers for open positions. Businesses offer several incentives to entice job seekers to work in their business with 23.08% offering flexible work schedules, 0% offering remote work opportunities, 7.69% with tuition reimbursement, 30.77% have paid time off, 7.69% offer parental leave time, 23.08% offer employer backed retirement, and 7.69% do not participate in any employer incentives. Throughout the course of the planning cycle, the WIB anticipates a higher engagement amongst local businesses through various job fairs and targeted hiring events as outlined in partnership with the Business Services team in Pima County.

Pima County strategic planning efforts along with regional partnerships have assessed current workforce needs using a broad metrics to include in-demand industry sectors as well as emerging technologies or strategic advancements in areas of infrastructure, information technology, innovation, and renewable energy. With the integration of other regional planning strategies, the WIB anticipates that employer needs as identified will be addressed where possible and other non-WIOA resources leveraged for overall community prosperity.

Pima County's [Economic Development strategy](#)¹⁹ leverages its essential role as “the critical convener,” ready to capitalize on its assets and opportunities. Based on a thorough assessment of market, community, and government trends, the strategy articulates the county's unique value proposition and charts a path to sustainable long-term prosperity for the community.

The [Sonoran Corridor](#)²⁰ is a multilevel, multistep, multiyear economic development initiative for Pima County and Southern Arizona. The Corridor is best described as a 50-square-mile area surrounding the Tucson International Airport that includes some of Pima County's largest employers, among them Raytheon Missile Systems, Davis-Monthan Air Force Base, Tucson International Airport, and the University of Arizona Tech Park. The area has a unique nexus of rail, highway and air transportation infrastructure that is desirable for a whole host of industries.

Pima County Board of Supervisors enthusiastically support new businesses and business expansion in Pima County. The Board has approved a [business attraction and expansion plan](#)²¹ and has directed staff to assist business development and expansion. Incentives include collaboration with ARIZONA@WORK

¹⁸ Arizona Office of Economic Opportunity, Industry Projections,

<https://public.tableau.com/app/profile/arizona.office.of.economic.opportunity/viz/IndustryProjectionsCustomSearch/Dashboard>

¹⁹ Economic Development Plan, <https://content.civicplus.com/api/assets/4cf7f704-a311-4092-a855-25e9a01c6d11?cache=1800>

²⁰ Sun Corridor, <https://www.pima.gov/377/The-Sonoran-Corridor-A-Regional-Economic>

²¹ Pima County Business Retention and Expansion <https://www.pima.gov/299/61-Business-Retention-Expansion-Attracti>

Pima County, planning and zoning permitting assistance, financing, foreign trade zone status, and location support through Pima County owned land.

Workforce Analysis – knowledge and skills needed to meet employment needs of business in the region including in-demand and industry sector occupations. Regional workforce needs including current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.

Based on Pima County employment projections and with strategic planning alignment, the WIB has adopted sector strategies that consider Board of Supervisors strategies, regional planning strategies that direct WIOA resources targeted sectors through its sector strategies.

Sector strategies are employer-driven partnerships between workforce development; business leaders; education and training; economic development; and labor and community organizations that focus on the workforce needs of critical industries in the local economy to avoid duplication and gaps in services and to efficiently use public program resources.

As part of the planning process, the WIB Strategic Planning Taskforce met to review and identify optimal sectors of performance and develop strategies for annual assessment. After a thorough review of labor market data, industry projection, and local economic infrastructure, the WIB identified the following industry sectors as **in-demand** and that align to the comprehensive strategies currently active across Pima County and Southern Arizona.

Aerospace & Defense	Pima County’s position along with the nation’s southern border has created opportunities for hundreds of supporting aerospace and defense companies and more than 50,000 jobs. Industries in the Aerospace & Defense sector are numerous in Southern Arizona, and they provide an abundant source of jobs and opportunity for future job creation. The military bases, defense contractors and supporting manufacturers are examples of this sector.
<i>Core Industry Reflected within Aerospace & Defense: Construction; Finance and Insurance; Manufacturing; Transportation and Warehousing</i>	
Emerging Technologies	Pima County and Southern Arizona boasts a variety of innovation hubs that provide the platform needed to develop emerging technologies and entrepreneurial spirit that create the businesses and jobs of the future. This sector includes corporate research and development, low-cost “garage” tinkering, university technology, artificial intelligence, battery development and storage, social media, gene editing, and quantum computing opportunities.
<i>Manufacturing; Information Technology; Construction; Finance and Insurance; Professional and Business Services; Natural Resources and Mining; Trade, Transportation and Utilities</i>	

Logistics	Pima County is a transportation and distribution hub that conveniently connects people and products. Opportunities for jobs and job creation in this sector should increase based on Tucson's geography near the border and deep-water ports, as well as a strong transportation infrastructure. This sector includes Tucson International Airport, the Port of Tucson, and railroads.
<i>Transportation and Warehousing; Retail Trade; Information Technology; Construction; Manufacturing; Finance and Insurance</i>	
Infrastructure	Pima County's economic foundation includes the educational institutions; trade and construction industries; water and energy utilities; transportation systems; communication networks; governments; and trained workforce that create a safe, clean, and connected community. Infrastructure includes jobs that are based on providing a safe, clean, and connected community. Examples of this sector include facilities from which goods are produced, warehoused and sold; facilities where services are delivered from; places where workers are housed; and roads over which goods and people move as well as communication networks and utility/energy infrastructure.
<i>Natural Resources and Mining; Trade Transportation and Utilities; Professional and Business Services Construction; Information Technology; Finance and Insurance; Manufacturing</i>	
Health Science	Pima County and Southern Arizona is a global science innovation center, with more than 100 small bioscience companies. Healthcare and the science related to healthcare are large and vibrant industries that provides a significant number of jobs and job opportunities in Southern Arizona. With a focus on keeping workers and their dependents healthy, examples of this sector include traditional health occupations, state-of-the-art health information systems and cutting-edge biotechnology businesses.
<i>Core Industry Reflected within Health Science; Education and Health Services; Manufacturing; Information Technology; Professional and Business Services; Retail Trade</i>	

Workforce Development, Education, and Training activities – analysis of workforce development activities

According to community profiles maintained by Arizona Commerce Authority, collectively, Pima County has 480,903 civilian labor force with current employment in education health care and social services 25.5%, professional, scientific, and administrative services 13.1%, retail trade 11.8%, arts entertainment, food and recreation services 10.8%, manufacturing 6.8%, construction 6.2%, public administration 6.0%, finance, insurance, and real estate 5.8%, other services except public administration 4.9%, transportation, warehousing, and utilities 4.8%, wholesale trade 1.8%, information 1.6%, agriculture, forestry, fishing, hunting, and mining 1.0%. The civilian labor force education levels are outlined in the table below.

Community Profile	Civilian Labor Force	Less than High School	High School or Equivalent	Some college or associate's degree	Bachelors or Advanced Degree
<u>South Tucson</u>	2,145	33.4%	34.0%	24.7%	7.9%
<u>Sahuarita</u>	13,295	5.2%	16.4%	36.0%	42.4%
<u>Oro Valley</u>	19,616	2.5%	13.5%	28.5%	55.4%

<u>Marana</u>	25,127	4.7%	16.6%	32.1%	46.5%
<u>Tucson</u>	257,721	14.1%	23.0%	34.8%	28.2%

Source: Arizona Commerce Authority, Arizona Asset Map, <https://www.azcommerce.com/resources/arizona-assets/>

The targeted occupations will serve as the basis for WIOA funded services such as Occupational Skills Training, Apprenticeships, and On-The-Job Training. The WIB Planning Committee recommended and the WIB approved that based on the analysis of projected occupational growth, employment, wage estimates, living wage calculations, WIOA participant demographics and training outcomes that the following criteria be used to for WIOA funded services:

- Educational Attainment: associate degree and below
- [Pima County Living Wage](#)²²: \$14.35 per hour with \$1.65 in benefits for those employees who do receive benefits and \$16.00 per hour for employees who do not receive benefits. [City of Tucson Minimum wage](#)²³: \$15.00 per hour by January 1, 2025.
- Projected Annual Openings: 10 or more.
- Overriding Labor Market Conditions

Pima County WIB adopted [Career Pathways Framework](#) for individualized career services and training provided under WIOA to promote career advancement and sustainable earning levels. To the extent possible, services will support at least four levels of skills development:

Basic employment skills are the foundation for all career pathways. Industry leaders across different sector and parts of the country have identified these as interpersonal skills, integrity, professionalism, initiative, dependability, adaptability, and teamwork.

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

Entry-level competencies include occupation-specific technical requirements for entry-level jobs that generally pay less than the median level but require general skills for that industry, such as safety protocols or medical terminology. Training for entry-level competencies can usually be completed in one or two semesters by a person with core academic skills.

Advanced competencies equate to completion of an associate degree or journeyman level in a skilled trade. Most jobs at or above the median earning level require this level of education and training or higher.

Career Pathways guidelines focus on occupations with enough jobs, sustainable pay, and reasonable entry requirements combined with an emphasis on career advancement. Career Pathways guidelines afford flexibility for local employer needs and identifies pathways for those seeking employment within a targeted industry while in need of tertiary skills that promote economic prosperity and alignment to Pima County plans.

²² Pima County Living Wage <https://www.pima.gov/180/Pima-County-Living-Wage-Requirement>

²³ City of Tucson, Minimum Wage Act <https://www.tucsonaz.gov/Departments/Business-Services-Department/Tucson-Minimum-Wage-Act>

Pima County has an array of public and private educational institutions that offer a robust listing of training and education opportunities. ARIZONA@WORK maintains the statewide Eligible Training Providers List (ETPL) where if eligible are authorized for referral and enrollment of a WIOA participant.

As outlined in [Workforce Arizona Council Policy #10](#)²⁴, providers must meet eligibility requirements at the state level in addition to local areas. Training providers register using the statewide database. ARIZONA@WORK Pima County ETPL Coordinator verifies training provider meets local area needs and makes recommendation to Arizona Department of Economic Security (DES). DES reviews the application and approves or denies the registration. DES notifies ARIZONA@WORK Pima County ETPL Coordinator and training provider regarding their status (approved or denied). Providers on the ETPL in Pima County are monitored annually by the Pima County ETPL Coordinator and CWD Quality Assurance team. The monitoring team presents the results to the WIB Performance and Accountability Committee for full dissemination to the WIB.

ARIZONA@WORK Pima County has over **30** providers offering quality training and education to WIOA eligible participants. Providers are accountable to report student outcomes each year including both enrolled and non-enrolled students. In addition to training providers, the system also includes registered apprenticeship programs at the federal, state, and local levels as well as innovative pre-apprenticeship opportunities.

SUCCESS: Samantha began her educational journey as an aviation student in April of 2022. She began her program collaborating with Community & Workforce Specialist, Kathi Finrock as a H1B client. After 4 months of diligently working toward completing her certificate, Samantha's H1B funding had been exhausted. After continued outreach efforts on site at the PCC Aviation Campus, a Rio CWS worked with Samantha to secure WIOA funding to obtain her certification. Samantha's graduation ceremony was held in May of 2023. Samantha persevered through as she wrestled to be one of a few females in a male dominated field. She also struggled with the concerns of obtaining adequate means to fund her Aviation Certification Program. Samantha accepted a job offer initially earning a rate of \$23.00 hourly. She was also offered Health Benefits and paid vacation time as an Aviation Mechanic!

Strengths and weaknesses of the workforce development activities to address the education and skill needs of the workforce including individuals with barriers to employment, employment needs of businesses.

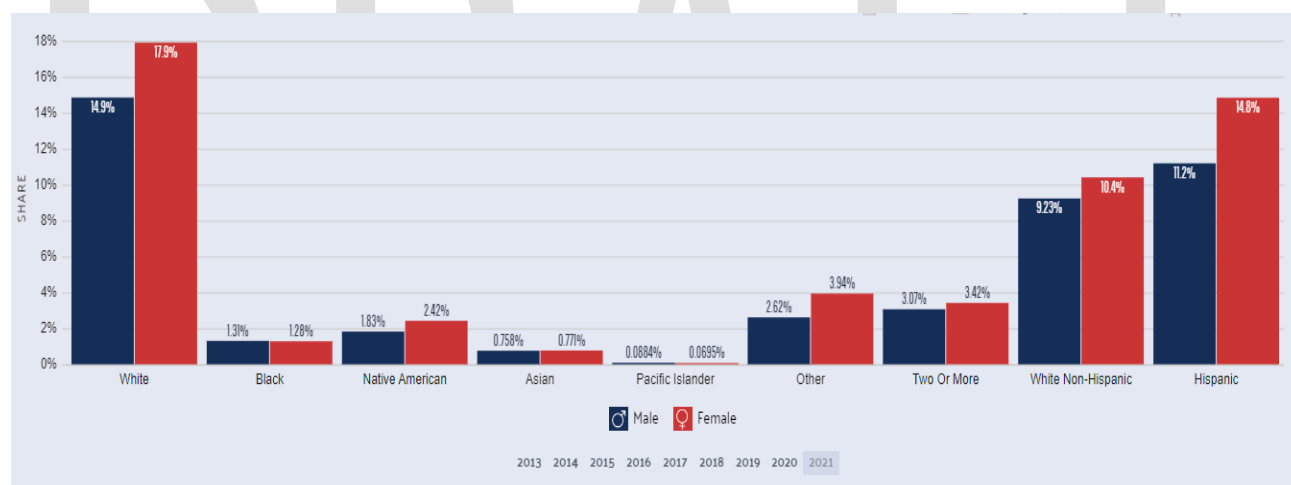
The WIOA program provides workforce activities that increase, particularly for individuals with barriers to employment, the employment, retention, earnings, and attainment of recognized postsecondary credentials, and as a result improving the quality of the workforce, reducing dependency on public assistance, increasing economic self-sufficiency, and enhancing the productivity and competitiveness of Pima County.

²⁴ Workforce Arizona Policy https://arizonaatwork.com/sites/default/files/2023-06/10%2520Eligible%2520Training%2520Provider%2520List%2520Policy_0.pdf

Under the WIOA barriers to employment include Public Assistance recipients; low-income individuals; individuals with basic skills deficiencies; English Language Learners (ELL); displaced homemakers; veterans and their spouse; individuals with disabilities; re-entry individuals; individuals 55 years and older; homeless individuals; eligible migrant and seasonal farmworkers; single parents; long-term unemployed; foster care youth; and educational barriers like no secondary school completion.

Pima County also has an aging workforce with many positioned to retire, at age 62 in 2026 and 65 in 2029. Planning efforts may include engagement activities either by maintaining employment part-time, increase mentoring roles to alleviate the worker shortage and maintain economic vitality to the region. WIOA activities targeting local area seniors can help support these efforts.

As illustrated in the table below, 15.1% of the population for whom poverty status is determined in Pima County, AZ (152k out of 1.01m people) live below the poverty line, a number that is higher than the national average of 12.6%. The largest demographic living in poverty are females 18-24, followed by males 18-24 and then females 25-34. The most common racial or ethnic group living below the poverty line in Pima County, AZ is White, followed by Hispanic and Other.²⁵



Source: <https://datausa.io/profile/geo/pima-county-az#:~:text=Poverty%20%26%20Diversity&text=The%20largest%20demographic%20living%20in, followed%20by%20Hispanic%20and%20Other>.

In 2021, the median household income of the 417k households in Pima County, AZ grew to \$59,215 from the previous year's value of \$52,023. The chart below displays the households in Pima County distributed between a series of income buckets compared to the national averages for each bucket. The largest share of household income is in the \$75k to \$100k range.²⁶

²⁵ Source: <https://datausa.io/profile/geo/pima-county-az#:~:text=Poverty%20%26%20Diversity&text=The%20largest%20demographic%20living%20in, followed%20by%20Hispanic%20and%20Other>.

²⁶ Source <https://datausa.io/profile/geo/pima-county-az#income-by-location>



Source <https://datausa.io/profile/geo/pima-county-az#income-by-location>

The CWD Department mission is to serve customers with heart and urgency when providing quality services to those most in need. Workforce activities are provided by workforce professionals who are dedicated, passionate, and service-oriented who advocate for their participants. Community and Workforce Specialists (CWS) provide case management activities to individuals seeking employment and training utilizing WIOA funds. CWS identify a variety of community and internal resources that remove barriers to employment and training, while empowering their participants to determine a self-sustaining career pathway, receive financial planning to provide optimal success, and connect highly qualified participants to opportunities meeting employer needs.

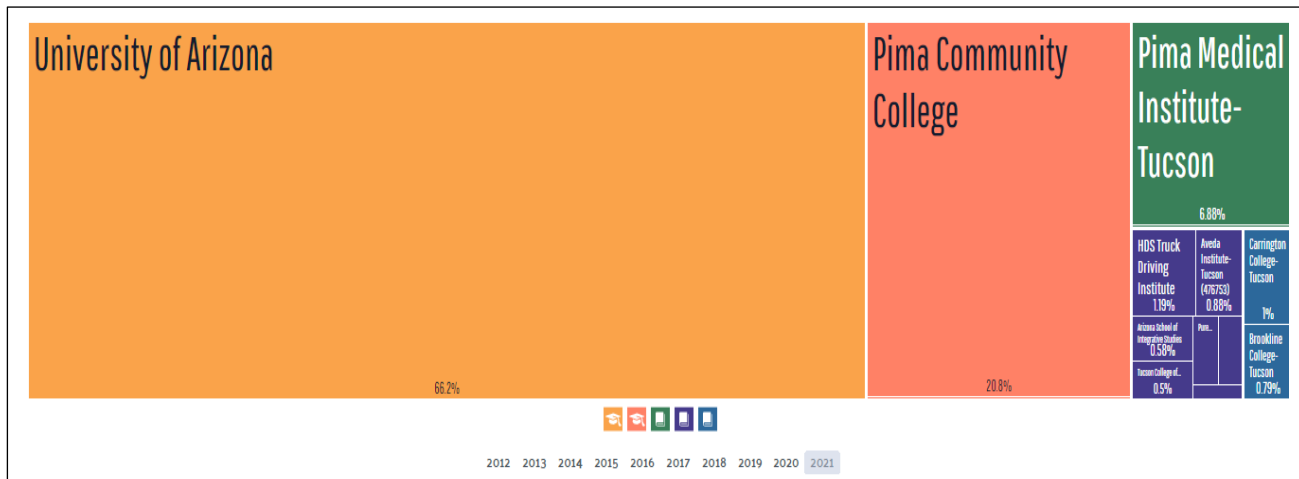
CWS's not only provide quality services to customers but also enter services into data management systems as specified by the grantor ensuring that Pima County meets or exceeds the performance measures. CWS staff are comprised of both Pima County and partnering agency personnel. CWS also provide community resources from their respective agencies that further support holistic services and the department's mission.

