

SOC Code	SOC Title	O*Net KSAs
43-3031	Bookkeeping, Accounting, and Auditing Clerks	http://www.onetonline.org/link/summary/43-3031.00
43-9041	Insurance Claims and Policy Processing Clerks	http://www.onetonline.org/link/summary/43-9041.00
43-3051	Payroll and Timekeeping Clerks	http://www.onetonline.org/link/summary/43-3051.00

Production, Aerospace & Defense

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

Infrastructure-Construction

SOC Code	SOC Title	O*Net KSAs
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	http://www.onetonline.org/link/summary/47-1011.00

SOC Code	SOC Title	O*Net KSAs http://www.onetonline.org/link/summary/47-2031.00
47-2031	Carpenters	http://www.onetonline.org/link/summary/47-2051.00
47-2051	Cement Masons and Concrete Finishers	http://www.onetonline.org/link/summary/47-2073.00
47-2073	Operating Engineers and Other Construction Equipment Operators	http://www.onetonline.org/link/summary/47-2081.00
47-2081	Drywall and Ceiling Tile Installers	http://www.onetonline.org/link/summary/47-2111.00
47-2111	Electricians	http://www.onetonline.org/link/summary/47-2141.00
47-2141	Painters, Construction and Maintenance	http://www.onetonline.org/link/summary/47-2152.00
47-2152	Plumbers, Pipefitters, and Steamfitters	http://www.onetonline.org/link/summary/49-1011.00
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	http://www.onetonline.org/link/summary/49-3023.00
49-3023	Automotive Service Technicians and Mechanics	http://www.onetonline.org/link/summary/49-3042.00
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	http://www.onetonline.org/link/summary/49-9021.00
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	http://www.onetonline.org/link/summary/49-9041.00
49-9041	Industrial Machinery Mechanics	http://www.onetonline.org/link/summary/49-9071.00
49-9071	Maintenance and Repair Workers, General	http://www.onetonline.org/link/summary/49-9098.00
49-9098	Helpers--Installation, Maintenance, and Repair Workers	http://www.onetonline.org/link/summary/51-8031.00
51-8031	Water and Wastewater Treatment Plant and System Operators	

Transportation, Material Handling & Logistics

SOC Code	SOC Title	O*Net KSAs
43-5032	Dispatchers, Except Police, Fire, and Ambulance	http://www.onetonline.org/link/summary/43-5032.00
13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	http://www.onetonline.org/link/summary/13-1023.00
43-5071	Shipping, Receiving, and Traffic Clerks	http://www.onetonline.org/link/summary/43-5071.00
43-5061	Production, Planning, and Expediting Clerks	http://www.onetonline.org/link/summary/43-5061.00
53-1021	First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand	http://www.onetonline.org/link/summary/53-1021.00
53-1031	First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators	http://www.onetonline.org/link/summary/53-1031.00
53-2012	Commercial Pilots	http://www.onetonline.org/link/summary/53-2012.00
53-3021	Bus Drivers, Transit and Intercity	http://www.onetonline.org/link/summary/53-3021.00
53-3032	Heavy and Tractor-Trailer Truck Drivers	http://www.onetonline.org/link/summary/53-3032.00
53-3033	Light Truck or Delivery Services Drivers	http://www.onetonline.org/link/summary/53-3033.00

3. Analysis

c. Analysis of the workforce in the region.

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

Talent Supply Now

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

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

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

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

2014 American Community Survey 5-year estimates unless otherwise noted.

Source: Arizona Office of Economic Opportunity, in cooperation with the U.S. Dept. of Labor, Bureau of Labor Statistics.

Occupations

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

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



Employability Challenges

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

In April 2016, Pima County received \$1.5 million from the John D. and Catherine T. MacArthur Foundation "Safety + Justice Challenge" to fund programs designed to reduce jail numbers by addressing the main drivers of the County's jail population, including warrants for failure to appear on prior misdemeanor charges and low-level nonviolent offenses related to mental illness and substance abuse.

These strategies are designed to safely reduce the average daily jail population of 2,136 in 2014 to 1,574 by 2019 -- 562 individuals or 26% -- while saving taxpayers an estimated \$2 million per year.

The following table presents statistics related to these issues.

Population	Statistic
Adults without a high school diploma	81,812
People with disabilities aged 16-64	68,460/nearly 12% of working age pop.

Population	Statistic
Veterans with service-connected disabilities	17,217
Arizona prisoners released 2012*	13,513
Homeless persons 18+ ¹	1,765
Single-parent households	36,132/about 9% of households
What a single parent with two children needs to earn to meet basic needs ²	\$22.17
Percent of workers who drive to work	77%

