

youth with information regarding the [RSA](#) programs, accept referrals and facilitate orientations to youth interested in receiving services through [RSA](#).

[RSA](#) works collaboratively with the [ARIZONA@WORK](#) System by offering [RSA](#) 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, [RSA](#) will release evaluations to the [ARIZONA@WORK](#) Job Center such as psychological evaluations, functional capacity evaluations and other evaluations funded by [RSA](#) that will further help the client meet the eligibility requirements through the [ARIZONA@WORK](#) Job Center. Additionally, [RSA](#) and the [ARIZONA@WORK](#) Job Center works collaboratively by serving mutual clients simultaneously by utilizing each other's services as comparable benefits to better serve clients in reaching successful employment outcomes.

[RSA](#) engages in community outreach to further educate people regarding the services available under [RSA](#) for people 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 the regularly scheduled orientations at the Tucson offices due to conflicts in schedule; and
- Accommodating parents of youth transition clients by providing evening orientations.

## **5. Career Technical Education**

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

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

Long-standing practices that leverage these significant resources include:

1. Co-funding with Pima Community College two full-time Student Services staff people to work on site at the comprehensive job centers to facilitate registration,

enrollment, progress tracking and credentialing of ARIZONA@WORK customers.

2. Joint projects and discretionary training grants with PCC's Center for Training and Development, including the Round 1 and Round 2 HPOG demonstration grants, the Trade Adjustment Assistance Community College Training (TAACCT) Round 2 and 4 grants, and the Youth CareerConnect Grant.
3. Sponsorship, through WIOA Youth or Pima County General Funds, of students from high-school CTE programs in paid summer work experiences that relate to their coursework and help them transition into careers.
4. Participation by PCC administrator responsible for submission of programs for Eligible Training Provider List on the WIB Performance Committee.

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

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

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

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

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

Fourteen career pathways are identified in Plan Section 8.g. CTE and core program activities are aligned in varying configurations in each one of these models, as described in that section. PCC ABECC (WIOA Title II) periodically engages Title I, CTE and industry sector partners to develop Integrated Basic Skills Training (IBEST) programs in new occupational fields. The Center for the Future of Arizona has also

convened a Pathways to Prosperity Tucson regional planning group with representation from JTED, PCC, Pima County Title I and industry sector partners to develop more “2+2” pathways leading from grades 9 to 14. As such, PCC has commenced the CTE Dual-Credit Academies initiative to establish coherent sequences of courses in priority sectors that allow high school students to earn a PCC certificate as a part of their JTED course of study. This effort has been enhanced by the Pima County Youth CareerConnect project, which expedited pathway development in BioScience, Manufacturing, Aviation Technology, and Health Information Technology.

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

CTE partners are supporting this strategy in Pima County by:

- Offering college courses that satisfy requirements for certificates or degrees and meet the classroom requirements of registered apprenticeships, such as Electrical Utilities Technician and Building and Construction Trades.
- Developing degrees and certificates that incorporate a credit-bearing internship course requirement, designed based on industry input, as in the case of the PCC Logistics and Supply-Chain Management program.
- Instituting credit for prior learning policies and procedures so that individuals can demonstrate learning attained through work experiences by means of a portfolio, third-party, industry-recognized credential, or exam.
- Partnering to develop IBEST versions of established CTE programs, as in the case of the PCC Behavioral Health Specialist Certificate.
- Employers would agree that most jobs cannot be done effectively or efficiently without the right tools. In the field of business engagement, workforce development, education, and apprenticeship professionals also require the right tools as they reach out to employers to develop solutions to their human resource challenges. On 08/06/18, the U.S. Department of Labor (DOL) Employment and Training Administration (ETA) released a set of apprenticeship business engagement tools designed to help develop and improve the ability to work with employers and expand the use of apprenticeship. During the 10/04/18 webinar, Pima County WIB members and other participants received an overview of the new resources, learned specific skills, and explored how those skills may help address common business engagement challenges. A subsequent web chat on 10/09/18 provided participants with an opportunity to discuss specific challenges with peers and experts and to brainstorm solutions.

- h. A description of how the local board will coordinate education and workforce investment activities carried out in the local area with relevant **secondary and postsecondary education programs and activities** to coordinate strategies, enhance services, and avoid duplication of services.*

The Pima County Workforce Investment Board (WIB) includes among its members:

- ✓ Pima Community College (PCC) Campus President and Vice Chancellor of Workforce and Economic Development (replaced the PCC Chancellor as of 09/04/18);
- ✓ Pima County Superintendent of Schools;
- ✓ Superintendent/CEO of the Pima County Joint Technological Education District (JTED); and
- ✓ PCC Vice President of Adult Basic Education for College and Career.

These representatives oversee the following mechanisms for coordinating education and workforce investment:

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

PCC has a Vice-President for Workforce Development, who serves as the college's liaison to the WIB and ARIZONA@WORK System. The Vice-President served on the WIB Planning Committee from October 2016 to August 2018 and provided workforce expertise and strategic oversight to ensure that the college is responsive to the needs of the employers, industries, and job seekers.

The recently appointed PCC Campus President and Vice Chancellor of Workforce and Economic Development joined the WIB Planning Committee on September 20, 2018.

The PCC Workforce Development Department oversees the Inter-Governmental Agreement between PCC and Pima County.

### **Secondary Education**

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

secondary CTE programs that align with the WIB's targeted industry sectors.

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

D.E.S. Rehabilitation Services Administration coordinates with secondary special education programs to provide transition services. Specialized vocational rehabilitation counselors are assigned to work with special education students as they prepare to leave high school. RSA has also assigned a transition specialist to the ARIZONA@WORK Pima County One-Stop Youth Employment Center, so that transition team members may tap into the combined ARIZONA@WORK resource menu.

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

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

## **Postsecondary Education**

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

**Co-location of college and workforce personnel** is a long-standing practice going back to 1997, when PCC first assigned an advisor to work at what was known as the One-Stop and as of 2016, referred to as the ARIZONA@WORK Job Center location, with funding from the Job Training Partnership Act.

Today two full-time PCC Student Services staff are co-funded by PCC and the WIOA Title I program to work at each of the two Comprehensive Job Center locations and provide academic advising and serve a resource on financial aid, registration, and degree planning. With student informed consent, these two staff verify registration of WIOA participants and provide reports on their academic progress mid-semester and alerts of those at risk of losing financial aid due to absences. Graduation reports support documentation of credential attainment for WIOA performance.

Under special programs such as the Health Profession Opportunities Grant (HPOG), PCC and Pima County have stepped up the staffing to support dedicated teams of workforce development specialists and college advisors working together with each participant to create a single plan. Near-daily communication by staff, with bi-weekly meetings of the HPOG leadership team allows the partners to review progress and troubleshoot issues.

