

2. Supplemental Nutrition Assistance Program (SNAP);
3. Pima County Adult Probation LEARN;
4. Pima Community College Adult Basic Education for College and Career;
5. Vocational Rehabilitation Services;
6. Pima County Community Action Agency;
7. Pima County Ending Poverty Now;
8. Pima County Pima County Health Department WIC program; and
9. Several alternative charter high schools.

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

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

Partners and subcontractors have obtained grants by leveraging the ARIZONA@WORK System. For example, [Goodwill](#) Industries of Southern Arizona, Inc., provides one staff person who is located at the Kino Service Center, who is a member of the ARIZONA@WORK Business Services Team and obtained a grant from the City of Tucson to train people in selected occupations.

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

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

The Pima County WIB and ARIZONA@WORK Partners promote the bringing together of workforce development, educational, and other human resource services in a seamless customer-focused service delivery network that enhances access to the programs' services and improves long-term employment outcomes for individuals receiving assistance.

Pima County's WIB recognizes the importance of entrepreneurial training and microbusiness development. The WIB released a competitive Request for Proposals (RFP) in order to secure workshop providers who could offer quality training and help individuals needing to consider all the issues involved in working for themselves versus working for someone else.

The four workshop categories include:

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

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

The Pima County ARIZONA@WORK System expects to offer this once per quarter for youth. While it is a required service offering for WIOA Youth, the ARIZONA@WORK System may ask the contracted partner to host the same type of training for WIOA Adults or Dislocated Workers (DW).

The "Youth Entrepreneurial Workshop" contract was awarded to LeadLocal LLC.

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

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

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

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

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

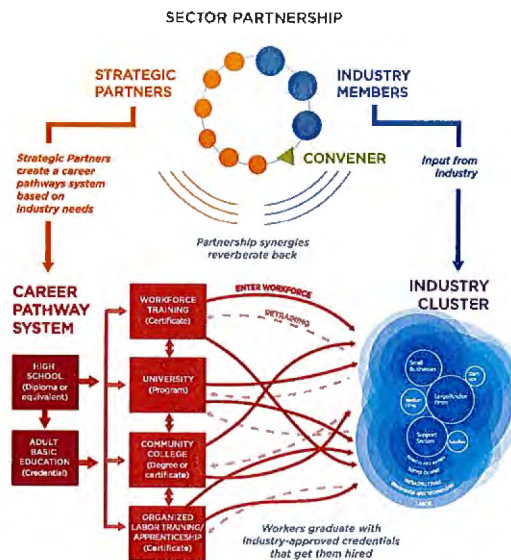
A short workshop can be coupled with any approved Eligible Training Provider programs offering entrepreneurial skills training or skill training in certain occupations that support a viable self-employment plan such as truck driver training or home repair.

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

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

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

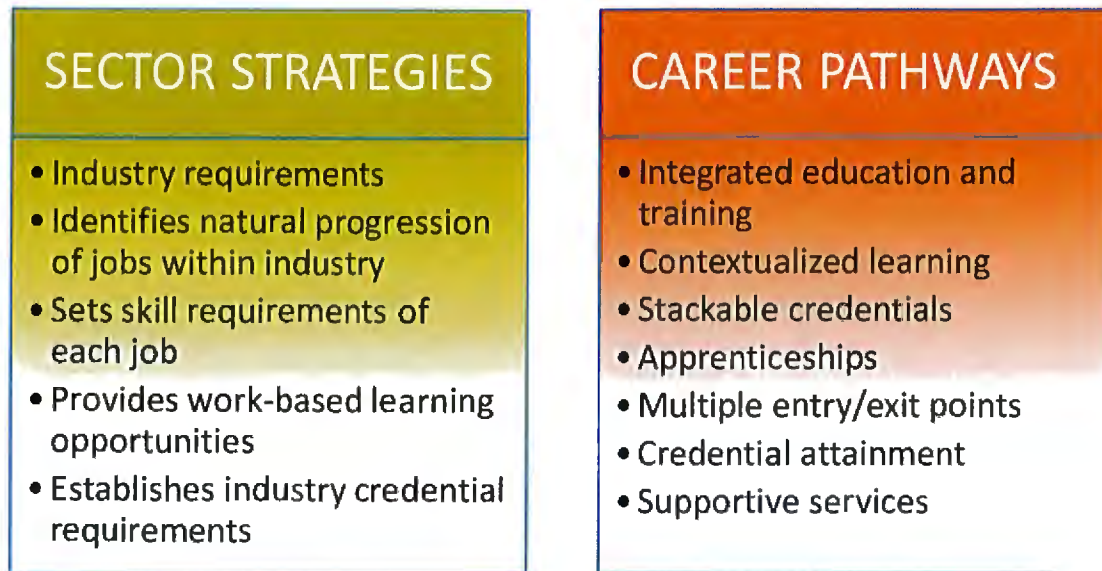
As the diagram below shows, sector partnerships create an ecosystem in which strategic partners can work together to create new pathways, or improve existing ones, based on industry needs.