SUCCESS: Taylor arrived at the One-Stop with her career goals in place, but she needed some help to get to the finish line. With One-Stop's assistance and her passion, she completed her degree. "Nursing was always the choice for me. I never wanted to do anything else," she said. Taylor was surprised about the amount of funding available for her training and other support services. She added that everyone at the One-Stop was great and very supportive, as staffers went above and beyond to help her to succeed. Taylor experienced financial difficulties toward the end of her third semester in nursing school. She was then referred to the Pima County One-Stop by one of our partners, Job Path. Taylor said current Case Manager and the One-Stop helped her gain financial stability, a better schedule and just piece of mind as she continued to pursue her primary career goal. Taylor earned her degree in nursing from Pima Community College and is expected to earn \$60,000 in her first year of working at one of the major hospital systems in Tucson.

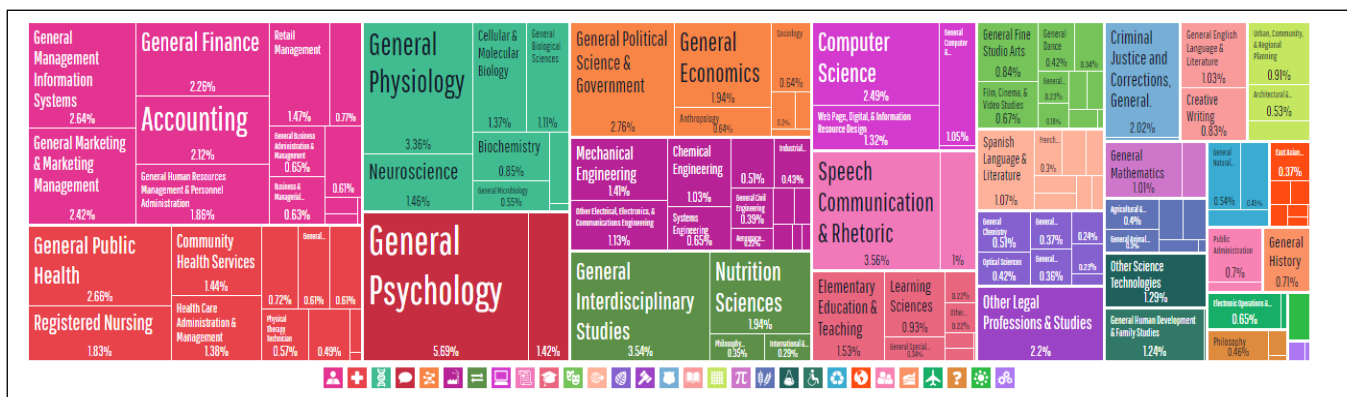
Vision to support growth and economic self-sufficiency. The Pima County WIB will pursue its vision of "Quality Jobs. Qualified Workers" through the following goals: Assisting people to obtain jobs in strategic industry sectors; Support employers in finding and hiring qualified employees; and engage underrepresented labor pools by removing barriers to employment. To meet their vision, the WIB will align to regional planning efforts and collaborations with Pima County's Prosperity Initiative, Economic Development, Pima Prospers, Regional Affordable Housing, College partnerships, Union partnerships, private training providers, business work-based learning coupled with wrap around support services.

Goals include preparing an educated and skilled workforce relating to performance accountability measures based on performance indicators. Based on annual rates of change in industry growth, Pima County has a 54% employment rate, median household income \$64,014, 37.1% bachelor's degree or higher, 470,132 housing units, 8% without health coverage, 20,694 employer establishments, 436,469 families and living arrangements.²⁷

Students entering postsecondary education thrive and the current trend has established a pipeline of talent for local and regional employers. The table below demonstrates student enrollment in higher education institutions within Pima County resulting in high quality careers using finite resources under WIOA and leveraging additional resources to further individual prosperity.



Also of note, are student interests based on their chosen area of study and although students currently in higher education may not be definitively aligned to the WIB targeted sectors, occupations within each category are reflected in various occupations throughout that are in-demand leading to a vibrant outlook for the future of workforce.



Workforce Development Capacity and described strategy used among WIOA Title partners

²⁷ source: <https://datausa.io/profile/geo/pima-county-az?measureTreemapIndustries=wage&yearlyChangeTreemapIndustries=growth>

WIOA sets the expectation that grant funded programs and services co-enroll participants in multiple Titles to provide the wraparound supports needed to ensure participants achieve their educational and employment goals. ARIZONA@WORK Pima County system is not yet fully integrated and able to support a single intake process, data sharing, and robust co-enrollment system. Currently in practice, is the individual referral to other WIOA Title partners as needed or identified by the participant during their initial interview with their CWS.

It is the WIB's mission to leverage co-enrollment across WIOA Titles to empower individuals to overcome barriers to employment and create equitable access to the support and training needed to become employed in a family sustaining career pathway.

Currently, participants enroll in WIOA Title programs with only three of the four titles participating in the statewide database Arizona Job Connection.²⁸ However, each Title requires separate enrollments that verify programmatic eligibility and adherence to respective mandates. To establish baseline data across all four titles, the WIB anticipates they will leverage current shared staff and referral forms to document what co-enrollment is happening, compare the benchmark data across other counties and states to identify best practices, and to initiate best practices within current governing documents including the MOU and IFA.

ARIZONA@WORK Pima County has [13 certified Job Centers](#)²⁹ within its workforce development area where individuals can access all WIOA Titles either by meeting title staff co-located at a job center, staff cross trained across WIOA Title activities, or by making a referral to a partner. This no wrong door approach aligns to Arizona Unified Plan as well as industry best practices.

The WIB has proposed the development of a single Release of Information form facilitating ease with the sharing of data that would promote participant success but also afford the local area with another tool to demonstrate grant performance. Further research is necessary to ensure privacy of individuals within the system and compliance with federal regulations.

To date, local area partners include Arizona Department of Economic Security Employment Service (Title III), Pima County CWD, Workforce and Education Division (Title I-B), Pima Community College Adult Basic Education for College and Career Division (Title II), and AZ DES Rehabilitation Services Administration (Title IV). Across these titles, the WIB anticipates hosting several cross-training events throughout the course of the plan that provides opportunities for service delivery personnel to learn about services, enrollment walk throughs, and furthering collaborations within the workforce development system.

Furthermore, ARIZONA@WORK Pima County leverages community resources within the region and is inclusive of other County departments and divisions within CWD to serve customers based on individual need as identified prior to enrollment, during, or after completion of the programs. Programs include Emergency Eviction Legal Services, Pima Early Education Program, Community Assistance Division, and Homeless Services.

Strategic Vision, Goals, and Strategies

Statewide assurances – ARIZONA@WORK Pima County supports statewide workforce strategies identified in the state workforce plan. While action will be taken in Pima County to support the strategies,

²⁸ Arizona Job Connection <https://www.azjobconnection.gov/>

²⁹ ARIZONA@WORK Pima County <https://arizonaatwork.com/locations/pima-county/pima-county-locations> (appendix)

CWD staff as well as LWDB Director will participate in statewide workgroups for solutions intended to improve workforce services across the state as well as within the local area.

Statewide strategy support – Describe what steps the LWDB will take to implement the state strategies in the LWDA over the next four-years including who the board will work with to implement the state strategies. Include entities carrying out core programs and other ARIZONA@WORK partners, including programs authorized under the *Carl D. Perkins Career and Technical Education Act of 2006* (20CFR679.506. (b)(1)(ii)), local community partners, economic development entities, etc.

CWD takes pride in being a collaborative community partner. As outlined in Arizona’s Unified State Plan, the WIB and CWD will continue to implement both statewide and local strategies that carryout workforce programs including those under Career and Technical Education (CTE).

Locally, the CTE Higher Education program is [Pima Community College](#)³⁰ (PCC). Pima County and PCC have a longtime history of developing programs that incorporate employer driven solutions. PCC provides the community with short and long-term training programs aligned to in-demand occupations. CWD and PCC have a thriving relationship and can strategize, and pivot based on industry need and demand.

CTE Secondary Education programming is offered through Pima County [Joint Technical Education District](#)³¹ (JTED) as well as within school districts throughout Pima County. JTED and their satellite locations embedded within high schools offer a variety of skills training leading to an industry recognized credential. CWD [Youth Development Division](#)³² works closely with CTE programming to provide work experience opportunities that apply classroom instruction with earning opportunity. In 2024, the Summer Youth Program as administered by CWD Youth Division, provided over 100 students with summer work experience and access to college credits. Programs like Learn, Earn, Advance and Prosper (LEAP) with Tucson Medical Center, automotive programming, STEPS 2 STEM combining laboratory experience at the University of Arizona and tuition assistance.

Pima County Las Artes, Arts and Education Program affords opportunity youth in the City of South Tucson with access to secondary education while providing work experience to a historically underserved and marginalized group.

[Fred G. Acosta Job Corps](#)³³ is active and engaged in the WIB and its committees. Frequently sharing programs and enrollments, ARIZONA@WORK Pima County partners with Fred G. Acosta to provide semiannual career expo events to youth ages 14-24 as well as other activities throughout the year. Students from Job Corps attend introductions at the ARIZONA@WORK Pima County Youth One-Stop to learn about additional opportunities funded by WIOA as well as those offered by other community partners that they may take advantage of after graduating from Job Corps.

The WIB identified strategies targeting special populations including tribal and second chance individuals seeking ARIZONA@WORK Pima County assistance.

³⁰ Pima Community College District https://catalog.pima.edu/preview_program.php?catoid=11&poid=2658

³¹ Pima County Joint Technical Education District <https://pimaited.org/>

³² CWD Youth Development Division <https://www.pima.gov/994/Youth-Development-Employment-Center>

³³ Fred G. Acosta Job Corps <https://fredgacosta.jobcorps.gov/>

Specific to *tribal populations*, the WIB's mission is to foster an inclusive, intentional, authentic approach to workforce development that involves tribal communities as a key collaborative partner in promoting economic mobility and vitality for the entire region. Additionally, the WIB will measure progress by building relationships within the Pascua Yaqui and Tohono O'odham to further workforce program awareness; map programs, resources, and best practices to include identifying any existing workforce programs that tribal communities may be offering and resources that exist in the region; and to raise awareness of workforce programs among tribal communities. The WIB also noted the importance of identifying new strategies for communicating and messaging programs to tribal communities.

Several WIB members suggest quantifying these strategies to include convening quarterly roundtable discussions with Pascua Yaqui, Tohono O'odham, Pima County, City of Tucson, Sahuarita, Green Valley, Oro Valley, South Tucson, Marana, Ajo and Vail focused on tribal workforce development with leadership by tribal members to share program information, build relationships and create opportunities for collaboration.

As part of collaboration, Pima County CWD Navigators stationed in rural areas throughout Pima County will act as the point of contact to afford communities the opportunity to build trusted relationships and identify means to partner for regional economic development.

Respective to Pima County's *Second Chance* population, or individuals with justice system involvement, the WIB vision centers on breaking down barriers, systemic discrimination, and creating a future where second chance populations are not defined by their past mistakes but instead are empowered by the transformative potential of meaningful work.

Empowering second chances, building inclusive futures the WIB mission is to pursue the vision of inclusive prosperity actively and purposefully by providing opportunities for individuals with a history of challenges to rebuild their lives through gainful employment. ARIZONA@WORK Pima County is dedicated to breaking down barriers, fostering collaboration, and championing a culture of empathy and understanding within our community.

SUCCESS: Previously, Juan encountered legal complications that resulted in retribution, which continued to impact him in the future. Additionally, he expressed concerns over his lack of reliable transportation. Juan's prior legal challenges served as a wakeup call, prompting him to take action to improve his current circumstances. With an outstanding resume, Juan aimed to rebuild the confidence necessary to reintegrate into the workforce. Juan's hands-on experience working at a water plant highlighted his expertise in the water filtration industry. Encouraged by his Workforce Development specialist, Roger Arrington, Juan was convinced of his exceptional value and decided to apply for a job in the water industry. Juan felt a strong sense of support from his Workforce Development specialist and valued the personalized attention he received. Juan's dedication to securing a job in the water industry, utilizing his extensive knowledge and practical experience, concurrently with his enrollment in the CDL Program at Pima Community College starting in April, underscores his remarkable determination and ambition. Juan's excitement was palpable as he entered the One Stop office to inform Roger personally that he had secured employment in his intended field!

The WIB strategies include individualized services like On-The-Job (OJT) training, Registered Apprenticeship Programs (RAP) *both union and non-union affiliated*, specialized cohorts with employment potential as outcome, resume development and interview strategies to better address the barrier, focus on upskilling, wraparound support services, and encourages Pima County to consider expansion of financial support for non-WIOA allowable expenses.

To achieve a robust level of collaboration, the WIB strategizes that workforce professional's complete professional development activities that are specific to engaging, serving, and establishing industry best practices specific to second chance populations. To further collaboration, the WIB identified current providers in this space as Goodwill Industries of Southern Arizona, the local area Second Chance, Re-Entry program, AZ DES, and Pima County CWD Resource Navigators as leading best practices in Pima County.

The WIB also devised strategies to engage local area businesses to hire more re-entry populations by providing a targeted media campaign, encourage business to learn about financial opportunities including the use of tax credits. The WIB also notes that re-entry populations receive a higher standard of supports with their workforce professionals that include mentoring, job coaching, and more as furthering local business ability to engage.

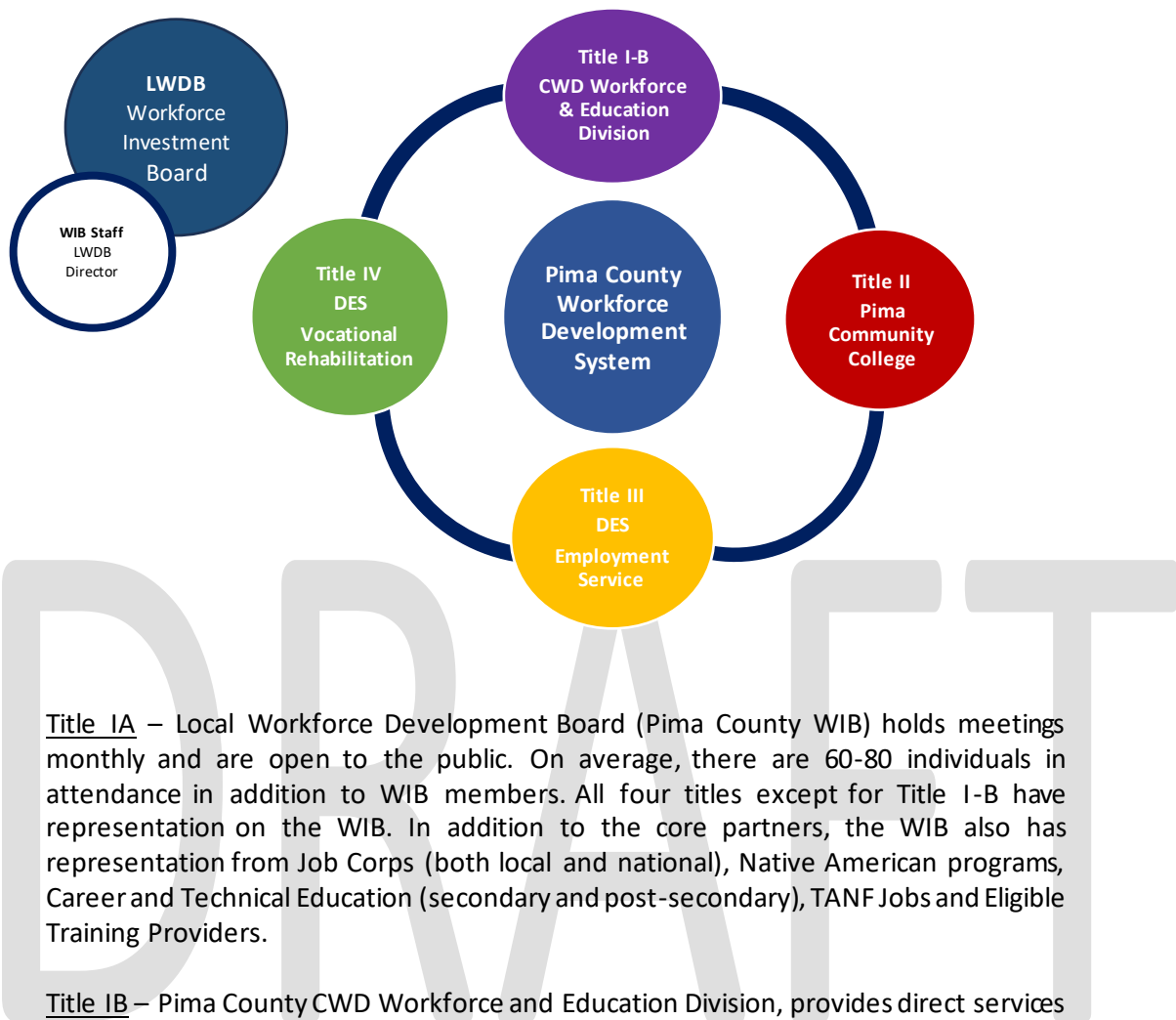
Current programming includes, the Future Forward Initiative, where CWD Resource Navigators meet with individuals currently incarcerated at various Arizona Department of Corrections facilities in Pima County and connect them with resources necessary to thrive upon their release. Additionally, individuals receive an orientation to ARIZONA@WORK Pima County One-Stop activities, pre-employment assistance, and housing support with re-entry dates rapidly approaching. This connection and partnership have afforded those entering residency in Pima County with multiple opportunities for success. Goodwill Industries of Southern Arizona hosts an array of job fairs and hiring events targeted at this population and provide additional support necessary to achieve unsubsidized, sustainable employment. CWD is a member of Fresh Start which hosts annual job fairs and hiring events for this population. AZDES programming for Second Chance, re-entry also plays a pivotal role in assuring individual success with employment and training.