The program also features detailed participant tracking and sharing of data about mutual clients: case notes and documentation of service steps so that they are transparent thus avoiding duplication or people falling through cracks. Partners share regular reports, subject to data-sharing protocols, allowing PCC to track employment placement and retention. In turn the WIOA staff get detailed academic progress reports and documentation of credential attainment from the college. Increasingly WIOA Title I Workforce Development Specialists spend time on site at PCC campuses to meet with WIOA participants engaged in special cohort-based programs.

### **Coordination of training assistance with Pell Grants and other funding sources:**

Under the IGA between Pima County and PCC the College accepts County vouchers for WIOA-sponsored tuition and/or fees as published on the ETPL. The workforce-college team assists the student to submit the federal financial aid application at that time, and the college tracks the financial aid awards to each WIOA-sponsored student and credits the Pell and other funding to the WIOA program in each billing cycle. As part of the transition to WIOA, a workforce-college design team developed a mechanism, in conjunction with the WIOA Title I Supportive Service Guidelines, to allow a portion of the Pell Grant to be awarded to the participant to cover expenses, such as child care costs, that cannot be covered from WIOA or other funding sources.

**Career services and program development:** PCC's Vice-President for Workforce

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

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

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

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

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

The WIB will coordinate with Title II and Title IV Core Program Partners in order to provide good quality services and training to individuals with barriers to employment who may include the following:

- 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.

## 5. **Workforce System and Partners (continued)**

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

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

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

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

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

## 6. **Access**

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

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

- Particularly eligible individuals with barriers to employment.***

### **System On-Ramps**

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



Referring entities include:

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

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

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

Pre-Employment Seminars are provided by the WIOA Title I program for any ARIZONA@WORK Job Center customer and all enrollees in individualized career services. Components include identifying transferrable skills, career exploration, resume development, practice interviewing and job retention skills. The Pima County Title I program also offers a three-day Computer Fundamentals class to give job seekers the digital literacy needed to apply for jobs, set up e-mail, and use Microsoft Office applications for basic functions.

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

Since the Great Recession Pima Community College ([PCC](#)) Adult Basic Education for College and Career (ABECC) has partnered with Pima County and PCC Career Technical Education (CTE) programs to offer adult education classes that are contextualized in career-specific content in order to accelerate learning gains and increase participant advancement into career technical education. Recently the partners have expanded career pathway development by means of Integrated Basic Education and Skill Training (IBEST) programs, College Bridge programs and Healthcare

College Readiness classes. Targeted career fields have included behavioral health, hotel management, logistics, manufacturing/machining, and green construction jobs.

### **Portable and Stackable Credentials**

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

### **Transitional Jobs**

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

### **Volunteering**

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

### **Supportive Services**

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

## **6. Access**

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

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

The ARIZONA@WORK Workforce Development System facilitates access to technology by providing public computer work stations and other equipment for customers to use, basic Computer Fundamentals workshops, and one-on-one technical assistance to help customers use technology-based services, including:

- Labor exchange services through [www.azjobconnection.gov](http://www.azjobconnection.gov);
- Electronic resumes and social-media-based professional networking;
- online labor-market information, such as AZ Career Information System, job search tools and job applications;
- Test of Adult Basic Education (TABE) online assessment system;
- Online education programs including My Foundations lab, Plato, and Skills Tutor; and
- The unemployment benefits application system at [www.azui.com](http://www.azui.com).

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

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

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

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

Employer and job seekers may also like us at <https://www.facebook.com/PimaCountyCSET/>.

## **6. Access**

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

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

***disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.***

- i. Describe a system that includes compliance with Workforce Innovation & Opportunity Act (WIOA) Section 188, Title IV of Civil Rights Act of 1964, Section 504 of Rehabilitation Act of 1973, Age Discrimination Act of 1975 and Title IX of the Education Act of 1972, and the current State of Arizona Method of Administration (MOA).***

The [ARIZONA@WORK](#) System in Pima County has a designated Equal Opportunity (EO) Officer whose contact information is on signage posted throughout the [ARIZONA@WORK](#) facilities. All enrolled Title I participants receive EO information, including the contact information to file an EO complaint and sign to confirm that they have received and read the information. The EO Officer conducts annual accessibility inspections and consults with Arizona D.E.S. and with local community based organizations, such as the Community Outreach Program for the Deaf (COPD) and Direct Center for Independence to learn how the job centers could become more accessible.

- ii. Reference policies in process.***

**ARIZONA@WORK Job Centers in Pima County**

Pima County-operated [ARIZONA@WORK](#) Job Centers are subject to the Pima County Board of Supervisors Policies 21.1 [Equal Employment Opportunity](#) and 30.2 [Americans with Disabilities Act](#).

[ARIZONA@WORK](#) system [WIOA Equal Opportunity And Discrimination Complaint Procedure](#)

**Pima Community College - Processes, Policies and Practices**

**Employees and Students:** Any College employee or student who believes he or she has been discriminated against on the basis of race, color, national origin, gender, age, religion, disability, sexual orientation or veteran status may contact the EEO/Affirmative Action/ADA office to file a complaint. The complaint must be filed within 90 days of the last act of alleged discrimination which violated federal law, state law or College policy. The links below provide an overview of the steps included in the process and specific information on official College policy and practice.

[PCC Discrimination Complaint Process](#)

[PCC Standard Practice Guide 1501/AA](#) – Procedure for Complaints of Discrimination, Harassment and Retaliation

[PCC Administrative Procedure 3.46.06](#) - [Complaint Procedure for Students with Disabilities](#)



In addition, the College voluntarily applies the principles of Affirmative Action to guide and monitor its recruitment effort thereby fostering a diverse and qualified employee population in all areas of the College community.

[PCC Board Policy 5.10 – Equal Employment Opportunity, ADA, Non-Discrimination and Anti-Harassment \(including Sexual Harassment\)](#)

[Arizona Superior Court in Pima County Adult Probation Department Documentation Requirements to Establish Coverage under ADA/504, Title II Physical/Systemic/Sensory Disabilities](#)  
[Access to Court Services by Persons with Disabilities Policy No: 203](#)

- iii. Describe how each access site identified in the plan will ensure compliance with all elements in the State's MOA (i.e., Equal Opportunity and Americans with Disabilities Act requirements, including meeting LEP communication requirements).***

The D.E.S. Tucson offices have a computer resource area that is available for clients to use where clients are able to access the internet for job search. The 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 D.E.S. locations and the buildings provide full accessibility for persons with disabilities. This includes physical access to the building, access to information and 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 has a staff member two times a week at the [ARIZONA@WORK](#) Job Centers in Pima County 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 offer other services as needed. Additionally, RSA has a staff member at the [ARIZONA@WORK](#) Pima County One-Stop [Youth Employment Center](#). The RSA staff member is available to provide youth with information regarding the RSA program, take referrals and facilitate orientations to youth who are interested in receiving services through RSA.