Groves, Garrett and Woolley, Lindsey.
National Governors Association, January 2015

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

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



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

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

In each one of these programs, local sector partnerships have provided leadership at some stage in the career pathway development.

This includes scenarios in which workforce development system educational and/or workforce Partners began working to develop, improve and articulate a career pathway, which then subsequently became the focus of a sector partnership which is now working to align it with industry needs.

Each one of these career pathways in Pima County offers financial and case management support through the ARIZONA@WORK public workforce development system and outreach to engage target populations.

WIOA Title IB formula funds, the Health Profession Opportunities Grant (HPOG), and the Youth CareerConnect (YCC) Grant have all been key resources in these efforts.

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

In many cases, the career pathway offers embedded work-based learning opportunities, such as internships or clinical rotations.

Each of the 14 career pathways features a linkage with secondary education, allowing training participants opportunities to complete a high-school diploma, High School Equivalency (HSE) or GED, or address basic-skill gaps that may be a barrier even for people who have a diploma.

In some cases, this linkage is provided through a high-school Career Technical Education (CTE) program offered through the Pima County Joint Technical Education District (JTED) and various local high schools.

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

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

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

A national utility industry partnership, Center for Energy Workforce Development, led the creation of Get Into Energy in partnership with Arizona utility companies and a consortium of community colleges.

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

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

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

*View CFA's video announcing
Pathways to Prosperity at
<https://youtu.be/BGT6p2LXqdY>*

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

CFA works with educators and employers to build a system of grades 9-14+ pathways that combine high school and community

college, resulting in students earning technical certificates and degrees in industry areas of critical importance to workforce and economic development in Arizona. CFA initially seeks to develop pathways in the Phoenix and Tucson labor market regions, and will build on the work of SAMP and YCC to broaden the pathways in manufacturing and bioscience.

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

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

- d. Performance disincentives, such as employment measures that might be impacted by keeping employed participants active or re-enrolling the same participant for the next level of training.
- e. Financial disincentives, such as higher cost of training the same participant through multiple levels of education and training.

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

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

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

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

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

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

10. In accordance with the WIOA, coordinate with and implement services with Title II PCCAEECC and Title IV Vocational Rehabilitation Services to assist adults in becoming literate, obtaining the knowledge and skills necessary for employment and self-sufficiency, obtaining the skills necessary to become full partners in their children's education, completing their secondary school education, transitioning to postsecondary education or training, and improving the reading, writing, and comprehension skills for English language learners, and acquiring an understanding of the American system of government.
11. Coordinate with Title II PCCAEECC and Title IV Vocational Rehabilitation Services and provide resources for the Title II Pima County Adult Probation LEARN program that serves predominantly adult offenders and provides ABE, ASE, and Workforces Skills Development.
12. Coordinate with Title II and Title IV Core Program Partners and continue a focus for the local workforce development system 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.

9. Performance and Continuous Improvement

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

- a. A description of the local levels of performance negotiated with the Governor and chief elected official pursuant to section 116(c), to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under subtitle B, and the one-stop delivery system, in the local area.***

The Workforce Innovation and Opportunity Act (WIOA) reviewed performance measures from previous federal acts and established the same measures for each One-Stop Partner, to the extent that that Partner's programs would generate results for the performance measures. Each Partner negotiates their performance goals with the state.

Eligible Training Provider measures will be set at the levels used for WIOA Title I Adult programs, unless otherwise directed by the State of Arizona.

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

Primary Indicators of Performance:

(i) **IN GENERAL.**—The State primary indicators of performance for activities provided under the adult and dislocated worker programs authorized under chapter 3 of subtitle B, the program of adult education and literacy activities authorized under title II, the employment service program authorized under sections 1 through 13 of the Wagner-Peyser Act (29 U.S.C. 49 et seq.) (except that subclauses (IV) and (V) shall not apply to such program), and the program authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), other than section 112 or part C of that title (29 U.S.C. 732, 741), shall consist of—

(I) the percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program;

(II) the percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program;

(III) the median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program;

(IV) the percentage of program participants who obtain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent (subject to clause (iii)), during participation in or within 1 year after exit from the program;

(V) the percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment; and

(VI) the indicators of effectiveness in serving employers established pursuant to clause (iv).