2014 American Community Survey 5-year estimates unless otherwise noted.

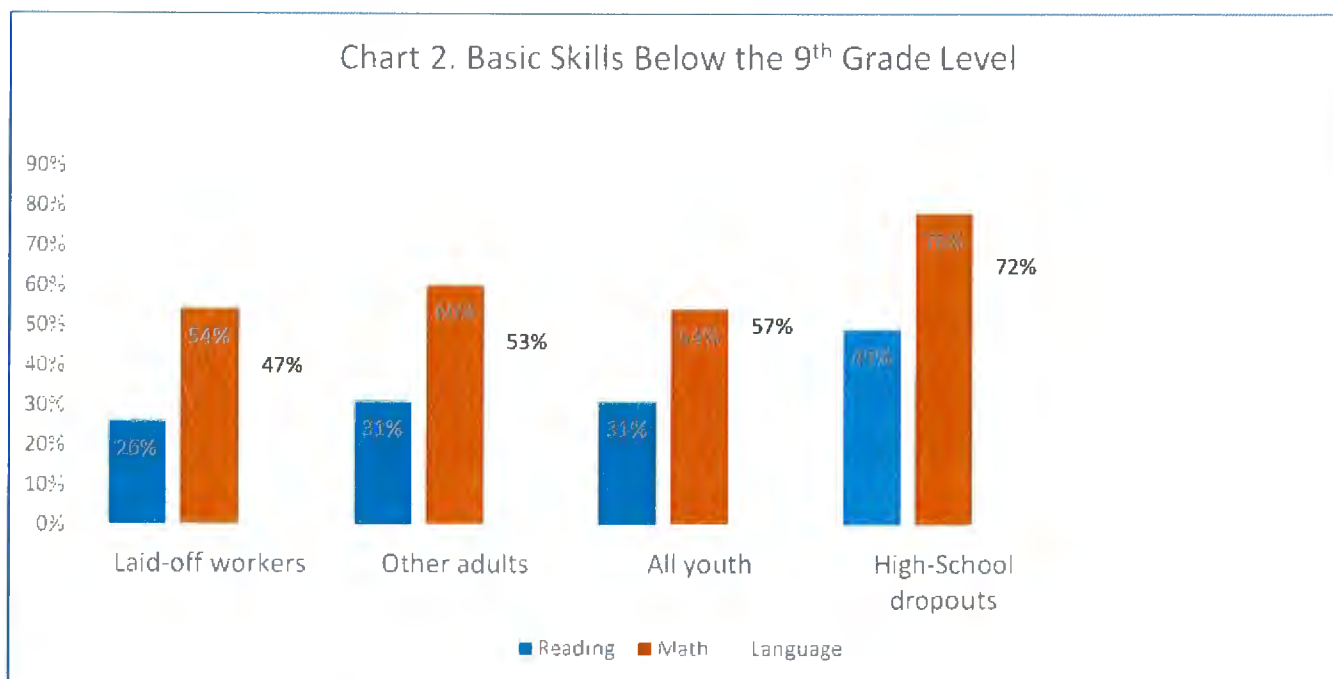
*Bureau of Justice Statistics, September 2014.

¹Tucson Pima Collaboration to end Homelessness Point in Time Street Count 2016.

²Southern Arizona Women's Foundation, Self-Sufficiency Standard for Arizona 2012.

Another key employability factor among unemployed populations - regardless of high school diploma attainment - may be lack of basic skills in reading, math, and language.

More than half of job seekers applying for services through the [ARIZONA@WORK](#) System score below the basic secondary level on the Test of Adult Basic Education (TABE).



Source: [ARIZONA@WORK](#) Pima County Test of Adult Basic Education (TABE) 2015-2016. Sample size: 2,175

3. Analysis

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

ARIZONA@WORK Workforce Development System Capacity

The [ARIZONA@WORK](#) Pima County Workforce Development System functions as a multi-agency, multi-disciplinary, regional system for coordinating workforce development resources for the benefit of employers and job seekers in Pima County.

Two Comprehensive [ARIZONA@WORK](#) Job Centers referred to as the Kino Service Center and Rio Nuevo Service Center, offer a full continuum of basic and individualized employment and career development services for job seekers. Please see Plan Section 8.a.-h. for details.

Each Center serves as an access hub for national employment and training funding programs that include WIOA-mandated Partner programs. There are on-site staff representatives who represent each of the WIOA-required Core Program Partners.

Section 121(b)(1)(B) of WIOA identifies the entities that are required Partners in the local ARIZONA@WORK System. The required Partners are the entities responsible for administering the following programs and activities in Pima County:

- (1) Programs authorized under Title I of WIOA, including:
 1. Adults;
 2. Dislocated Workers;
 3. Youth;
 4. Job Corps;
 5. YouthBuild;
 6. Native American programs; and
 7. Migrant and Seasonal Farmworker programs.
- (2) The Wagner-Peyser Act Employment Service program authorized under the Wagner-Peyser Act (29 U.S.C. 49 *et seq.*), as amended by WIOA Title III;
- (3) The Adult Education and Family Literacy Act (AEFLA) program authorized under Title II of WIOA;
- (4) The Vocational Rehabilitation (VR) program authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 *et seq.*), as amended by WIOA Title IV;
- (5) The Senior Community Service Employment program authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 *et seq.*);

- (6) Career and Technical Education programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 *et seq.*);
- (7) Trade Adjustment Assistance activities authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 *et seq.*);
- (8) Jobs for Veterans State Grants programs authorized under chapter 41 of title 38, U.S.C.;
- (9) Employment and Training Activities carried out under the Community Services Block Grant (42 U.S.C. 9901 *et seq.*);
- (10) Employment and Training Activities carried out by the Department of Housing and Urban Development (HUD);
- (11) Programs authorized under State unemployment insurance compensation laws (in accordance with applicable Federal law);
- (12) Programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532); and
- (13) Temporary Assistance for Needy Families (TANF) authorized under part A of title IV of the Social Security Act (42 U.S.C. 601 *et seq.*), unless exempted by the Governor under § 463.405(b).

All of the Partners are prepared to provide detailed service information on all the programs and there is an assigned point of contact for all the programs.

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

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

A key capability of the System is clarifying training options. Customers receive assistance and guidance in reviewing the Eligible Training Provider List (ETPL) that is available on the AJC, which allows them to compare costs, time frames, credentialing, and employment outcomes for 300-400 approved training programs. Through basic and individualized career services, customers are assisted in developing their career goals and identifying their training needs through labor market and career research, individualized

and standardized assessments, and training plan development. Training services combine educational preparation, financial assistance with tuition and related costs, and progress tracking and support.

The Pima County WIB determined a need to seek one or more qualified vendor(s) to complete an analysis of education and training options in Pima County to support its Career Pathways Framework for workforce development.

The Pima County WIB released the Pima County Career Pathways Analysis and Resource Guide Request for Proposal (RFP) RFP-CSET-CPARG-2018-08 on 06/25/18.

The WIB RFP Review Committee selected (Proposer name) and their contract includes the following progress timeline:

January 17, 2019 = Planning Committee update due

March 28, 2019 = Executive Committee update due

April 12, 2019 = WIB Monthly Meeting

The online Resource Guide will be on the Pima County WIB website and managed by the successful Proposer.

The [ARIZONA@WORK](#) Pima County System draws on Pima County's rich array of community-based and grassroots organizations by contracting with workforce agencies who serve as service providers and bring special populations and leveraged resources into the ARIZONA@WORK System. The service providers hire qualified staff for the ARIZONA@WORK Job Centers.