RSA will work collaboratively with the [ARIZONA@WORK](#) Job Centers by offering RSA clients who will be placed under OOS the option of being referred to a Center for employment related services. With approval of clients by signing a release of information, RSA will release evaluations to the Center such as psychological evaluations, functional capacity evaluations and other evaluations

paid for by RSA that will further help the client meet the eligibility requirements through the Center. Additionally, RSA and the Center will work collaboratively by serving mutual clients simultaneously by utilizing each other's services as comparable benefits to better serve clients in reaching successful employment outcomes.

#### **Pima Community College (PCC) Equal Employment Opportunity (EEO) and Affirmative Action (AA).**

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

Retaliation against a person who has filed a complaint or who is cooperating with an investigation or participating in an investigation is also prohibited. Acts of retaliation may be grounds for disciplinary action up to and including termination of employment.

#### **PCC Access and Disability Resources (ADR)**

ADR works to open PCC's educational opportunities to the entire community, including those with disabilities, by supporting the creation of a College environment without physical, social, or academic barriers. At ADR we recognize that disability is an integral part of diversity and seek opportunities to advocate for and be a resource for inclusive design practices in facilities, communication, and instruction.

In accordance with the Americans with Disabilities Act (ADA) and the Rehabilitation Act of 1973, Section 504, no qualified person will be denied access to, participation in, or the benefits of, any program or activity operated by PCC because of disability. Visit <https://www.pima.edu/current-students/disabled-student-resources/>.

#### **Arizona Superior Court in Pima County Adult Probation Department**

The Arizona Superior Court in Pima County and the Adult Probation Department of which [LEARN](#) is a unit, not only complies with all federal regulations but goes above and beyond them in protecting the rights of employees and those who pursue employment with us. The most current version of the [EO Plan](#) and the [Diversity Policy](#) along with the Court's policy on [ADA Accessibility](#) are available to ARIZONA@WORK Job Center clients.

- iv. Provide contact information and identification of the local, state, and federal EO Officers. Explain how it's available in all facilities that are used to conduct WIOA Title I funded activities or trainings.***



**The Local Office**

ARIZONA@WORK Job Center  
Eddie Saavedra  
Local Area Equal Opportunity (EO) Officer  
Kino Service Center  
2797 East Ajo Way  
Tucson, Arizona 85713  
Telephone: 1-520-724-7700  
Fax: 1-520-724-6796  
TTY/TTD: 1-520-724-8778  
Email: [Eddie.Saavedra@pima.gov](mailto:Eddie.Saavedra@pima.gov)

**State of Arizona**

Arizona Department of Economic Security, Workforce Administration  
Lynn Allen Nedella  
State WIOA Equal Opportunity Officer  
4000 N. Central Avenue, Suite 1550  
Phoenix, Arizona 85012 MD5771  
Telephone: 1-602-542-3957  
Fax: 1-602-542-2491  
TTY/TDD: 7-1-1  
Email: [LNedella@azdes.gov](mailto:LNedella@azdes.gov) or [WIOAStateEOOfficer@azdes.gov](mailto:WIOAStateEOOfficer@azdes.gov)

**Federal EO Officer**

U.S. Department of Labor, Civil Rights Center (CRC)  
Naomi M. Barry-Perez, Director  
200 Constitution Avenue NW Room N-4123  
Washington, DC 20210  
Telephone: 1-202-693-6500  
Fax: 1-202-693-6505  
TTY: 1-202-693-6516

- v. Include a discrimination complaint process that ensures that no individual is excluded from participation in or with a WIOA Title I funded activity, training or employment for any reason.***

The [ARIZONA@WORK](#) System in Pima County is in compliance with Section 188 WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38).

The [ARIZONA@WORK](#) System in Pima County prohibits discrimination against individuals in any program or activity that receives financial assistance under Title I of WIOA as well as by the [ARIZONA@WORK](#) System Partners listed in WIOA Section 121(b) and in the Executive Summary of this Plan, that offer programs or activities through the [ARIZONA@WORK](#) System.

The [ARIZONA@WORK](#) System prohibits discrimination because of race, color, religion, sex, national origin, age, disability, political affiliation or belief, or, for beneficiaries, applicants, and participants only, citizenship status or because of an individual's participation in a program or activity that receives financial assistance under Title I of WIOA.

ARIZONA@WORK System WIOA [Equal Opportunity And Discrimination Complaint Procedure](#).

## **7. Employer Engagement / Coordination with Economic Development**

*Provide a description of how the local board/local area will:*

- a. Coordinate workforce investment activities carried out in the local area with economic development activities carried out in the region in which the local area is located (or planning region).**

Pima County CSET released a competitive RFP for the Pima County WIB in order to obtain one or more qualified vendor(s) to provide economic analysis and forecasting services to:

- 1) project the impact of automation on occupations in Pima County; and
- 2) determine the impact of minimum wage increases on occupations in Pima County.

CSET identified up to \$50,000 that may be available for this purpose, depending on funding allocations.

In accordance with Pima County Board of Supervisors Policy ("Selection and Contracting of Professional Services"), Pima County CSET requested the proposals from respondents who were qualified, responsible, and willing to provide services in compliance with all specifications and requirements contained in the RFP. Addendums to the RFP may be issued at any time subsequent to the publishing of the solicitation. County reserves the right to extend contracts for up to four (4) one-year periods.

Any individual or organization that had not been debarred or suspended from receiving federal funds were eligible to apply.

### **RFP SCOPE OF WORK**

Using the Evaluation Criteria, proposers were evaluated as to their capability to conduct research and analysis of trends that may result in worker dislocations in the future, as well as strategies to avert layoffs and or mitigate their impacts. Two proposers were selected to provide one of the following Layoff Aversion Study work statements each:

- 1) Impacts of automation on the Pima County economy: selected vendor will produce a written report, give an oral presentation approximately 30 minutes in length for the Pima County Workforce Investment Board (WIB), and create a series of graphic representations of key trends, insights and recommendations. All three deliverables will address the following:
  - a) Analysis of the industries, occupations, types of employers and characteristics of jobs in the regional economy that may be replaced, reduced, changed, or created, by automation trends (include control systems, robotics, online processes, cloud-based services, and artificial intelligence) to include analysis of the impacts in manufacturing, retail, and transportation/logistics or other industries.
  - b) Quantitative projections of the scale of these impacts on the regional workforce.
  - c) Qualitative analysis of the anticipated shifts in staffing patterns; skill sets needed to work in automated settings; and transferrable skills that may be valued in non-automated settings.
- 2) Impacts of Arizona minimum wage increases on the Tucson economy: selected vendor will produce a written report, give an oral presentation approximately 30 minutes in length for the Pima County WIB, and create a series of graphic representations of key trends, insights and recommendations. All three deliverables will address the following:
  - a) Analysis of the industries, occupations, types of employers and characteristics of jobs in the regional economy that have been, or may be in the future, replaced, reduced and changed by Arizona's phased implementation of a minimum wage increase, which was approved by voters in 2016.
  - b) Quantitative projections of the scale of these impacts on the regional workforce.
  - c) Qualitative analysis of the anticipated shifts in staffing patterns; transferrable skills; and skill upgrades that may help affected workers to stay employed or become re-employed.