(ii) **Primary Indicators for Eligible Youth.**—The primary indicators of performance for the youth program authorized under chapter 2 of subtitle B shall consist of—

(I) the percentage of program participants who are in education or training activities, or in unsubsidized employment, during the second quarter after exit from the program;

(II) the percentage of program participants who are in education or training activities, or in unsubsidized employment, during the fourth quarter after exit from the program; and

(III) the primary indicators of performance described in subclauses (III) through (VI) of subparagraph (A)(i).

(iii) **Indicator Relating to Credential.**—For purposes of clause (i)(IV), or clause (ii)(III) with respect to clause (i)(IV), program participants who obtain a secondary school

diploma or its recognized equivalent shall be included in the percentage counted as meeting the criterion under such clause only if such participants, in addition to obtaining such diploma or its recognized equivalent, have obtained or retained employment or are in an education or training program leading to a recognized postsecondary credential within 1 year after exit from the program.

(iv) Indicator for Services to Employers.—Prior to the commencement of the second full program year after the date of enactment of this Act, for purposes of clauses (i)(VI), or clause (ii)(III) with respect to clause (i)(IV), the Secretary of Labor and the Secretary of Education, after consultation with the representatives described in paragraph (4)(B), shall jointly develop and establish, for purposes of this subparagraph, 1 or more primary indicators of performance that indicate the effectiveness of the core programs in serving employers.

Additional Indicators.—A State may identify in the State Plan additional performance accountability indicators.

The negotiated WIOA Common Measures of Performance for each Core Program Partner are as follows:

Title I Youth, Adult and Dislocated Worker Programs

The following are the final, Workforce Innovation and Opportunity Act Title I Negotiated Levels of Performance for Program Years 2018 and 2019 agreed-upon by the State and the Pima County Workforce Investment Board.

	Final Negotiated Levels of Performance - PY18	Final Negotiated Levels of Performance - PY19
WIOA Adults		
Employed 2 nd quarter after exit	70.0%	71.0%
Employed 4 th quarter after exit	62.5%	63.5%
Median Wage	\$5,250	\$5,350
Credential	52.5%	53.5%
Measurable Skills Gain	Baseline	Baseline
WIOA Dislocated Worker		
Employed 2 nd quarter after exit	75.5%	76.5%
Employed 4 th quarter after exit	70.0%	72.0%
Median Wage	\$6,400	\$6,500
Credential	52.7%	53.7%
Measurable Skills Gain	Baseline	Baseline
WIOA Youth (14-24)		
Employed, in education, or in Occupation Skills Training 2 nd quarter after exit	62.0%	63.0%
Employed, in education, or in Occupation Skills Training 4 th quarter after exit	62.0%	63.0%
Median Wage	Baseline	Baseline
Credential	44.0%	44.5%
Measurable Skills Gain	Baseline	Baseline

Title II Adult Education and Literacy Activities

Data collection on performance measures will be accomplished via data match. Arizona currently has a data match for High School Equivalency (HSE) testing and recently secured a data match with DES for Unemployment Insurance (UI) Wage System Information to support reporting of employment outcomes. Arizona is currently working

toward a data match with the National Student Clearinghouse Student Tracker to track students who have transitioned to postsecondary education.

At baseline for all measures except Measurable Skill Gains. See Page 280 of the State Plan that has the MSG negotiated levels at <http://www.azed.gov/adultedservices/files/2017/01/arizona-unified-workforce-development-plan-1.pdf>. PY2016 is the year that Title II is in as of 03/31/17. The negotiated level is 55%, PY17 which is next program year and at 56%. The Federal PY is the leading year and the State's Fiscal year is the lagging year so the Federal PY16 is Arizona's FY17. Title II does not negotiate at the local level so all programs have the State target.

Title III State Employment Service

Performance Measures will be included as soon as they are provided.

Title IV RSA Vocational Rehabilitation Services

1. % in unsubsidized employment during the second quarter after exit from the program;
2. % in unsubsidized employment during the fourth quarter after exit from the program;
3. Median earnings of those in unsubsidized employment during the second quarter after exit from the program;
4. % of participants who obtained a recognized postsecondary credential or secondary school diploma or equivalent during participation in, or within one year of, exit from the program;
5. % of participants, who during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment; and
6. Indicators of effectiveness in serving employers.

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

The Local Workforce Development Board (LWDB) is known as the Pima County Workforce Investment Board (WIB) and represents a wide variety of individuals, businesses, and organizations throughout the local area.

The Pima County WIB has had two changes to the board structure since 2016. The first is the appointment of a new WIB Chair and new Committee Chairs as of 07/01/18.