Procurement requirements are being met when selecting the service providers for the In-School and Out-of-School Youth, under employed, Adults, Dislocated Workers, ITA, and Job Center staff. The Pima County WIB and the ARIZONA@WORK Pima County System select service providers through a competitive procurement Request for Proposal (RFP) process.

Recommendations for Contract Awards are made by the Pima County WIB and forwarded to the Pima County Board of Supervisors for final approval.

The selections, recommendations, and awards are always made in accordance with the Pima County Procurement Code Title 11 which is available at https://www.municode.com/library/az/pima_county/codes/code_of_ordinances?nodeId=TITLE11PICOPRCO.

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

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

The Pima County workforce development system includes an integrated safety-net of programs to ensure that basic needs are met so that people can pursue their career goals.

The Community Action Agency ([CAA](#)) is administered by the Pima County Community Services, Employment and Training Department (CSET) and the CAA provides financial assistance to low-income households in partnership with an Emergency Services Network of community agencies. CAA services may include:

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

The Pima County CSET) also administers an innovative initiative referred to as Ending Poverty Now ([EPN](#)). The EPN initiative launched in 2015 as a part of Pima County's Economic Development Plan. EPN works with internal and external community partners to pilot innovative ways to assist people in the transition out of poverty, strengthen our workforce, and to increase capacity of agencies and individuals to better understand and address poverty.

The EPN Employer Resource Network (ERN) consists of established partnerships with employers in order to support retention and advancement of entry-level employees. Employees of participating businesses can consult with a Resource Navigator at their worksite to resolve problems that might otherwise cause them to miss work or even lose their job. During the 2017-2018 fiscal year, CSET partnered with the Town of Sahuarita and the Sahuarita Food Bank to establish an ERN. Two private sector employers who are participating are [Perfection Industrial Finishing](#) and [Industrial Tool, Die and Engineering, Inc.](#)

On August 23, 2018, the EPN Program Manager and CSET Interim Director met with the Pima County Human Resources Department and there are plans to develop an ERN for Pima County employees.

The EPN program provides on-ramps to employment for some of the hardest to employ members of our community who may be enrolled in WIOA programs. They also help Pima County to investigate and address the most significant barriers to employment and family stabilization.

Linked Affiliate and Specialized ARIZONA@WORK Job Centers also play a role in the Pima County Local Workforce Development System (LWDS).

The Sullivan Jackson Employment Center receives Continuum of Care funding from the U.S. Department of Housing and Urban Development (HUD) to serve homeless job seekers through a “housing first” approach combined with intensive jobs search preparation and self-directed search.

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

The Youth Employment Center provides a youth-focused center and houses a regional summer youth employment and education recruitment campaign every spring that connects students with County-funded internship opportunities and other summer youth employment and education programs. On July 3, 2017, the Youth Employment Center moved to a new, convenient location next door to the ARIZONA@WORK Pima County One-Stop Rio Nuevo Career Center. In 2018, the Youth Center started hosting hiring events for in-school youth and young adults ages 14 to 21 and out-of-school youth and young adults ages 16 to 24. The 09/25/19 hiring event had 13 employers on site and 243 youth and young adults who attended and met face-to-face with the employers that included:

1. Arizona State Veterans’ Home
2. Infinity® Insurance Tucson
3. United Cerebral Palsy of Southern Arizona
4. C3 Customer Contact Channels
5. Walmart
6. Topgolf
7. JCPenny®
8. Old Navy®
9. Arizona Department of Economic Security
10. Allied Universal
11. Justice
12. Agero Tucson Contact Center
13. Arizona Conservation Corps

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

D.E.S. Employment Service offices serve as Affiliate ARIZONA@WORK Job Centers and through referral partnerships and on-site workforce development staffing, the Pima County Public Libraries offer One-Stop services and referrals.

Despite the comprehensiveness of the Pima County Local Workforce Development System, there are gaps in services.

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

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

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

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

4. Goals and Strategies

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

Strategic Vision and Goals

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

The foundation of Pima County's workforce investment strategy is a shared vision articulated by the Pima County [Workforce Investment Board](#) as "Quality Jobs, Qualified Workers."

The ARIZONA@WORK Pima County One-Stop Job Centers, proud partners of the American Job Center network, coordinate a continuum of services on both sides of that coin – increasing qualifications of workers, and widening the talent pipeline for industry to create more and better jobs.

Its mission: to strengthen the economy of Pima County by providing a qualified workforce through the [ARIZONA@WORK](#) System.

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

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

In order to support regional economic growth and economic self-sufficiency, the WIB's goals also relate to the performance accountability measures based on primary indicators of performance described in the WIOA Minimum Performance Reporting Requirements, Section 116(b)(2)(A).

The Workforce Arizona Council (WAC) Policy 03-2016 states that the Arizona Department of Economic Security (D.E.S.) is the state administrative entity for WIOA Title I, III, and IV funds. The Arizona Department of Education (D.O.E.) is the state administrative entity for WIOA Title II funds.

The state administrative entities, under the direction of the governor and in collaboration with the WAC, are responsible for implementing and monitoring compliance with the policies established by the WAC.

D.E.S. and D.O.E. will work collaboratively to fulfill the administrative responsibilities including, but not limited to negotiating statewide performance measures with the U.S. Department of Labor and U.S. Department of Education, as well as negotiating with LWDB for local area performance measures.

On September 11, 2018 the Pima County WIB received final, WIOA Title I Negotiated Levels of Performance for Program Years 2018-2019 that were agreed-upon by the State and the Pima County WIB.

The WIB also coordinates with the Title II and Title IV Core Program Partners to provide services to individuals with barriers to employment.