The 06/21/18 WIB Planning Committee received the first Layoff Aversion Study "Impacts of Arizona minimum wage increases on the Tucson economy" presentation from Thomas P. Miller Associates and it included information about how the employers who were surveyed seemed to be annoyed by the impacts of the minimum wage increase. The Report was presented to the Pima County WIB during their 09/14/18 WIB Monthly Meeting. Charles Casey said that if you speak to several mom and pop businesses, they will blame the higher minimum wage for closing their doors.

The WIB will receive the second Layoff Aversion Study "Impacts of automation on the Pima County economy" presentation from The University of Arizona, Eller College of Management, Economic and Business Research Center, during the 12/14/18 WIB Annual Meeting.

The ARIZONA@WORK Business Services Team is routinely contacted by Sun Corridor Inc., the local regional economic development organization, and regional chambers of

commerce to discuss questions presented by businesses interested in expanding and locating in Pima County. Sun Corridor Inc. represents southern Arizona, encompassing four counties in Arizona (Pinal, Pima, Santa Cruz and Cochise). Sun Corridor Inc. focuses targeted business development activity in the following industry sectors: Aerospace and Defense, Bioscience, Solar, and Transportation and Logistics.

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

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

ARIZONA@WORK is a key partner in the Innovation Frontier Arizona (IFA) which a regional talent development initiative that brings together partners in education, workforce development and economic development in Yuma, Cochise, Santa Cruz and Pima Counties. The effort is focused on developing southern Arizona as a center of excellence for homeland security and advanced technology by fostering talent development, entrepreneurship and regional collaboration.

***b. Focus on sector strategies (include a description); include statewide sectors that exist in the local area plus local area specific sectors.***

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

- Aerospace and Defense; Manufacturing Subsector
- Emerging Technologies
- Health and Bioscience; Healthcare Subsector
- Infrastructure
- Logistics; Transportation Subsector
- Natural and Renewable Resources

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

- Advanced Manufacturing
- Advanced Business Services
- Aerospace and Defense
- Bioscience and Health Care

- Optics/Photonics
- Renewable Energy
- Technology and Innovation/Semi-conductors

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

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

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

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

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

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



The Business Team members also provide support and resources to the Aerospace and Defense - Manufacturing Industry Sector "Southern Arizona Manufacturing Partnership (SAMP)". SAMP is a committed group of 40 Tucson manufacturing companies working in close partnership with the ARIZONA@WORK System, Pima Community College (PCC), Desert View High School and Tucson Magnet High School and working in collaboration with Pima County Joint Technological Education District (JTED) student precision machining/manufacturing programs.

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

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

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

Until now SAMP has been an informal organization and has relied upon Pima County for administrative support. However, the group has developed significant organizational strength and media attention, and is recognizing that its members have overlapping priorities that are better served by a single organization. SAMP is now in the process of formulating bylaws and leadership structure to support incorporation. The group will form additional committees as needed to facilitate replication to new occupations of the process that was used to develop the machining pathway.

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

The Pima County Business Services Team piloted the [Ending Poverty Now](#) Employer Resource Network (ERN), as part of Pima County's Ending Poverty Now initiative, with employers in the Manufacturing and Health Care Industry Sectors. The goal is to help decrease turnover by increasing production and cutting down on the employees' barriers. ERN Navigators are present and available weekly at the employer location for employees who have an issue outside of work that they may need assistance with. The Navigators refer the employees to the appropriate agency for resources. With these challenges off their minds, employees may focus more clearly on their job and be more productive.

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

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



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

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

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

Additional opportunities identified by the committee include:

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

The 06/21/18 WIB Planning Committee received the first Layoff Aversion Study "Impacts of Arizona minimum wage increases on the Tucson economy" presentation from Thomas P. Miller Associates and it included information about how the employers who were surveyed seemed to be annoyed by the impacts of the minimum wage increase. The Report was presented to the Pima County WIB during their 09/14/18 WIB Monthly Meeting. Charles Casey said that if you speak to several mom and pop businesses, they will blame the higher minimum wage for closing their doors.

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

WIB members Michael Guymon and Gregg Johnson led efforts to establish the Infrastructure - Construction and Design Industry Sector Partnership. As of July 2016, the partnership is at a standstill after efforts to support the passing of bonds related to their industry were unfortunately, not passed by voters. The Champion of this partnership is Rob Lamb, GLHN Architects and Engineers.



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

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

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



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

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



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

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

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

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

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

In 2013 IFS was awarded a \$273,000 planning grant from EDA – focused on border technology manufacturing. The grant is now in its final stages, and has completed a detailed inventory of regional assets including:

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

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

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

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

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

***c. Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs.***

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

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

The Business Services Team then facilitates the engagement of focus groups with education and/or training institutions to adapt current training offerings or develop new

training offerings that meet the industry's needs. These become part of a Sector Strategy. The Pima County WIB has identified six (6) industry sectors and Business Services Team representatives are assigned to the sectors.

***d. Support a local workforce development system that meets the needs of businesses in the local area.***

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

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

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

***e. That may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies, designed to meet the needs of employers in the corresponding region in support of the strategy described in paragraph (1)(F).***

Pima County [WIB](#) invites employers to partner with the [ARIZONA@WORK](#) System to promote employee retention and advancement by connecting incumbent workers to career pathways. By targeting high-demand occupations in which vacancies are relatively difficult to fill with qualified employees, sector partnerships will focus on developing career ladders or lattices from the occupations for which applicants are relatively plentiful, usually entry-level positions.

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

Feedback from the targeted sectors helps drive the development of new training and career pathway initiatives that can involve several partners and intermediaries, such as

local industry groups, local employers, local non-profits, PCC, the Pima County Joint Technical Education District (JTED), Carl D. Perkins Career and Technical Education, WIOA, and the Fred G. Acosta Job Corps Center. It can also generate the development of industry specific contextualized adult education or the limited English proficiency program through WIOA and the Adult Education System.

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

***f. Strengthen linkages between the one-stop delivery system and unemployment insurance programs.***

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 with workforce development services in all ARIZONA@WORK Job Centers throughout the state of Arizona. In Pima County, the ARIZONA@WORK Job Centers are also referred to as ARIZONA@WORK Pima County One-Stop Career Centers.