Section 3 – ARIZONA@WORK System Coordination

Describe how the LWDB will [work with entities carrying out core programs](#). (WIOA Title 1-4)

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

ARIZONA@WORK Pima County has a productive, collaborative partnership with all four WIOA title programs and community-based organizations that further the mission of developing Pima County's workforce. This is evident at monthly One Stop Operator, WIB, and state driven workforce meetings where all titles are represented and have opportunities for robust discussion and announce programmatic updates. The four title programs and local representatives are outlined in the visual diagram below.



Title IA – Local Workforce Development Board (Pima County WIB) holds meetings monthly and are open to the public. On average, there are 60-80 individuals in attendance in addition to WIB members. All four titles except for Title I-B have representation on the WIB. In addition to the core partners, the WIB also has representation from Job Corps (both local and national), Native American programs, Career and Technical Education (secondary and post-secondary), TANF Jobs and Eligible Training Providers.

Title IB – Pima County CWD Workforce and Education Division, provides direct services to eligible participants and members of the public, business services to employers, as well as specialized services to Veterans and Youth. Title IB staff are also co-located at the ARIZONA@WORK satellite locations, DES Ft Lowell and DES Alvernon.

Title II – Adult Basic Education and Family Literacy activities are provided locally by Pima County Community College via the Adult Basic Education College and Career Division.

Title III – DES Employment Service staff provide job leads to job seekers and support business activities via the statewide system. Title III staff are co-located within ARIZONA@WORK Pima County One-Stop Kino Service Center, Kino Veterans Center, and Rio Nuevo One-Stop.

Title IV – DES Vocational Rehabilitation, staff work remotely with office hours. Individuals seeking enrollment or intake to the program are asked to call for assistance. DES counselors are located within DES offices throughout Pima County and other Title Staff refer individuals in need of additional supports for gainful employment.

Job Center Staff provide WIOA direct services and are located at Certified Job Centers. Pima County has 13 Job Center locations as well as CWD Community Resource Navigators, co-located at various community-based organizations in rural and unincorporated Pima County.

Partner Programs include State Employment Services, Rehabilitation Services, Adult Education, Job Corps, Native American programs, Migrant Seasonal Farmworker programs, Senior Community Service Employment, Career and Technical Education programs, Trade Adjustment, Jobs for Veterans, Community Services Block Grant, Housing and Urban Development, Second Chance Act, and TANF programs.

SER Jobs for Progress, Inc. is the local area **One Stop Operator** and is responsible for facilitating partner collaboration and convening partners to assist in leveraging and enhancing WIOA customer experiences.

The WIB has identified an area of opportunity to increase cross title enrollments over the course of the next planning cycle. ARIZONA@WORK Pima County system does not yet have an integrated single database to afford individuals with a single intake process. To ensure seamless co-enrollment across the WIOA system, the WIB anticipates developing co-enrollment baseline data and initiate language in current tools like the MOU to support ongoing data sharing across partners. In addition, the WIB will develop a single release of information form to support data sharing as well as provide cross training activities to encourage a more robust system of co-enrollments and referrals to meet the needs of job seekers.

The WIB has also identified the *refugee population* as an area of opportunity to facilitate meaningful connections between refugees and employers, bridge the gap in the workforce by providing comprehensive support, training, and resources to create a collaborative ecosystem where refugees are empowered to showcase their skills and talents, while employers' benefit from a diverse pool of motivated and skilled workers.

Through collaboration and innovation, the WIB aspire to build resilient communities where refugees thrive in meaningful careers, employers benefit from their unique perspectives and skills, and WIOA funds serve as catalysts for sustainable economic growth and social inclusion.

The WIB's vision for serving refugees is to build inclusive workplaces that embrace the strengths and contributions of refugees, fostering a more resilient, compassionate, and prosperous society. The WIB vision is a symbiotic ecosystem where refugees, employers, and WIOA funds converge to create a dynamic workforce of tomorrow. Where refugees thrive in meaningful careers, employers benefit from their unique perspectives and skills, and WIOA funds serve as catalysts for sustainable economic growth and social inclusion.

SUCCESS: Djidjonya, who goes by DJ, was adapting to living in a new country and dealing with the many challenges that come with that situation, such as language barriers and cultural differences. DJ also ran into financial problems after completing two semesters of his certification. Pima Community College referred DJ to the Pima County One-Stop for financial assistance. CWS Maggie Hume worked with DJ to secure WIOA funding so he could continue his progress toward completing his certification in Cyber Security. DJ recently came into the One-Stop to let Maggie know his wonderful news: He's been accepted into an IT/Cybersecurity apprenticeship with a major U.S. defense contractor in Tucson! Before receiving his certification, DJ is already enjoying the benefits of attending an apprenticeship receiving benefits and earning a thriving wage of \$22.50 an hour.

Facilitate the development of career pathways; coordination of co-enrollment with ARIZONA@WORK partners; and 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 WIB created Career Pathway Guidelines in 2018 and reauthorized them in 2024, to provide an infrastructure for meaningful stackable credentials across all targeted sectors and local in-demand occupations. Career Pathways Framework for individualized career services that promote advancement to sustainable earning levels include basic employment skills, core academic skills, entry-level competencies, and advanced competencies. Career Pathways are based on local labor market analysis and align to targeted sectors at the local and state levels.

In addition, the WIB has allowed for the continuation of non-targeted occupations on a limited basis providing that a career pathway is documented advancing from entry-level training and employment goals fit within a career pathway leading to a sustainable-wage career at a skilled technician level or above.

As noted previously, co-enrollment with ARIZONA@WORK partners is done when an individual needs additional supports and services to remove barriers to employment. The process of coordination as outlined in section two of the plan is in place across all programmatic levels including activities leading to a recognized postsecondary credential.

Strategies and Services that facilitate employer engagement activities and align to the ARIZONA@WORK system to meet the needs of business.

CWD Business Services Team (BST) promotes business services within Pima County. Business Services as offered by ARIZONA@WORK Pima County include:

- Hiring Events
- Business and Community Resources
- Work Experience Opportunities
- Job Postings
- Incumbent Worker Training
- Transitional Jobs
- Recruitment Events
- On-The-Job Training
- Registered Apprenticeships

Business Services provides monthly reports to the WIB to develop and implement proven or promising strategies for meeting the employment and workforce skills needs of workers and employers. BST is instrumental in establishing industry sector partnerships to provide the skilled workforce needed by employers in Pima County that expand economic opportunities in the local labor market.

Services include specialized hiring and recruitment events, job postings on Constant Contact, employer assistance when posting positions via the statewide database, regular attendance at business development meetings, local chamber meetings and events, providing supports to the business community promoting economic prosperity. CWD BST staff are cross trained with CWD department programs that include WIOA programs in addition to housing, emergency assistance and more to meet job seeker, employee, and employer needs.

A key strategy of BST is to provide specific services based on employer needs, targeted recruitment, and retention strategies, and utilizing existing employer partnerships to leverage and enhance opportunities.

Leverage Internal and External Community Resources

The Southern Arizona Manufacturing Partnership (SAMP) is a local consortium of small and medium-sized businesses seeking to develop a talent pipeline by leveraging career and technical education at both the secondary and post-secondary education levels. CWD liaises between SAMP and educational institutions to connect students with work experiences, support services, and industry recognized credentials. By designating a full-time employee to this work, employers can continue their focus on driving economic conditions, while CWD staff coordinate activities for interested individuals.

CWD BST actively listens to employers and provide a catered menu of services individualized to meet the employers' needs. BST meets regularly with local chambers, human resource personnel and more to identify areas to enhance economic prosperity of the business community. Utilizing this strategy, employers can navigate a cumbersome system with ease as staff cuts through barriers to meet their needs and strengthen partnerships across industry in the region.

Outreach and Recruitment Strategies include cross trained BST in-service delivery and resources to market accurately to employers and make necessary connections with specific programs offered within the department, other County departments and community-based organizations. The knowledgeable and professional staff provide key access points that afford employers limited liability experiences and promote community prosperity.

The WIB is also focused on outreach activities to enrich publicity, community relations and local market awareness of the workforce development efforts of the ARIZONA@WORK Pima County Workforce Development System. With a vision to improve the local economy by raising awareness among the business community in Pima County of the services available to employers by the One Stop Center by leveraging its network to connect business to its resources. The WIB will highlight these interactions monthly at the WIB meetings.

Employer Retention is another strategy of focus for CWD BST. Although focus on community engagement and events may be tailored more to individuals seeking services, it also provides an opportunity for business to learn about specific resources available to their employees. These resources include access to WIOA programs that provide training, tailored incumbent worker training, and support services that allow employees to maintain stability while training for career advancement. By integrating these leveraged resources, business connections flourish.

As outlined in the Pima County Economic Development Plan, workforce development activities and partnerships are seeded in CWD workforce programs. Constant communication among the departments enables quick system navigation that promote economic activities in Pima County.

ARIZONA@WORK and CWD meet monthly to implement statewide strategies for employer engagement, and layoff aversion or rapid response activities. ARIZONA@WORK Pima County provides access to unemployment insurance programs, incumbent worker training, customized training, industry and sector strategies, utilization of effective business intermediaries, on-the-job training programs, registered apprenticeships, work experience programs, and other business services designed to meet the needs of local employers.

Eligible Training Provider List (ETPL)

As outlined in the WIOA, Eligible Training Provider List (ETPL) is a comprehensive listing of eligible training providers and programs that offer high quality industry specific training at all skill levels within the Career Pathway guidelines as well as Arizona Department of Economic Services (DES) [policy](#).³⁴ ARIZONA@WORK Pima County maintains quality training programs and providers that provide an array of customer choice and training modalities that meet the needs of job seekers and employers.

The WIB and its Planning Committee reviews requests for the placement of programs to the ETPL. The WIB Performance and Accountability Committee evaluates ETPL performance. The WIB has established [local eligibility criteria](#)³⁵ as follows:

CWD Operations and Administration determines initial eligibility of providers, carries out guidelines prescribed by the State to assist in determining the subsequent eligibility of all providers, collect performance and cost information or any other required information related to providers, submit approved programs to DES for approval and ensures dissemination of the state list and its appropriate use across the ARIZONA@WORK Pima County One-Stop system.

Providers training for a specific occupational outcome must have (1) significant current and/or projected demand through a combination of replacement and new vacancies as documented by credible labor market sources, (2) support a WIB targeted career or approved career pathway, (3) command a sustainable living wage at entry-level (20% over minimum wage) and (4) offer a clear advancement pathway to a livable wage career, and (4) offer full time employment opportunities in the local area that are not seasonal or commission based.

The local ETPL Coordinator as well as the CWD Quality Assurance division monitors each approved training provider in Pima County for which WIOA funds have been expended at least once every two years, ETP must provide outcome and performance information in the statewide database to include course completion, credential attainment, wage at 2nd and 4th quarter after exit. The ETPL Coordinator presents the WIB Performance and Accountability Committee with its report and status of providers in the local area annually.

Examine how the LWDB will coordinate local workforce investment activities with regional economic development activities that are carried out in the LWDA, and how the LWDB will promote entrepreneurial skills training and micro enterprise services (20CFR679.560(b)(4)).

As outlined in the County's Economic Development Plan, Pima County has a strong entrepreneurial ecosystem that includes 235 support organizations, more than 100 research organizations, 25 accelerators, 14 centers, and 8 chambers of commerce. (Economic Development 2023-2026, page 16)³⁶

³⁴ Eligible Training Provider List State Policy <https://des.az.gov/sites/default/files/media/Eligible-Training-Provider-List-Policy-600.pdf?time=1714151785459>

³⁵ ARIZONA@WORK Pima County ETPL Policy https://docs.google.com/document/d/1w_2TV4Y95ng6J-HiRyHkRM-4TK6zQ2-C/edit

³⁶ 2023-2026 Economic Development Plan, Innovation assets, page 16 of 40 <https://content.civicplus.com/api/assets/4cf7f704-a311-4092-a855-25e9a01c6d11?cache=1800>

Pima County WIB members include those representing economic development within the City of Tucson, Town of Sahuarita, Arizona Technology Council, and the Tucson Metro Chamber. Representatives from Ajo, Green Valley, Marana, South Tucson, Pascua Yaqui, Tohono O’odham, and Pima County Economic Development regularly attend WIB and its committee meetings.

The WIB and CWD partner with regional economic development leaders to align practices ensuring that entrepreneurial skills training and micro enterprise services are available. Additionally, the local area shares statewide opportunities including the Arizona Commerce Authority Small Business Boot Camps held throughout the year. In its Economic Development Plan, Pima County encourages regional alignment to federal priorities and incentives; partners with other county departments to implement workforce development strategies; align to WIB targeted sectors in addition to state sectors; and implements strategies ensuring infrastructure in place to support critical supply chains.

ARIZONA@WORK Pima County continues to collaborate and partner with these entities through a diverse relationship network as established by the Business Services Team, CWD, and Economic Development. As aligned with the State plan, the measurement of success includes strategic business relationships to enhance WIOA outcomes of both the participants and economic stability in the region. The WIB establishes overall strategic direction for WIOA dollars allocated to Pima County, however, have also enabled CWD to pivot where necessary to meet the needs of local businesses. As identified by skills gaps, CWD hired a full-time employee to focus on incumbent worker training that increases a current employee’s knowledge and industry competitiveness of the employer.

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

ARIZONA@WORK Pima County certified 13 centers in 2024. Each center maintains in-person office hours of Monday – Friday, 8am to 5pm excluding holidays. Aspects of services and programs are offered after regular business hours that include self-help resources, virtual workshops, and other services necessary for participant success.

Title I-B Services as administered by CWD Workforce and Education Division provides services to include weekend staffing of resource fairs and outreach events; CWS use remote technologies including cell phones to have ongoing communication with participants after hours as needed; Community Resource Navigators are co-located in community-based organizations spread across Pima County in rural and underserved areas; County vehicles are available for off-site appointments at locations convenient for clients; ARIZONA@WORK introduction video and other information is available online; and video conferencing is commonly used to make meeting more convenient for high barrier and busy clients.

Title II Services as locally provided by Pima County Community College Adult Basic Education for College and Career Division, Adult and Family Literacy activities are available virtually as well as after normal business hours at several locations spread across the region.

Title III Services are accessible at any time utilizing the statewide Arizona Job Connection database. Employment Services staff are co-located at comprehensive job centers as well as the Kino Veterans Service Center, DES Ft. Lowell and DES Alvernon locations.

Title IV services are accessed virtually or telephonically.

The WIB, CWD, and Pima County will continue to meet the needs of our customers and will evaluate the need to extend office hours based on majority need of clients served by reviewing the number of services and activities conducted outside of normal business hours. Specific coordination of WIOA services are outlined in the [Memorandum of Understanding](#)³⁷ which defines how local service providers, including additional providers carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system, ARIZONA@WORK Pima County.

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

ARIZONA@WORK Pima County offers a diverse array of training activities as outlined in the WIOA. Training services assist individuals in acquiring the skills needed to obtain and/or retain employment and increased earnings which lead to self-sufficiency. Training is administered by public and private sector employers, higher education institutions, registered apprenticeship (RA), and other public and private providers of programs/training services. The WIB has authorized the following activities and has set parameters for each as outlined within the WIOA.

- Occupational Skills Training
- Incumbent Worker Training
- Entrepreneurial Training
- Customized Training
- Pre-Apprenticeship
- Work Experience (Youth)
- On-The-Job Training
- Skills Upgrading and Retraining
- Job Readiness Training
- Registered Apprenticeship
- Transitional Jobs (Adults and DW)

Furthermore, the WIB has provided Title I-B providers with training services eligibility guidelines that align with federal and state policies, titled [Workforce Innovation and Opportunity Act Title I-B Training Services](#)³⁸. The CWS or case manager assesses the individual based on an initial interview, evaluation, review of standardized assessments, objective assessments, and career planning activities to determine if the client meets eligibility for training services. The policy includes procedures in the event the local area has financial constraints and when priority of service for individual career services and training are necessary.

³⁷ Memorandum of Understanding <https://content.civicplus.com/api/assets/50bba253-118f-48c1-ac02-cb7ca12e9db9>

³⁸ ARIZONA@WORK Pima County Training Services Guidelines <https://intranet2.pima.gov/media/g2wdbpb5/wioa-title-ib-training-services-guidelines-approved-by-wib-2-11-2022.pdf>

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

The WIB follows state [WIOA policy](#)³⁹ for dislocated worker eligibility that includes the following definitions:

General Announcement - Any announcement made by a company of impending closure and/or layoffs. General Announcement can include media releases, publications, and social media announcements to effectuate company discussions.

