

## **E. Workforce Development Capacity (20 CFR 679.560(a)(6)):**

**Taking account the analyses in Sections A. – D. above, describe the strategy to work with the entities that carry out the core programs and required ARIZONA@WORK partners to align resources available in the local area to achieve the strategic vision and goals as described in Section D. above. Core partners include Title I-IV. Required One-Stop Partners can be found in Appendix IV.**

**Strategy to work with entities that carry out core programs available in local area to achieve strategic vision and goals.**

The required core program partners include WIOA Titles I-IV and are listed in Appendix IV.

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

Two comprehensive ARIZONA@WORK Job Centers known as the ARIZONA@WORK Pima County One-Stop Kino Service Center and the Rio Nuevo Service Center, offer a full continuum of basic and individualized employment and career development services for job seekers.

Each Job Center serves as an access hub for national employment and training funding programs that include WIOA-mandated partner programs. There are on-site staff representatives who represent each of the WIOA-required core program partners.

**Strategy to work with required ARIZONA@WORK partners to align resources available in local area to achieve strategic vision and goals.**

Section 121(b)(1)(B) of WIOA identifies the entities that are required partners in the local ARIZONA@WORK Pima County system and the required and other One-Stop partners are listed in Appendix IV. The required partners are the entities responsible for administering the following programs and activities in Pima County:

- (1) Programs authorized under Title I of WIOA, including:
  1. Adults;
  2. Dislocated Workers;
  3. Youth;
  4. Job Corps;
  5. YouthBuild;
  6. Native American programs; and
  7. Migrant and Seasonal Farmworker programs.
- (2) Title II Adult Education and Family Literacy Act (AEFLA) program;
- (3) Title III Wagner-Peyser Act Employment Service program authorized under the Wagner-Peyser Act;
- (4) Title IV Vocational Rehabilitation (VR) program authorized under title I of the Rehabilitation Act of 1973;

- (5) The Senior Community Service Employment program authorized under title V of the Older Americans Act of 1965;
- (6) Career and Technical Education programs at the postsecondary level;
- (7) Trade Adjustment Assistance activities authorized under chapter 2 of title II of the Trade Act of 1974;
- (8) Jobs for Veterans State Grants programs authorized under chapter 41 of title 38, U.S.C.;
- (9) Employment and Training Activities carried out under the Community Services Block Grant;
- (10) Employment and Training Activities carried out by the Department of Housing and Urban Development (HUD);
- (11) Programs authorized under State unemployment insurance compensation laws;
- (12) Programs authorized under sec. 212 of the Second Chance Act of 2007; and
- (13) Temporary Assistance for Needy Families (TANF) authorized under part A of title IV of the Social Security Act, unless exempted by the Governor under § 463.405(b).

All of the One-Stop partners provide detailed service information on all the programs and there is an assigned point of contact for all the programs.

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

As a centralized resource for employers, the ARIZONA@WORK Pima County One-Stop system offers recruitment services, outreach to identify training needs, On-the-Job Training (OJT) programs, economic development linkages, target-sector development, inter-regional collaboration, and layoff aversion, response, and mitigation.

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

The Pima County WIB released the Pima County Career Pathways Analysis and Resource Guide Request for Proposal (RFP) RFP-CSET-CPARG-2018-08 on 06/25/18. The Career Pathways Resource Guide development was overseen by the Planning Committee and made available for use by staff and partners in April 2019. The resource guide continues to serve as a tool for identifying and exploring career pathways and lattices as requirements change in top industry sectors. With the Plan 2020, and revisions to the In Demand Occupations given updated Labor Market Information (LMI), the Career Pathways Resource Guide will continue to be a source for the region and will be migrated into an electronic version to improve communication and outreach through the use of technology.

The ARIZONA@WORK Pima County workforce development system includes an integrated safety-net of programs to ensure that basic needs are met so that people can pursue their career goals. The interagency team at each ARIZONA@WORK Job Center thus link mandated and non-mandated

partners with consistent service protocols and service options for workforce development. Contracted providers also enrich the array of youth service options, workshops for all ages, and literacy services.

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

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

The Community Action Agency (CAA) is administered by the Pima County Community and Workforce Development (CDW) Department and the CAA provides financial assistance to low-income households in partnership with an Emergency Services Network of community agencies. CAA services may include:

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

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

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

Linked affiliate and specialized ARIZONA@WORK Job Centers also play a role in the Pima County local workforce development system (LWDS).

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

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

The specialized Youth Employment Center provides a youth-focused center and houses a regional summer youth employment and education recruitment campaign every spring that connects students

with County-funded internship opportunities and other summer youth employment and education programs. On July 3, 2017, the Youth Employment Center moved to a new, convenient location next door to the ARIZONA@WORK Pima County One-Stop Rio Nuevo Career Center. In 2018, the Youth Center started hosting hiring events for in-school youth and young adults ages 14 to 21 and out-of-school youth and young adults ages 16 to 24. Arizona Conservation Corps

The ARIZONA@WORK system also partners and aligns resources with two Pima County education resources in the local area:

- Pima County Las Artes, Arts and Education Center - offers a unique learning environment for youth ages 17-21. It has structured classroom study combined with community art projects that allow students to prepare for High School Equivalency (HSE) Diploma testing and to build employability skills by participating in community art projects. Students receive a weekly stipend for participating.
- 2. Pima County Pima Vocational High School - a School-to-Work Charter School with a focus on youth ages 16 to 21 years old who are looking for an alternative opportunity to succeed in obtaining a secondary education along with vocational training.

The Arizona Department of Economic Security (DES) Employment Service offices serve as affiliate ARIZONA@WORK Job Centers and through referral partnerships and on-site workforce development staffing, the 21 Pima County Public Libraries offer One-Stop services and referrals.

The comprehensive, affiliate, and specialized Title I-B Job Centers received an average number of 6,083 telephone calls and had 6,742 active clients from July 1, 2019 to April 30, 2020.

## **Part b - Strategic Vision, Goals, and Strategies**

### **F. Statewide Strategy Assurances**

The following assurance is being included as required for this Pima County Plan 2020-2023:

The Pima County Workforce Investment Board (WIB) will support statewide workforce strategies identified in the state workforce plan. While action will be taken in the LWDA to support the strategies, the Pima County WIB and support staff will also participate in statewide workgroups and solutions intended to improve workforce services across the state.

### **G. Statewide Strategy Support**

**Describe what steps the LWDB will take to implement the state strategies in the LWDA over the next four-years including who the board will work with to implement the state strategies. Include entities carrying out core programs and other ARIZONA@WORK partners, including programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 CFR 679.506.(b)(1)(ii)), local community partners, economic development entities, etc.**

The ARIZONA@WORK system's efforts will connect local strategies and take steps to implement the State strategies. The Pima County WIB, WIB Executive Committee, WIB Planning Committee, and WIB Performance and Accountability Committee will work with the One-Stop Business Services Team, key stakeholders, and Pima County administrative support staff.

## **Ten Strategies:**

### **1. Promote industry sector partnerships/projects;**

Sector strategy partnerships have been an important way to bring about further alignment of Career Technical Education (CTE) programs with high-demand, high-growth, high-wage industries. Sector Partnerships all include a strong focus on aligning CTE at both the secondary and post-secondary levels with industry needs:

- Aerospace and Defense - Southern Arizona Manufacturing Partners (SAMP) Industry Sector Partnership;
- Logistics - Southern Arizona Logistics Education Organization (SALEO);
- Health and Bioscience - Tucson Healthcare Industry Sector Partnership; and
- Infrastructure - Arizona Energy Consortium that serves to connect energy industry leaders and provide a clear, credible voice for Arizona's growing energy industry.

Representatives from Pima County, Pima Community College (PCC), Pima County Joint Technical Education District (JTED), and various local 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.

Business Services Team members are assigned industry sectors that they focus on, enabling them to develop on going relationships and expertise with employers and sector specific industry groups, such as Arizona Transportation Builders, SALEO, SAMP, Arizona Construction Trades, Southern Arizona Home Builders Association, and local mining companies.

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:

1. SAMP
2. SALEO
3. Tucson Healthcare Industry Sector Partnership
4. Arizona Energy Consortium (formally Arizona Sun Corridor - Get into Energy Consortium)
5. Innovation Frontier Southwest (IFS) - a regional coalition of organizations working collaboratively to develop and promote advanced manufacturing in the security and defense industry.

The WIB will also support the workforce related efforts of any new industry efforts to establish a sector strategy.

Both Pima County 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 Eligible Training Provider List (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.

Partnering with industry, PCC's Workforce Development team is also integrating work-based learning opportunities such as internships and apprenticeships to better support adult learners who need to upskill or reskill quickly in order to increase their employability.

## **2. Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system;**

The WIB, OSO, Partners, and the Business Services Team (BST) have been and will continue to identify ways to strengthen collaboration, and to create and implement additional, effective ways to communicate with all the Partners, service providers, employers, and job seekers. The local strategies also include seeking more streamlined, common processes within the local ARIZONA@WORK system and methods for gathering information more efficiently across the various data systems used throughout the State's workforce development system.

In January 2020, the WIB Executive Committee resolved to ensure the full WIB meetings are growing in value as evidenced by improved participation and genuine engagement and as perceived by the community. Thus, communication and outreach has an internal and external audience from a board perspective. Internally, board development and strategic recruitment are the primary goals. Externally, the board then can serve as regional subject matter experts and 'how to' knowledge holders. The intent is to publish and make visible all the regional workforce system, ARIZONA@WORK Pima County has to offer.