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

Pima County Strategies to Achieve Goals

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

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

- Veterans and eligible spouses;
- Public assistance recipients;
- Other low-income individuals;
- Individuals who are basic-skills deficient;
- Individuals who lack a secondary school diploma or its equivalent;
- Individuals with disabilities
- Individuals with limited English proficiency;
- Unemployed, long-term unemployed or under employed;
- Dislocated workers;
- Migrant and Seasonal Farm Workers;
- Reemployment Services and Eligibility Assessment (RESEA) participants;
- Homeless individuals;
- Rural residents;
- Ex-offenders;
- Older workers;
- Disconnected youth
- Native Americans
- Individuals training for non-traditional employment; and
- Those with
 - Transportation issues;
 - Legal issues;
 - Child and elder care issues.

Pursuant to the requirements of Section 121 of the Workforce Innovation and Opportunity Act (WIOA) - Pima County, the Pima County WIB and the workforce Partner organizations entered into a Memorandum of Understanding (MOU) setting forth the protocols, roles and responsibilities for the operation of the ARIZONA@WORK System in Pima County, Arizona.

The ARIZONA@WORK Pima County One-Stop Infrastructure Costs and contributions were negotiated between the One-Stop Partners, Local Chief Elected Official, and the Pima County WIB and are included in the Pima County MOU. Payments are in accordance with WIOA 20 CFR 678.700.

The MOU states that the services that the ARIZONA@WORK System will provide includes the programs, services and related activities set forth in Section 121 (b)(1)(B) and states the following:

3. **ONE-STOP SERVICES.** The intent of WIOA is to provide comprehensive, integrated and streamlined services for both job seekers and employers within Pima County. Job seekers, workers and employers may avail themselves of One-Stop services which are provided at One-Stop sites and through Partners and other service providers.
- 3.1. Organization. The One-Stop is administered as follows:
 - 3.1.1 Pima County CSET is, at the time of execution of this MOU, the One-Stop Operator responsible for coordinating activities at the comprehensive One-Stop centers and works with Partners on activities at affiliate and satellite One-Stop sites.
 - 3.1.2 Prior to July 1, 2017, the WIB, with the assistance of the Pima County Procurement Department, will conduct a competitive Request for Proposals process to identify a new One-Stop Operator.
 - 3.1.3 Each Partner will designate an Equal Employment Opportunity (“EEO”) Officer for the services offered by the Partner at any One-Stop location.
 - 3.1.4 Each Partner will ensure that customers receive the full range of services available from the One-Stop either by providing the services directly or referring customers to appropriate providers.
- 3.2. Services. One-Stop will provide the programs, services and related activities set forth in Section 121 (b)(1)(B) as follows:
 - 3.2.1. Career Services will be provided with or without staff assistance depending on the needs of the individual seeking assistance. The following will be provided:
 - 3.2.1.1. Outreach. Information on available programs and services will be collected, published and disseminated in a manner designed to reach the jobless, economically disadvantaged workers, and others who could benefit from the services.
 - 3.2.1.2. Orientation. Information will be provided to acquaint participants with the services, programs, staff and resources available through the One-Stop system. Orientation may be provided in a group setting, one-on-one or electronically.

- 3.2.13. Intake. Collection of information from an individual at the beginning of enrollment in a program or service.
- 3.2.1.4. Eligibility. Information will be obtained and documented about the individual's circumstances. This information will be reviewed to determine if the individual meets the eligibility criteria established by a specific entity or program.
- 3.2.1.5. Initial Assessment. To determine potential referrals to Partners and other community resources, information will be obtained about skill levels, aptitude, abilities, barriers to employment and supportive service needs for each individual that decides to participate in the One-Stop system.
- 3.2.1.6. Job Search. Individuals will be assisted in seeking, locating, applying for and obtaining employment and, if needed, education. Assistance may include, but is not limited to:
 - 3.2.1.61. Completion of the Federal Student Aid Application (FAFSA);
 - 3.2.1.62. Referrals to job clubs;
 - 3.2.1.63. Workshops on job finding skills, job search techniques, and résumé writing;
 - 3.2.1.64. Orientation to the labor market and exploration of vocations;
 - 3.2.1.65. Relocation assistance; and
 - 3.2.1.66. Re-employment assistance, such as skills determination and pre-layoff assistance.
- 3.2.1.7. Placement Assistance. Help individuals identify and secure paid employment that matches their aptitudes, qualifications, experience and interests.
- 3.2.1.8. Career Counseling. Help individuals explore available occupational and industrial opportunities as they begin or advance along a career path.
- 3.2.1.9. Employment Labor Market. Collect and disseminate information on the labor force, industries, occupations, employment projections, wages and other labor market and economic data in Pima County.
- 3.2.1.10. Local Performance. Collect and disseminate information on the LWDA's performance measurements.
- 3.2.1.11. Supportive Services. Collect and disseminate information on available supportive services that may be necessary for individuals to participate in training and employment. Services include, but are not limited to: transportation, childcare, and social needs.

- 3.2.1.12. Unemployment Compensation. Provide information to individuals on filing claims for state benefits which may be available during the job search process.
- 3.2.1.13. Eligibility Assistance. Help individuals determine what programs or financial assistance may be to them available in Pima County.
- 3.2.1.14. Follow-up Services. Maintain contact with each individual for one (1) years after completion of a One-Stop program to identify any needs that can be met to help the individual obtain or maintain employment.
- 3.2.1.15. Individual Employment Plan. Develop a plan with each individual to identify employment goals, appropriate achievement objects and the combination of services that will help achieve the stated goals.
- 3.2.1.16. Group Counseling. Peer group counseling to develop: problem-solving skills; self-esteem; interview skills; appropriate work behavior; and resources and employment opportunities.
- 3.2.1.17. Individual Counseling and Career Planning. One-on-one sessions to help the individual develop: problem-solving skills; self-esteem; interview skills; appropriate work behavior; and resources and employment opportunities.
- 3.2.1.18. Case Management. Provide the guidance to participants described in Section 134(3)(d)(4) of WIOA.
- 3.2.1.19. Short-Term Prevocational Services. To prepare individuals for unsubsidized employment or training, help develop: learning skills; communication skills; interviewing skills; personal maintenance skills; and appropriate professional conduct. Help individuals gain Occupational Safety and Health Administration (OSHA) or other special short-term training certifications.
- 3.2.1.20. Comprehensive Assessment. Use diagnostic testing and other assessment tools and conduct in-depth interviews and evaluations to determine: skill levels, service needs, employment barriers and employment goals.
- 3.2.2. Training Services will be provided to help individuals upgrade skills, earn certifications and enhance employability. The following will be provided:
 - 3.2.2.1. Occupational Skills Training. Entities listed on the Eligible Training Provider List (“ETPL”) will provide WIOA-approved occupational skills training programs to enable participants to gain proficiency in performing the tasks and technical

functions required by certain occupational fields at entry, intermediate or advanced levels.