The second change is due to the revised WAC Policy 01-2016 WIOA Local Governance that states the following:

In order to avoid a conflict of interest, a Local Board must ensure that the Local Board's workforce service providers for WIOA Title IB adult, dislocated worker, and youth programs, must not employ or otherwise compensate a current Local Board member or Local Board employee who is employed or compensated by the Local Board or its administrative entity, fiscal agent, or grant recipient to support the Local Board in

carrying out its duties."

Six WIB members were informed in early 2017 that their terms would not be renewed due to the new policy because they were LWDB members who were employed by an organization that had a Pima County contract under WIOA Title IB.

The WIB serves as a strategic convener to promote and broker effective relationships between the Local Chief Elected Official (LCEO) and economic, education, and the workforce development partners and service providers.

The WIB develops strategies to continuously improve and strengthen the local workforce development system through innovation in, and alignment and improvement of, employment, training, and education programs to help promote economic growth.

The WIB Performance and Accountability Committee monitors the ARIZONA@WORK service providers and will take into account the extent to which the levels involved promote continuous improvement in performance accountability on the performance accountability measures to ensure optimal return on the investment of Federal funds.

Using funds authorized under a core program and made available to carry out the evaluation of State programs, the Workforce Arizona Council (WAC), in coordination with the WIB and the State agencies responsible for the administration of the core programs, shall conduct ongoing evaluations of activities carried out in Arizona under such programs. The WAC, WIB, and Core Program Partners shall conduct the evaluations in order to promote, establish, implement, and utilize methods for continuously improving core program activities in order to achieve high-level performance within, and high-level outcomes from, the ARIZONA@WORK workforce development system. The State shall coordinate the evaluations with the evaluations provided for by the Secretary of Labor and the Secretary of Education under section 169, section 242(c)(2)(D), and sections 12(a)(5), 14, and 107 of the Rehabilitation Act of 1973 (29 U.S.C. 709(a)(5), 711, 727) (applied with respect to programs carried out under title I of that Act (29 U.S.C. 720 et seq.)) and the investigations provided for by the Secretary of Labor under section 10(b) of the Wagner-Peyser Act (29 U.S.C. 49i(b)).

WIB members are required to actively participate and collaborate closely with the required and other ARIZONA@WORK System Partners of the Pima County workforce development system, including public and private organizations. This is crucial to the WIB's role to integrate and align a more effective, job-driven workforce development system.

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

The WIB's Performance Committee reviews the real-time performance of subcontracted agencies at least once a quarter. When issues are detected, the Committee invites the

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

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

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

Pima County has been an advocate of and supports state efforts to have one intake system and database for all Partners. Most local intakes are now done on-line, and the state required data management system is the Arizona Job Connection (AJC) system which went online in February, 2012.

Parts of the ARIZONA@WORK System use AJC to help employers list job orders, make job referrals, record job order completion information, register applicants into the system for Employment Service, Veterans, WIOA and TAA activities; Track participants' progress; Record participant completion information and job placement information and Track one year of follow up information. AJC is used to generate performance measure reports.

Every month Pima County's ARIZONA@WORK management support staff generates reports from AJC to help review data elements for accuracy. Management also generates monthly "annual" reports to determine program progress with respect to negotiated WIOA Title IB performance measures.

ARIZONA@WORK Partners have agreed and documented in the MOU to submit performance data to the WIB on a regular basis.

The ARIZONA@WORK System coordinates with the Title II and Title IV Core Program Partners in order to integrate Intake and Case Management information in the AJC data management system.

10. Complaint and Grievance Procedure for Clients

All ARIZONA@WORK System customers are assured a transparent process for filing complaints and having adverse decisions or actions reviewed fairly.

Each entity partnering in the ARIZONA@WORK System has its own grievance procedure

which will be followed to address a complaint or grievance concerning the employees and programs of that entity.

Title I

The Pima County Community Services, Employment and Training Department (CSET) issues a copy of the following Grievance and Complaint Procedure to each WIOA Title I participant upon enrollment:

Equal Opportunity Employment/Program

Auxiliary aids and services are available upon request to individuals with disabilities

Copy to Customer

Grievance and Complaint Procedure

An ARIZONA@WORK program applicant, participant, or other person who believes he or she has not been treated equally or has been hurt by a decision that was wrong, may file a complaint using the following procedure.

I. FILING PROCEDURE

1. A complaint against a County employee may be made verbally to that employee's supervisor.
2. The supervisor will attempt to resolve the issue with the employee and the person making the complaint.
3. If, within 5 working days, no resolution has been reached by the supervisor, the person may submit a written complaint to the Program Manager who supervises that supervisor.