The overarching strategy at the WIB level is to implement the communication and outreach plan is to design community wide presentations and research of topics with specific audience and media considerations. Examples of audiences include but not limited to:

- Industry sector employers
- Out-of-school youth
- Dislocated workers
- Gig employers and employees

ARIZONA@WORK Pima County will expand the talent pipeline in the ARIZONA@WORK system to meet the identified industry needs through focused sector partnerships for locally recognized In-Demand industries. This entails the creation of a **sector-based business engagement strategies** to support consistency and availability of services. Where applicable, the Business Services Team (BST) will assist businesses to utilize work-based training, diversify registered apprenticeships, and upskill workers to increase employee recruitment and retention. Building on past partnerships, ARIZONA@WORK Pima County will continually strengthen and expand business engagement network to deliver solutions, including work-based training models, across the business lifecycle.

Provided with a robust understanding of business and industry needs, the next critical partnership is with educational institutions and training providers. In this relationship, BST increase staff

knowledge of all ARIZONA@WORK education and training services. Further, engaging training providers so the BST can increase awareness of the need for transferable skills in curricula based on business needs.

Through meaningful, trust-building engagement, ARIZONA@WORK Pima County can utilize partners' expertise in strategic planning, grant planning and grant applications, and sector strategy teams for employer engagement and curriculum development using labor market data; also exploring available financial aid and other funding opportunities for individuals.

Both the WIB and CSET are supported in these efforts by Pima County, which assigns a member of its Communications Department to liaison with the media on behalf of CSET. In March 2020, Pima County Administration and the Pima County WIB redesigned the ARIZONA@WORK Pima County web portal. Technology use will continue to be a focal point of communication and outreach strategies.

The Pima County WIB, One-Stop Operator (OSO), and One-Stop Partners have been developing strategies and related action steps in the areas of communication, data, career pathways, sector strategies, and common processes not only for the core program partners, but for all of the partners.

### **3. Increase and improve coordination between workforce, education, and economic development efforts at the state and local level;**

As a component of Pima County's ongoing efforts to increase and improve coordination between workforce, education, and economic development at the state and local levels, the WIB promotes and supports activities that improve economic development, job growth, higher wages, and increased wealth within our region. This is an ongoing function of the Pima County WIB activities, with industry reports, commissioned studies, and panel discussions.

Representatives from regional workforce, education, and economic development entities participate actively with the LWDB workforce activities.

As a component of Pima County's ongoing efforts to increase and improve coordination between workforce, education, and economic development at the state and local levels, the WIB promotes and supports activities that improve economic development, job growth, higher wages, and increased wealth within our region. This is an ongoing function of the Pima County Workforce Investment Board (WIB) activities, with industry reports, commissioned studies, and panel discussions.

The Pima County WIB participates in WIOA-related activities including the virtual and telephone meetings and online surveys that were available during the planning and development of the Arizona Workforce Development Plan 2020-2023. The Pima County WIB and committee's members provided input for the Pima County Workforce Development Plan 2016-2020 and Plan 2020-2023, and the members include representatives from workforce, education, and economic development.

WIOA youth helps support, along with Pima County government, the Pima County Las Artes, Arts and Education High School Equivalency (HSE) diploma program. WIOA youth also may directly link with and be referred to the ACE Charter High school, operated by WIOA subrecipient Tucson Youth Development; and Pima County Pima Vocational High School, a charter school operated by

Pima County CWD. Also there is a youth resource fair for each of the graduating seniors to explore the full array of WIOA education, training, and employment opportunities.

#### Industry and Training Provider Coordination

Tucson Electric Power Company (TEP) has a representative on the Pima County WIB and to ensure skills training is aligned with the jobs of the future, TEP's economic development strategy includes being an active partner in support of the workforce development efforts with the following organizations that are also key stakeholders of the ARIZONA@WORK Pima County One-Stop system:

- The WIB;
- PCC;
- The University of Arizona;
- The Pima County Joint Technical Education District (JTED);
- Local school districts; and
- Private technical training organizations.

#### Workforce and Education Coordination

ARIZONA@WORK Pima County is a model for workforce and education linkage through several methods. A Pima Community College (PCC) education counselor is located at both comprehensive ARIZONA@WORK Pima County One-Stop Job Centers. The cost is split between PCC and WIOA. This eases the entrance of clients into the various programs at PCC, and assists One-Stop case managers with feedback about client training efforts.

ARIZONA@WORK Pima County coordinates services with partners. Drawing upon their existing client base of 20,000 individuals, ARIZONA@WORK Pima County works collaboratively with PCC to recruit program participants and determines eligibility. ARIZONA@WORK Pima County provides assessment and supportive services in collaboration with PCC, and referrals to community agencies.

PCC Adult Basic Education for College and Career (ABECC) collaborates with WIOA programs on activities designed to move dropouts through HSE into WIOA funded entry level training, and then into a job. The Pima County WIB includes among its members, the following education partners:

- PCC President of Campuses and Executive Vice Chancellor for Student Experience and Workforce Development
- PCC Vice President of Adult Basic Education for College and Career
- The Pima County Superintendent of Schools
- Superintendent/CEO of the JTED

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

- Coordination with high-school Career Technical Education (CTE) programs through JTED
- Coordination with adult education programs to provide support and transition services
- 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
- Career services and program development
- Grant-seeking and public information
- Regional collaboration and economic development

PCC ABECC partners with Title I-B and PCC CTE programs to offer Integrated Basic Education and Skills Training (IBEST) to support participants with adult education classes that are contextualized to career-specific content in order to accelerate learning gains and increase participant advancement into career technical education. Braided funding provides for the basic skills and career training as well as workforce preparation, employability skills, and wraparound supports. Targeted career fields are identified collaboratively, based on industry demand, strength of career pathway, and family-sustaining wages. Recent IBEST programs have included Medical Assistant IBEST, Automated Industrial Technology IBEST, and Logistics and Supply Chain Management IBEST. Early IBEST programming in coding, caregiving, building and construction, and entrepreneurship were offered in the past.

Pima Community College (PCC) serves as lead agency in the HPOG HOPES program. PCC coordinates services with partner agencies and works collaboratively with ARIZONA@WORK Pima County on outreach and recruitment. PCC staff completes random assignments, provides educational programming, coaching, advising, and job fairs.

HPOG HOPES (Health Profession Opportunity Grant) is a federal grant funded by the United States Department of Human and Health Services focusing on low-income individuals providing them with education and support services that prepare them to enter growing healthcare careers with the potential for high wages. In order to achieve its educational goals, HPOG works extensively with industry, state, and community partners, to develop accessible, easy-to-navigate series of steps from entry into PCC health-based educational programs through to completion and employment. Since its funding in 2015, HPOG HOPES has helped enroll 1,693 students, with 1,274 enrolled in healthcare training, and 650 enrolled in college readiness.

#### **4. Ensure training provided to job seekers and workers has a focus on transferable skills;**

**Career Pathways** offer a sequence of education coursework and/or training credentials aligned with employer-validated work readiness standards and competencies. Education and training programs are structured with enough flexibility in design to meet the needs of working learners and nontraditional students. WIOA encourages integrated education and employment opportunities to build upon adult, youth, and nontraditional students' **transferable skills** and workforce readiness.

- a. Each worker has many transferable skills, including soft skills such as time management, communication, and teamwork. The key, through Employability Workshops, is getting job seekers and workers to recognize them. These and more industry and occupation specific transferrable skills are built into local skill training, sometimes through communication and feedback between the Business Services Team staff, case managers, and the Employability Workshops and soft skills instructors.

- b. Pre-Employment Seminars are provided by the WIOA Pima County Title I program for ARIZONA@WORK Job Center customers 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 provide job seekers with the needed digital literacy to apply for jobs, set up e-mail, and use Microsoft Office applications for basic functions.

## **5. Create a comprehensive business engagement plan to support consistency and availability of services;**

The Pima County Workforce Investment Board (WIB) will promote a strong economy with effective, extensive business engagement as a way to build Arizona's and Pima County's capacity to attract, retain and strategically grow thriving businesses. The WIB will continue to coordinate with workforce and economic development efforts that support business needs. The WIB and local Business Services Team will serve the employers who create jobs by understanding, supporting efforts, and anticipating their workforce needs.

The ARIZONA@WORK Pima County system will expand the talent pipeline in the local area to meet the identified industry sector needs through focused sector partnerships for locally recognized in demand industries. This entails the creation of **sector-based business engagement strategies** to support consistency and availability of services. Where applicable, the Business Services Team (BST) will assist businesses to utilize work-based training, diversify registered apprenticeships, and upskill workers to increase employee recruitment and retention. Building on past partnerships, the WIB and the ARIZONA@WORK Pima County system will continually strengthen and expand business engagement networks to deliver solutions, including work-based training models, across the business lifecycle.

Provided with a robust understanding of business and industry needs, the next critical partnership is with educational institutions and training providers. In this relationship, BST increase staff knowledge of all ARIZONA@WORK education and training services. Further, engaging eligible training providers, the BST can increase awareness of the need for transferable skills in curricula based on business needs.

Educational institutions are a critical partner to the success of the ARIZONA@WORK system, supporting (i) businesses to meet their need for a qualified workforce, and (ii) employed and unemployed individuals to obtain training and credentials, which lead to employment at family-sustaining wages. Community colleges, CTE providers, education partners, and the Eligible Training Providers who are not already, will be engaged to coordinate the strategies provided in this Plan.