- 3.2.2.2. On-the-Job Training (“OJT”). Contracted employers (in Pima County and, potentially California) will, through meaningful work experience, teach participants the knowledge and skills essential to adequate performance of the job and to prepare for long-term unsubsidized employment.
- 3.2.2.3. Locally Employer Recognized Training. Job seekers will receive training required by an employer that will result in employment.
- 3.2.2.4. Transitional Jobs. To help individuals who are chronically unemployed, have limited work experience, or have other barriers to employment establish a solid work history and gain occupational skills, opportunities for subsidized work experiences for individuals will; be developed with local businesses.
- 3.2.2.5. Customized Training, including Workplace Literacy. Each program will be designed to meet the specific needs of an employer or group of employers to introduce job seekers to new technologies or new production activities. The employer must commit to employing the job seeker(s) upon successful completion of the training and to paying not less than 50-percent (50%) of the costs of training.
- 3.2.2.6. Incumbent Worker Training, including Workplace Literacy. To help prevent job loss, the WIB, in conjunction with employers, will provide training designed to help the workers obtain skills necessary to retain employment in their field.
- 3.2.2.7. Skills Upgrading and Retraining. Short-term or part-time intervention designed to help workers upgrade skills and utilize skills through modern technology.
- 3.2.2.8. Entrepreneurial Training. Individuals will gain knowledge in how to organize and manage a business or enterprise and on ownership responsibilities.
- 3.2.2.9. Adult Education and Literacy. Adult education programs will use initiatives such as the Arizona Adult Education College and Career Readiness Standards training and curricular alignment, the statewide hybrid and distance learning delivery models, and Arizona integrated education and training pilot programs to assist adults in obtaining employability skills, extend learning beyond the classroom, and improved reading, writing, math and English language abilities.

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

Partners hold strategic meetings and set up a regular communication protocol between each other to clearly define the duties of staff under each Partner.

The Core Program Partners started meeting in January 2015 and all Partners began meeting monthly in July 2016 up until June 2018.

The One-Stop Operator (OSO) began meeting with all Partners in July 2017 and as of 08/22/18, the OSO meets with the Partners on the 3rd Wednesday of each month and at a different Partner location to provide opportunities for the Partners to visit other Partners' sites and to strengthen referral methods.

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

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

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

Strengthen referral methods for customers between the ARIZONA@WORK System and the Partner agencies for appropriate services and activities including use of emerging technology, telephone or other technology, such as video conferencing and smart phone applications to strengthen referrals.

Work together to ensure the needs of workers and youth, and individuals with barriers to employment, including individuals with disabilities, are addressed including access to technology and materials made available through the ARIZONA@WORK System.

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

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

The ARIZONA@WORK Pima County Business Services Team consists of Pima County Community Services, Employment and Training (CSET) and Arizona D.E.S. staff who are ARIZONA@WORK System Partners.

The Team offers services to businesses and industries to help ensure that the ARIZONA@WORK Pima County services and trainings that are provided to job seekers and employees meet the Pima County employers' needs. Services provided by staff include, and are not limited to:

Employer Needs Assessment. Evaluate the skills and talents employers require to meet current needs and future growth.

Job Posting. Interactive site allowing employers to post job openings and to search resumes and applications from interested job seekers.

Applicant Pre-screening. Assess and refer candidates who possess the knowledge, skills, and abilities being sought by the employer.

Recruitment Assistance. Raise awareness of job and hiring opportunities through posting of job openings, providing job applications, conducting small and large recruitment activities and hosting job hiring events.

Training Assistance. Provide training to employees to upgrade skills, understand new technology or transition into new positions.

Labor Market Information. Collect and disseminate data on labor market trends, economy, wages, industries and businesses.

Employer Referral System. Provide information on topic of interest to employers including, but not limited to, available community services, local training providers, federal laws and regulations, tax information and apprenticeship programs.

Rapid Response Team. Within 48 hours of learning of a substantial layoff or projected business closure, Team specialists will contact the employer and provide information to affected employees to facilitate access to the ARIZONA@WORK System's available programs and services.

Job Developer Monthly Meetings are held each month.

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

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

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

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

The local ARIZONA@WORK System will use, to the extent practicable and allowable:

- ✓ Common practices and procedures;
- ✓ Common forms and documents;
- ✓ Software systems or applications; and
- ✓ Utilize a single database and appropriate data-sharing to further the effectiveness of the ARIZONA@WORK System.

The One-Stop Operator and the One-Stop Partners are developing an RFP that may be released in the Fall or Winter of 2018 in coordination with the Pima County Information Technology Department and the Pima county Procurement Department.

The RFP Scope of Services may include that a vendor must provide maintenance and support for a case management application system remotely, Monday-Friday, 8 a.m. to 5p.m. Mountain Standard Time (MST) and must have the capability for system administrators to perform complete archiving and record retention purging of the system data and settings.

Additional vendor requirements include:

- ✓ Must have adhoc reporting capacities to perform calculations in custom reports;
- ✓ The program must allow for expansion with server load balancing, so the number of users can grow infinitely;
- ✓ Capability must exist for system updates to be performed by vendor and require no user intervention;
- ✓ Application must be available via any PC or Mac computer or mobile device with web browser capability regardless of location as long as internet connection is available; and
- ✓ Vendor must have outfacing web portal options.