The Employment Service staff assist job seekers from all walks of life and is committed to working with the ARIZONA@WORK System Partners within the workforce development system to ensure job seekers have access to the full menu of services that are available including information about how to file Unemployment Insurance (UI) claims.

Several populations require more assistance than the standard job seeker, at times requiring staff to spend more time with them. Some examples include:

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

The Arizona Department of Economic Security (D.E.S.) Employment Service is the entity that carries out the program and activities authorized under the Wagner-Peyser Act.



Employment Service provides access through the [ARIZONA@WORK](#) System in Pima County to such programs or activities carried out by D.E.S., including making the career services available and providing job seekers access to information about filing UI claims.

The Workforce Innovation and Opportunity Act ([WIOA](#)) requires that each Local Workforce Development Board (LWDB) must have at least one representative from the State Employment Service Office under the Wagner-Peyser Act, to serve on the LWDB.

In an effort to meet the WIOA board requirement and to help strengthen linkages between the [ARIZONA@WORK](#) System and UI programs, the Pima County Workforce Investment Board ([WIB](#)) does have the Arizona D.E.S. Workforce Administration's Pima County Region IV Workforce Program Manager serving on the Pima County [WIB](#).

Additional [ARIZONA@WORK](#) Employment Service staff serve on the WIB Performance and Accountability Committee and the One-Stop Partners' Committee and also attend the WIB monthly meetings where opportunities are always provided for UI staff to initiate and strengthen partnerships that will assist with improving processes and services for job seekers such as providing access to information about filing UI claims.

The meetings also provide all the Partners with opportunities to share information gained from both employers and job seekers, and allows community leaders to better identify the types of training that will prepare unemployed workers for needed local jobs.

Employment Service also provides staff for the [ARIZONA@WORK Business Services Team](#) which enhances the Partners' responses 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.

Having Employment Service staff located at the two Comprehensive [ARIZONA@WORK](#) Job Centers does provide for quicker response times for the employers and the job seekers. This can be very beneficial for the job seekers who need access to information about filing UI claims.

With the implementation of WIOA, Employment Service staff has taken on a new role in the [ARIZONA@WORK](#) Job Centers by participating in the design, implementation and provision of services through the Welcome Team.

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

- Front desk screening for services;
- Conducting orientations;

- Completing partial registration of the customer in [AJC](#) during the triage process;
- Determining the appropriate provision of services and completing a referral; and
- Scheduling appointments for services within the workforce development system.

Ongoing cross-training and information sharing sessions are scheduled with all [ARIZONA@WORK](#) Partners to ensure that Employment Service staff and the Partners all have updated information and knowledge of each Partners' services. The ultimate goal is to provide quality services to the employers and job seekers.

Arizona Adult Education staff is working with D.E.S. to enter into a Data Sharing Agreement regarding UI Wage System Information. Currently, follow-up with students after program exit relies on the survey method. This proves to be very challenging as programs are only able to make contact with a small percentage of students one to three quarters after exit.

The Data Sharing Agreement will help to strengthen linkages between the Title I (Adults, Dislocated Workers, Youth), Title II (Adult Education and Literacy), Title III (State Employment Service), and Title IV (Vocational Rehabilitation Services) Partners and the UI programs.

The process of data sharing across the Pima County Core Programs will help to ensure that the Core Programs are able to share key data for their shared clients. This process will support the customer-centric goal of Arizona's workforce development system by facilitating the coordination of services and preventing service duplication.

A data sharing agreement will be fully implemented for the Pima County workforce development system. Partners intend for the data sharing agreements to include access to UI wage record information as authorized by State law.

The use of cross-system data matches will provide the statistics required to establish data-driven decision making across the workforce development system. For example, data matches can identify successful programs in terms of placement, retention or wage growth. These successful programs can be targeted for growth, development and replication in other areas. Underlying components of all strategies concerning data include the identification and maintenance for secure processes for data collection, storage, transmission, and evaluation, along with adherence to all security protocols.

## **8. *Programs and Service Delivery***

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

***A description of how the local board and partners will make available programs and services.***

The ARIZONA@WORK System offers programs and services to help build the skills and abilities of job seekers so they may fulfill the workforce needs of employers. This includes creating meaningful linkages between the education and workforce systems, aligning data so that metrics can be better defined and more easily measured, and helping people of all backgrounds gain employment and prosper in a rapidly changing economy.

The ARIZONA@WORK Partners will ensure the quality and ease of services provided by the workforce development system and will require integrated service delivery that includes high-quality educational classes, occupational skills trainings and business services.

The System will strive to create career pathways, aligned to industry needs, which combine education and training opportunities in a way that provides individuals with life-long learning maps. Connecting programs, services and systems will require collaboration around building a strong data infrastructure and metric measuring tools.

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

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

The Adult and DW programs' employment and training activities are offered at both of the two Comprehensive ARIZONA@WORK Job Centers known as the [Rio Nuevo](#) and [Kino](#) Service Centers and are proud partners of the American Job Center network.

Workforce development services and activities funded under the WIOA Title IB Adult program are provided at the Comprehensive Rio Nuevo Service Center.

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

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

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

The ARIZONA@WORK System engages in numerous partnerships and initiatives in Pima County and works directly with Partner agencies and participates in grant-funded activities, to support youth, veterans, and individuals with disabilities and other barriers.

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

The [ARIZONA@WORK](#) System met or exceeded their U.S. Department of Labor performance levels for the Adult and DW programs in Program Year 2014.

This Adult program provides training for low income adults in Pima County and very often, basic and soft skills training is needed.

There are several ARIZONA@WORK [Workshops](#) available for the Adult job seeker who either wants to prepare for an entry level position, a career pathway that will lead to advancement at a current employer, a change in career, or to obtain an advanced degree.

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

Workforce development services and activities funded under the WIOA Title IB DW program are provided at the Comprehensive Kino Service Center and offered to job seekers impacted by business closures and layoffs.

The [ARIZONA@WORK](#) Job Center also serves those under the [Arizona D.E.S.](#) Trade Adjustment Act (TAA). The TAA provides training funds and services for eligible workers impacted by foreign competition and WIOA funds other DW training. Training is provided at all levels, including advanced degrees.

Both of the WIOA Adult and DW programs that are available at both of the Comprehensive ARIZONA@WORK Job Centers, are also offered at the following three (3) [Arizona D.E.S.](#) Affiliate ARIZONA@WORK sites:

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

Literacy activities are also offered on a one-on-one basis with Literacy Connects, Inc.

Adult education and literacy activities funded under the WIOA Title II Adult Education and Literacy Activities programs are offered by the Pima County ARIZONA@WORK Core Program Partner Pima Community College (PCC) Adult Basic Education for College and Career ([ABECC](#)).