By implementing this engagement framework, ARIZONA@WORK Pima County compliments the statewide model for identified career pathways. All individuals, regardless of education, skills level, or program enrollment, will have a point of entry for the career path based on their specific career needs. For example, students enrolled in adult literacy classes or individuals who are returning citizens and re-entering the workforce will be able to identify where they are on a pathway of interest; what additional skills, training, and/or post-secondary credentials are needed including registered apprenticeships; and receive support from the ARIZONA@WORK system to identify support and resources to meet their goals (i.e., transportation, training). The pathways will utilize labor market information to ensure sustainable careers and engage partners (including eligible training

partners and other educational institutions) and businesses to develop the pathways. Arizona will coordinate across all core and non-core programs (i.e., TANF Jobs, MSFW, SNA E&T) to share the developed career pathways to align as a system, and to assist all customers to meet their potential.

The focus of the State's strategies is for the ARIZONA@WORK system to produce a pipeline of qualified workers, including those who have earned recognized post-secondary credentials. Recognized post-secondary credentials demonstrate and document skills, and help employers fill skilled positions, create talent pipelines, and compete in the state and national economy. By increasing the number of skilled workers with recognized post-secondary credentials, businesses will be encouraged to expand and relocate to Arizona. The benefits of credentials for employed and unemployed individuals include improved labor market experience, higher earnings, greater job mobility, and job security. Recognized post-secondary credentials include educational diplomas and certificates, educational degrees, such as 2-year associate or 4-year bachelor degrees; registered apprenticeship certificates, occupational licenses, and industry recognized certificates, including personnel certifications.

Through meaningful, trust-building engagement, ARIZONA@WORK Pima County can utilize partners' expertise in strategic planning, grant planning and grant applications, and sector strategy teams for employer engagement and curriculum development using labor market data; also exploring available financial aid and other funding opportunities for individuals.

Over the next four years, ARIZONA@WORK One-Stop partners will continue to engage in cross-functional teams, using shared expertise, successes and challenges, and together implement the Arizona State Plan strategies. The strategies will be measured, and problem solving will be implemented to check and adjust throughout the life of the Plan to continue improvement for the ultimate goals of the ARIZONA@WORK system. Specific strategy implementation with economic development entities and alignment include:

Strategies 2 and 3 Implementation: An awareness strategy to improve knowledge and understanding of the workforce, education, and economic systems in Arizona will provide the foundation and stimulus for opportunities across the systems at the state and local level. In addition, Arizona will leverage the expertise, strategies, and relationships built by ACA and LWDBs to increase and improve coordination between the ARIZONA@WORK system and economic development entities. As part of the strategy, ARIZONA@WORK intends to identify, implement, and maintain best practices for coordination between economic, education and workforce entities.

## **6. Implement framework for supporting a statewide model for career pathways based on the identified In-Demand industries and occupations, incorporating appropriate flexibility for regional variation;**

Career pathways systems offer an effective approach to the development of a skilled workforce by increasing the number of workers who gain industry-recognized and academic credentials necessary to work in jobs that are in-demand. To align educational offerings with business needs, career pathways systems engage businesses in the development of educational programs up front. Career pathways systems transform the role of employers from a customer to a partner, a co-leader, and co-investor in the development of the workforce. Employers have a high stake in the development of career pathways that lead to an increase in their pipeline of qualified workers. Additionally, career pathways systems offer a more efficient and customer-centered approach to workforce development

because they structure **intentional connections** among employers, adult basic education, supportive service providers, occupational training, and postsecondary education programs and design the systems to meet the needs of learners and employers.

For a number of years, the WIB has supported regional economic development strategies with six targeted industry sectors in order to ensure that the workforce system's investments line up with the region's economic growth priorities and strengths. In April 2020, the WIB Planning Committee reviewed the target sectors and in May 2020, the WIB accepted the committee's recommendation to keep the same six targeted industry sectors that the WIB used to identify the 129 in demand target occupations for the local area.

The WIB has continued lively discussions that the target sectors were missing key opportunities. For instance, careers that offer realistic entry points and opportunities for advancement, careers in non-targeted industries with skill sets that are needed desperately in the targeted ones. Since 2016, the WIB Planning Committee began working on how to refine the way to target investment in training with additional target occupations and have the WIB review the list, based on overriding labor-market conditions. The initial Career Pathways Guidelines were released.

The WIB developed a new framework through these career pathways guidelines that:

- ✓ support the six target sectors;
- ✓ focus on occupations with enough jobs, sustainable pay, and reasonable entry requirements; and
- ✓ are combined with a strong new emphasis on career advancement.

During 2016 and 2017, the WIB developed the ARIZONA@WORK Pima County Workforce Development Plan 2016 – 2020 that included an analysis of 10-year occupational projections for the Tucson Metro Area that defined in-demand occupations that fell under the following five broad groups of industry sectors:

1. Healthcare, Health Sciences
2. Business Management, Operations, Support
3. Production, Aerospace-Defense, Security
4. Construction, Building/Grounds Maintenance, Installation, Repair
5. Transportation, Material Handling, Logistics

In March 2017 the WIB used the groups and defined a list of in-demand target occupations within the group sectors that met these criteria:

- Educational Requirements at Associate's level and below
- Median Wage at \$33,000 and above
- At least 10 projected openings per year and/or significant rate of growth.

After the WIB Planning Committee completed a review of the in-demand occupations, the WIB revised the criteria to the following:

- Educational Requirements at Associate's level and below;
- Median Wage at or above the median wage for the region;

- At least 10 projected openings per year and/or significant rate of growth; and
- Additional target occupations identified based on overriding labor-market conditions.

During the WIB's development of the ARIZONA@WORK Pima County Workforce Development Plan 2020-2023 the list of in demand occupations were reviewed and now has 129 on the list.

The local area continues to approve training programs for non-targeted occupations, but limits the number of training plans funded outside of the targets.

And to receive Title I-B training services, participants must show that their entry-level training and employment goals fit into a career pathway leading to a sustainable-wage career at a skilled technician level or above.

This approach maintains flexibility to deal with exceptional circumstances, but drives the overall system toward better outcomes for employers and job seekers based on available data and current best practices.

## **7. Improve processes for co-enrollment across partners to share costs and case management to better serve customers;**

When allowed by a program's rules and regulations, partners do co-enroll job seekers in beneficial programs for which they are eligible.

Partners conduct an initial assessment of individuals to determine potential referral to another One-Stop partner and other community resources. Information is obtained about skill level, aptitude, abilities, barriers to employment, and supportive service needs for each individual who is eligible and decides to participate in the One-Stop system.

The local One-Stop partners who work together and share case management processes for the Integrated Basic Education and Skills Training (IBEST) programming have collaborated in streamlining the intake and co-enrollment process for shared participants to avoid duplication or unnecessary delay. The IBEST partners have improved and streamlined some processes to better serve the student customers. Prospective IBEST students are referred from Pima Community College (PCC) Adult Basic Education for College and Career (ABECC) to one of the dedicated Workforce Development Specialist (WDS) career planning staff and the WDS provides a one-on-one introduction and schedules the prospective student for an intake appointment. Once the client is deemed eligible, the WDS performs an initial assessment and enrolls the student. This is all completed in an effort to expedite the onboarding process into the One-Stop system.

## **8. Enhance initiatives supporting populations with barriers to employment to ensure customers are receiving needed services efficiently including special populations;**

- a. The Pima County WIB has had experience with many programs for specific populations. A leading example is the Kino Veteran's Workforce Center. Other recent initiatives have included a case management/job placement program housed at the Pima County Jail. The Pima County WIB "Performance and Accountability Committee" hosted their second Innovation +

Opportunity Conference on March 11, 2020 and one of the topics for this professional development training included how to assist job seekers who are refugees.

- b. The local WIOA Title II programs collect data on potential barriers to employment -- such as low literacy, language barriers, cultural barriers -- at registration. PCC ABECC offers instruction to support students' academic barriers and has expanded its student services support to facilitate referrals to additional support services when needed. Student Success Coaches, and College and Career Navigators utilize that data to offer students much-needed support and to serve as a liaison with One-Stop system services.
- c. Data driven and program designed for outcomes are the basis of grant writing. Below are examples of grants submitted or implemented by the region for those experiencing homelessness, affected by opioids, and the growing re-entry population. With each grant partnership, the region continues to improve services making a more effective and efficient workforce development system. Whether or not the grant is funded, fundamental concepts and critical relationships are established and maintained.

#### 1) Housing Crisis

Tucson/Pima County is an urban metropolitan area of one million people that also includes a vast desert rural area and two tribal entities: the Tohono O'odham Nation and the Pascua Yaqui Tribe. The local Homeless Management Information System (HMIS) records the most recent estimates of homelessness by reporting the PIT count of homeless veterans from the last 10 days of January 2019 by Continuum of Care (CoC) and State. In the 2019 PIT count 204 homeless veterans were identified, indicating an increase from the previous year.

Pima County operates the affiliate Sullivan Jackson Employment Center (SJEC), which is one of a handful of American Job Centers dedicated for people experiencing homelessness funded by the Department of Housing and Urban Development (HUD). Pima County will begin to integrate WIOA Adult services at SJEC to ensure homeless job seekers in Pima County have access to the best and most appropriate resources to transition them into sustainable and dignified employment.