5. Workforce System and Partners

A description of the workforce development system in the local area that identifies the programs that are included in that system and how the local board will work with the entities carrying out core programs and other workforce development programs to support alignment to provide services. Discuss how the LWDA will align policies, operations, administrative systems and other procedures to assure coordination and avoid duplication of the workforce programs and activities. Describe agreements and procedures in place or in progress, and describe how the local board will work towards WIOA compliance in regard to the selection of a one-stop operator and a funding mechanism for one-stop infrastructure costs (see WIOA sec. 121 and draft regulations Part 678). Also include a link to where

policies and procedures are posted and provide copies of existing agreements in the appendix.

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

Pima County's public workforce development system is anchored by the federally funded required and other Partners and is referred to as the [ARIZONA@WORK](#) Pima County One-Stop Workforce Development System.

Pima County [WIB](#) meetings are forums where Partners and employers come together to learn about industry needs. The [WIB](#) and the local [ARIZONA@WORK](#) Partners have developed a Memorandum of Understanding (MOU) and **developed an Infrastructure Funding Agreement that was approved in 2017.** The MOU is the vehicle by which Partners coordinated efforts activities and discuss policy statements received from their various funding sources.

The [WIB](#), which is supported by Pima County [CSET](#), developed a competitive Request for Proposal (RFP) to seek a One-Stop Operator through the [Pima County Procurement Department](#). The Procurement Department is a division under the Finance and Risk Management Department and CSET is a division under the Health and Community Services Department. The [WIB](#) and Procurement Department consulted with [CSET](#), Arizona D.E.S. and other Partners in the development of the One-Stop Operator solicitation.

Visit the [CSET](#) web site and select the "Resources" tab to see guidelines and procedures that are posted online.

Copies of the existing agreements are in Appendix 4.

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

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

The Pima County [Community Services, Employment and Training](#) Department (CSET) is a division of the Health and Community Services Department. CSET is the administrative entity that has direct responsibility for providing staff support to the [WIB](#), oversight of the WIOA Title IB program, and is the One-Stop Operator for the [ARIZONA@WORK](#) System in Pima County.

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

County Administrator.

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

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

Payments are made to subcontractors, training vendors, and various vendors providing testing and support services as well as supplies and overhead. This includes expenditures in support of the [WIB](#) and its committees, including travel for state meetings, expenditures for [WIB](#) Retreats, the [WIB](#) Annual Meeting, and the [WIB](#) Annual Report that is distributed to the community.

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

WIOA Title I Adult, Dislocated Worker and Youth programs

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

The Pima County Procurement Code may be viewed at https://www.municode.com/library/az/pima_county/codes/code_of_ordinances?nodeId=IT11PICOPRCO.

Pima County's Procurement Department recognizes the inevitability of change and embraces it. The department has implemented many changes over the months, all of them designed to save taxpayer dollars, maximize transparency and accountability and improve service.

Pima County Procurement Director Mary Jo Furphy knows change is inevitable and figures, "Why not embrace it?"

In just under three years at the helm, Furphy has implemented a wide range of innovations in her department and the procurement process — some major, such as a complete review of and modifications to the Procurement Code and departmental policies and procedures — some more minor, like implementation of an upgrade to the vendor self-service portal.

Outreach efforts also required a human touch. Procurement's goal is to identify a number of procurement liaisons within each County department, one to three depending on department size. Liaisons serve as points of contact and help identify and troubleshoot procedural problems and needs. The department management and liaisons meet regularly with Procurement management to receive updates on new and pending policies and practices, to discuss upcoming department needs and concerns of both departments.

Source: eScoop - Pima County Employee Newsletter [September 2018](#)

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

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

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

Potential service providers and vendors learn about solicitations released by the [WIB](#) and the ARIZONA@WORK System on the Pima County CSET and Procurement Departments' websites and from the local The Daily Territorial newspaper.

Procurements have specified timelines, and proposals are reviewed by [WIB](#) members who make funding recommendations to the Pima County Board of Supervisors. The WIB's Planning Committee, with the assistance from the ARIZONA@WORK CSET administrative support staff, recommends priorities for solicitation of ARIZONA@WORK services.

Typical evaluation factors are:

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

Some typical evaluation questions:

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

An interested party may file a protest regarding an alleged violation of the proposal review process that resulted in discrimination or unfair consideration. Protests must be filed according to the procedure established under Pima County Procurement Code Title 11.20.010.

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

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

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

The ARIZONA@WORK Partners' roles and responsibilities as mandated in Section 121 (b)(1)(A) of the WIOA of 2014 are as follows:

- 1) Comply with WIOA and all federal, state, and local laws, regulations, rules, policies and plans applicable to parties in their respective roles under the Memorandum of Understanding (MOU) and as consistent with the rules that govern each Partner's respective program. Each Partner expressly agrees to notify the other Partners of any changes to the rules governing its respective program that impact the Partner's performance under the MOU.
- 2) Remain as a party of this Plan and the MOU throughout the MOU agreement period of July 1, 2017 to June 30, 2020 in order to participate as an ARIZONA@WORK Partner.
- 3) Provide priority of services to veterans and covered spouses for any qualified job training program pursuant to the Jobs for Veterans Act as prescribed in 38 U.S. Code §4215.

- 4) Make career services under the Partner's program available to individuals through the ARIZONA@WORK Workforce Development System.
- 5) Ensure compliance by each Partner's staff members who work in the ARIZONA@WORK System with ARIZONA@WORK policies and procedures. Should a conflict exist between ARIZONA@WORK System personnel policies and a Partner's personnel policies, the Partner's policies will prevail.
- 6) Use, to the extent practicable and allowable, common practices and procedures; forms and document; software systems or applications; and other forms of media as agreed to by all parties in the performance of the ARIZONA@WORK System.
- 7) Strengthen referral methods for customers between the ARIZONA@WORK System and the Partners' agencies for appropriate services and activities.
- 8) Work together to ensure the needs of workers and youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in the provisions of necessary and appropriate access to services, including access to technology and materials made available through the ARIZONA@WORK System.
- 9) Hold/attend meetings to:
 - i. Set up communication protocols between Partners.
 - ii. Define the duties of staff under each Partner.
 - iii. Provide staff with opportunities to visit other Partners' sites.
 - iv. Conduct customer-centered design process.
 - v. Generate innovative ideas through "re-thinking" and brainstorming processes.
 - vi. Promote functional integration, such as bringing together business outreach staff from each Partner program.
 - vii. Conduct joint planning, set mutual goals and share resources.
- 10) Cross-train Partner staff. Partners will obtain feedback from each Partner's referral point of contact about the need for ongoing and future training topics. In doing so, the Partners will be guided by these overall principles for cross-training:
 - i. Developing a conceptual framework and educating Partner staff about each organizations' mission and goals;
 - ii. Providing a structure to deliver consistent staff development training;
 - iii. Involving Partners in sharing training development;
 - iv. Assessing pre-existing capacities of Partner staff and identifying areas that require additional training; and
 - v. Monitoring feedback of training and setting up systems for improvement.