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



PCC has three (3) Learning Centers in Pima County that are open Monday to Thursday, 8 a.m. to 9 p.m. and on Friday, 8 a.m. to 5 p.m. The Centers are conveniently located at three different locations:

- [PCC 29th Street Coalition Center](#)
- [El Pueblo Liberty Learning Center](#)
- [El Rio Learning Center](#)

The traditional workforce development system works to help employers find employees through a variety of methods that begin with outreach to employers to identify their needs and tracking their workforce development activities in the Arizona Job Connection ([AJC](#)) database.

Large group activities such as job fairs, and small group activities such as job clubs, help the Adult and DW job seekers and employers to assess opportunities and candidates.

Outside the roles of supervision, management and administration, the ARIZONA@WORK Pima County System provides two types of staff positions for job seekers: Workforce Development Specialists (WDS) and Program Support Specialists (PSS) also referred to as Intake Support Specialists.

The WDS job description is available at <http://www.pima.gov/hr/jobs/1722.pdf> and the PSS job description is available at <http://www.pima.gov/hr/jobs/1186.pdf>.

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

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

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

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

The two Comprehensive ARIZONA@WORK Job Centers have three (3) Functional Teams at their Centers:

1. Welcome Team - greets and directs customers, conducts a triage assessment, collects registration information, and refers internally or externally for assistance (Entry, Resource Room).
2. Skills and Career Development Team - conducts skills analysis, facilitates assessment and testing, identifies support needs, provides career guidance, arranges for soft skills training, and refers to program specific occupational training (Resource Room, Case Management, Pre-Employment Workshops).
3. Business Services Team - provides services to job ready customers and to employers including job clubs, facilitates on-the-job training arrangements, job development, business development, job matching, customized recruitment efforts, and industry sector partnerships.

Client services are available upon request, outside the normal Monday-Friday, 8 a.m. to 5 p.m. working hours - at both Comprehensive Job Center locations.

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

The following services will provide Adults and DW with Work Experience and Transitional Job opportunities in order to learn new transferable skills and to obtain job placement:

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



- Transitional Jobs will be utilized to serve individuals with chronic unemployment, poor work history, and severe barriers to employment. This will allow the participant to establish a work history, demonstrate work success and develop skills that lead to unsubsidized employment.

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

Pima County will collect performance data on work-based training programs.

Pima County will not continue to contract with employers who fail to provide participants' long term employment opportunities, with wages and benefits, and working conditions comparable to other employees who have worked a similar amount of time, doing the same type of work.

Pima County will monitor OJT and Transitional Job employer onsite contracts to ensure training, wages, hours, benefits, and working conditions are provided in accordance with the contract. Training participants' performance and progress will be monitored during the training to determine supportive service needs, the appropriateness of the training activity and if placement in unsubsidized employment has occurred.

***A description of how the local board and partners will make available programs and services.***

***b. Rapid Response***

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

Pima County Employers undertaking a staff reduction or business closure may contact the Rapid Response Coordinator at 520-724-6738 or [patricia.gastelum@pima.gov](mailto:patricia.gastelum@pima.gov).

The ARIZONA@WORK System has a full-time Rapid Response Coordinator within the Business Services Team and is located at the Comprehensive Kino Service Center.

The Rapid Response Team consists of the Rapid Response Coordinator and the Arizona D.E.S. Business Services Liaison and they meet one on one with the employer. At the initial meeting, each Partner representative will explain the Rapid Response services available from their organization and they will schedule delivery of services. Rapid Response services may include:

- Providing pre-layoff assistance to the employers' management staff which include best practices in the process of staff reductions;

- Conducting on-site visit with affected employees to provide orientation of WIOA services;
- Unemployment Insurance information;
- Information on the Shared Worker Program to businesses that are reducing worker's hours and to answer questions from affected employees.

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

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

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

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

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

- Contact employer immediately upon learning of an actual or potential layoff or company closure to explain WIOA, D.E.S. and TAA (if applicable) services and arrange for an initial meeting with employer.
- Maintain confidentiality of event, when employer notifies Coordinator prior to employee notification.
- Notify Rapid Response Team members of upcoming layoff events, and schedule their assistance.
- Oversee the coordination and delivery of services to businesses and their affected employees.
- Discuss execute layoff aversion strategies, including business plan development to transfer business ownership.
- Communicate and coordinate with other community-based partner agencies for additional delivery of services, if needed (i.e., sign language interpretation, mortgage counseling).
- Maintain accurate records of each layoff event.
- Continued follow-up with employer through the duration of the event.
- Report monthly event details to State Rapid Response Coordinator, WIOA Management, and the Pima County Workforce Investment Board.

- Conduct “How To Successfully Conduct a Layoff” training to company management, if needed.
- Set-up a mobile ARIZONA@WORK Job Center at employer site, if needed.
- Work with Union Representatives, if applicable.
- Schedule services and meetings with Labor-Management Committees, if needed.
- Set up immediate job fairs with employers having similar workforce needs.

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

#### **Local Rapid Response Policies:**

1. React within the allowed time of 48 hours to establish contact with employer and employee representatives regarding layoffs or closures.
2. Maintain confidentiality on layoff or closure events, unless employee and/or public notice has been issued.
3. Provide information and access to available services, employment and training activities.
4. Provide services to assist dislocated workers in obtaining re-employment as soon as possible.
5. Ensure that Arizona Department of Economic Security (D.E.S.) information of services such as Employment Service, Unemployment Insurance (UI), and TAA is provided to dislocated workers by a D.E.S. representative.
6. Assist in establishing a labor management committee, worker transition committee or peer advisor group, when applicable.
7. Provide emergency assistance adapted to the particular closing, layoff or disaster.
8. Maintain accurate company records of layoff events in company files.
9. Provide assistance to the local community in developing a coordinated response and as needed obtain access to State economic development assistance, which may include the development of an application for a National Emergency Grant.
10. Identify strategies for the aversion of layoffs.
11. Create and maintain linkages with community-based organizations and economic development at the Federal, State and local levels.

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

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

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

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

WIOA limits Title IB In-School Youth programs to 25% of expenditures.

WIOA requires at least 75% of expenditures to go to Title IB Out-of-School Youth and Pima County has targeted resources to the Out-of-School population.

Youth entering the ARIZONA@WORK System have access to all of the services offered to adults as well as special services offered for young people.

While Pima County CSET is the entity that operates the ARIZONA@WORK Pima County One-Stop Youth Employment Center, it subcontracts virtually all youth services with service providers who have been competitively procured, including intake and case management staff.

Each of the provider's services – and any available funding for them – become part of a shared menu of services.

Funding for the client (shown below in middle of Wild Daisy Model) is driven by his/her needs, and services (see Petals) and are offered and selected to meet the youth's needs.

## Youth Services Wild Daisy Model



In Pima County's model - intake, assessment, service planning, participant tracking, and accountability are standardized across the ARIZONA@WORK service providers.