The Homeless Veterans Re-entry Program (HVRP) Coalition has mapped multiple entry points for homeless Veterans and consulted with each partner establishing a robust referral system. Part of the local American Job Center (AJC), the specialized Kino Veterans Workforce Center offers a welcoming drop-in center and a client-centered case management approach for Veterans seeking employment. Co-located at this specialized Job Center are representatives from the WIOA Title I program, Disabled Veterans Outreach Program, HUD VASH employment program, VA Community Employment Services, and the Supportive Services for Veterans and their Families program. The staff work together to solve problems and fill gaps with the goal of connecting Veterans to employment. HVRP staff deputize each of these partner programs to recruit participants to apply for HVRP services.

Youth Homelessness Demonstration Project (YDHP) - The Pima County Youth Equity Services (YES) project is a collaboration between Pima County Community and Workforce Development (CDW), the Southern Arizona Aids Foundation (SAAF), and Tucson Preparatory School (TPS). YES will provide services under the following YHDP project types:

- ✓ Navigation and Case Management;
- ✓ Diversion; and
- ✓ Education and Employment.

YES will contribute to the Tucson Pima Collaboration to End Homelessness (TPCH) community's plan to end youth homelessness by combining the trusted services, expert navigation and case management, and safe environments cultivated by TPS and SAAF with Pima County's substantial resources for education, training, and employment available at the specialized ARIZONA@WORK Pima County One-Stop Youth Employment Center.

Through the ARIZONA@WORK Pima County system, a large range of education, training, job development, and employment activities will be available to youth at TPS and SAAF. This close collaboration with partners and youth will create a social media outreach plan. This outreach plan, to be implemented by paid interns at the specialized Youth Employment Center under staff supervision, will have the capability to gather instant feedback and send targeted ads to youth with disabilities, minority youth, and youth who identify as LGBTQ+ and gender nonconforming. Supportive services leveraged for YES but not provided directly by YES collaborators will be coordinated through ongoing external partnerships and include mental health, outpatient services, substance abuse, child care, and legal services. Combining the employment and education, navigation and case management, and diversion project types will outfit case manager career planning staff with robust toolboxes for solving client problems and mitigating barriers.

## 2) Opioid Affected Families and Individuals

Nationwide, opioids (both pharmacologic and illicit) killed more than 33,000 people in 2015, more than any other year on record. With one million residents, Pima County has the most opioid-related deaths and nonfatal overdoses of any county in Arizona. In 2013, Pima County performed significantly worse than the state in four of the top 20 causes of death. In 2016, opioid-related deaths jumped from 14.9 per 100,000 residents to 15.7 per 100,000 residents. In the same year, 263 fatal overdoses made up 13% of total cases handled by Pima County's Medical Examiner's Office, and opiate compounds contributed to 74% of those deaths.

Pima County Re-Employment Support and Training for the Opioid Related Epidemic (RESTORE) – Pima County grant application not funded - will expand its normal employment and training services to include several new elements designed to increase success for women in poverty and women affected by the opioid crisis. Those elements include a navigator who offers support in handling urgent needs and connects women to community resources to reduce barriers and build assets, a component known as MAMA that provides additional resources to help women create and achieve self-determined goals, resource-building clinics to address legal and housing issues that often get in the way of

success, and additional resources for exploring careers and achieving credentials. Pima County RESTORE will collaborate with a wide array of community organizations for recruitment and client support, strengthening the referral system with a focus on mental health and treatment providers. Four organizations will be selected to partner on the MAMA component. Although not funded, the MAMA training was welcomed at several facilities as part of a pre-release program.

### 3) Re-entry Programs

Pima County Pathway Home Program - Pima County Grant pending funding as of June 5, 2020 - is a reentry program focused on three elements:

1. **Prerelease case management:** barrier identification, basic education, skill building, and vocational training.
2. **Post-release case management from the same behavioral health caseworker:** builds trust, “wrap-around” services like counseling and housing assistance, and creates the stability participants need to maintain employment.
3. **Targeted credential and on-the-job training:** including apprenticeship, transitional jobs and a career path.

The Pima County Pathway Home Program builds on an existing prerelease collaboration between the Arizona Department of Corrections (ADOC) and the Arizona Department of Economic Security (DES). This critical relationship remains strong and in place and a case manager is assigned to receive referrals from the ADOC Manzanita Unit and coordinate activities pre-release when possible.

## 9. Create a consistent system for continuous improvement; and

The Pima County Workforce Investment Board (WIB) believes that listening is a critical first step in continuous improvement. As a result, WIB meetings are used as forums to listen to industry, talk with education and service providers, and stimulate all key stakeholders to think outside the box.

The One-Stop system partners representation on the Pima County WIB Performance & Accountability (P&A) Committee create a mechanism to contribute to dialog and input for continuous improvement. The P&A Committee participates in a regular review of performance measures and leading indicators of performance.

The WIB P&A Committee reviews monthly performance measures and leading indicators of performance and One-Stop system partner representation includes the administering entities for Title I-B, Title II, Title III, and Title IV core program partners; required and other partners; and the One-Stop system’s key stakeholders.

The WIB completed the ARIZONA@WORK Job Center Certification Assessment Tools Part I and II as part of the required LWDB Recertification process. Pima County is required to have all comprehensive, affiliate, and specialized sites certified and the Assessments were conducted in 2018 by WIB members to ensure compliance with WIOA regulations and alignment with the Workforce Arizona Council’s vision.



The One-Stop Operator is tasked with system coordination and convening monthly with the One-Stop partners who seek ways to improve service delivery strategies.

The ARIZONA@WORK system has service and referral agreements between the local adult education provider, PCC, and the local ARIZONA@WORK Job Centers. Many of the strategies and initiatives outlined in this Plan are designed to increase and strengthen the collaboration between adult education and workforce partners to develop and implement consistent and standardized processes for communication, intake, orientation, assessment, referral, and data sharing to better serve Pima County clients.

The co-located partners, mandated and non-mandated, located at the comprehensive ARIZONA@WORK Pima County Job Centers practice and offer consistent service protocols and service options for individuals seeking workforce development. Contracted service providers also enrich the array of service options, workshops for all ages, and literacy services.

The service providers form a network offering multiple points of entry and a choice of service delivery locations.

And although the partners and service providers may focus on particular populations within Pima County, all job seekers receive consistent services. Youth receive consistent services and access to all appropriate service options by means of an Individual Service Strategy (ISS) and it is completed with the career planning Workforce Development Specialist (WDS) staff who work with the participant.

#### **10. Identify data system solutions to enhance the interoperability and quality of data for use across ARIZONA@WORK programs.**

The One-Stop Operator is working with Pima County staff and partners to identify a common data system that will enhance the interoperability and quality of data for use across the One-Stop system.

Pima County will be glad to support state efforts by being a testing site and sitting on procurement review panels. The WIB and County staff have long advocated that the state move away from multiple databases, and use its Procurement authority to seek a system that would serve all parts of the state funded workforce system, and be available to workforce partners including Job Corps and Title V Older Workers programs.

### **Section 3 –ARIZONA@WORK System Coordination**

#### **A. Describe how the LWDB will work with the entities carrying out the core programs (described in Section 3.A.2. above) (20 CFR 679.560(b)(2)) to:**

Access to employment, training, education, and supportive services are key factors for an individuals' ability to move out of poverty and to rebound positively after a layoff or seeking a career change. Very often these factors that make these services critical for vulnerable individuals who have the need and desire to develop a meaningful career, are the same factors that limit accessibility of services.

The Pima County Workforce Investment Board (WIB) works with the following WIOA Title I-B, Title II, Title III, and Title IV administering entities that carry out the four core programs:

### WIOA Responsible Entity and Partner

Pima County Community and Workforce  
Department (CWD)

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

Arizona Superior Court in Pima County,  
Adult Probation Department, Literacy Education  
and Resource Network (LEARN) Program

Arizona Department of Economic Security (DES),  
Division of Workforce Administration

Arizona DES, Division of Rehabilitation  
Services Administration (RSA)

### WIOA Required Partner Program

Title I-B Adult, Dislocated Worker,  
and Youth Programs

Title II Adult Education and  
Literacy Activities

Title II Adult Education and  
Literacy Activities

Title III Employment Service Program  
under the Wagner-Peyser Act

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

Pima County WIB meetings also provide opportunities for the One-Stop partners, service providers, employers, and additional key stakeholders to learn from each other and communicate industry and One-Stop client needs. The WIB and the local ARIZONA@WORK partners developed a Memorandum of Understanding (MOU) and completed the required two-year review in 2020. The MOU includes an Infrastructure Funding Agreement that was developed and approved in 2017 by the partners, WIB, and LCEO. The MOU is the vehicle by which partners coordinate efforts and activities, and discuss policy statements received from their various funding sources.

The Pima County One-Stop Operator (OSO) meets monthly with the core, required, and other One-Stop partners and they continuously seek to improve and coordinate service delivery methods for all the One-Stop partners and service providers and work on:

1. Coordinating service providers within the Job Centers and across the local One-Stop system;
2. Providing some of the WIOA and other services within the Job Centers;
3. Being the primary provider of services within the center;
4. Coordinating service delivery in the comprehensive, specialized, and affiliate Job Centers;  
and
5. Striving to continuously improve the system in order to provide an innovative, adaptive, and customer-driven organization.

Visit the Pima County CWD web site at

[https://webcms.pima.gov/government/community\\_services\\_employment\\_and\\_training/](https://webcms.pima.gov/government/community_services_employment_and_training/) and select the *Resources* tab to see guidelines and procedures that are posted online for all One-Stop partners, service providers, and the public.