- 11) Each Partner will provide additional cross-training of staff and periodic updates to better assist job seekers. Training will also be used to help staff understand basic eligibilities for each program, with the goal of empowering front-line staff to co-enroll between programs.
- 12) Share documents that explain eligibility criteria for each Partner program.
- 13) Support efforts to develop data sharing and utilize a common database that will be available for Partners to track data about employers and all workforce participants, and to generate reports for the management of the system and required performance measures.
- 14) Comply with the following protocols when participant data is shared between Partner programs:
 - i. Obtain participants' informed consent for all data-sharing.
 - ii. Provide to each Partner that is sharing data a list of staff who will have access to the data.
 - iii. Conduct training for each staff member that has access to shared data on confidentiality protocols.
 - iv. Obtain a signed confidentiality agreement from each staff member that has access to shared data.
- 15) Partners who wish to obtain access to the designated State Management Information System may do so under the terms and conditions of the MOU if the following conditions are met:
 - i. The Partner is responsible for all costs associated with data access (e.g., hardware and software, phone lines, monthly connection charges, fees for usage); and
 - ii. The Partner agrees to adhere to state and local policies governing confidentiality, data usage, and standards for data entry; and
 - iii. Each Partner staff member who requires access will follow the security access procedures established by the Arizona Department of Economic Security (D.E.S) and sign the appropriate data access forms prior to receiving access.
- 16) Ensure the policies, procedures, program, and services are in compliance with the Americans with Disabilities Act of 1990 and its amendments, in order to provide equal access to all customers with disabilities.
- 17) Contribute to infrastructure cost-sharing activities as defined in the MOU.

The Pima County [Workforce Investment Board](#) (WIB) began work towards the selection of a One-Stop Operator with the assistance of Pima County's Procurement Department in September 2016. The WIB met all WIOA compliance requirements

by having the Pima County Procurement Department administer the competitive Request for Proposals (RFP) process so the WIB could select a One-Stop Operator for the ARIZONA@WORK Pima County System.

Describe agreements and procedures in place or in progress, and describe how the local board will work towards WIOA compliance in regard to funding mechanism for one-stop infrastructure costs.

In accordance to the WIOA Joint Operational Guidance 2016-01, the Partners developed and signed the WIOA-compliant Infrastructure Funding (for the Job Centers) and Services Cost Sharing Agreement (for the System) that was due in September 2017.

1. Each Partner identified in the MOU has federally-funded and/or private resources available for development of the local workforce.
2. The Partners will discuss the resources available for career services from each Partner and discuss ways to coordinate and maximize funds within the ARIZONA@WORK System. It is expected that each Partner will account to their funding source but identify funds that are used for career services for the local area and will be considered in-kind costs.
3. The Partners agree to provide funding for the shared costs of the partnership in accordance with the Infrastructure Agreement. The Infrastructure Agreement is incorporated into the MOU.
4. The Partners assume full responsibility for their proportionate share of the ARIZONA@WORK Job Centers' infrastructure costs for their use of the Comprehensive Job Center in their performance of the terms of this MOU. The term "costs of infrastructure" is defined in WIOA Section 121 (h)(4), means the non-personnel costs that are necessary for the general operation of the Comprehensive Center, including but not limited to:
 - a. Rental costs of the facilities;
 - b. Costs of utilities and maintenance;
 - c. Costs of equipment (including assessment-related products and assistive technology for individuals with disabilities); and
 - d. Costs of technology to facilitate access to the ARIZONA@WORK Job Center, including the Center's planning and outreach activities.
5. It is expressly understood that the MOU does not constitute a financial commitment, but rather intent to commit specific resources in the future as the partners' allocations and budgets are known and as the workforce delivery system evolves. The contributions of each Partner are intended to be in proportion to the contributions of the other Partners.

6. This Infrastructure Funding Agreement provides the shared funding arrangements for Partners participating in the Pima County ARIZONA@WORK System MOU who have staff located at a Comprehensive Job Center. The Partners of the agreement and the term of the agreement are part of the MOU. The MOU is designed to optimize the use of federal workforce funds allocated to the Partners for use in serving workers and employers in Pima County.
7. Infrastructure Costs that are to be shared include:
 - a. Rental costs of the facilities, based on space;
 - b. Costs of utilities and maintenance, based on space;
 - c. Equipment, paid for by each Partner (including assessment-related products and assistive technology for individuals with disabilities); and
 - d. Technology to facilitate access to the ARIZONA@WORK Job Center, paid for by each Partner (including video conferencing and website links to each Partners' website).
8. The costs of such services and the operating costs of such System will be funded:
 - a. through cash and in-kind contributions (fairly evaluated), which contributions may include funding from philanthropic organizations or other private entities, or through other alternative financing options, to provide a stable and equitable funding stream for ongoing ARIZONA@WORK System operations; and
 - b. funding of the infrastructure costs of the Job Centers in accordance with subsection (h); and
 - c. The methods of referral of individuals between the One-Stop Operator and the ARIZONA@WORK Partners for appropriate services and activities are described in the MOU.