The written complaint should include:

- a. The name, address, phone number and signature of the person making the complaint.
- b. A clear and concise statement of facts, including dates, leading up to the decision that is the subject of the complaint.
- c. What specific resolution is the complainant requesting?
- d. Complaints should be submitted to:

Program Manager
ARIZONA@WORK Job Center
Kino Service Center
2797 E. Ajo Way
Tucson, AZ 85713

Program Manager
ARIZONA@WORK Job Center
Rio Nuevo Service Center
340 N. Commerce Park Loop
Tucson, AZ 85745

4. Grievances and complaints involving a contracted agency of the Pima County ARIZONA@WORK System must be filed according to that agency's grievance procedures.

II. RESOLUTION

1. The Program Manager will attempt to reach a resolution with the person making the complaint, the supervisor, and involved staff. Within 10 working days of receiving the complaint, the Program Manager will issue a decision in writing.

2. Grievances involving a contracted agency of the Pima County ARIZONA@WORK System must show an attempt at resolution through that agency's internal procedures. If resolution is not obtained at the agency level, the individual may appeal to the Director of the Pima County Community Services, Employment and Training Department (CSET).

III. APPEAL

1. The person making the complaint has 10 working days from the date of the Program Manager's or contracted agency's decision to file a written appeal with the CSET Director. The appeal should include all of the information that was in the initial complaint and also describe the attempts at resolution with relevant dates. The appeal should be submitted to:

CSET Director
Pima County Community Services, Employment &
Training Department (CSET)
2797 E. Ajo Way, Tucson, AZ 85713

2. The CSET Director then has thirty (30) working days to schedule and hold a hearing.
3. The person making the complaint shall be notified in writing of the date, time and place of a formal hearing, including the opportunity to present evidence.
4. The hearing officer may be the CSET Director or a designee other than the Program Manager who first reviewed the written complaint. The hearing officer will issue a determination within ten (10) working days after the hearing.
5. An appeal may be made to the funding agency, if applicable.

WIOA Administrator, Department of Economic Security
P.O. Box 6123, Site Code 920-Z
Phoenix, AZ 85005

The request for review shall be filed within 20 days from the date on which the complainant should have received a decision. The Arizona Department of Economic Security, WIOA Administration shall issue a decision within 30 days.

Other funding agency contact information (to be completed by Intake Team):

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6. Any and all of the mandated time frames for processing complaints after they have been filed may be waived, when necessary, by written consent of all affected parties.
7. Complaints of discrimination on the grounds of race, color, national origin, age, sex, religion, political affirmation of belief, shall be sent directly to:

Directorate of Civil Rights, U.S. Department of Labor
200 Constitution Ave. N.W.
Washington, D.C. 20210

8. Any and all of the mandated time frames for processing complaints after they have been filed may be waived, when necessary, by written consent of all affected parties.

I have read and understand the ARIZONA@WORK System Program policies on these subjects.

Customer

Signature: _____ Date: _____

Staff

Signature: _____ Date: _____

The above procedure is posted on the CSET website at http://webcms.pima.gov/government/community_services_employment_and_training/. Select the "Resource" tab to view the Grievance Procedure and additional guidelines and procedures.

Title II

Pima Community College Title II has an Office of Dispute Resolution where [students](#) and [staff](#) may file a complaint or grievance.

Title IV

1. Anytime a decision which affects the provision of Vocational Rehabilitation Services Title IV that has been made by Arizona Rehabilitation Services Administration (AZRSA) staff, AZRSA staff will provide the following information to the client or their representative:
 - a. Advise the client of their right to request a review of the determination;
 - b. Provide a written notice of client rights and appeals option by utilizing the c. Request for Review of Determination form; and
 - c. Advise the client of the availability and the right to utilize the Client Assistance Program.
2. Notice of client rights and written notice of appeals will be provided in writing by utilizing the Request for Review of Determination form to the client, and their representative if appropriate, at the following times:
 - a. When the client applies for services;
 - b. When AZRSA staff makes an eligibility decision;
 - c. When AZRSA staff determines placement into an Order of Selection category;
 - d. When an Individualized Plan for Employment is developed;
 - e. At any time that the AZRSA staff makes a decision or intends to to reduce, suspend, or terminate planned services and/or goods being provided;
 - f. When AZRSA staff notifies the client of intent to close the case for any reason; and
 - g. Upon denial of Post-Employment Services (PES).