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

A coordinated referral process is used to connect vulnerable populations to the ARIZONA@WORK Pima County One-Stop system. Helping persons with barriers such as homelessness, lack of literacy, and a criminal history to transition into our economic talent pool is a smoother process thanks to the One-Stop partners. Each partner provides a designated point of contact to receive referrals and provides feedback on the services provided. The referring partner obtains permission from the customer as appropriate to be able to share basic client information with the appropriate partner and to continue the coordination of ongoing services by the 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 Ending Poverty Now (EPN);
8. Pima County Health Department Women, Infants, and Children (WIC) Program; and
9. Several local alternative charter high schools.

### **Basic Skills/Readiness**

The ARIZONA@WORK system promotes 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 and to earn a sustainable income. The core partners share curriculum, provide staff cross training, and co-enroll participants to maximize options among the following resources:

### **Pre-Employment Transition Services**

This Vocational Rehabilitation (VR) program is 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 Workshop**

Provided by the WIOA Title I-B programs for all ARIZONA@WORK Pima County One-Stop clients and all enrollees in individualized career services. Workshop includes identifying transferrable skills, career exploration, resume development, practice interviewing, and job retention skills.

### **Computer Fundamentals Class**

The Pima County Title I-B programs also offer a three-day Computer Fundamentals Class for the workers and job seekers who may need digital literacy to apply for work, set up e-mail, and learn how to use any of the basic functions of *Microsoft Office* software applications.

### **Pima County Adult Probation Literacy Education and Resource Network (LEARN) Program**

This program offers adult education classes for adult probationers, juveniles sixteen and older who have been sentenced to adult probation, and any interested adult from the local community. The

program also offers a variety of other classes that benefit probationers' reintegration into society and include cognitive skills training and some workforce skills.

### **Career Technical Education (CTE) Programs**

Since the Great Recession Pima Community College (PCC) Adult Basic Education for College and Career (ABECC) has partnered with Pima County and the PCC Career Technical Education (CTE) Program to offer adult education classes that are contextualized in career-specific content in order to accelerate learning gains and increase participant advancement into CTE.

### **Integrated Basic Education and Skill Training (IBEST) Programs**

The One-Stop core partners expanded career pathway development by means of IBEST programs, College Bridge programs, and Healthcare College Readiness classes. Targeted industries and occupations have included behavioral health, hotel management, logistics, manufacturing/machining, and green construction jobs. The 2018-2019 IBEST programs included:

- Medical Assistant IBEST;
- Machine Tool Technology IBEST;
- Logistics IBEST;
- Mechatronics IBEST; and
- Early IBEST programming in coding, caregiving, and entrepreneurship.

### **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-B 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-B programs 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 work together to develop new capacity to facilitate volunteer experiences for participants, where feasible. Such experiences may be easier to secure than Transitional Jobs or OJT and will provide the client with valuable exposure to the target industry and occupation, and provide contact with potential future employers.

### **Supportive Services**

Offered and limited to eligible Title I-B participants and individuals who are committed to their employment plan, and meet WIOA requirements for employment and training related expenses.

### **Individual Training Account (ITA)**

Most Title I-B Adult and Dislocated Worker (DW) training is delivered via an ITA that are only issued for programs on the Eligible Training Provider List (ETPL). The ITA plans must be completed within two years and any exceptions must be justified with ability to benefit factors. PCC pre-requisites are limited to one semester. The 2019-2020 training dollar cap is \$3,000 for the WIOA Title 1-B Adult program and \$3,000 for the WIOA DW program. Exceptions to these rules must be authorized by the Pima County Community and Workforce Development (CDW) Director or his/her designated CSET Program Manager.

The approved training programs on the Pima County ETPL are for in-demand occupations in the local area. The training programs are monitored by the WIB Performance Committee and the WIB Planning Committee determines the in-demand occupations that are offered to eligible Pima County One-Stop clients.

## **2. Facilitate the development of career pathways;**

- a. The WIB facilitated the development of the Pima County Career Pathways Guidelines in 2017. The WIB identified career pathway development as a key strategy to help move lower-skilled workers through progressively higher-skilled demand occupations and training.
- b. The Pima County WIB adopted a Career Pathways Framework for individualized career services and training provided under the Workforce Innovation and Opportunities Act (WIOA) to promote career advancement to sustainable earning levels. To the extent possible, services support at least four levels of skill development:
  - 1) **Basic employment skills are the foundation** for all career pathways. Industry leaders across different sectors and parts of the country have identified these as interpersonal skills, integrity, professionalism, initiative, dependability, adaptability, and teamwork.
  - 2) **Core academic skills** include math, reading, technology and problem-solving skills that are valued by local employers across diverse industries.
  - 3) **Entry-level competencies** include occupation-specific technical requirements for entry-level jobs that generally pay less than the median level but require general skills for that industry, such as safety protocols or medical terminology. Training for entry-level competencies can usually be completed in one or two semesters by a person with core academic skills.
  - 4) **Advanced competencies** equate to completion of an associate's degree or journeyman level in a skilled trade. A majority of jobs at or above the median earning level require this level of education and training or higher.
- c. In 2018 the Pima County WIB determined a need to seek a qualified vendor to complete an analysis of education and training options in Pima County to support its Career Pathways Framework for workforce development.

- 1) The Pima County WIB released the Pima County Career Pathways Analysis and Resource Guide Request for Proposal (RFP) RFP-CSET-CPARG-2018-08 on 06/25/18;
  - 2) The WIB RFP Review Committee selected Pinnacle Workforce Strategies and their contract includes the following progress timeline; and
  - 3) The Workforce Development Specialists (WDS) are using the Guide as part of a career planning tool.
- d. The Business Services Team (BST) conducts on-going meetings with employers to maintain and establish the business partnerships needed. The BST helps the WIB to determine which jobs are in-demand in Pima County and which will lead to a job-driven workforce development system, and assisted in the development and implementation of the Pima County Career Pathways Guidelines.
  - e. The Arizona Department of Economic Security (DES) maintains the State Eligible Training Provider List (ETPL), which contains approved Eligible Training Providers who offer training services to meet the skill development needs of Adult and Dislocated Worker program participants, including those who are disabled and/or require literacy assistance. Pima County uses criteria that includes the demand for occupations in Pima County, alignment with the WIB's industry sector strategies, the WIB Pima County Career Pathways Guidelines, and this Pima County Workforce Development Plan.
  - f. The local ARIZONA@WORK system supports partnerships through the Pima County Joint Technical Education District (JTED), Pima Community College (PCC), and others to expand technical education programs to help build a skilled workforce.
  - g. PCC is developing sustainable wage career pathways based on the sectors identified in this Plan. PCC's programming for each sector is moving to include a combination of modalities such as online, face-to-face, and hands-on learning as needed in either an actual or simulated workplace environment. Participants can learn one skill at a time while taking flexible stackable courses, which when added together lead to competencies and then degrees. Skills and certifications are aligned with industry needs, informed by industry advisory committees through a structured process. The college is developing Centers of Excellence (CoE) based on industry collaboration and feedback. These CoEs are designed to support career pathways. Planned CoEs include:
    - Cybersecurity and Information Technology
    - Public Safety and Security
    - Nursing and Allied Health
    - Hospitality
    - Applied Technology and Arts
  - h. IBEST is a career pathways model that supports individuals who lack basic skills with the ability to get started on career pathways sooner. PCC Adult Basic Education for College and Career (ABECC) works with the local One-Stop partners to offer this collaborative instructional model.

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

### **3. Facilitate the coordination of co-enrollment with ARIZONA@WORK partners; and**

The ARIZONA@WORK system promotes 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 share curriculum, provide cross training, and co-enrollment of participants to maximize options among the resources that are offered to those who need basic skills/readiness training.

Title I-B 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 (AJC) database system used by both Title I-B and Title III, and the TABE 11/12 online testing database administered by PCC ABECC for both Title I and Title II participants.

The ARIZONA@WORK Pima County system uses coordinated referral processes to connect vulnerable populations to the system. In this 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 individual 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);
2. Supplemental Nutrition Assistance Program (SNAP);
3. Pima County Adult Probation LEARN;
4. Pima Community College Adult Basic Education for College and Career;
5. Arizona D.E.S., Vocational Rehabilitation Services;
6. Pima County Community Action Agency;
7. Pima County Ending Poverty Now;
8. 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, including community-based organizations. 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-funded Health Professions Opportunity Grant (HPOG) obtained by PCC, of which Pima County is a sub-grantee and in Title II Adult Education programs such as IBEST. Federal financial aid is another source leveraged for access to postsecondary education.

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 two staff persons, one is located at the Kino Service Center and the other at the Youth Employment Center. Both are members of the ARIZONA@WORK Business Services Team. Goodwill also obtained a grant from the City of Tucson to train people in selected occupations.

Health Profession Opportunity Grant (HPOG) Health Career Opportunities with Personalized Educational Supports (HOPES) is a federal grant funded by the U.S. Department of Health and Human Services focusing on low-income individuals providing them with education and support services that prepare them to enter growing healthcare careers with the potential for high wages. In order to achieve its educational goals, HPOG works extensively with industry, state, and community partners, to develop accessible, easy-to-navigate series of steps from entry into PCC health-based educational programs through to completion and employment. Since its funding in 2015, HPOG HOPES has helped enroll 1,693 students, with 1,274 enrolled in healthcare training, and 650 enrolled in college readiness.

PCC serves as lead agency in the HPOG HOPES program. PCC coordinates services with partner agencies and works collaboratively with the ARIZONA@WORK Pima County One-Stop system on outreach and recruitment. PCC staff completes random assignments, provides educational programming, coaching, advising, and job fairs.