Unlikely to return to previous occupation or industry - Circumstances that may affect the likelihood of the individual's returning to their previous industry or occupation for employment. An individual is unlikely to return when work is in a declining industry or occupation, occupation no longer exists in the local area.

Unemployed because of general economic conditions in the LWDA, or as result of a natural disaster is defined as an individual who is unemployed through no fault of their own or who has received an official layoff notice. [Natural disasters](#)⁴⁰ as defined by the US Department of Homeland Security includes all types of naturally occurring events that have the potential to pose a significant threat to human health and safety, property, critical infrastructure, and both short- and long-term employment statuses. Natural disasters in Pima County include but are not limited to severe weather, floods, heavy winds, dust storms, wildfires, and viral outbreaks, epidemic, pandemic, or any combination of events leading to a significant threat to human health and safety, property, critical infrastructure, and both short- and long-term employment statuses.

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

As part of the ARIZONA@WORK system, Pima County coordinates rapid response efforts as outlined in State Policy, [Section 900 – Rapid Response](#)⁴¹. As designated by the WIB and outlined in the Shared Governance Agreement, CWD Workforce and Education Division provides WIOA Title I-B services inclusive of Rapid Response.

The CWD Business Services Team (BST) assists locally as outlined in the DES Rapid Response Policy including:

1. Establishment of onsite contact with employers and employee representatives.
 - a. Immediately after the State is notified of a current or projected permanent closure or mass layoff; or

³⁹ AZ DES Program Registration Policy <https://des.az.gov/sites/default/files/media/Adult-DW-Program-Registration-Eligibility-Enrollment-and-Tracking-Policy-Section-100.pdf?time=1716487289177>

⁴⁰ US Department of Homeland Security, Natural Disaster Designation <https://www.dhs.gov/natural-disasters>

⁴¹ AZ DES Rapid Response Policy <https://des.az.gov/sites/default/files/media/Rapid-Response-Policy-Chapter-2-Section-900.pdf?time=1716487289177>

- b. In the case of disaster, immediately after the State is made aware of mass job dislocation because of such disaster.
2. The provision of information on and access to available employment and training activities.
3. Assistance in establishing a labor-management committee, voluntarily agreed to by labor and management, with the ability to devise and implement a strategy for assessing the employment and training needs of dislocated workers and obtaining services to meet such needs.
4. The provision of emergency assistance adapted to the closure, layoff, or disaster.
5. The provision of assistance to the local community in developing a coordinate response in obtaining access to State economic development assistance.

The CWD Rapid Response team responds within 48 hours of learning of a substantial layoff or projected business closure. Team specialists contact the employer and provide information to affected employees to facilitate access to the ARIZONA@WORK Pima County system programs and services including those offered by CWD.

The Rapid Response Team consists of the State Rapid Response Coordinator, DES Business Services Liaison, and the BST Community and Workforce Manager is the local area representative. The team meets one on one with the employer and explains Rapid Response services available from ARIZONA@WORK Pima County.

Rapid Response Activities Include:

- Pre-layoff assistance to the employer's management staff which include best practices in the process of staff reductions.
- Conducting on-site visits with affected employees to provide orientation of WIOA services.
- Unemployment Insurance information.
- Information on the Shared Worker Program for businesses that are reducing worker's hours.
- Answer questions from affected employees.

The BST Community and Workforce Manager will then coordinate local delivery of services as authorized by WIOA in addition to other community resources and supports provided by/in Pima County. The BST CW Manager will report monthly events and details to the LWDB Director as well as the State Rapid Response Team.

Because Pima County encounters dislocations in both remote rural areas and the Tucson urban area, the normal minimum number of affected workers needed to trigger a Rapid Response event is five (5), but ARIZONA@WORK Pima County will respond to any business that requests Rapid Response services to assist the small businesses that may have no more than five (5) employees.

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

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

Pima County BST is instrumental in developing and securing relationships necessary to advance the region's economic growth.

A description and assessment of the type and availability of youth workforce investment activities in the LWDA (20 CFR 679.560(b)(8)).

ARIZONA@WORK Pima County offers all 14 WIOA Program Elements to young people residing in Pima County. CWD Youth Development Division administers these program services in addition to non-WIOA funded programming for the same demographic in the region.

Individuals aged 14-24 are afforded the same workforce development activities as the adult and dislocated worker population. Youth entering the ARIZONA@WORK Pima County, attend an introduction outlining services available including basic and individualized career services. If interested in proceeding to individualized career services, an eligibility determination is made through an initial interview process. As outlined in WIOA regulation, the youth take the Test of Adult Basic Education (TABE), Pima County's standardized assessment of basic reading, math and language. After completing eligibility and if determined eligible for WIOA individualized career services, the youth meet with their CWS or case manager.

During the initial case management appointment, staff and youth review and develop an Individualized Service Strategy (ISS) along with a review of basic skills assessment scores, occupational skills, prior work experience, employability skills, review of interest survey, need of supportive services and other developmental needs as identified by the youth. Dependent on the identified needs, the CWS will provide the necessary referrals and resources to aid the youth in reaching their goal.

Referrals are individualized based on the objective assessment outcomes and are noted on the ISS. When a youth self-declares a need for additional supports to complete education and/or training for employment, they are referred to WIOA Title IV. Youth who disclose disability are provided with auxiliary aids, interpreter services, as outlined in the CWD [Limited English Plan](#)⁴².

SUCCESS: Rental Assistance Keeps Training on Track, a client in our training program experienced health issues during early pregnancy. This resulted in reduced work hours due to necessary time off. Coincidentally, her partner was laid off during this time. These combined events caused a temporary rent delinquency. Client's CWS recommended using Wrap Around Support Funds for rental assistance to address the immediate need. This support allowed the client to focus on recovery, return to full-time work, and provided her partner with time for job searching. Importantly, this assistance ensured uninterrupted participation in the training program. The client is performing well and remains on track for timely program completion. Program Developed to Coach Job Seekers to obtain Top Tier Jobs (wage of \$20/hr.+ or 20% above minimum wage)

⁴² CWD Limited English Plan

https://oldcms.pima.gov/UserFiles/Servers/Server_6/File/Community/CSET/Website/CWD%20Limited%20English%20Plan.pdf

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

CWD Youth Development Division supports local area youth throughout the year with a robust menu of services that meet their goals of education completion and employment.

Program Element and Definition	Description of Service Delivery
Tutoring/Dropout Prevention – Tutoring, study skills training, and instruction leading to the completion of secondary schooling, including dropout prevention strategies.	CWD youth case managers make the necessary referrals to agencies providing services that increase skills levels, and programming leading to secondary education completion. <u>Community Resources:</u> Fred G. Acosta Job Corps, Pima County Public Library, Pima County Las Artes Arts and Education Program, Tucson Youth Development ACE Charter High School, SER Jobs for Progress Inc., Youth on Their Own.
Alternative Education – Alternative secondary school services or dropout recovery services.	CWD youth case managers provide youth with enrollment requirements and information to various alternative schools within Pima County including charter high schools and earn while you learn programs. <i>(As outlined in Community Resources above)</i>
Summer Employment Opportunities – Opportunities directly linked to academic and occupational learning.	WIOA eligible youth are placed in summer work experiences (WEX) during the summer months with local area businesses. Youth enrolled in a summer WEX earn an hourly wage, acquire job skills necessary to advance within that career and develop a network of professionals in a variety of industry and occupations. Additionally, CWD administers non-WIOA funded Summer Youth Employment Program that provides summer employment opportunities to youth during the summer months.
Work Experience – Paid and unpaid work experiences including internships and job shadowing.	CWD Youth case managers connect youth with appropriate work experiences based on occupational goal and area of study. Youth participating in a WEX are matched by a contracted WEX Administrator who acts as a job coach and liaises between the employer, youth, and staff.
Skills Training – Occupational Skills Training (OST), with a focus on recognized postsecondary credentials and in-demand occupations.	WIOA eligible youth enter specific industry recognized training as outlined in their Individual Services Strategy (ISS) for long term career pathway advancement. Programs may be structured such as Job Corps, Pima County Joint Technical Education District (JTED), enrollment in post-secondary/higher education institutions or a registered apprenticeship/pre-apprenticeship program.
Leadership Development – leadership development opportunities to include	CWD youth case managers connect youth with leadership development opportunities. Opportunities include community-based organization events, school engagement activities, and

community service and/or peer-centered activities.	workshops to provide the tools necessary to gain leadership skills to apply in the workplace and everyday life.
Supportive Services – services needed to remove barriers to education completion and employment.	Supportive Services are offered to WIOA eligible youth. Supportive Services include but are not limited to worksite tools, transportation assistance, professional clothing, behavioral health counseling referrals, books, and other items necessary to complete training and employment.
Adult Mentoring – Adult mentoring for a duration of at least twelve months that may occur during and after program participation.	A Youth Mentor Coordinator will be secured through a competitive RFP process to represent the ARIZONA@WORK system and collaborate with local agencies that provide mentoring services, develop service-learning opportunities utilizing civic and or local community engagement organizations, and monitor mentoring activities provided by teachers, worksite supervisors, and volunteers.
Follow Up Services – services offered for 12 months following participant exit from 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.), to identify follow-up services needed. Services may include academic tutoring, and referrals to social and non-profit community organizations.
Counseling – Comprehensive guidance and counseling including drug and alcohol counseling.	WIOA eligible youth in need of counseling services are referred by CWD Youth case managers to providers that are contracted through a competitive procurement process.
Integrated Education and Training – for a specific occupation or cluster	CWD youth case managers make necessary referrals and provides guidance to WIOA eligible youth when determining career pathway as outlined in the guidelines.
Financial Literacy Education – an activity that helps prepare youth to make good judgements for the money they receive from their work. Financial literacy education also helps youth understand the paycheck, various monetary instruments, basic budgeting, establishing, or contributing to savings, and make more informed financial decisions about education, retirement, home ownership, wealth building or other savings goals.	CWD contracts with local community-based organizations to provide financial literacy education to youth as they progress through programming. CWD youth case managers also refer youth to various divisions within CWD to provide more comprehensive services respective to financial literacy and sustainable practices for financial management.
Entrepreneurial Skills Training - Individuals will gain knowledge on how to organize and manage a business or enterprise and learn about ownership responsibilities.	Self-employment and business ownership drives local area economies. Youth are provided entrepreneurial skills training by way of contractors who are competitively procured and provide workshops when a cohort is established. Both Lead local LLC and Tucson Hispanic Chamber of Commerce were awarded the contract to provide these services.

Labor Market Information for In-demand Industry Sectors and Occupations	<p>Youth are exposed to labor market information during the Employability Skills workshop offered both in person and virtual. During the workshop, youth are provided current labor market information along with career interest assessments that provide information necessary to make informed decisions for their career pathway.</p> <p>Youth case managers review local labor market information with the youth during training plan development.</p> <p>Youth may also be enrolled in tutoring during this activity to increase basic reading, math or language levels.</p>
Postsecondary Preparation and Transition Activities - Provides one-on-one services to youth to help youth explore postsecondary education options and occupation training options.	<p>Youth entering higher education work with their case manager to review course options and class schedules to determine the best fit for their individual situation.</p> <p>Youth case managers refer to subject matter experts who assist youth with their application for Free Application for Federal Student Aid (FAFSA), as well as other scholarship opportunities like those offered by Metropolitan Education Commission (MEC).</p>

Describe how training services will be provided: Using Individual Training Accounts (ITA), provide limitations for ITA amount and duration as included in WIB policy.

Title I-B Adult, DW, and Youth training is delivered via an Individual Training Account (ITA). ITAs are only issued for training programs on the ETPL. The WIOA ITA plans must be completed within two years. Any exceptions must be justified with ability to benefit factors (PCC pre-requisites, limited to one semester). The current WIOA Title I-B training dollar limits are \$3,500 for the Adult program; \$3,500 for the DW program; and \$4,500 for the Youth program. In the event participants need additional training allocations, the case manager must justify the request to the respective CWD Program Manager. Program Managers review the justification along with current budget projections to determine additional training fund allocations. Exceptions to these rules must be authorized by the Pima County CWD Director.

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

In-School Youth (ISY) must not use youth-funded ITAs. However, ISY between the ages of 14 and 21 may co-enroll in the WIOA Title I-B Adult Program if the youth's needs, knowledge, skills, and interests align with the WIOA Title I-B Adult Program and may receive training services through an ITA-funded by the adult program. ISY may also be served with ITAs should the state receive a waiver from the US Department of Labor. Although the use of ISY training dollars has been minimal, it remains imperative for the option to be made available especially for those ISY who need additional assistance to pay for postsecondary tuition.

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

The training services outlined in WIOA sec. 134 are provided using ITAs, and if/when contracts for training services will be used, the use of such contracts will be coordinated with the use of ITAs and used to provide training services to eligible WIOA Adult or DW participants through the local One-Stop system, based on needs identified in the ICP or ISS.

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

1. The services provided are OJT or Customized Training; and
2. The LWDA determines that there is an insufficient number of ETPs in the LWDA to issue an ITA.

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

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

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

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

CWD staff discuss and explain training program options with individuals to ensure informed customer choice and to assist individuals with determining their goals and the best training option. Consultations with CWD staff includes at a minimum, an evaluation of the following:

- Assessment results to determine if skills are sufficient to successfully complete a selected training program.
- Program prerequisites.
- Availability of additional training funds.

- Cost of the training program.
- Comparison of training programs; and
- Availability of jobs in the local job market and the minimum entry wage for related occupations.

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

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

The WIB will also focus its apprenticeship opportunities to meet the needs of skilled labor force by offering registered apprenticeships, conforming to the policy guidelines of the Pima County Prosperity Initiatives, in a variety of career pathways by increasing employer and job seeker collaboration. With the vision that employers can easily organize, develop, and execute innovative Registered Apprenticeships efficiently.

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

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

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

- Legal aid services.

All 13 ARIZONA@WORK Pima County One-Stop Job Centers are located close to bus stops and the One-Stop system offers supportive services for those who may have a transportation issue, including public transportation, and it will be addressed as part of their ICP or ISS so the client may get to and from a job, or to enable their participation in career and training services. Transportation issues may include the need for a bus pass; vehicle repair essential to its operation; or one month of vehicle insurance.

The Pima County Title I-B program will purchase bus passes on behalf of enrolled, active job seekers and trainees who are eligible under the WIOA Title I-B programs. Additional limited support may be available to those outside the area covered by public transportation. Support services for Title I-B participants are limited to those who are committed to their employment plan and are for use for employment and training related expenses.

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

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

The local area uses the Test of Adult Basic Education (TABE) to identify if a youth or adult is basic skills deficient. Individuals testing at National Reporting System (NRS) level 4.0 or lower are considered basic skills deficient and follows state policy as outlined in Arizona Department of Economic Security WIOA Title IB Policy and Procedure manual.

In addition, a youth is considered basic skills deficient if unable to compute or solve problems, or if unable to read, write or speak English at a level necessary to function on a job, in the individual’s family, or in society, as determined in local guidelines. Acceptable verification and documentation for youth of basic skills deficiency includes school records or current acceptable assessment test results. Less formal alternative assessment techniques such as observation, folder reviews or interviews may be used for individual with disabilities, as described in TEGl 21-16.

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

WIOA Adult funds are used to provide individualized career services and adults are priority who are recipients of public assistance, other low-income individuals including parents/guardians of children, and individuals who are basic skills deficient. Adult program participants who are assessed to be basic skills deficient must receive Priority of Service, whether they are also low income or public assistance recipients.

The criteria that an adult must meet to be considered for priority of service include low-income status or basic skills deficiency. An adult is basic skills deficient when he or she is unable to: Compute or solve

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

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

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

All attempts to gather this information, including calls, letters, and e-mail messages for the participant is documented in the statewide database, Case Notes. Documentation related to income verification as outlined on the WIOA Eligibility and Verification Checklist is collected and uploaded into AJC. Uploading documentation into AJC is completed by Title I-B and/or Title III.

Title II Adult Education and Literacy does not use AJC because they utilize a required database through the Arizona Department of Education for Adult Education reporting. Title IV VR enters client information into the Libera System 7 Case Management System and utilizes the AJC to set up accounts for clients to develop their resume and look for employment. Title II and Title IV retain original documentation in each participant's program file. When an individual with a disability does not want to provide medical documentation to substantiate a disability, the individual is not counted as a person with a disability.

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

WIOA Title I-B Adult program funding has been awarded to Pima County. The Pima County WIB ensures that the WIOA Title I-B Adult Program for priority of service to low-income individuals; recipients of public assistance; and individuals who are basic skills deficient, receive basic career, individualized career, and training services by having the ARIZONA@WORK Pima County One-Stop system use priority of service guidelines to enroll new participants. The Adult program priority of service applies solely to individualized career services and training services.

There are four levels of priority for Individualized Career Services and Training.

Priority of Service #1 - Veterans or eligible spouses receiving or who had received public assistance within the preceding six months, are low income (at or below 70% LLSIL), homeless, or are basic skills deficient.

Priority of Service #2 - Non-veterans receiving or had received public assistance within the preceding six months, are low income (at or below 70% LLSIL), are unsheltered/homeless, or are basic skills deficient.

Priority of Service #3 - Veterans or eligible spouse of a veteran who does not meet criteria outlined in #1, employed with income at or below 130% LLSIL, or are unemployed with income exceeding 70% LLSIL.

Priority of Service #4 - Non-veterans not meeting the criteria listed in #2, are employed with income at or below 130% LLSIL, or are unemployed with income exceeding 70% LLSIL.

The Test of Adult Basic Education (TABE) is used to determine basic skills deficiency.

If priority of service is necessary, CWD staff will enroll individuals based on the score of priority. All others will be enrolled after all priority of service individual have been enrolled and entered the appropriate data management system.