The service providers form a network offering multiple points of entry and a choice of service-delivery locations. Although agencies focus on particular populations within Pima County, all youth receive consistent services and access all appropriate service options by means of an Individual Service Strategy (ISS) that is completed by the Workforce Development Specialist (WDS) who works with the participant.

The ISS is a standard form and interview protocol that is completed upon enrollment of each WIOA youth participant. At this time the ARIZONA@WORK Pima County System is piloting a new "Interim Assessment Tool" that will be used to conduct ISS updates with enrolled participants who may have already completed some services and/or may be participating in ongoing services. The purpose of the ISS update is to:

- ✓ Ensure that youth continue to receive services appropriate to individual situations.
- ✓ Consider the totality of youth's circumstances in identifying and addressing needs.
- ✓ Offer every service type that appears in the Daisy Model.
- ✓ Further integrate youth services across agencies.
- ✓ Gauge progress of currently enrolled youth; reassess status.

- ✓ Encourage comprehensive services responding to multiple needs that may arise over time and require collaboration and leveraged resources.

The ARIZONA@WORK System provides WIOA Youth program elements, as described in WIOA section 129(c)(2), that will support youth in the attainment of a high school diploma or its recognized equivalent, entry into postsecondary education, and career readiness.

The types and availability of youth workforce development activities that are available from the ARIZONA@WORK Partners and Service Providers, including activities for youth with disabilities, include the following WIOA Youth program elements:

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

The Workforce Development Specialist (WDS) connects youth to various academic opportunities at their school, community-based organizations, libraries, on-line accredited educational services and tutoring vendors obtained through a competitive Request for Proposal (RFP) process.

Youth with low test scores are referred to remedial classes as part of the summer or year-round program.

Identified community resources include: Fred G. Acosta Job Corps; Pima County Public Library (PCPL); Pima Vocational High School (PVHS); Portable, Practical Educational Preparation, Inc. (PPEP, Inc.); Pima County Las Artes, Arts and Education Center; Tucson Urban League (TUL); Tucson Youth Development (TYD) ACE Charter School; Service Employment & Redevelopment-Jobs for Progress of Southern Arizona, Inc. (SER); and Youth on Their Own (YOTO).

**Alternative Education** – alternative secondary school services or dropout recovery services.

Provide youth with requirements and information to various alternative schools within Pima County including charter schools such as the Pima County-operated PVHS and an agency-operated charter school such as TYD-ACE Charter School.

Identified community resources include: Fred G. Acosta Job Corps; PCPL; Pima County Las Artes, Arts and Education Center; PPEP, Inc.; PVHS; TYD-ACE; and YOTO.



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

The WDS connects Youth to one of the Pima County Summer Youth Employment Program employers.

Summer Youth service providers that have been selected through a competitive RFP selection process set up and monitor worksites at a variety of government, non-profit and for-profit worksites.

Youth must score at least at their grade level on the TABE to be referred to a job. Those that score lower will be referred to remedial classes or to a Summer Program that combines remedial instruction with Work Experience.

PPEP, Inc.-YouthBuild, Youth CareerConnect (includes Bioscience, HIT, Manufacturing, and Aviation Industry Sectors), in terms of general workforce preparation Las Artes and PVHS combines that with education, and the summer youth program includes a combo academic and occupational education component.

Identified community resources include: Goodwill Industries of Southern Arizona, Inc.; PCPL; PPEP, Inc.; SER; TUL; and TYD.

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

The WDS will help youth obtain onsite training opportunities within the public/private business sector in order to provide opportunities leading to employment opportunities in targeted industry sectors.

Identified community resources include: Fred G. Acosta Job Corps; Goodwill; Green for All; Lutheran Social Services Refugee Focus; PPEP, Inc.; SER; TUL; and TYD.

**Skill Training –**  
occupational skills training, with a focus on recognized postsecondary credentials and in-demand occupations.

Assists youth with occupational skills training through local vendors and/or accredited on-line credentialed vendors based on academic, occupational and career pathway skills assessment.

Programs may be structured such as Job Corps and the Pima County Joint Technical Education District

(JTED), or enrollment into community college classes.

Identified community resources include: WIOA ARIZONA@WORK Individual Training Accounts; Fred G. Acosta Job Corps; Goodwill; Green for All; JTED; Lutheran Social Services Refugee Focus; PCPL; PPEP, Inc.; SER; TUL; and TYD.

**Leadership Development –**  
leadership development opportunities (i.e., community service or peer-centered activities).

The WDS arranges leadership opportunities with various educational groups and local service organizations that may provide training opportunities such as activities sponsored by the United Way of Tucson and Southern Arizona.

Identified community resources include: Fred G. Acosta Job Corps; Green for All; Metropolitan Education Commission; PPEP, Inc.-YouthBuild; TUL; YOTO; and the Pima County WIB Youth Council.

**Supportive Services –**  
support services.

Arranges for work site tools, bus passes, appropriate worksite clothing, and referral to behavioral counseling provider if needed.

Works with the Affiliate ARIZONA@WORK Pima County One-Stop Sullivan Jackson Employment Center and YOTO to secure housing for homeless teens.

Identified community resources include: Fred G. Acosta Job Corps; Goodwill; Lutheran Social Services; PCPL; PPEP, Inc.; SER; TUL; TYD; and YOTO.

**Adult Mentoring –**  
adult mentoring for a duration of at least twelve (12) 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.

Identified community resources include: Fred G. Acosta Job Corps; Goodwill; Lutheran Social Services; Green For All; and YOTO.

**Follow-up Services** – follow up services for not less than twelve (12) months, after the participant completes the program.

Provide 12 months of follow-up services after completion of program to include: phone contact, in person, home visits, mailed follow-up letters and various social media (text messages, email, etc.), in order to identify follow-up services needed. Services may include academic tutoring, and referrals to social and non-profit community organizations.

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

The WDS uses behavioral counseling providers secured through a competitive Pima County RFP process, and refer youth to comprehensive mental health and counseling services.

**Integrated Education and Training** – for a specific occupation or cluster.

See Pima County [Career Pathways](#) Guidelines.

**Financial Literacy Education** – An activity that helps prepare youth to make good judgments for the money they receive from their work. It should also help them understand the paycheck, various monetary instruments, basic budgeting and saving, and to make informed financial decisions about education, retirement, home ownership, wealth building, or other savings goals.

The WDS will evaluate and track youth needing these services for referral to the ARIZONA@WORK provider. Two providers were secured through a competitive Pima County RFP process and represent the ARIZONA@WORK Pima County One-Stop and offer Youth Financial Workshops in accordance to WIOA 681.500:

1. Goodwill Industries of Southern Arizona, Inc.
2. Tucson Youth Development, Inc.

**Entrepreneurial Skills Training** –

Two providers were secured through a competitive Pima County RFP process and represent the ARIZONA@WORK Pima County One-Stop and offer entrepreneurial training:

1. LeadLocal LLC
2. Tucson Hispanic Chamber of Commerce

An additional resource is the Pima County Library 101 space.