ARIZONA@WORK coordinates services with One-Stop partners. Drawing upon their existing client base of 20,000 individuals, the One-Stop system works collaboratively with PCC to recruit program participants and determines eligibility. The One-Stop system provides assessment and supportive services in collaboration with PCC, and referrals to community agencies.

#### **4. Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).**

Pima Community College (PCC) plays a critical role in the ARIZONA@WORK Pima County One-Stop workforce development system. An Inter-Governmental Agreement (IGA) between the College District and Pima County provides the framework for multiple dimensions of coordination and to improve access for job seekers and workers to the activities that lead to recognized postsecondary credentials.

Career and Technical Education (CTE) Programs in PCC’s Centers of Excellence (CoE) are aligned to industry-recognized credentials. Students complete these programs with both a college certificate and degree and a credential that validates skills and examples include:

- Transportation and Logistics: Truck Driving, Logistics, Automotive Repair, Aviation
  - Credentials: CDL, NC3, ASE, A&P



- Manufacturing: Automation/Robotics, CNC Machining, Quality Assurance, Welding, Computer-Aided Design
  - Credentials: NC3, NCCER, NIMS
- Construction: Carpenter, Electrician, HVAC-R, Plumber
  - Credentials: NC3, NCCER
- Health Sciences: Allied Health, Emergency Medical Technology, Nursing
  - Credentials: NREMT, NREMRT-P, CNA, Caregiver, CMA, LPN
- Information Technology: Cybersecurity, Networking, Programming
  - Credentials: A+, Sec+, Project+, Net+, CySA+, Red Hat RHCSA, Google Cloud, Google IT Support Certificate

In accordance with the WIOA, the One-Stop system coordinates with and implements services with Title II PCC Adult Basic Education for College and Career (ABECC) and the Pima County Adult Probation LEARN Program, and Title IV Vocational Rehabilitation Services (VRS). Services are offered 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 a 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.

The WIB continues 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 incorporate information about the advantages of stackable and portable credentials in career counseling and works 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).

**B. Describe the LWDB's strategies and services and how they will be used within the LWDA and region (20 CFR 679.650(b)(3) to:**

**1. Facilitate engagement of businesses, including small businesses and businesses in in-demand industry sectors and occupations, in workforce development programs;**

- a. The Pima County Workforce Investment Board (WIB) monthly meetings are forums for employers, One-Stop partners and service providers, additional key stakeholders, and occasionally clients, to come together to learn from each other and hear about large and small employer, industry, and client needs.
- b. The Pima County WIB maintains the WIOA requirement of having Business Representatives and the majority (at least 51%) of the members that must be representatives of both large and small employers in the local area. Each of these members meet the following criteria:
  - 1) Be an owner, chief executive or operating officer of businesses, or other individual with optimum policymaking or hiring authority; and
  - 2) Be from a business that provides employment opportunities in in-demand industry sectors or occupations in Pima County.

- c. The Business Services Team hosts bi-monthly Job Developers' Round Table sessions and coordinates in-house recruitment events that provide local employers with opportunities to meet with both pre-screened candidates and walk-ins.

## **2. Support a local ARIZONA@WORK system that meets the needs of businesses in the LWDA;**

The Business Services Team has some natural areas of expertise that are being coordinated. Some local employers have existing relationships with One-Stop partners and service providers' staff, and are strengths that the One-Stop partners and service providers share with 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 provided choices when they post jobs. They may set up a job fair or job club at any One-Stop partner location, they may have candidates pre-assessed, 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; Arizona DES, Workforce Services; Arizona DES, Vocational Rehabilitation Services; and Pima Community College host large and targeted job fairs throughout the year. The WIOA Title I-B Kino Service Center; Kino Veterans' Workforce Center; Youth Employment Center; and the Title I-C 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.

## **3. Better coordinate workforce development programs and economic development;**

The Pima County Economic Development and CSET Departments each have representatives serving on the Sun Corridor Inc. *Tucson Blueprint Steering Committee*. The purpose of the 2019 TUS Blueprint is to establish a new vision for commercial development of both Tucson airports, Tucson International Airport - TUS and Ryan Airfield, incorporating major stakeholder input for asset mapping, gap analysis, and new growth strategies/tactics. This effort was guided by a high-level Steering Committee of nearly 20 community leaders and influential organizations. An online survey and meetings with more than 100 employers also generated valuable feedback and was incorporated into the TUS Blueprint.

Representatives from the Tucson Metro Chamber and Sun Corridor Inc. are on the LWDB and provide valuable information and expertise. The Tucson Metro Chamber is a membership-based business advocacy and community development organization that represents 1,500 businesses, employing more than 160,000 employees in Tucson and Pima County. The Tucson Metro Chamber is committed to being the connector of leaders and influencers, catalyst for business growth, and champion for a stronger community.

Sun Corridor Inc. is a transformative economic development organization representing one of the most dynamic and growing major business centers in North America. Located in Southern Arizona and encompassing four counties (Pinal, Pima, Santa Cruz, and Cochise), Sun Corridor Inc. is a CEO-driven regional alliance whose members aggressively champion mega-regional issues that impact

economic competitiveness and quality of life. The organization has helped to drive significant business investment into the Tucson and Southern Arizona region through primary job creation, resulting in an economic impact of \$29.5 billion.

In 2017 the Pima County WIB released a competitive RFP 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.

In accordance with Pima County Board of Supervisors Policy (“Selection and Contracting of Professional Services”), Pima County CWD 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 were to be issued at any time subsequent to the publishing of the solicitation and the County reserved the right to extend the contract for up to four (4) one-year periods.

The ARIZONA@WORK Pima County Business Services Team is routinely contacted by Sun Corridor Inc. and the regional chambers of commerce to discuss and address issues presented by businesses that are interested in expanding and locating in Pima County. Sun Corridor Inc. focuses targeted business development activity in the Aerospace and Defense, Bioscience/Diagnostics, Transportation and Logistics, and Renewable and Mining Technology industry sectors.

ARIZONA@WORK Pima County 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 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. 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.

The Tucson Metro Chamber is working to best connect veterans, transitioning military members, and students to employers. They hosted a Fall 2019 hiring event that resulted in a 66% success rate. The Chamber is actively working to grow these efforts and build a TUCSON PIPELINE. The Tucson community is coming together to launch its first comprehensive centralized workforce development and talent optimization solution. This holistic “end-to-end” model connects and integrates the existing workforce development ecosystem resources to provide a trusted and unbiased universal hub to support all of our students, job seekers, and employers across all industries. This public-private partnership approach strategically links all levels of talent to existing career

opportunities, while also providing a career development pipeline directly to our education and training partners. Leveraging proven technology, every employer, student, and job seeker can access the resources they need – establishing Tucson, and our state, as a national showcase of workforce innovation, helping us all to address the complex workforce development challenges today and in the future.

The Tucson Metro Chamber also worked with Partnership for Economic Innovation (PEI) in Maricopa County to bring this skills-based matching technology to Pima County to create a seamless, statewide workforce connection system using this scalable systems-level technology solution. This site was designed to assist those affected by COVID-19 to be matched to another job or be connected to resources that could help navigate career change.

The Applied Technology Academy at PCC provides hands-on training for engineers and other non-technical professionals that need a better understanding of the fabrication process, including welding, machining, and prototyping using non-metallic materials. These skills improve student's abilities to design products that are more innovative, easier to manufacture, and require less maintenance. This program is in collaboration with PCC's industry partners, and is expected to expand to other subject areas as the demands arise.

#### **4. Strengthen linkages between the local ARIZONA@WORK system and Unemployment Insurance programs; and**

Title II Employment Service (ES) staff are co-located at the two comprehensive ARIZONA@WORK Pima County One-Stop Job Centers and align performance accountability indicators with other federal workforce programs. ES provides basic and individualized career services to job seekers and job development services to Pima County employers. Veterans and their eligible spouses receive priority of service from ES and the specialized Kino Veterans' Employment Center both seek to improve the functioning of Pima County's labor markets by bringing together individuals seeking employment with employers seeking workers. Basic services include skill assessment, labor market information, referrals to support service programs, job search, and placement assistance. Individualized services include career and vocational counseling.

The Pima County WIB supports the Arizona state vision as documented in the Arizona State Plan 2020-2023: *Building a pro-growth economy that provides opportunity for all and creates prosperous communities.*

The ARIZONA@WORK Pima County One-Stop system includes 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 that strengthen linkages between the local ARIZONA@WORK system and Unemployment Insurance (UI) programs.

The local workforce development area (LWDA) initiatives meet the needs of employers, workers, and job seekers; align available resources; and provide opportunities to strengthen linkages between the ARIZONA@WORK system and the UI programs.

The Arizona Department of Economic Security (DES) ES is the administering entity that carries out the required core program partner Title III State Employment Service program.

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

Pima County 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. *This statement is in the WIOA Title I-B Adult and DW Programs Fiscal Link Budget and Payments Guidelines.*

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

DES ES staff also part of the Pima County Business Services Team that allows the partnership built in the LWDA to be more responsive to the needs of the business community. Local offices routinely receive employers' requests for workers to fill a wide range of jobs from entry level to highly qualified positions. Among them are professional, technical, and managerial positions, clerical and sales jobs, service occupations, manufacturing work, agricultural employment, machine trades, and skilled crafts.

With the implementation of WIOA, Arizona DES ES staff have 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 local areas, the roles are shared with the ARIZONA@WORK partners for a seamless delivery of services, including but not limited to:

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

Professional development, cross-training, and information sharing sessions are held with all ARIZONA@WORK Pima County One-Stop staff to ensure that ES and all partners' staff have the knowledge to provide quality services to the job seeker, therefore enhancing their customer experience with the ARIZONA@WORK system.