CWD Manager or their designee track enrollment activity and ensures enrollment activity by priority level and reports the information to CWD Deputy Director, Workforce and Education Division who verifies that priority populations are receiving priority for individualized career and training services.

A description of how the LWDB will provide Veterans Priority of Service. The strategies must include processes in place to ensure that veterans and eligible spouses are identified at the point of entry and given an opportunity to take full advantage of priority of service for all types of career and training services (20 CFR 680.650).

The ARIZONA@WORK Pima County One-Stop system provides priority of service to veterans and eligible spouses for any qualified job training program pursuant to the Jobs for Veterans Act as prescribed in 38 US Code 4215. The Title I-B Adult program provides priority of service to veterans and eligible spouses, public assistance recipients, other low-income individuals, and individuals who are basic-skills deficient.

The specialized ARIZONA@WORK Pima County One-Stop Kino Veterans' Workforce Center brings together representatives from the Veterans Employment programs, the United States Veterans Administration, and community organizations to provide a supportive career center for veterans and eligible spouses. The staff conduct special outreach to Davis-Monthan Air Force Base and to employers seeking to hire veterans and eligible spouses.

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

Discussion with Trailing Spouses and transitioning military personnel are offered in a one-on-one setting. The DMAFB Family Readiness Center refers military spouses to the DM50.org website for resources and many of the military spouses who are ARIZONA@WORK Pima County One-Stop clients, indicate on a questionnaire that they were referred from the DM50.org website.

Veterans and eligible spouses are made aware of entitlement to Priority of Service when they complete a WIOA Title I-B eligibility with CWD staff and/or visit an ARIZONA@WORK Pima County One-Stop Job Center.

Provide the LWDB's definition of "underemployed". The definition of "underemployed" may be used to determine whether employed adults and dislocated workers need individualized career and training services through the WIOA Title IB Adult and Dislocated Worker Programs: Options defining "underemployed" are described in the United States Department of Labor Training and Employment Guidance Letter TEG 19-16, section 11). When the LWDB decides to use the self-sufficiency income for the LWDA in the local plan to define "underemployed", the LWDB must ensure that the self-sufficiency income level has been reviewed and is set at the appropriate level.

ARIZONA@WORK Pima County defines underemployed as individuals who have less than full time employment and are seeking full time employment, in a position that is inadequate with respect to their skills and training, meet the definition of low-income individuals and current job earnings are not sufficient compared to their previous job earnings from their previous employment.

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

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

The Pima County WIB and the WIB Planning Committee determines the proposed LLSIL percentages and ensures that the LLSIL level is reflective of the current labor market information by periodically reviewing the Pima County labor market and wage scales and balancing those against the amount of funds available for investment from WIOA. The WIB reviewed and established the self-sufficiency level at 130% of the LLSIL and there have been no changes since 2016. Eligible for individualized career services: unemployed or underemployed. Underemployed = earning less than 130% LLSIL.

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

Provide the LWDB's definition and eligibility documentation for "requires additional assistance to enter or complete an education program, or to secure and hold employment" for: Out-of-school youth (20 CFR 681.300); and In-school youth (20 CFR 681.310).

Youth entering the ARIZONA@WORK Pima County One-Stop system are screened using a checklist to determine eligibility for all services. Individuals who "require additional assistance to complete an

educational program, or to secure and hold employment" are youth who fall within at least one of the following categories:

- Is at risk of dropping out of High School due to grades, credits, attendance, not passing proficiency exam, or has had an out-of-school suspension or expulsion from school (ISY).
- Has a court or agency referral mandating school attendance (ISY).
- Is attending an alternative school, education program, or has been enrolled in an alternative school within the past 12 months (ISY).
- Is or was a Ward of the State.
- Has been referred to or treated by an agency for substance abuse or psychological problems.
- Parent(s) currently incarcerated.
- Has neither the work experience nor the credential required for an occupation in demand for which training is necessary and will be provided (OSY).
- Has been fired from a job within the 6 months prior to application (OSY).
- Has never held a full-time job (30+ hours per week) for more than 13 consecutive weeks (OSY).

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

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

Pima County ensures that procurement requirements are always met and adhered to. The Pima County WIB delegates procurement to Pima County's CWD department. CWD then works with Pima County's Procurement department to develop the request for proposal or other solicitation method. Procurement then issues the solicitation for proposals based on the direction of the Pima County WIB. WIB members actively participate on the development of the proposal. A non-conflicted member of the WIB participates on the evaluation panel. After the notice of recommendation for award is issued and no objections, CWD and LWDB staff bring the information to the WIB to approve the recommendations for award from the evaluation committee. Once WIB approved, the contract is drafted, and the Pima County Board of Supervisors have final approval and if approved by the Board of Supervisors the contract is executed.

The selections, recommendations, and awards are always made in accordance with the Pima County Procurement Code Title 11 which is available at http://pimacounty-az.elaws.us/code/coor_title11. Any individual or organization that has not been debarred nor suspended from receiving federal funds are eligible to apply for an opportunity to be awarded to be a subgrantee or contractor for the LWDA.

A description of how the LWDB will coordinate relevant secondary and postsecondary education programs and activities, including Adult Education and Literacy programs, to coordinate strategies, enhance services, promote participation in Integrated Education & Training programs, and avoid duplication of services. (20 CFR 679.560(b)(9)): Include the name of the Title II adult education provider grantee(s) in the local area that were included in this coordination; i. Include how the LWDB will

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

Arizona Department of Education awarded Pima Community College (PCC) Adult Basic Education for College and Career division as the Pima County provider of WIOA Title II services. PCC implements services to assist adults in becoming literate by obtaining knowledge and skills necessary for employment and self-sufficiency; obtain the skills necessary to become full partners in their children's education; complete secondary school education; transition to postsecondary education or training; improve reading, writing, and comprehension skills for English language learners; and acquire an understanding of the American system of government.

PCC programming addresses the necessity for college and career readiness as an overarching goal for adult learners. College and Career Readiness Standards training and curricular alignment, the statewide hybrid and distance learning delivery models, and IBEST programs are examples of initiatives implemented. These programs assist adults in obtaining employability skills such as critical thinking and communication; the integration of workforce preparation into literacy activities; career pathways and postsecondary bridge program models; the distance and hybrid learning services to extend learning beyond the classroom; and at the core, instruction in the areas of reading, writing, math, and English language acquisition.

PCC programs funded by WIOA Title II include:

- Adult Basic Education (ABE), including instruction in reading, writing, and math up to the 8th grade level.
- High School Equivalency (HSE) preparation, including preparation for GED testing or one of the other HSE pathways available in Arizona.
- English for Speakers of Other Languages (ESOL) integrated English Literacy and Civics Education (IELCE)
- Distance Education and blended Learning instructional delivery.
- Integrated Education and Training including the IBEST model.

In accordance with WIOA and this Local Plan, PCC AEFL programs offer basic literacy instruction, ABE, ASE, HSE Diploma preparation, ESOL through face-to-face, computer-aided and HyFlex instruction, IBEST, Refugee Education, IET's, Distance Learning, Volunteers, and HSE Diploma testing.

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

The Arizona Department of Education Request for Grant Applications (RFGA) includes a process for the submission of all applications to the Pima County WIB for review and comment as required under WIOA. All comments provided by the WIB were a component in the evaluation of grant applications as described

in Title II of WIOA, sections 231 and 232 and the Adult Education Specific Section of the Arizona Unified Workforce Development Plan.

PCC is evaluated both fiscally and programmatically based on a model incorporating the following factors:

- A cyclical system for risk assessment and monitoring.
- Monthly desk-monitoring, including data analysis and technical assistance; and
- Evidence of high-quality data-driven and research-based professional learning aligned to content standards and professional learning standards.

Monitoring for compliance to federal and state requirements is an important part of the Program Improvement Model. Desk monitoring is conducted on all programs throughout the year, and on-site monitoring is conducted based on risk assessment and issues identified during the Case Review process. Program reporting is part of the annual program improvement cycle. Each local provider completes a comprehensive set of final reports on program operations, performance, professional learning, technology integration and fiscal contracts. As programs are completing their final reports, they are also developing the foundation for the upcoming program year's continuation plan.

PCC Adult Basic Education for College and Career division representative sits as a WIB board member.

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

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

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

To ensure access to services in underserved areas, improve service delivery, avoid duplication of services, and enhance coordination of services, the ARIZONA@WORK Pima County One-Stop system has Title III staff co-located at the comprehensive ARIZONA@WORK Pima County One-Stop Kino Job Center and the Rio Nuevo Job Center. In doing so, the local area avoids duplication and co-enrolls participants needing additional supports to remove barriers to employment.

Co-located Title III staff also participate in ARIZONA@WORK Pima County One-Stop BST meeting this allows for cross pollination of businesses seeking system support as well as implementing best practices for providing employers with a qualified applicant pool for open positions including entry level to more skilled positions.

Title III staff focuses on providing a variety of employment-related labor exchange services including, but not limited to: Employability Assessment, One-on-one initial registration in the AJC, Review on-line employability assessments for possible referral to other programs, Referrals to ARIZONA@WORK Pima County One-Stop partners and service providers' services and other community resources, Discussing job search techniques, Assessing and referring job seeker to job search workshops, Job search assistance Job referral and placement assistance for job seekers, Providing LMI, Resume preparation, Job development, Re-employment services to UI claimants, Priority of service to veterans and their spouses which may include referral to the Disabled Veterans Outreach Program Coordinator, Assisting migrant and seasonal farmworkers (MSFW) with the "MSFW Outreach Packet," developed to provide critical information concerning access to services in their area, Assessment of eligibility for the Work Opportunity Tax Credit (WOTC) and issue certification for job seekers found eligible, Recruitment services for employers with job openings.

AZ DES designates a local representative for WIB membership that enhances the collaboration and partnership in meeting business needs.

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

The Pima County WIB coordinates relevant programs and activities to support strategies, enhances services, avoids duplication of services, and promotes cross-partner referrals with all WIOA core program partners.

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

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

While VR, core program partners, and all One-Stop partners assist with meeting the accessibility needs of individuals with disabilities, VR assists further with ameliorating accessibility limitations and has provided closed caption television (CCTV); and has other assistive technology such as a video phone; and UbiDuo™ which provides face-to-face communication for people who are deaf, hard of hearing, or who face any communication barriers. VR also offers Windmills disability awareness training to equip business leaders with the knowledge, skills, and tools to create an inclusive workplace where all employees can thrive. Windmills training helps leaders recognize the benefits of diverse experiences and abilities, improve communications with and about people with disabilities, learn how to implement low-cost accommodations, and understand the basics of disability employment law.

The Pima County WIB is committed to providing quality services to members of the local community and to better coordinate relevant programs and activities, promote cross-partner referrals with Title IV VR services, and avoid duplication of services, the ARIZONA@WORK Pima County One-Stop system has VR staff located at: Three (3) affiliate Pima County One-Stop Arizona DES Job Centers; One (1) comprehensive ARIZONA@WORK Pima County One-Stop Rio Nuevo Career Center; and One (1) specialized ARIZONA@WORK Pima County Youth One-Stop.

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

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

All the partners engage in community outreach and VR specifically educates people regarding the VR services available for individuals with disabilities including Conducting monthly orientations at behavioral health clinics and within the community in an effort to outreach to as many people as possible; Being actively involved in local job fairs and youth transition fairs; Accommodating clients by facilitating orientations at the local office and clients who are unable to attend during regularly scheduled orientations at the Tucson offices due to conflicts in schedule; and Accommodating parents of youth transition clients by providing evening orientations.

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

VR and the One-Stop partners schedule regular meetings with co-enrolled clients and VR and other One-Stop staff allow for collaboration and sharing of resources such as bus passes, JDR (Job Development and Retention) vendors to provide job development, enrollment in AJC for resume writing and potential job leads, training funds, and assistance with work clothes and work-related tools. VR also works

collaboratively with the core program and other partners by meeting monthly to discuss successes and barriers, and to develop solutions. These monthly meetings also provide opportunities for staff trainings to improve the quality of services provided to clients of any ARIZONA@WORK partner.

VR engages in community outreach in collaboration with the ARIZONA@WORK Pima County One-Stop partners to educate people regarding the services available under VR for people with disabilities including Monthly orientations at behavioral health clinics and community organizations to outreach to as many people as possible; Being actively involved in local job fairs and youth transition fairs; Accommodating clients by facilitating orientations at local offices for clients who are unable to attend during the regularly scheduled orientations due to conflicts in schedule; Accommodating parents of youth transition clients by providing evening orientations.

WIB includes a local representative as designated by AZDERS for its membership.

Section 4 – ARIZONA@WORK Job Center Delivery

The ARIZONA@WORK Pima County One-Stop system brings together workforce development, education, and other human resource services in a seamless customer-focused service delivery network that enhances access to the programs' services and improves long-term employment outcomes for individuals receiving assistance. **ARIZONA@WORK Pima County has 13 certified Job Centers to serve customers and connect individuals in need with the appropriate service. (Job Center Locations, Appendix X)** One-stop partners administer separately funded programs as a set of integrated streamlined services to customers.

The ARIZONA@WORK Pima County One-Stop system is a proud partner of the American Job Center network and considers all the County's employers and residents to be its market, along with all the organizations that collaborate to connect people to jobs, educate and train people, and develop economic incentives for industry growth.

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

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

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

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

ETPs' performance has traditionally been submitted to the state operated ETPL by the training institutions. Beginning program year 2024, the Performance and Accountability Committee along with the local ETPL coordinator will review provider performance and outcomes to determine continued eligibility to provide WIOA funded training in the local area. Committee results and recommendations are presented to the WIB for action.

WIB membership includes several eligible training providers, owners of training institutions and designated representatives with optimal policy making and hiring authority.

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

In addition to maintaining ADA compliance at all public facilities, ARIZONA@WORK Pima County One-Stop Job Centers have computer resource areas that are available for job seekers and other customers to use to access the internet for job search. There is one computer workstation at each of the One-Stop Job Centers that is accessible for individuals with disabilities to use.

The accommodations include an ergonomic chair, a desk that can be elevated up or down as needed for the individual, ZoomText, and JAWS software on the computer. The Arizona Council for the Blind and Visually Impaired has provided training and consultation on the accessible equipment.

VR assists with meeting the accessibility needs of individuals with disabilities. And to further help with ameliorating these accessibility limitations, VR has had closed caption television ("CCTV") and has other assistive technology available for clients to use such as video phone, and UbiDuo™ which provides face-to-face communication for people who are deaf, hard of hearing, or who face any communication barriers. VR also offers Windmills disability awareness training to equip business leaders with the knowledge, skills, and tools to create an inclusive workplace where all employees can thrive. Windmills training helps leaders recognize the benefits of diverse experiences and abilities, improve communications with and about people with disabilities, learn how to implement low-cost accommodations, and understand the basics of disability employment law.

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

VR works collaboratively with the ARIZONA@WORK system by offering VR clients the option of being referred to an ARIZONA@WORK Job Center for employment related services. With approval of clients and by signing a release of information, VR will release evaluations to the ARIZONA@WORK Job Center such as psychological evaluations, functional capacity evaluations and other evaluations funded by VR that will further help the client meet the eligibility requirements through the ARIZONA@WORK Job Center.

Additionally, VR and the ARIZONA@WORK Job Center 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. Regularly scheduled meetings with dually enrolled clients, VR staff and ARIZONA@WORK Job Center staff allows for collaboration and sharing of resources such as bus passes, Job Development and Retention vendors to provide job development, enrollment in AJC for resume writing and potential job leads, training funds and assistance with work clothes and work-related tools.

VR also works collaboratively with the Pima County OSO, core partners, and other mandated and non-mandated partners by meeting monthly to discuss successes and barriers to develop various solutions. These monthly meetings also generate cross-training opportunities for all the partners and staff to improve the quality of services provided to clients and from all the One-Stop partners.

The ARIZONA@WORK Pima County One-Stop system facilitates access to technology by providing public computer workstations and other equipment for customer use. Technology based services include but are not limited to basic Computer Fundamentals workshops, and one-on-one technical assistance to help customers, including individuals with disabilities, use technology-based services. All technology-based services comply with technology standards set by each One-Stop partner and are ADA compliant. Customers are encouraged to ask staff for assistance and staff offer these services as warranted per the Equal Employment Opportunity guideline.

The pre-employment workshops are offered in person and virtually, keeping up with post-COVID demands. This gives options to clients who have transportation or childcare issues, therefore removing barriers to employment. By offering a wider menu of services, ARIZONA@WORK Pima County can serve clients in more remote areas. Clients served in these workshops, which include Resume Writing, report success in obtaining interviews immediately after finishing the workshop, where they had been applying for weeks prior without any response. One recent client participated in a Resume workshop, followed by a Practice Interviewing workshop, secured an interview, and was offered a well-paying job all within a week.

Adult Education programs offer online distance learning and computer-aided blended and HyFlex instruction for adult learners. Distance learning classes assist students who cannot attend regular, face-to-face classes. Except for 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 blended learning opportunities. Adult Education learners also can borrow laptops from the College library, to ensure access to online educational tools and to support the development of their digital literacy skills.

Pima County residents may also checkout laptops from the Pima County Public Library.

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

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

The [MOU](#)⁴³ establishes the operations protocols. Roles and responsibilities for the operation of the ARIZONA@WORK Pima County One-Stop System whereas the [IFA](#)⁴⁴ establishes parameters to determine shared costs and infrastructure costs for co-located personnel within comprehensive and affiliate sites. Both documents promote public transparency and appropriate use of federal funds.