3. AZRSA staff will advise the client of the following appeals processes available to them:
 - a. Informal Resolution;
 - b. Administrative Review;
 - c. Mediation; and/or
 - d. Fair Hearing.
4. If a decision is being disputed, AZRSA staff will ensure that the client, or their representative if appropriate, is aware that a formal request for review of a determination must be submitted within 15 calendar days of the date that the written decision letter was mailed.
5. Formal written requests are acceptable in the following formats:
 - a. Utilizing a Request for Review of Determination; or
 - b. Any other written communication which will include:
 - i. An explanation of the issue(s) under contention;
 - ii. Client, or their representative if appropriate, signature and date; and
 - iii. An indication whether the client is willing to resolve the issue(s) through an informal review, administrative review, mediation, or formal due process hearing.
6. AZRSA staff will direct client who request assistance in completing a written appeal to the AZRSA Ombudsman or local CAP office.
7. The AZRSA Ombudsman will schedule a Fair Hearing to occur within 60 days of submitting a Request for Review of Determination regardless of the resolution options chosen.
8. AZRSA staff will work with the client and the AZRSA Ombudsman throughout the appeal process until a final resolution is provided.

11. Plan Development

Describe the involvement of the Chief Elected Official, the Local Workforce Investment Board and stakeholders in the development of the plan. Describe the process used to make the Plan available to the public, as well as key stakeholders, and the outcome resulting from review of public comments.

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

In order to develop a Pima County Workforce Development Plan, it is critical to have the involvement and support of the local CEO which is the Pima County Board of Supervisors (BOS).

The Pima County BOS provides funding for the CSET Department to administer the ARIZONA@WORK System and to provide ongoing staff support for the WIB.

The Pima County BOS' involvement before, during and after WIOA-related activities such as the development of this Plan and the "Plan Modifications," are demonstrated efforts that support the WIOA. The Plan is one more opportunity for the ARIZONA@WORK System to align workforce investment, education and economic development systems in support of a comprehensive, accessible, high-quality workforce development system in Pima County.

The Pima County BOS reviewed the Plan and the "Plan Modifications" to confirm that it is consistent with the Pima County Economic Development Plan, and Pima Proposers ten-year development plan.

The "Plan Modifications" were made available to the public, key stakeholders, and others through a legal notice process established and approved by the Pima County BOS. The legal notice process provided the WIB with the opportunity to formally announce the Plan and public comment period to the public.

The Pima County BOS provides an established process with the Pima County Clerk of the Board in order for the "Plan Modifications" to be placed on a Pima County BOS regular meeting agenda on December 4, 2018.

The "Plan Modifications" were approved by the Pima County WIB on October 12, 2018 and allows the WIB Executive Committee to make minor technical adjustments as requested by the Workforce Arizona Council.

The Pima County BOS established and approved the competitive procurement process and procedures that allow the WIB to secure the ARIZONA@WORK Pima County service providers that are selected through the BOS' competitive procurement Request for Proposal (RFP) process. See [Pima County Procurement Code Title 11](#).

The Pima County BOS also will appoint individuals to the WIB and only those who meet the WIOA composition requirements.

Several WIB Committees were involved in the development of the Plan and the "Plan Modifications" including the ARIZONA@WORK Core Program Partners and Other Partners who provided input in person or via email.

Representatives from the Arizona Department of Administration, Office of Employment and Population Statistics, presented valuable information to the WIB Planning Committee as early as April 2014.

The University of Arizona, Economic & Business Research Center, Eller College representatives presented their "Making Action Possible ([MAP](#)) for Southern Arizona"

Dashboard Presentation to the WIB Planning Committee and the WIB to demonstrate the data and tools available to help development the Pima County Plan.

The Arizona Commerce Authority (ACA) provided Pima County Labor Market Data that was presented by the ACA Manager of Workforce Programs.

The Arizona Office of Economic Opportunity (OEO) provided new calculated In-Demand Industries and Occupations data on October 11, 2018 in order to provide revised data.

During the Plan development and “Plan Modifications” processes, the Plan was made available to the WIB, key stakeholders, Partners and the public at <http://webcms.pima.gov/cms/one.aspx?portalId=169&pageId=22593>.

The Plan was discussed and input was provided during monthly meetings:

- ✓ Pima County WIB Executive Committee;
- ✓ Pima County WIB Planning Committee;
- ✓ Pima County WIB Board Development Committee;
- ✓ Pima County WIB Performance and Accountability Committee;
- ✓ Pima County Core Program and Other Partners’ meetings; and
- ✓ Pima County WIB Youth Council meetings.

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

The Pima County WIB made the “Plan Modifications” available to WIB members, key stakeholders, Partners, and the public through electronic, Word, and a Portable Document Format (PDF). The 30-day required public comment period was from Monday, 10/01/18 to Wednesday, 10/31/18.

The public comment period was advertised in print and online with opportunity for comment by representatives of the WIB, Local Chief Elected Official (LCEO), key stakeholders (businesses, educational institutions, labor organizations, non-profits, economic development entities and others) and the general public regarding the Pima County Workforce Development Plan 2016-2020 “Plan Modifications.”