Arizona Adult Education staff at the state level have a Data Sharing Agreement with Arizona DES regarding Unemployment Insurance (UI) Wage System Information. Additionally, follow-up with students after program exit includes survey method for those who cannot be data matched.

The Data Sharing Agreement helps to strengthen linkages between the Title I-B Adults, Dislocated Workers, and Youth; Title II Adult Education and Literacy; Title III State Employment Service; Title IV Vocational Rehabilitation Services; One-Stop partners; and the UI programs.

**5. Implement the following initiatives to support the strategies described above  
(if a LWDB does not currently provide one of the items below, please do not include):**

The ARIZONA@WORK Pima County One-Stop system offers training services that help individuals to upgrade skills, earn certifications, and enhance employability.

- **incumbent worker training programs;** Incumbent Worker Training, including Workplace Literacy, is offered to help prevent job loss. The WIB, in conjunction with employers, provides training designed to help the workers obtain skills necessary to retain employment in their field.
- **customized training programs;** Customized Training, including Workplace Literacy, each are programs designed to meet the specific needs of an employer or group of employers to introduce job seekers to new technologies or new production activities. The employer must commit to employing the job seeker(s) upon successful completion of the training and to paying not less than 50-percent (50%) of the costs of training.
- **industry and sector strategies;** Occupational Skills Training is for entities listed on the Eligible Training Provider List (“ETPL”) who will provide WIOA-approved occupational skills training programs to enable participants to gain proficiency in performing the tasks and technical functions required by certain occupational fields at entry, intermediate, or advanced levels.
- **utilization of effective business intermediaries;** 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, Pima Community College (PCC), the Pima County Joint Technical Education District (JTED), Carl D. Perkins Career and Technical Education, PCC Adult Basic Education for College & Career, WIOA, and the Fred G. Acosta Job Corps Center. It can also generate the development of industry specific IBEST programming that is contextualized for adult education or the limited English proficiency program students in the WIOA and 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.

- **on-the-job training programs;** On-the-Job (“OJT”)/Locally Employer Recognized Training is offered by contracted employers in Pima County and, potentially California, who will through meaningful work experience, teach participants the knowledge and skills essential to adequate performance of the job and to prepare for long-term unsubsidized employment.
- **registered apprenticeships;** 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.

Pima Community College (PCC) has incorporated work-based learning as a centerpiece of strategy to meet the needs of working learners and business and industry with the advent of Industry 4.0. PCC’s overall goal is to have significant work-based learning options built into every program of study, including Apprenticeships. As such, PCC was recently awarded two U.S. Department of Labor grants to accelerate and expand earn and learn models in apprenticeship. The Expanding Community College Apprenticeships (ECCA) initiative is led by the American Association of Community Colleges (AACC) to increase the number of Registered Apprenticeships across the country, with PCC’s primary focus being in construction and applied technology sectors. The funding allows PCC to become the first community college in Arizona to be an intermediary sponsor. As the lead applicant in consortium with Central Arizona College (CAC) and three colleges in the Maricopa County Community College District (MCCCD)—Estrella Mountain, GateWay and Mesa, the Industry-Recognized Apprenticeship Model in Manufacturing project (i-RAMM) is establishing earn-and-learn apprenticeship programs in advanced manufacturing.

PCC is continuing to advance its efforts in developing apprenticeship models that provide educational opportunities that support upskilling, and use flexible modalities that can take place at an employer’s location. Development of integrated earn-and-learn apprenticeship models that allow for online and hybrid education, skill development with hands-on practice, and the opportunity to earn a wage will better support adult learners who need to upskill or reskill quickly to increase their employability in high-demand sectors. These opportunities can help serve various populations ranging from high school youth, opportunity youth, adult learners or incumbent workers in need of upskilling or specialized training. Earn-and-learn models allow participants to gain viable skills while earning income and reducing debt.

- **work experience programs; and** Annual Youth Summer Employment Program.
- **other business services and strategies designed to meet the needs of regional employers.** Transitional Jobs are offered to help individuals who are chronically unemployed, have limited work experience, or have other barriers to employment establish a solid work history and gain occupational skills. Opportunities for subsidized work experiences for individuals are developed with local businesses.

Skills Upgrading and Retraining is short-term or part-time intervention designed to help workers upgrade skills and utilize skills through modern technology.

Entrepreneurial Training is offered to individuals who want to gain knowledge on how to organize and manage a business or enterprise, and ownership responsibilities.

Pima Community College is the administering entity for the Title II Adult Education and Literacy program and uses initiatives such as the Arizona Adult Education College and Career Readiness Standards training and curricular alignment; the statewide hybrid and distance learning delivery models; and Arizona integrated education and training pilot programs. These programs assist adults in obtaining employability skills; extending learning beyond the classroom; and improving reading, writing, math, and English language abilities.

**C. Explain what the role of the LWDB in the Eligible Training Provider (ETP) program approval process is, as required pursuant to 20 CFR 680.430(c); explain Local ETP program requirements or performance standards; and describe LWDBs outreach to employers and training providers to identify and develop training program related to in-demand occupations in the LWDA. If currently in policy please include a copy of the policy, or a link to the policy in the local 4-year plan (20 CFR 680.430(c)).**

The ETP program approval process is in the Pima County ETPL Guidelines at [https://webcms.pima.gov/UserFiles/Servers/Server\\_6/File/Community/CSET/Plan%202016-2020/Guidelines/Pima%20County%20ETPL%20Guidelines\\_051217\\_Signed.pdf](https://webcms.pima.gov/UserFiles/Servers/Server_6/File/Community/CSET/Plan%202016-2020/Guidelines/Pima%20County%20ETPL%20Guidelines_051217_Signed.pdf)

If an individual does not have the skills necessary to secure sustainable employment, he/she may be eligible for Training Services, including specialized occupational skill training. The career planning Workforce Development Specialist staff will help individuals to prepare an application for training that is offered through the One-Stop system.

Occupational Skills Training is available and individuals may choose a target industry and occupation from the Pima County One-Stop Eligible Training Provider List (ETPL) of more than 300 programs. The organizations listed on the ETPL provide WIOA-approved occupational skills training programs to enable participants to gain proficiency in performing the tasks and technical functions required by certain occupational fields at entry, intermediate, or advanced levels.

On-the-Job Training and Internships are developed with a variety of local employers by the Pima County One-Stop Business Services Employer Outreach Team. These opportunities combine instruction with work experience in the target occupation. This component also helps job seekers with limited work history to establish employer references.

Customized Training in special-demand areas are also available and all training applications are approved based on the strength of the application, feasibility of the training plan, and availability of funds.

**D. Examine how the LWDB will coordinate local workforce investment activities with regional economic development activities that are carried out in the LWDA, and how the LWDB will promote entrepreneurial skills training and microenterprise services (20 CFR 679.560(b)(4)).**

In March 2020, Pinal County initiated a collaboration effort for Pima County, Maricopa County, and Pinal County and formed a joint workforce and economic development regional alliance. John Moffat and Patrick Cavanaugh from Pima County Economic Development; and Arnold Palacios and Nils Urman, Pima County Community and Workforce Development Department (CWD) represent Pima



County. Recognizing the significance and importance of economic and workforce development collaboration, this alliance will be strengthened and continued with new, relevant initiatives for the region that can be supported by ARIZONA@WORK Pima County.

Weekly emails are sent to individuals who have signed up to receive weekly email announcements from the Business Services Team and that provide a list of current job openings.

The Pima County WIB hosted an Attractions and Tourism Industry's Economic Impact on Pima County panel during their 06/14/2019 monthly meeting. One WIB member commented that Tucson is known for entrepreneurship and asked the panel guests what about the mom and pop restaurants and how can they attract business and job seekers?

1. The Chef panel guest replied that they have a challenge with wages and taxes. They can't make sustainability. They draw away employees with a promise of \$.25 more per hour. It's not sustainable as the price of food goes up, labor costs, and along with already thin profit margins.
2. Another WIB member commented that culture and passion mean a lot, given full employment and \$.25 more per hour is a draw, but other benefits of working must be developed.

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

Evaluations of effectiveness include how well the ARIZONA@WORK Pima County One-Stop Job Centers integrates available services for participants and businesses, meets the workforce development needs of participants and the employment needs of local employers, operates in a cost-efficient manner, coordinates services among the One-Stop partner programs, and provides access to partner program services to the maximum extent practicable, including providing services outside of regular business hours where there is a workforce need, as identified by the LWDB.

If the LWDA is ever faced with both a global health and an economic crisis, jobs may be more important than ever. Jobs are what keep our families, community, and the country moving forward. The ARIZONA@WORK system is also prepared to provide the community with critical housing and utility assistance that families may need during a crisis. The ARIZONA@WORK system will remain open unless mandated to close in order to continue to serve the community during a critical time.

The following are examples of responses to the Coronavirus (COVID-19) pandemic in early 2020:

- The affiliate Pima County Sullivan Jackson Employment Center scheduled staff to cover seven days per week to coordinate referrals for homeless so they could be safe in local hotels.
- Title I-B reassigned staff to help where there was the greatest need. This cross-training helped the One-Stop system to be stronger during the crisis and for the future.
- Title II provided online tutoring services normally offered at their Pima Community College Adult Learning Centers. Students were invited to connect to virtual tutoring Monday – Thursday, 9 a.m. – 7 p.m., Friday, 8 a.m. – 5 p.m., and Saturday, 10 a.m. – 2 p.m.