Partners share resources, clients, and performance metrics to create a more efficient, seamless local workforce system by collaborating on outreach to job seekers and employers; strengthen the skills of the local workforce to meet employers' needs; support state led efforts to develop a single intake process; and utilize a single database and appropriate data-sharing to further the effectiveness of the One-Stop.

ARIZONA@WORK Pima County One-Stop partners have a long track record of and continuing to develop and provide career pathway training initiatives for job seekers and incumbent workers in the Pima County using grants, OJT, industry support and formula funds. Partners also bring their respective organizational resources to further enhance services for ultimate community and individual prosperity.

An example of community collaboration is the annual Youth Career Expo hosted by the WIB Youth Council. WIB Members will often donate water and snacks for the event that has an average attendance of more than one hundred students. Members and other community organizations volunteer their staff and leverage their non-WIOA programs and services to provide a positive career exploration event for students and out of school youth in Pima County.

CWD leverages other County grants to enhance WIOA services and encourages other partnering organizations not listed within the IFA or MOU to expand prosperity to the most vulnerable in the community.

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

The Pima County Shared Governance Agreement establishes guidelines and processes for the LWDB to follow for selection of the OSO and service providers for the LWDA, and where appropriate, terminate such providers in accordance with 2 CFR part 200.

The specialized ARIZONA@WORK Kino Veterans' Workforce Center provides priority of services to veterans and eligible spouses for any qualified job training program pursuant to the Jobs for Veterans Act as prescribed in 38 U.S. Code §4215.

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

⁴³ ARIZONA@WORK Pima County Memorandum of Understanding <https://content.civicplus.com/api/assets/50bba253-118f-48c1-ac02-cb7ca12e9db9>

⁴⁴ ARIZONA@WORK Pima County Infrastructure Funding Agreement <https://content.civicplus.com/api/assets/fc8d02ca-49cc-43aa-ae48-e3f690c13a99>

Each week or as needed, a committee reviews all training plans for viability and Priority of Service. If approved, an ITA voucher is generated. If rejected, the client may appeal or redo the training plan.

If applicable, describe how the LWDB is implementing the waiver granted by the US Department of Labor to the State of Arizona to use individual training accounts for youth who are in school.

The ARIZONA@WORK Pima County One-Stop system does not use the waiver for in-school youth, however, encourages its continued issuance to prepare youth with as much flexibility that is issued by the U.S. Department of Labor, but each youth does have a budgeted amount of funding per Pima County policy. Occupational Skills Training for in-school may or may not be provided through contracts.

Section 5 – Performance and Continuous Improvement PY24/25

Negotiations

Continuous Improvement

ARIZONA@WORK Pima County is continuously improving service delivery by focusing on individual customer needs. Certified Job Centers in Pima County are easily accessible, and staff can meet with their clients off site and after hours. Customer feedback is reviewed at each center, as well as by CWD leadership to establish appropriate procedures to help clients reach their education and employment goals.

As described throughout the Local Plan, staff engage in regular communications with WIOA title and community partners to enhance workforce development activities across Pima County and throughout the state. Most importantly, every person within the workforce ecosystem provides programmatic and service updates to ensure that our customers are served with either WIOA funded activities or non-WIOA funded activities. This consistent communication is key for a more diversified portfolio of services.

Customers can access orientation materials online via www.pima.gov, call or email to schedule appointments, and personalize their experiences based on individual need.⁴⁵

CWD has also procured the Client Management System that will fully integrate all CWD division activities including those most utilized by our customer. Furthering the commitment to integrate a single intake into workforce development activities across the department and its partners.

The WIB will also provide strategic and operational oversight to help develop a comprehensive and high-quality workforce development system in alignment to the Unified State Plan, “Creating meaningful linkages between business, education and workforce systems to help people of all backgrounds gain employment and prosper in a rapidly changing economy.”

⁴⁵ A description of how the ARIZONA@WORK Job Centers in the LWDA are implementing an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by one-stop partners (20 CFR 679.560(b)(20)).

Performance

Every two years, performance levels are negotiated with the state and representatives from the local area. In July 2024, system administrators met to include the LCEO designee, WIB Chair, WIB Director, AZDES personnel, and AZOEO WIOA Administrator. Results of the negotiation is outlined in the chart below.⁴⁶

Indicator	AZ Statewide Level		LWDA Pima County	
	PY24	PY25	PY24	PY25
WIOA Adult				
Employed 2 nd quarter after exit	72.9%	73.9%	68.5%	69.5%
Employed 4 th quarter after exit	68.5%	68.5%	66.0%	67.0%
Median earnings	\$9,100	\$9,328	\$7,900	\$8,050
Measurable Skill Gains	74.0%	75.0%	68.0%	68.0%
Credential Attainment	73.0%	74.0%	70.0%	70.0%
WIOA Dislocated Worker				
Employed 2 nd quarter after exit	77.5%	78.0%	78.0%	78.0%
Employed 4 th quarter after exit	73.5%	74.0%	76.0%	76.0%
Median earnings	\$9,600	\$9,738	\$9,000	\$9,250
Measurable Skill Gains	75.0%	76.0%	70.5%	70.5%
Credential Attainment	74.0%	75.0%	68.5%	68.5%
WIOA Youth				
Employed 2 nd quarter after exit or college	75.0%	76.0%	74.0%	75.0%
Employed 4 th quarter after exit or college	73.0%	74.0%	73.0%	74.0%
Median earnings	\$6,188	\$6,188	\$6,500	\$6,500
Measurable Skill Gains	65.0%	66.0%	61.0%	61.0%
Credential Attainment	61.0%	62.0%	58.5%	58.5%

Section 6 – Public Comment

Describe the process used by the LWDB to provide no more than a 30-day public comment period through electronic and other means (such as public hearings or local media) prior to submission of the plan, including an opportunity to have input into the development of the local plan, particularly for representatives of businesses, education, and labor organizations (20 CFR 679.560(19)). Include any comments received that expressed disagreement with the local plan. (20 CFR 670.560(21)(e)).

Public comment for the Pima County Local Workforce Development Plan included a 14-day public comment period. Public Comments were solicited electronically utilizing the Pima County website and social media platforms (Facebook and LinkedIn). Additionally, solicitation for public comments were distributed via email to the workforce stakeholders list maintained by CWD that includes representatives from all local business chambers, municipal governments within the County geographic region, community-based organizations, and local businesses. After the public comment period ended, comments are reviewed for incorporation into the plan by the WIB and its committees.

All comments are included in Appendix VII.

⁴⁶ Local levels of performance negotiated consistent with WIOA sec. 116(c)

Appendix I – Performance Measures

Performance measures for program year 2024 and 2025 were negotiated by WIB Chair Aric Meares, LCEO designee – Daniel Sullivan, CWD Director, and Cassie Lundin, LWDB Director for LWDA with representatives from Arizona Office of Economic Opportunity and Arizona Department of Economic Security Rehabilitation and Employment Division.

Performance negotiations utilized the Pre-program Local Statistical Adjustment Model implemented by Arizona Office of Economic Opportunity in compliance with federal regulations. The Statistical Adjustment Model is used as a predictive tool assuming unknown differences between local areas, individual local area characteristics, and local area variable used to account for these differences.

Performance Measures for July 1, 2024, to June 30, 2025, and July 1, 2025, to June 30, 2026 are identified in the table below.

Indicator	AZ Statewide Level		LWDA Pima County	
	PY24	PY25	PY24	PY25
WIOA Adult				
Employed 2 nd quarter after exit	72.9%	73.9%	68.5%	69.5%
Employed 4 th quarter after exit	68.5%	68.5%	66.0%	67.0%
Median earnings	\$9,100	\$9,328	\$7,900	\$8,050
Measurable Skill Gains	74.0%	75.0%	68.0%	68.0%
Credential Attainment	73.0%	74.0%	70.0%	70.0%
WIOA Dislocated Worker				
Employed 2 nd quarter after exit	77.5%	78.0%	78.0%	78.0%
Employed 4 th quarter after exit	73.5%	74.0%	76.0%	76.0%
Median earnings	\$9,600	\$9,738	\$9,000	\$9,250
Measurable Skill Gains	75.0%	76.0%	70.5%	70.5%
Credential Attainment	74.0%	75.0%	68.5%	68.5%
WIOA Youth				
Employed 2 nd quarter after exit or college	75.0%	76.0%	74.0%	75.0%
Employed 4 th quarter after exit or college	73.0%	74.0%	73.0%	74.0%
Median earnings	\$6,188	\$6,188	\$6,500	\$6,500
Measurable Skill Gains	65.0%	66.0%	61.0%	61.0%
Credential Attainment	61.0%	62.0%	58.5%	58.5%

Appendix II - In-Demand Industries

Pima County In-demand Industry, employment, and wage trends (table 1)


Rank	NAICS Code	Industry	Employment (Q2 '23)	Projected Annual Job Chg. ('23-'25)	Avg. Weekly Wage (Q2 '23)	Avg. Wage Ann. Chg. ('23-'25)
1	31	Manufacturing	27,872	5.7%	\$1,967	5.8%
2	55	Management of companies and enterprises	2,317	4.1%	\$2,553	18.1%
3	58	Video, audio and print publication	4,757	4.3%	\$1,739	24.1%
4	62	Health care and social assistance	60,754	1.2%	\$1,105	6.3%
5	81	Other services, except public administration	12,449	0.6%	\$916	6.4%
6	23	Construction	19,865	1.3%	\$1,128	4.3%
7	21	Mining, quarrying, and oil and gas extraction	2,331	1.7%	\$1,641	4.1%
8	42	Wholesale trade	7,625	0.5%	\$1,467	7.6%
9	61	Educational services	6,538	2.2%	\$891	3.8%
10	48	Transportation and warehousing	16,479	1.5%	\$807	2.8%
11	22	Utilities	1,984	0.0%	\$2,119	10.4%
12	53	Real estate and rental and leasing	6,414	0.0%	\$1,131	8.9%
	54	Professional and technical services	17,848	0.1%	\$1,632	7.2%
14	56	Administrative and waste services	26,590	-1.1%	\$853	5.2%
15	52	Finance and insurance	10,073	-1.4%	\$1,432	-1.0%
16	59	Information Technology	301	-5.8%	\$2,210	-8.1%
*	11	Agriculture, forestry, fishing, and hunting	440	0.3%	\$791	3.7%
	44	Retail trade	41,460	0.4%	\$723	2.7%
	71	Arts, entertainment, and recreation	5,341	-0.3%	\$513	4.0%
	72	Accommodation and food services	39,585	1.3%	\$527	9.4%

Appendix III - Industry Employment Analysis – Tucson MSA, 2020-2024

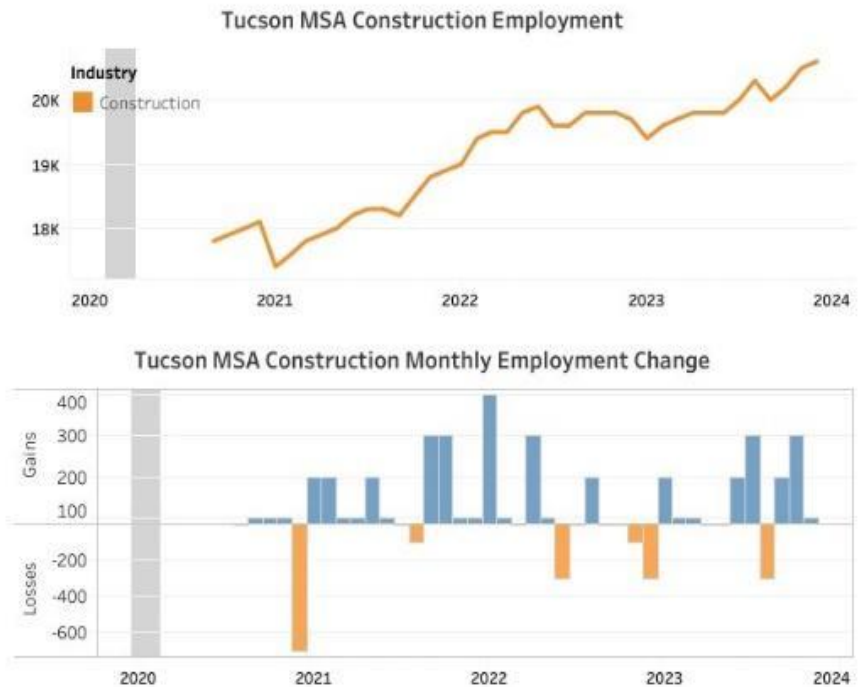
Construction

Area Name:
Tucson MSA

Date Range:
August 14, 2020 to December 1, 2023

Seasonally Adjusted: 
☐ Yes
☒ No


Industry:
☐ Total Nonfarm
☒ Construction
☐ Financial Activities
☐ Government
☐ Information
☐ Leisure & Hospitality
☐ Manufacturing
☐ Natural Resources & Mining
☐ Other Services
☐ Professional & Business Svcs
☐ Trade, Transportation & Utilities
☐ Private Education & Health Services



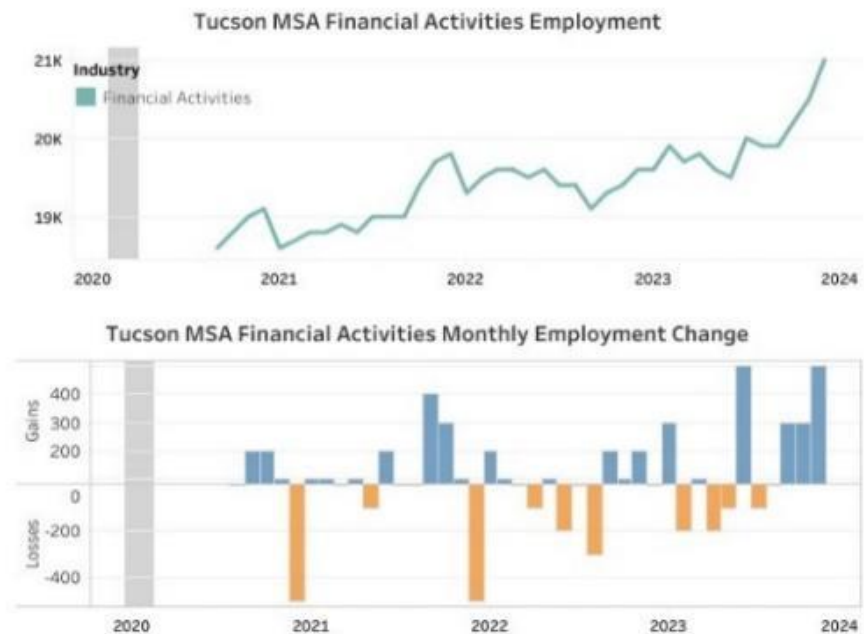
Financial Activities

Area Name:
Tucson MSA

Date Range:
August 14, 2020 to December 1, 2023

Seasonally Adjusted: 
☐ Yes
☒ No


Industry:
☐ Total Nonfarm
☐ Construction
☒ Financial Activities
☐ Government
☐ Information
☐ Leisure & Hospitality
☐ Manufacturing
☐ Natural Resources & Mining
☐ Other Services
☐ Professional & Business Svcs
☐ Trade, Transportation & Utilities
☐ Private Education & Health Services



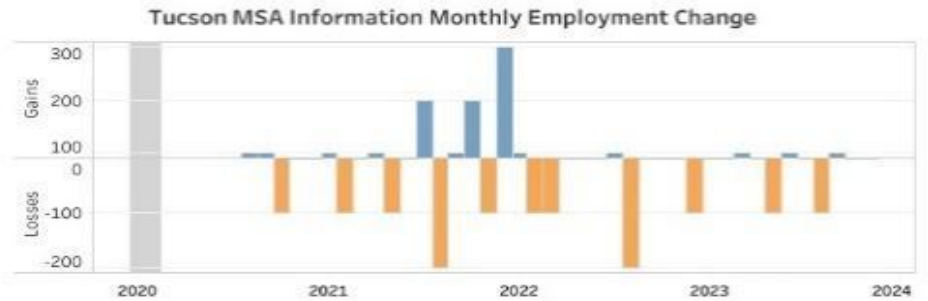
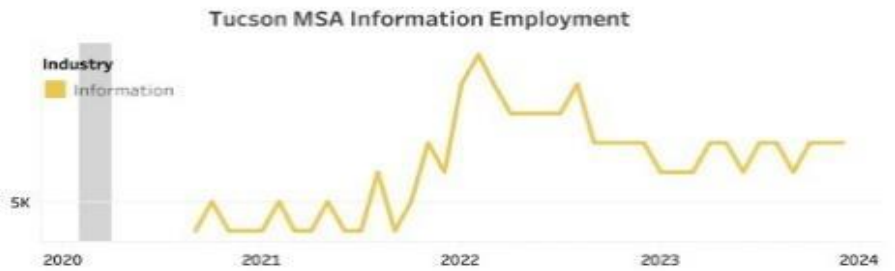
Information Technology

Area Name:
Tucson MSA

Date Range:
August 14, 2020 to December 1, 2023

Seasonally Adjusted: 
☐ Yes
☒ No


Industry:
☐ Total Nonfarm
☐ Construction
☐ Financial Activities
☐ Government
☒ Information
☐ Leisure & Hospitality
☐ Manufacturing
☐ Natural Resources & Mining
☐ Other Services
☐ Professional & Business Svcs
☐ Trade, Transportation & Utilities
☐ Private Education & Health Services