The Pima County CSET Department along with the LCEO, ran a Public Notice print ad in The Daily Territorial who also published the print ad on their website at publicnoticeads.com. The notification to the public asked for public comments at <https://webcms.pima.gov/cms/one.aspx?portalId=169&pageId=22593>.

One or more individuals from the following 151 organizations were personally notified about the online Plan, invited to read it, and asked to provide input and comments during the “Plan Modifications” public comment period:

Academy for Caregiving Excellence
American Indian Association of Tucson, Inc. dba Tucson Indian Center
Arizona Children's Association
Arizona D.E.S., Employment Administration, SNAP
Arizona D.E.S., Workforce and Rehab. Admin., Workforce and Rehabilitation Services
Arizona Department of Economic Security, Employment Service
Arizona Department of Economic Security, Employment Service Administration
Arizona Department of Economic Security, Rehabilitation Services Administration
Arizona Department of Economic Security, Vocational Rehabilitation Services
Arizona Department of Juvenile Corrections
Arizona School of Integrative Studies - Tucson
Arizona Superior Court in Pima County, Adult Probation Department
Arizona Office of Economic Opportunity
Arizona Workforce Arizona Council
ARIZONA@WORK Pima County Business Services Team
ARIZONA@WORK Pima County Comprehensive Kino Service Center (DW Job Seekers)
ARIZONA@WORK Pima County Specialized Kino Veterans' Workforce Center (Veterans, Transitioning Military Personnel, and spouses)
ARIZONA@WORK Pima County Comprehensive Rio Nuevo Job Center (Adult Job Seekers)
ARIZONA@WORK Pima County Satellite Sullivan Jackson Employment Job Center (Homeless)
ARIZONA@WORK Pima County Specialized Youth Employment Job Center (Youth)
ARIZONA@WORK Pima County System Staff, Partners, and Providers
Aveda Institute Tucson
Azbil North America, BioVigilant Division
Bartending Academy of Tucson
Campus Research Corporation
Career Development Solution LLC dba New Horizon CLC
Carrington College - Tucson
Catalina In-Home Services, Inc.
Catholic Community Services of Southern Arizona
CBIZ Benefits and Insurance Services
Chicano por la Causa
City of Tucson, Economic Development
City of Tucson, Housing and Community Development Department
City of Tucson, Office of the Mayor
CODAC Behavioral Health Services
Community Food Bank of Southern Arizona
Community Outreach Program for the Deaf (COPD)
Creative Communication and Learning Advisory Council, Inc.

Dorothy Kret Advocates, Inc. dba Pak Mail
 Dunbar Barber Academy
 Eii Images Enterprises LLC.
 El Rio Santa Cruz Neighborhood Health Center, Inc
 Empire Beauty School/EEG, Inc. 5
 Excel Mechanical, Inc.
 Fred G. Acosta Job Corps Center
 Fred G. Acosta Job Corps/ResCare
 Goodwill Industries of Southern Arizona, Inc. - Administration
 Goodwill Industries of Southern Arizona, Inc. - Business Services Team
 Goodwill Industries of Southern Arizona, Inc. - Youth Services
 Grace Temple Baptist Church of Tucson
 Greater Littletown Area Human Resources Group, Inc.
 Green Valley Assistance Services, Inc. dba Valley Assistance Services
 HDS Truck Driving Institute
 Heartfelt Workforce
 Higher Ground
 Hollywood Barber College
 Human Learning Systems, Inc./Fred G. Acosta Job Corps Center
 Interfaith Community Services
 International Sonoran Desert Alliance
 JobPath
 Leader Discovery
 LeadLocal
 Linkages
 Literacy Connects
 LOYOLA Associates
 Metropolitan Education Commission
 Nesco Resource
 Office of the Pima County School Superintendent
 Old Pueblo Community Services
 Our Family Services, Inc.
 Pasqua Yaqui Tribal Nation
 Pima Community College - Administration
 Pima Community College - Adult Education for College and Career
 Pima Community College - Community Campus
 Pima Community College - Desert Vista Campus
 Pima Community College - Workforce Development
 Pima Community College District
 Pima County Administration
 Pima County Aerospace and Defense Industry Sector Partnership
 Pima County Board of Supervisors
 Pima County Local Chief Elected Official
 Pima County Community Services, Employment and Training Department (CSET)
 Pima County CSET, Ending Poverty Now
 Pima County CSET, Faith-Based