REQUIRED CORE PARTNERS

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

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

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

The required WIOA Title III Employment Service (Wagner-Peyser) and WIOA Title IV

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

OTHER REQUIRED PARTNERS

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

ADDITIONAL OPTIONAL PARTNER

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

Other possible federal partners that are not included:

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

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

The Pima County ARIZONA@WORK System's Grievance Procedures, Complaints, and State Appeals Processes provide for the following:

A process for dealing with grievances and complaints from participants and other interested parties affected by the local WIOA system including ARIZONA@WORK Partners and service providers.

[EO Grievance Policy Procedure.pdf](#)

The ARIZONA@WORK System implemented procedures to ensure performance measures meet negotiated levels in Program Year 2014 and Program Year 2015.

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

[Adult DW Reporting Procedures.pdf](#)

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

The Arizona D.E.S. Employment Service is a network of public employment offices providing placement services for job seekers and labor force recruitment services for employers. Employment Service is co-located and offers workforce development services in the [ARIZONA@WORK](#) Pima County Job Centers and throughout the state of Arizona.

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

Services are delivered in one of three modes:

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

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

1. Employability Assessment;
2. One-on-one initial registration in the Arizona Job Connection (AJC);
3. Review on-line employability assessments for possible referral to other programs;
4. Referrals to Partner services within the [ARIZONA@WORK](#) Job Center;
5. Discussing job search techniques;
6. Assessing and referring job seeker to job search workshops;
7. Job search assistance;
8. Job referral and placement assistance for job seekers;
9. Providing labor market information;

10. Resume preparation;
11. Job development;
12. Re-employment services to Unemployment Insurance (UI) claimants;
13. Priority of service to veterans and their spouses which may include referral to the Disabled Veterans Outreach Program (DVOP) Coordinator;
14. Assisting migrant and seasonal farmworkers (MSFW) with the "MSFW Outreach Packet," developed to provide critical information concerning access to services in their area;
15. Assessment of eligibility for the Work Opportunity Tax Credit (WOTC) and issue certification for job seekers found eligible; and
16. Recruitment services for employers with job openings.

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

- Veterans;
- Homeless veterans;
- Low-income clients and recipients of public assistance;
- Ex-Offenders;
- Individuals with limited English proficiency;
- Unemployment compensation claimants;
- Unemployed, underemployed individuals;
- Migrant and seasonal farm workers;
- Older workers; and
- Individuals with a disability.

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

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

With the implementation of WIOA, Employment Service staff have taken on a new role in the [ARIZONA@WORK](#) Job Center by participating in the design, implementation and provision of services through the Welcome Team. In some instances, the roles are shared

with the [ARIZONA@WORK](#) Partners for a seamless delivery of services, including but not limited to:

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

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

- e. **Adult Education.** A description of how the local board will coordinate workforce investment activities carried out under this title in the local area with the provision of adult education and literacy activities under title II in the local area, including a description of how the local board will carry out, consistent with subparagraphs (A) and (B)(i) of section 107(d)(11) and section 232, the review of local applications submitted under title II.*

Adult Education Instruction

The Arizona Adult Education Request for Grant Applications (RFGA) included 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](#).

Arizona Adult Education, in accordance with WIOA, implements services to assist adults in becoming literate, obtaining the knowledge and skills necessary for employment and self-sufficiency, obtaining the skills necessary to become full partners in their children's education, completing their secondary school education, transitioning to postsecondary education or training, and improving the reading, writing, and comprehension skills for English language learners, and acquiring an understanding of the American system of government.

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

Arizona Adult Education programs are currently funded to provide the following services to adult learners:

- Adult Basic Education (ABE), including instruction in reading, writing, and math up to the 8th grade level;
- Adult Secondary Education (ASE), including preparation for testing leading to a high school equivalency diploma;
- English Language Acquisition for Adults (ELAA);
- Civics Engagement for English Language Learners;
- Distance Education and Hybrid Learning instructional delivery; and
- Arizona Integrated Basic Education Skills Training (AZ-IBEST).

Arizona Adult Education funds two programs in Pima County: Pima County Adult Probation [LEARN](#) and [Pima Community College](#) Adult Basic Education for College and Career. In accordance with WIOA and the local Plan, Adult Education programs offer basic literacy instruction, Adult Basic Education (ABE), Adult Secondary Education (ASE), GED® Preparation, and English Language Acquisition for Adults (ELAA) through face-to-face and computer-aided instruction.

- **[Pima County Adult Probation LEARN](#)** serves predominantly adult offenders and provides ABE, ASE, and Workforces Skills Development.
- **[Pima Community College Adult Basic Education for College and Career](#)** serves adults through instruction in ABE, ASE, English Language Acquisition for Adults (ELAA), Integrated Basic Education and Skills Training (IBEST), Refugee Education, Civics and Student Leadership, Bridge Classes, Distance Learning, AmeriCorps, Volunteers, and GED® Testing Services.

Arizona adult education providers are evaluated both fiscally and programmatically based on a model incorporating the following factors:

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

Monitoring for compliance to federal and state requirements is an important part of the Arizona Adult Education 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 plan.

Adult Education Reporting of Performance Measures

Data collection on performance measures will be accomplished via data match. Arizona currently has a data match for High School Equivalency (HSE) testing and recently secured a data match with D.E.S. for Unemployment Insurance (UI) Wage System Information to support reporting of employment outcomes. Arizona is currently working toward a data match with the National Student Clearinghouse Student Tracker to track students who have transitioned to postsecondary education.

GED® Testing

The GED® test is the only HSE exam approved by the state of Arizona. For information about official GED® test registration, scoring and cost, visit <http://www.azed.gov/adultedservices/hse-testing/>.

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

The [ARIZONA@WORK](#) Job Centers all have computer resource areas that are available for job seekers and other customers to use where they are able to access the internet for job search.

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

[RSA](#) is committed to provide quality services to members of the local community. [RSA](#) provides a staff member two times a week at a Comprehensive [ARIZONA@WORK](#) Job Center who is available to meet with potential clients for the Vocational Rehabilitation ([VR](#)) program. This staff member is available to take client referrals, provide on-site orientations, and other services as needed. [RSA](#) also provides a staff member at the Pima County [Youth Employment Career Center](#). The [RSA](#) staff member is available to provide