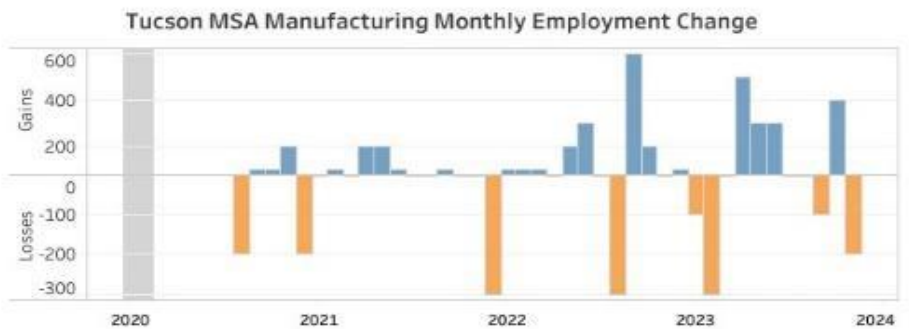
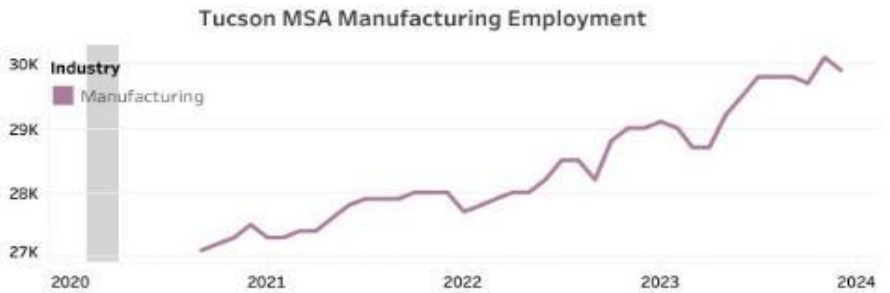
Manufacturing

Area Name:
Tucson MSA

Date Range:
August 14, 2020 to December 1, 2023

Seasonally Adjusted: 
☐ Yes
☒ No

Industry:
☐ Total Nonfarm
☐ Construction
☐ Financial Activities
☐ Government
☐ Information
☐ Leisure & Hospitality
☒ Manufacturing
☐ Natural Resources & Mining
☐ Other Services
☐ Professional & Business Svcs
☐ Trade, Transportation & Utilities
☐ Private Education & Health Services



Natural Resources & Mining

Area Name:

Tucson MSA

Date Range:

August 14, 2020 to December 1, 2023

Seasonally Adjusted:

☐ Yes

☒ No

Industry:

☐ Total Nonfarm

☐ Construction

☐ Financial Activities

☐ Government

☐ Information

☐ Leisure & Hospitality

☐ Manufacturing

☒ Natural Resources & Mining

☐ Other Services

☐ Professional & Business Svcs

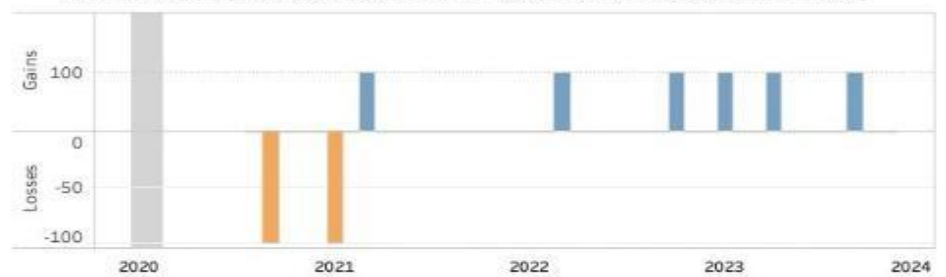
☐ Trade, Transportation & Utilities

☐ Private Education & Health Services

Tucson MSA Natural Resources & Mining Employment



Tucson MSA Natural Resources & Mining Monthly Employment Change



Trade, Transportation & Utilities

Area Name:

Tucson MSA

Date Range:

August 14, 2020 to December 1, 2023

Seasonally Adjusted:

☐ Yes

☒ No

Industry:

☐ Total Nonfarm

☐ Construction

☐ Financial Activities

☐ Government

☐ Information

☐ Leisure & Hospitality

☐ Manufacturing

☐ Natural Resources & Mining

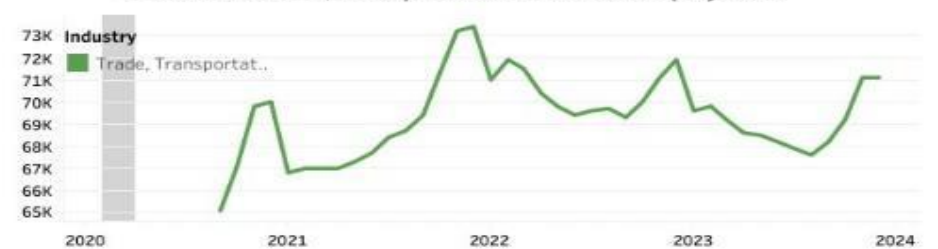
☐ Other Services

☐ Professional & Business Svcs

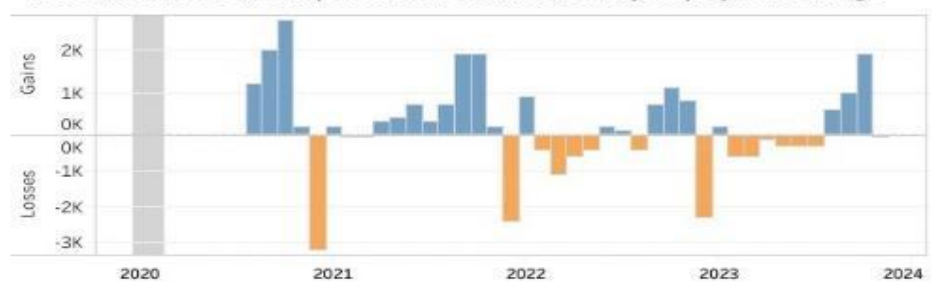
☒ Trade, Transportation & Utilities

☐ Private Education & Health Services

Tucson MSA Trade, Transportation & Utilities Employment



Tucson MSA Trade, Transportation & Utilities Monthly Employment Change



<https://public.tableau.com/app/profile/arizona.office.of.economic.opportunity/viz/CESMonthlyEmployment/HistoricalEmployment>

Appendix IV – Industry Rankings

Rank	NAICS Code	Industry	Employment (Q2 '23)	Projected Annual Job Chg. ('23-'25)	Avg. Weekly Wage (Q2 '23)	Avg. Wage Ann. Chg. ('23-'25)
1	238	Specialty trade contractors	142,253	3.5%	\$1,323	7.8%
2	423	Merchant wholesalers, durable goods	72,382	1.9%	\$1,949	7.4%
3	621	Ambulatory health care services	202,735	3.9%	\$1,384	5.4%
4	236	Construction of buildings	44,123	2.8%	\$1,545	6.0%
5	551	Management of companies and enterprises	46,361	2.8%	\$2,017	5.2%
6	811	Repair and maintenance	31,310	3.0%	\$1,146	8.1%
7	622	Hospitals	102,952	2.0%	\$1,565	8.1%
8	711	Performing arts and spectator sports	11,350	1.6%	\$2,326	6.0%
9	336	Transportation equipment manufacturing	40,367	1.8%	\$2,109	4.6%
10	333	Machinery manufacturing	8,921	1.9%	\$2,132	9.2%
11	441	Motor vehicle and parts dealers	52,010	0.6%	\$1,391	9.2%
12	541	Professional and technical services	171,128	1.5%	\$1,827	6.8%
13	334	Computer and electronic product manufacturing	34,714	3.1%	\$2,330	-0.7%
14	237	Heavy and civil engineering construction	24,340	2.7%	\$1,541	4.5%
15	532	Rental and leasing services	15,288	1.8%	\$1,198	7.4%
	591	Information Technology	13,835	10.1%	\$2,277	4.5%
*	112	Animal production and aquaculture	4,416	-1.6%	\$963	7.9%
	115	Agriculture and forestry support activities	6,616	-0.5%	\$949	12.5%
	314	Textile product mills	845	-2.4%	\$942	4.6%
	315	Apparel manufacturing	507	0.5%	\$875	5.2%
	316	Leather and allied product manufacturing	154	-4.6%	\$938	12.0%
	444	Building material and garden supply stores	31,368	0.5%	\$835	7.7%
	445	Food and beverage stores	61,719	0.9%	\$632	1.7%
	487	Scenic and sightseeing transportation	634	1.2%	\$819	3.3%
	492	Couriers and messengers	18,190	1.1%	\$894	1.1%
	493	Warehousing and storage	49,456	3.4%	\$856	0.7%
	623	Nursing and residential care facilities	58,310	2.5%	\$878	7.1%
	624	Social assistance	70,184	1.8%	\$681	6.0%
	712	Museums, historical sites, zoos, and parks	3,155	1.8%	\$866	2.9%
	713	Amusements, gambling, and recreation	32,993	1.3%	\$561	3.9%
	721	Accommodation	44,888	1.6%	\$789	14.5%
	722	Food services and drinking places	261,166	2.1%	\$541	9.1%
	812	Personal and laundry services	29,584	0.2%	\$783	6.9%
	814	Private households	1,721	-0.8%	\$766	10.4%

Appendix V – Statewide Vision, Goals, and Strategies in the Arizona Workforce Plan

Statewide Vision: Create a future where access to economic growth and opportunity is promoted through innovative workforce collaboration across business, education, and training systems designed to meet the diverse needs and full potential of all Arizonans.

Statewide Goals:

Goal # 1: Promote a customer-driven workforce system approach - Build worker centered, industry driven career pathways and sector strategies to meet the current and future needs of jobseekers, employers, and the state's economy.

Goal #2: Foster Business Engagement - Enhance workforce services that ensure employers have access to a diverse and skilled workforce.

Goal #3: Invest in Opportunity and Growth - Leverage statewide, systems-level partnerships to strengthen collaborative, coordinated, and streamlined services to achieve results for all Arizonans.

Goal #4: Prepare Arizona's Youth for Workforce Success - Enhance youth services to provide equitable access to high quality training, ensuring Arizona's youth are equipped for meaningful employment and long-term career success.

Statewide Strategies:

Goal #1: Promote a Customer-Driven Workforce System Approach

Strategies

- 1.1: Enhance accessible work-based learning opportunities to equip participants with the skills and knowledge necessary for in-demand industries and occupations.
- 1.2: Develop and implement digital literacy education and training programs that provide individuals, including priority populations, with the necessary digital skills for the workforce.
- 1.3: Refine the customer experience across ARIZONA@WORK system partners to ensure streamlined access to training, education, employment opportunities and supportive services that help to reduce barriers.
- 1.4: Strengthen coordination and outreach across the ARIZONA@WORK system to increase public awareness and access to services.

Goal #2: Foster Business Engagement

Strategies

- 2.1: Build partnerships across businesses, education and training providers to develop career pathways and create work-based training opportunities to develop requisite workforce skills.
- 2.2: Promote a business-services model that links business growth with, and advocates for, quality jobs that support workers' economic stability and mobility.
- 2.3: Strengthen workforce system teams by investing in tools and skill building that improves talent sourcing and matching for businesses.
- 2.4: Convene the business community to explore and realize the employment opportunities for individuals with barriers to employment by highlighting the workforce system's supportive services for prioritized populations.

Goal #3: Invest in Opportunity and Growth

Strategies

- 3.1: Strengthen strategic partnerships across key state level agencies, workforce system partner programs, and community-based organizations to expand coordination across programs to accelerate quality employment for priority populations.
- 3.2: Braid federal, state, local, and private funding streams to maximize the impact of WIOA funds to meet the unique needs of local areas, job seekers, and employers.
- 3.3: Facilitate data sharing, reporting, and performance analysis across WIOA partners to improve workforce system performance and outcomes.
- 3.4: Implement a state-wide technical assistance model to deliver training and facilitate best-practice sharing as aligned to the training needs of workforce system staff.

Goal #4: Prepare Arizona's Youth for Workforce Success

Strategies

- 4.1: Create a robust system, including partnerships with CTE Districts and pre-apprenticeship models, for career exploration intended to build upon professional skills, workplace foundational academic skills, and career interests.
- 4.2: Identify both in-school and out-of-school youth and develop opportunities to attract them to the workforce system through training programs in high growth industries.
- 4.3: Develop work-based learning opportunities for youth through partnerships with employers.
- 4.4: Strengthen outreach to youth, their families, and school staff to provide information about the ARIZONA@WORK system, including supportive services and opportunities for meaningful employment and career pathways.

Statewide vision, goals, and strategies in the Arizona Workforce Plan, pages 85 to 90⁴⁷

⁴⁷ <https://arizonaatwork.com/sites/default/files/2024-06/Arizona%20State%20Plan%20PY%202024-2027%20-%20Conditionally%20Approved.pdf>

Appendix VI – Required One Stop Partners

Entity	Partner Program
Pima County Community & Workforce Development (CWD)	WIOA Title IB Adult, Dislocated Worker, and Youth programs
	Employment and training activities carried out under Community Services Block Grant (CSBG)
	Employment and training activities carried out under US Department of Housing and Urban Development (HUD)
	HUD Community Development Block Grant (CDBG program authorized under Title I of the Housing and Community Development Act of 1974
Pima Community College District (PCC)	WIOA Title II Adult Education and Literacy Activities
	Career and Technical Education (CTE) programs at the postsecondary level authorized under Carl D. Perkins Career and Technical Education Act of 2006
Arizona Department of Economic Security Division of Workforce Administration	WIOA Title III Employment Service under Wagner-Peyser Act
	Programs authorized under AZ Unemployment Insurance (UI) compensation laws
	Trade Adjustment Assistance (TAA) of Title III of the Trade Act of 1974
	Veterans Employment Representative and Disabled Veterans Outreach Activities authorized under 41 USC 38
	Supplemental Nutrition Assistance Program (SNAP) authorized under Part A of the Title IV of the Social Security Act
Arizona Department of Economic Security, Division of Rehabilitation Services Administration	WIOA Title IV Vocational Rehabilitation Services programs authorized under Title I of the Rehabilitation Act of 1973
Portable Practical Education Preparation (PPEP), Inc.	WIOA Title I-D, Section 167 Migrant Seasonal Farm Worker (MSFW) programs
Fred G. Acosta Job Corps Center/Human Learning Systems, Inc.	WIOA Title I-C Job Corps programs
Tucson Indian Center	WIOA Title I-D, Section 166 Native American programs
AARP Foundation	Senior Community Service Employment Program (SCSEP) activities authorized under Title V of the Older Americans Act of 1965
TANF – Jobs/EQUUS Workforce Solutions	Temporary Assistance for Needy Families (TANF) program authorized under Part A of Title IV of the Social Security Act
Goodwill Industries of Southern Arizona	Re-entry Employment Opportunities (REO) under Second Chance Act

Appendix VII – Public Comments

Date Received	Comment	Outcome
9/30/2024	<p>On behalf of the Center for Economic Integrity, a local nonprofit advocacy organization. A big shout out for the important work of Pima County Workforce Development. My sincere gratitude to all involved . Here is our quick feedback on the draft workforce development plan: There is a typo on page 15 3rd paragraph 4th sentence - Male not Make. (corrected) These age demographic poverty statistics highlight once again the need for access to high quality childcare and how integral childcare is to workforce development.</p> <p>With regards to the report's mention of childcare generally, the evidence is overwhelming that high quality childcare is the gold standard and is necessary for longer-term workforce development success for the individual child, the parent (s) and for the local economy writ large. It is a distinction that matters, and I hope you will consider adding the "high quality" designation to any mention of childcare as it relates to workforce development.</p> <p>It is my understanding that the business community including the state and local chapters of the chambers of commerce have made childcare a top priority issue as they look to worker recruitment and retention. I hope the business community weighs in on this plan. They may have additional insights to offer up in this regard.</p> <p>Page 64: Given our organization's mission and our advocacy work over the past three decades, the statistics regarding families struggling to find affordable childcare (0%) don't align with the research. This just doesn't make sense . (noted in Public Comment, not on survey results page)</p> <p>Our organization strives to interrupt the cycle of poverty through public policy and advocacy. We have a keen interest in the many facets of the Pima County Prosperity Initiative and look forward to partnering with the County to continue to advance this important work. Interrupting generational poverty is achievable and we are incredibly grateful for all of your efforts - past, present and future.</p> <p>Respectfully, Kelly Griffith, Executive Director, Center for Economic Integrity</p>	<p>Change made to page 15.</p> <p>No change to survey results.</p>
9/4/2024	<p>Pima County Resource Navigators, like those at Pima County One Stop, play a crucial role in connecting community members with essential services and resources. They are stationed at various locations across Pima County, particularly in centers dedicated to workforce development, community services, and public assistance.</p> <p>Services Provided by Pima County Resource Navigators:</p> <ol style="list-style-type: none"> 1. Employment and Training Assistance: Help clients access job opportunities, vocational training, and skill development programs; Support with resume writing, job applications, and interview preparation; Guidance in obtaining certifications and licenses necessary for employment. 2. Resource Connection: Assist clients in accessing public benefits such as food assistance, healthcare, and housing; Provide referrals to local nonprofits, government agencies, and community organizations that offer additional support. 3. Barrier Removal: Work with individuals to address and overcome barriers to employment and self-sufficiency, such as transportation issues, legal challenges, and childcare needs; Collaborate with agencies like the federal prison bureau and probation offices to support individuals reentering society. 4. Community Support: Serve as a bridge between the community and various service providers, ensuring that individuals and families are aware of and can access the resources they need; Offer personalized assistance, tailoring services to meet the unique needs of each client. 5. Locations: Resource Navigators are typically located in Pima County One Stop Career Centers; these centers are the primary hubs for workforce development services in Pima County. Community Centers: Various community centers across the county where residents can access multiple services in one place. Partner Organizations: Navigators may also work out of partner locations, such as nonprofit organizations, libraries, and public assistance offices. 6. Homeless Assistance: Resource Connection: Navigators help homeless individuals access essential services like shelter, food, healthcare, and clothing; Housing Support: They assist in finding temporary or permanent housing solutions, including connecting clients with housing programs and subsidies; Case Management: Provide ongoing support and follow-up to ensure that clients are progressing toward stability and self-sufficiency. 7. Reentry Support: Employment and Training: Support individuals reentering society by helping them find jobs, access vocational training, and obtain necessary certifications; Legal Assistance: Work with clients to address legal barriers that might hinder their reintegration, such as expunging records or restoring rights; Collaboration with Justice System: Partner with probation offices and reentry programs 	<p>Noted in full within Public Comment, Navigators added throughout the plan.</p>