Pima County CSET, Pima County Community Action Agency (CAA)
 Pima County Joint Technical Education District (JTED)
 Pima County Juvenile Court Center
 Pima County Las Artes, Arts and Education Center
 Pima County Public Library Branches
 Pima County Southern Arizona Manufacturing Industry Sector Partnership
 Pima County Tucson Healthcare Industry Sector Partnership
 Pima County WIB ARIZONA@WORK Pima County All Partners Committee
 Pima County WIB Board Development Committee
 Pima County WIB Bylaws Committee
 Pima County WIB Ending Poverty Now Committee
 Pima County WIB Executive Committee
 Pima County WIB Performance and Accountability Committee
 Pima County WIB Planning Committee
 Pima County WIB RFP Committees
 Pima County WIB Youth Council
 Pima County Workforce Investment Board (WIB)
 Pima Medical Institute - Tucson
 Pio Decimo
 Portable, Practical Educational Preparation, Inc. (PPEP)
 Portable, Practical Educational Preparation, Inc. (PPEP) - OJT
 Primavera Foundation, Inc.
 Pure Aesthetics Natural Skincare School
 Raytheon Missile Systems
 ResCare Workforce Services-Arizona, Inc., TANF-Jobs
 ResCare Workforce Services-Arizona, Inc./Fred G. Acosta Job Corps Center
 ResCare-Jobs Workforce Services, AZ/TANF
 S and S Motorsports
 Sabino Electric, Inc.
 Sahuarita Food Bank
 Salvation Army
 San Ignacio Yaqui Council, Inc.
 Santa Cruz County One-Stop
 Second Chance
 SER-Jobs for Progress of Southern Arizona, Inc
 Serrato Corporation
 Southern Arizona Aids Foundation
 Southern Arizona Barber College
 Southwest Gas Corporation
 Southwest Truck Driver Training Inc.
 St. Elizabeths Health Center, Inc.
 Sun Corridor Inc.
 Sunnyside Unified School District
 TANF/ResCare-Jobs Workforce Services, AZ
 TANF-Jobs/ResCare Workforce Services-Arizona, Inc.
 ThermalStar Training Center

Tucson College of Beauty
 Tucson Electric Power Company
 Tucson Electrical Joint Apprenticeship and Training Center
 Tucson Hispanic Chamber of Commerce
 Tucson Medical Center Healthcare
 Tucson Metro Chamber of Commerce
 Tucson Preparatory School, Inc.
 Tucson School of Horseshoeing
 Tucson Urban League, Inc.
 Tucson Youth Development, Inc.
 Tucson-Southern Arizona Black Chamber of Commerce
 UA Continuing & Professional Education
 UA National Center for Interpretation Testing, Research and Policy
 United Community Health Center Maria Auxialaidora Inc
 United Food and Commercial Workers (UFCW), Local 99
 United Way of Tucson and Southern Arizona
 Universal Avionics Systems Corporation
 University of Arizona
 University of Arizona, Tech Parks Arizona
 University of Phoenix
 YMCA of Southern Arizona
 Yuma Private Industry Council

- **APPENDIX 1 - Provide a copy of the published notice (a screen print is acceptable for internet publication) Public Notice ad**

Public Notice

The Pima County Workforce Investment Board (WIB) is preparing its Workforce Innovation and Opportunity Act (WIOA) Pima County Workforce Development Plan 2016-2020 "Plan Modifications", as required by WIOA sec. 102 (29 U.S.C. 3112) and Policy Broadcast PB #18-018, for the ARIZONA@WORK Pima County One-Stop Workforce Development System. The Pima County "Plan Modifications" will be forwarded for approval to the WIB on 10/12/18 and to the Pima County Board of Supervisors for placement on their 11/06/18 Regular Meeting Agenda. The "Plan Modifications" are due to the Workforce Arizona Council, Arizona D.E.S., and the Arizona Governor before Saturday, 12/15/18. WIOA provides the opportunity to align workforce investment, education and economic development systems in support of a comprehensive, accessible, high-quality workforce development system in the United States. The public comment period for the Pima County "Plan Modifications" 2016-2020 is from Monday, 10/01/18 to Wednesday, 10/31/18. The Plan is available at <https://workcna.pima.gov/cms/one.aspx?portalId=169&pageId=72521> for public comment including comment from key stakeholders such as the WIB; public and private businesses; the public; labor organizations; educational institutions; and government, economic and community organizations. The outcome resulting from review of public comments will be posted online after the comment period.

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- **APPENDIX 2 - Provide a copy of the distribution list used for notification of key stakeholders.**

For privacy reasons, the lists will not be posted. The distribution lists include the WIB members, WIB committee members, key stakeholders, community and labor organizations, community leaders, Local Chief Elected Official, employers, educational institutions, and the general public.

- **APPENDIX 3 - Provide a copy of all comments received as result of the public notice.**

No comments received during the required 30-day Public Comment Period for the Pima County Local Workforce Development Plan 2016-2020 "Plan Modifications."