The WIB Youth Council is working with Justin Williams, Start-up Tucson, to apply for a grant for a youth innovation/idea generation.

**Services that provide labor market information about in-demand industry sectors and occupations.**

All WIOA Youth are required to attend a 2-day Employability Skills Workshop that includes labor market information about in-demand industry sectors and occupations along with career awareness and career exploration.

This Workshop is offered year round and mandatory for the Summer Youth Employment Program Youth.

The WDS will interview Youth and also provide information one-on-one that includes in-demand industry sectors and occupations, career counseling, current labor market information, and training packets.

Different assessment tools are used such as O\*Net which provides labor market and career information.

The Youth Employment Center offers an annual Summer Youth Employment Program. Once a youth applicant passes a TABE assessment, they are scheduled to attend an 8-hour Employability Skills Workshop prior to their first day of summer employment.

The WDS will provide one-on-one services to the Youth to help explore postsecondary education options and occupation training options.

**Postsecondary preparation and transition activities.**

WDS assists with researching education and training options and connecting Youth to postsecondary education programs and services including Free Application for Federal Student Aid (FAFSA) applications and college advisors. Identified community resources include: [Metropolitan Education Commission](#) (MEC) [Regional College Access Center](#).

Pima County-developed criteria is used in awarding grants for youth workforce development activities and how the WIB takes into consideration the ability of the providers to meet performance accountability measures based on primary indicators of performance for the youth program as described in section 116(b)(2)(A)(ii) of WIOA in awarding such grants.

To ensure quality, job-driven training programs are available for Pima County youth, the competitive RFP process includes the following criteria to procure youth training programs and to select only eligible youth providers:

- Financial stability of the service provider;
- Experience in successfully providing services to disconnected youth and youth with barriers to employment, including youth with disabilities;
- Demonstrated success in serving youth, specifically youth with barriers and out-of-school youth;
- Length of time in business;
- Network of business and community partners;
- Ability to meet performance accountability measures based on performance indicators for youth;
- Demonstrated training program related to an in-demand occupation, or career pathways identified in the State and Pima County Workforce Development Plans; and
- Demonstrated training program results in a recognized credential.

The ARIZONA@WORK Partners collaborate with employers in high growth, in-demand industries, training and education providers, and community-based and faith-based organizations to operate an ARIZONA@WORK Youth Services' network.

Partners such as Arizona D.E.S. Vocational Rehabilitation Services, Arizona D.E.S. Employment Service, JTED, Job Corps and PVHS Charter School also play vital roles in the network.

The network offers a “no-wrong-door” access to an integrated menu of community youth service options, such as dropout retrieval programs, work experience opportunities, youth development activities, support services and training.

Individualized guidance by caring adults is the glue that holds the Youth System together.

***A description of how the local board and partners will make available programs and services.***

- d. A description of how training services under chapter 3 of subtitle B will be provided in accordance with section 134(c)(3)(G), including, if contracts for the training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter and how the local board will ensure***

***informed customer choice in the selection of training programs regardless of how the training services are to be provided.***

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

Some training is delivered by On-the-Job Training (OJT) contracts and some are delivered via special customized training contracts.

A job seeker interested and/or in need of training must;

- ✓ Be eligible for a funding stream;
- ✓ Be enrolled in the required state Arizona Job Connection (AJC) at [ArizonaJobConnection.gov](http://ArizonaJobConnection.gov) at the time of this writing;
- ✓ Have a readable resume in AJC that can be updated as new skill sets are added; and
- ✓ Work with an assigned Case Manager and develop a plan that includes a checklist.

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

ITAs currently have a \$3,000.00 cap. Exceptions may be requested by the training committee and must be accompanied by a written justification and approved by a Pima County Community Services, Employment and Training (CSET) Program Manager.

Changes to the ITA level are recommended by program staff who develops a proposal for the WIB's review and approval:

1. WIB Performance and Accountability (P&A) Committee reviews proposal and if in agreement, will forward proposal to the WIB Executive Committee;
2. If WIB Executive Committee approves proposal it will be forwarded to WIB; and
3. WIB will review recommended proposal and approve or deny proposal.

On-the Job Training (OJT) Contracts: The ARIZONA@WORK System places between 40 to 50 WIOA Adults and DW in OJT positions each year; 15 to 20 Veterans; a few Homeless clients; a few WIOA Older Youth; and participants from other programs that may have OJT funds available, such as Older Worker Programs.

In the 1990s, Pima County received a special "OJT Broker" grant from the U.S. Department of Labor, and has used the model established under that grant. When the County conducts a competitive Request for Proposals (RFP) process for WIOA, it includes specific criteria for an "OJT Broker." The successful contractor then works as a "Broker" between businesses and workforce staff to help employers fill positions with



candidates from program rosters. The “Broker” can generally write and execute contracts faster than the County can, and also reimburse employers faster. This makes the program more appealing to employers. OJT participants are also limited to the \$3,000.00 cap used for ITAs. The funding is a reimbursement to the employer who hires the person for the training necessary for the person.

Customized or Special Contracts: Over the years, the Pima County One-Stop, now referred to as the ARIZONA@WORK Pima County One-Stop, has worked with industry and training institutions to develop special “exception” training programs.

In the past, several apprenticeship programs have been established for classroom training in Solar Installer, Hybrid Mechanic, Histology Technician, Machinist, Electronic Technician, and Hospital Based Nursing. Classroom trainings have been created through this method as well. If an existing provider cannot conduct the training, an RFP process must be used.

If the demand for the training is consistent, then the curriculum that is developed is submitted to the ETPL by the training institution.

***A description of how the local board and partners will make available programs and services.***

***e. How the local board will facilitate co-enrollment, as appropriate, in core programs co-enrollment.***

All Title I Adults and DW are co-enrolled with Title III Employment Service, and where appropriate are co-enrolled with Title II Adult Education and Title IV Rehabilitation Services.

Co-enrollment is facilitated by shared systems, as in the case of the Arizona Job Connection system used by both Title I and Title III, and the TABE online testing database administered by Pima Community College Adult Basic Education for College and Career for both Title I and Title II participants.

Coordinated referral processes will be used to connect vulnerable populations with the ARIZONA@WORK System in Pima County. In this type of process, designated points of contact are assigned by each ARIZONA@WORK Pima County One-Stop Partner to receive referrals and provide feedback on the services provided. The referring entity obtains permission from the customer as appropriate to be able to share basic information with the One-Stop Partner point of contact and to continue coordinating ongoing services by one or more Partners.

Referring entities include:

1. Temporary Assistance for Needy Families (TANF) Jobs Contractor (currently ResCare);