	<p>to provide tailored support, ensuring that clients have the resources they need to successfully transition back into the community.</p> <p>Impact on the Community: The work of Resource Navigators is vital in promoting self-sufficiency and improving the quality of life for residents. They help reduce unemployment, support economic stability, and ensure that community members have the resources and access to necessary services and support systems.</p> <p>Marjava Ramirez, Community & Workforce Manager, Outreach Navigator/Future Forward Reentry, Pima County Community & Workforce Development</p>	
9/5/2024	<p>Page 19 - "Registered Union Apprenticeship Programs"... are all the registered apprenticeship programs aimed to be promoted the only ones associated with unions? There are also many RAPs that are not union-affiliated in your county.</p> <p>Joann Bueno, PHR, Arizona Apprenticeship Office, Arizona Department of Economic Security</p>	Change made to include union and non-union affiliated, page 19
9/20/2024	<p>We have some feedback, referencing specific pages of the draft report.</p> <p>Page 35: The list of support services includes "access to childcare and dependent care," but it does not denote that that childcare is high-quality. Beyond just offering care, it's key that it is a quality early learning setting. This is to simultaneously support dual generations; for the child to thrive in their learning and for the parent to feel confident their child is in an engaging and supportive learning environment. Quality of care is significant and plays a role in developing the executive function skills that provide the foundation for a strong future workforce. We appreciate the recognition of childcare as an essential support service and see an opportunity to build upon this by acknowledging care must be high-quality.</p> <p>Page 64: It's interesting to see that 11.11% of respondents stated that needing childcare assistance is a priority for them when choosing a position, while the paragraph below states that 0% of respondents struggle with affordable childcare as we know the financial burden of accessing care is a significant issue for most who require childcare in Pima County. Curious if this 0% reference might be an error? We are curious to know where the quality-of-care factors in and what level of assistance is being sought-after. Further, we are curious if there are challenges of requiring care outside of traditional days and hours (i.e. Monday-Friday, and outside of 7 a.m.-6 p.m.). For example, the trades and apprenticeship training programs, medical and first responder programs as well as related professions once training/apprenticeship is complete may have the potential to fall outside of the traditional hours of childcare. An acknowledgement of the workforce needing care beyond these limited days and hours may help encourage and position Pima County for a larger community and leadership conversation around how we can address this accessibility challenge.</p> <p>And here is some overall feedback on the draft report. We want to express our immense thanks and appreciation for the mention of the importance of childcare as a critical part of a strong workforce. We applaud the efforts of recognizing access to childcare as one of the resources needed for a strong workforce and the acknowledgement of the incredible work of the Pima Early Education Program Scholarships (PEEPS). On a related note, First Things First works closely with the Pima County PEEPS team to maximize investment efforts and to build a more accessible high-quality childcare system.</p> <p>While PEEPS supports families with preschool aged children aged three, four and five not yet in kindergarten, there are less resources, less options and availability of high-quality care and financial support directed to families with infants and toddlers who may be struggling with employment. In addition, there is less infant and toddler high-quality childcare available in Pima County. This is a significant capacity issue that First Things First is also working to help address; however, a broader community conversation with workforce leadership and stakeholders is essential to help solve this challenge.</p> <p>While the plan mentions that lack of affordable childcare is a barrier to employment, it does not address the fact that a higher employment rate and stronger workforce will likely lead to a greater number of young children needing care. The current availability of care is limited and in Pima County, in particular the rural communities, are recognized as childcare deserts. What investments can be made locally to continue the expansion of access to high-quality care? How do we build a robust system of early care and education so parents experience minimal barriers to completing training and apprenticeship programs and careers, in particular those career pathways and positions that fall outside the traditional hours of care?</p>	<p>No change.</p> <p>DES approved childcare is the minimum threshold for WIOA dollars.</p> <p>Did not change survey results.</p> <p>Continue partnership between First Things First and Pima Early Education Program Scholarships</p>

	<p>We recognize the vital importance of childcare, and we know there are significant challenges and barriers associated with access as our questions outline above. We are eager to work in partnership with our workforce and business community, higher education partners and other stakeholders to find solutions to the challenges and barriers. Most importantly, we are eager to work together to build on the momentum of the significant investments in expanding high-quality childcare happening in Pima County.</p> <p>Thank you for the opportunity to share perspective on this comprehensive draft report. I am on standby if I can offer any additional clarity to our feedback. We are ready to support the Workforce Investment Board in their efforts in ensuring families with young children are part of a strong Pima County workforce.</p> <p>In partnership, Jessica Harrington, Senior Regional Director, Southeast Area</p>	
9/24/24	<p>I have reviewed this draft, and frankly, I found it disappointing. I believe that it does an excellent job of reporting the details of "what is." however, as a "PLAN" it does not have any stated goals and objectives, nor action items needed to achieve them. IMHO, the plan should outline a clear vision for the Pima county workforce of the future, as well as specific activities by specific organizations to meet, or exceed, that vision. In particular, while this draft mentions the Pima County Economic Development Strategy, there are no specific actions outlined to support that strategy. It seems to me that the WIB and the Economic Development Strategy should be tied closely together.</p> <p>My two cents, John Dennis, President, Strategy 1</p>	<p>Comment noted with response including federally required structure and limitations.</p>
9/24/24	<p>As you know, our (EHF) perspective comes from working with our first responders community for the last 15 years and providing high quality childcare with flexible hours to meet their non-traditional schedules and affordability for this type of care. We are the only childcare in Pima county to offer extended hours. What I have been advocating for years is that the requirement by which families are being qualified for in this case -PEEPS (and any other subsidy and scholarship for that matter) can be increased to at least 400% FPL or find a different threshold that works for AZ families and not apply the FPL as that is too broad and not applicable necessarily to AZ. ALL families deserve and have the right to the same benefits, ALL children deserve to have the same high-quality care in their early years.</p> <p>Our first responders' families not only are hard working families (dual-household income) for example: A correctional officer is married to a teacher, a police officer is married to a teacher, a firefighter is married to a bank teller, or to a paralegal. These families work hard to give their children a decent life while also putting their lives at risk every day to protect our homes, our community, our schools and our neighbors. I can expand more on this later.</p> <p>The other issue here as Jessica mentioned and I agree 100% is the lack of financial support for the families with infant and toddler care (which is the most expensive for the parents right now) and not only is the most expensive care, but is also the most demanding and a scarce service more so now after the pandemic. For example, a family pays \$1548 monthly for an infant 6 weeks old to 12 months old at a high-quality center (4 star rating center)</p> <p>I do applaud the County for allocating \$10 million in childcare through PEEPS. However, I firmly believe that this program has to be revised considering our first responders' families (who are also Pima county residents) and expand the financial help to cover infants and toddlers.</p> <p>Have a great rest of the week, Nohemy</p>	<p>Comment noted and forwarded to appropriate program for consideration.</p> <p>Note: Childcare is NOT mandated by WIOA. The WIB has authorized the use of WIOA for supportive services should an eligible participant need that service. Eligibility is not connected to current income levels listed within the comment.</p>

Appendix VIII – Workforce Partnerships in Pima County
Community-Based Organizations

SER Jobs for Progress, Inc.	Tucson Youth Development	Goodwill Industries of Southern Arizona
Dorothy Krett and Associates (DKA)	Catholic Community Services (CCS) – Pio Decimo	CCS – Community Outreach Program for the Deaf
Literacy Connects	YWCA of Southern Arizona	Job Path, Inc.
Fred G. Acosta Job Corps	Tucson Indian Center	AARP
Project Ayuda	Pima Council On Aging	Sahuarita Community Food Bank
Community Food Bank of Southern Arizona	The Diaper Bank of Southern Arizona	University of Arizona Math Cats
United Way of Southern Arizona	Make Way for Books	COPE Community Services
International Rescue Committee	EQUUS Workforce Solutions	AZ Tech Council of Southern Arizona
Jewish Family and Children’s Services of Southern Arizona	Southern Arizona Legal Aid	Step Up 2 Justice
Center for Community Mediation and Facilitation	Arivaca Coordinating Council Huma Resources Group	Community Food Bank, Inc.
IMPACT of Southern Arizona	Southern Arizona AIDS Foundation	Administration of Resources and Choices
Interfaith Community Services	Mobile Meals of Southern Arizona	Southern Arizona Association for the Visually Impaired
St Luke’s in the Desert	About Care Inc.	Green Valley Assistance Services
Our Family Services	Primavera Foundation	Tucson Center for Women and Children
Sister Jose Women’s Center	Soldier’s best Friend	Salvation Army
Arivaca Action Center Inc.	Arizona’s Children Association	Child and Family Resources
Higher Ground a Resource Center	International Sonoran Desert Alliance	PPEP, Inc.
Tu Nidito Children and Family Services	Youth On Their Own	3 rd Decade
Boys to Men Tucson, Inc.	Chicanos Por La Causa Inc.	Greater Tucson Leadership Inc
Arizona Sonoran Desert Museum	El Rio Santa Cruz Neighborhood Health Center	Friends of Robles Ranch
Southern Arizona Children’s Advocacy Center Inc.	Desert Survivors Inc.	

Eligible Training Providers (as of August 2024)

Code 1 Maintenance	Pima Community College District	Brookline College
Career Development Solutions	University of Arizona Continuing & Professional Education	Workforce Training Academy USA
Arizona Builders Alliance	Arizona Masonry Contractors Association	Clark Quality Crane Training & Certifications LLC
Home Builders Institute	Idea’l Institute	Independent Electrical Contractors of Southern Arizona

International Sonoran Desert Alliance	PPEP, Inc.	TOCC Development
Tucson Electrical Joint Apprenticeship and Training Program	Academy On Demand	Arizona Sunset School of Dental Assisting
Berry Best Phlebotomy Training, LLC.	Caregiving Training Institute	Carrington College
Jersey College	Kino College	LS Coding and Education LLC
Pima Joint Technical Education District (JTED)	Pima Medical Institute	University of Arizona
University of Arizona Workforce	160 Driving Academy	DSW Digby Southwest Inc
HDS Truck Driving Institute, Inc.	SER Jobs for Progress, Inc.	Southwest Truck Driving Training, Inc.
Arizona Academy of Beauty	Aveda Institute	Bartending Academy of Tucson
Dunbar Barber College	Empire Beauty School	Fade Masters
Hollywood Barber College	The Barber Academy	Pure Aesthetics Natural Skincare
Renew 360 Advanced Laser Institute	Tucson College of Beauty	UA National Center for Interpretation, Testing, Research and Policy
Valori Institute of Massage		

Appendix IX – Business and Job Seeker Community Survey – Local Plan 2025-2028

As part of the planning process, the WIB solicited input by way of a business survey from local employers in Pima County. The survey was distributed to a wide range of stakeholders. This effort was enhanced by the Pima County Communications Department.

The Business Community Survey included 19 questions with a concentration of questions concerning the WIB targeted sectors, specific needs or skills necessary for current employees, and emerging technologies that are beginning to emerge in local business.

The WIB has identified local in-demand industry sectors to target and focus federal funds for employment and training. The sectors include Aerospace and Defense, Manufacturing Emerging Technologies, Information Technology, Natural Resources, Mining and Utilities; Logistics, Transportation, Warehousing; Infrastructure, Construction, Finance and Insurance, Professional and Business Services, Trade, Transportation and Utilities; Health Sciences, Education and Health Services, Manufacturing, Professional and Business Services.

Of those surveyed, 73.86% of respondents concurred that their business is inclusive of the targeted sectors as outlined by the WIB. Occupations employed within these sectors include 73.68% alignment to those training offerings by ARIZONA@WORK Pima County. Business respondents included aerospace and defense (20%), logistics (26.67%), Infrastructure (33.33%), Health Services (60%), and Manufacturing (20%).

Based in the survey results, 66.67% of the respondents have utilized ARIZONA@WORK Pima County services and would recommend these services to other business members. Whereas 33.33% have not utilized the services but noted they would do so in the future. Business utilizing ARIZONA@WORK Pima County services described the services as excellent, dependable, knowledgeable and willing to help. Areas of opportunity include enhancing soft skill training.

Workforce development activities provide local job seekers with opportunity to advance their skills and a career pathway for sustainable and long-term success. 84.62% of the business respondents struggle to recruit qualified job seekers for open positions, however 53.85% did not agree to share recruitment best practices with the WIB. Businesses offer several incentives to entice job seekers to work in their business with 23.08% offering flexible work schedules, 0% offering remote work opportunities, 7.69% with tuition reimbursement, 30.77% have paid time off, 7.69% offer parental leave time, 23.08% offer employer backed retirement, and 7.69% do not participate in any employer incentives.

Specific to the WIB priority of serving the re-entry population, businesses responded that 50% hire this population and 50% do not. With respect to business knowledge of tax incentives 58.33% of those respondents are aware of tax incentives and 66.67% did not see the need to learn more about these incentives.

Specific to the WIB priority of serving the refugee population, business responded that 75% hire this population and 41.67% understand the benefit to the industry reciprocity process associated with specific occupations.

Of the services offered by ARIZONA@WORK Pima County 75% have utilized at least one service provided and 75% of business respondents noted that no other resources are necessary to increase their competitiveness at this time. Nearly all respondents 91.67% feel supported by the community. However,

91.67% of businesses would like additional support/training to compete for federal funds. Specific to energy and climate, businesses would like additional training offering Solar skills ranging from basic, intermediate, and expert skilled level including training in wind turbines, water and alternative electric topics.

As an emerging technology, Automated Intelligence (AI) has practical uses that effectively streamline production and services only 45.45% of businesses surveyed currently use this technology and those that do not (63.64%) would like to use this technology.

Based on survey results, the WIB and the Plan are strategically aligned to advance economic development while establishing a qualified workforce pipeline.

The WIB also provided an opportunity for job seekers to provide insight into the planning elements as outlined in Pima County Workforce Development Plan.

Of the job seekers, currently employed individuals responding, 44.44% work within the targeted sectors as outlined by the WIB. Those who are employed within the targeted sectors 16.67% are in aerospace and defense, 16.67% are in emerging technologies, 16.67% are in infrastructure, 33.33% are in health sciences, and 55.56% are not interested in the targeted sectors or occupations therein. Of note, 72.22% of the respondents have the required skills necessary to advance in their career with 55.56% identifying that they are not in a sustainable career.

Respondents also noted that the priorities for choosing a position include 66.67% hourly wage/salary, 66.67% flexible work schedule, 44.44% remote work opportunities, 27.78% paid time off, 11.11% need childcare assistance, and 11.11% do not review incentives when accepting a position.

After a review of services offered by ARIZONA@WORK Pima County of those respondents 76.47% had not heard of or utilized the services. Of those who had utilized services (76.47%) noted that they would recommend the services to others. 35.71% of respondents do not have a degree or credential for their career goals, 28.57% of respondents noted the lack of education to advanced in their career for higher level positions, 28.57% of respondents struggle with affordable housing options, 7.14% have transportation challenges, and 0% struggle with affordable childcare, understanding and communicating in English, or government identification needed for employment.

Based on survey results, the Pima County Workforce Development Plan aligns with business and community need and will measure its impacts over the four-year plan period beginning January 2025 through December 2028.

Appendix X – Job Center Locations and Contact Information

Comprehensive Centers

1. ARIZONA@WORK Pima County Kino Service Center, 2797 E. Ajo Way Tucson, AZ 85713, 520.724.7700
2. ARIZONA@WORK Pima County Rio Nuevo One Stop, 340 N Commerce Park Loop Tucson, AZ 85745, 520.724.7650

Specialized Centers

1. ARIZONA@WORK Pima County Kino Veterans Center, 2801 E Ajo Way Tucson, AZ 85713, 520.724.2646
2. ARIZONA@WORK Pima County Youth One Stop, 320 N Commerce Park Loop, Suite 200 Tucson, AZ 85745, 520.724.9649

Affiliate Locations

1. Pima Community College – Adult Basic Education for College and Career (ABECC), 1255 N Stone Ave Tucson, AZ 85709, 520.206.7330
2. Pima Community College – El Pueblo Liberty Learning Center, ABECC, 101 W. Irvington Rd, Tucson, AZ 85714, 520.206.3737
3. Pima Community College – 29th Street Coalition Learning Center, ABECC, 4355 E Calle Aurora Tucson, AZ 85711, 520.206.3550
4. Pima Community College – El Rio Learning Center, ABECC, 1390 W Speedway Blvd., Tucson, AZ 85745, 520.206.3800
5. Arizona Department of Economic Security (ADES) – Tucson North Office, 316 W. Ft Lowell Rd., Tucson, AZ 85705, 520.638.2230
6. ADES, Tucson East Office, 1455 S Alvernon Way #201, Tucson, AZ 85711, 520.872.9095
7. ADES, Rehabilitation Services Administration, Transition School to Workforce Office, Park Avenue/SBID Office, 4760 S Park Avenue, Tucson, AZ 85714, 520.638.2390
8. ADES RSA VR, Region II Office, North, Ina Road, 2255 W Ina Rd., Tucson, AZ 85741, 520.544.8618
9. ADES, RSA, VR, Alvernon East/TSW/VR, 1455 S Alvernon Way, #201, Tucson, AZ 85711, 520.872.9070, TTY Server 855.475.8194