**F. Provide copies of executed cooperative agreements (MOU) which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA Sec. 107(d)(11) between the Local WDB or other local entities described in WIOA Sec. 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B) and the local office of a designated State agency or designated State unit administering programs carried out under title I of the Rehabilitation Act (29 U.S.C. 720 et seq.) (other than Sec. 112 or part C of that title (29 U.S.C. 732, 741) and subject to Sec. 121(f) in accordance with Sec. 101(a)(11) of the Rehabilitation Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts of cooperation, collaboration, and coordination;**

**1. To expedite the review process please provide links to the electronic version.**

The Pima County Memorandum of Understanding (MOU) establishes the operations protocol for ARIZONA@WORK Pima County One-Stop system and may be viewed at [https://webcms.pima.gov/UserFiles/Servers/Server\\_6/File/Community/CSET/Boards%20Commissions/Workforce%20Investment%20Board/2020%20WIB/MOU%20for%20Partners%20Signed%2001.17.17.pdf](https://webcms.pima.gov/UserFiles/Servers/Server_6/File/Community/CSET/Boards%20Commissions/Workforce%20Investment%20Board/2020%20WIB/MOU%20for%20Partners%20Signed%2001.17.17.pdf).

Arizona Adult Education (AAE) staff at the state level have a Data Sharing Agreement with the Arizona Department of Economic Security (DES) regarding Unemployment Insurance (UI) Wage System Information. Additionally, follow-up with students after program exit includes survey method for those who cannot be data matched. *A link will provided by PCC when obtained from AAE staff.*

Pima County CWD has Data Sharing Agreements with partners that help to strengthen linkages between the Title I-B Adults, Dislocated Workers, and Youth; Title II Adult Education and Literacy; Title III State Employment Service; Title IV Vocational Rehabilitation Services; and other One-Stop partners.

Through an Intergovernmental Agreement with Pima County, PCC has a PCC employee co-located at each of the two Comprehensive ARIZONA@WORK Pima County One-Stop Job Centers - Kino Service Center and Rio Nuevo Career Center - to assist the One-Stop system's career planning staff known as Workforce Development Specialists, with PCC student services, information, and reporting duties. The two positions were in place prior to WIOA and now under WIOA, half of the infrastructure costs are by PCC and half by Pima County WIOA funding.

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

The ARIZONA@WORK Pima County One-Stop system's WIOA Title I-B 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. The ARIZONA@WORK Pima County One-Stop system met or exceeded negotiated U.S. Department of Labor performance levels for the Title I-B Adult, DW, and Youth programs in Program Year 2019.

With the longstanding goal of "meeting clients where they are at," ARIZONA@WORK Pima County will holistically improve processes and utilize technology to modernize 'how we do things.' In person and online self-service is available to all ARIZONA@WORK Job Center visitors or via the Arizona Job Connection (AJC) website, including job search, orientation and group workshops. 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.

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 training for low-income adults often with barriers such as homeless or ex-offenders in Pima County and very often, basic and soft skills training is needed. The Adult program provides priority of service to veterans, public assistance recipients, other low-income individuals, and individuals who are basic-skills deficient. Workforce development services and activities funded under the WIOA Title IB Adult program are focused at the Comprehensive Rio Nuevo Service Center.

The DW program provides services to individuals, who have been terminated, laid off, furloughed, 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. Workforce development services and activities funded under the WIOA Title IB DW program are provided at the comprehensive ARIZONA@WORK Pima County One-Stop Kino Service Center and offered to job seekers impacted by business closures and layoffs.

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.

The ARIZONA@WORK Job Centers also serve 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) affiliate ARIZONA@WORK Pima County One-Stop Job Centers:

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

Adult education and literacy activities funded under the WIOA Title II Adult Education and Literacy Activities programs are offered by two (2) ARIZONA@WORK Pima County Core Program Partners:

1. Pima Community College (PCC) Adult Basic Education for College and Career (ABECC) and;
2. Pima County Adult Probation Department Literacy Education and Resource Network (LEARN) Program.

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

ABECC 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:

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

LEARN is a unit of the Adult Probation Department of the Superior Court in Pima County. The goal of the LEARN program is to provide probationers and any community member with the skills and attitudes necessary to pursue a HSE diploma or to prepare for college and career pathway participation. More than 2,100 learners have earned their HSE diploma through the LEARN program.

All learners age 18 and older are welcome and encouraged to join the program that is focused on the learner. LEARN is free and open to the public at the following three convenient locations:

- South LEARN Center
- East LEARN Center
- West LEARN 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) who are career planning staff, and Program Support Specialists (PSS) also referred to as Intake Support Specialists.

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, Career Planning, 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 One-Stop system collaborates with PCC which has developed Integrated Basic Education and Skills Training (IBEST) programming with the Medical Assistant (MA) certificate, Automated Industrial Technology Level 1 Certificate, Logistics and Supply Chain Management Level 1 Certificate, and others. 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 are a type of work-experience offered as an individualized career service 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.
- 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.

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.

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

- 1. General Announcement;** Category II includes an individual who is employed at a facility at which the employer has made a general announcement that such facility will close within 180 days; or for purposes of eligibility to receive services other than training services, career services, or supportive services, is employed at a facility at which the employer has made a general announcement that such facility will close.
- 2. Unlikely to return to previous occupation or industry;** An individual is considered unlikely to return to a previous industry or occupation when:
  - a. Labor market information for the occupation shows a zero or negative growth rate;
  - b. The local Chamber of Commerce, Economic Development representative, or other credible sources of regional economic information confirm the occupation or industry has shown a significant employment decline in the local labor market area;

- c. Employment Service confirms that, in the previous sixty days, there was a lack of job orders for that occupation to qualified job seekers, as determined by the LWDA;
- d. A plant closure or substantial layoff within the labor market area in the same industry or occupation has occurred in the last six months from the date of plant closure or substantial layoff;
- e. The individuals have been actively seeking but are unable to find employment in their previous industry or occupation for a period of 90 days or more from employment separation; or
- f. A person is laid off from a job due to lack of certification.
- g. The separating service member is separating from the Armed Forces with a discharge that is anything other than dishonorable who qualifies for dislocated worker activities when he or she:
- h. Has received a notice of separation, a DD-214 from the Department of Defense, or other documentation showing a separation or imminent separation from the Armed Forces to satisfy the termination or layoff part of the dislocated worker eligibility criteria in WIOA sec. 3(15)(A)(i);
  - 1) Qualifies for the dislocated worker eligibility criteria on eligibility for or exhaustion of unemployment compensation in WIOA sec. 3(15)(A)(ii)(I) or (II); and
  - 2) Meets the dislocated worker eligibility criteria that the individual is unlikely to return to a previous industry or occupation in WIOA Section 3(15)(A)(iii).

Note: Veterans do not automatically qualify as dislocated workers under this category. Only recently separated service members who have been released within the past 48 months from active military, naval or air duty, and service members who have an imminent separation date. Veterans who are voluntarily retiring from the military are not eligible as Dislocated Workers. However, Veterans who are “forced to retire” by the military (within the past 48 months or have imminent separation date) are considered to be terminated at no fault of their own and must meet the other requirements for Category I Dislocated Worker to be eligible.

### **3. Unemployed as a result of general economic conditions in the LWDA, or as result of a natural disaster.**

A dislocated worker is an eligible adult (see Section 103.01) who meets one of the following four categories.

- A. Category I includes an individual (non-retiree), including recently separated U.S. veterans within 48 months after discharge or release from active duty, who has been terminated through no fault of their own or laid off, or has received a notice of termination or layoff from employment; and
  - 1. Is eligible for or has exhausted entitlement to Unemployment Insurance (UI) compensation or has been employed for a duration sufficient to demonstrate attachment to the workforce (determined on a case-by-case basis by the LWDA), but is not eligible for unemployment

compensation due to insufficient earning or having performed services for an employer that was not covered under state unemployment compensation law; and

2. Is unlikely to return to a previous industry or occupation. An individual is considered unlikely to return to a previous industry or occupation when:
  - a. Labor market information for the occupation shows a zero or negative growth rate;
  - b. The local Chamber of Commerce, Economic Development representative, or other credible sources of regional economic information confirm the occupation or industry has shown a significant employment decline in the local labor market area;
  - c. Employment Service confirms that, in the previous sixty days, there was a lack of job orders for that occupation to qualified job seekers, as determined by the LWDA;
  - d. A plant closure or substantial layoff within the labor market area in the same industry or occupation has occurred in the last six months from the date of plant closure or substantial layoff;
  - e. The individuals have been actively seeking but are unable to find employment in their previous industry or occupation for a period of 90 days or more from employment separation; or
  - f. A person is laid off from a job due to lack of certification.
  - g. The separating service member is separating from the Armed Forces with a discharge that is anything other than dishonorable who qualifies for dislocated worker activities when he or she:
  - h. Has received a notice of separation, a DD-214 from the Department of Defense, or other documentation showing a separation or imminent separation from the Armed Forces to satisfy the termination or layoff part of the dislocated worker eligibility criteria in WIOA sec. 3(15)(A)(i);
  - i. Qualifies for the dislocated worker eligibility criteria on eligibility for or exhaustion of unemployment compensation in WIOA sec. 3(15)(A)(ii)(I) or (II); and
  - j. Meets the dislocated worker eligibility criteria that the individual is unlikely to return to a previous industry or occupation in WIOA Section 3(15)(A)(iii).

Note: Veterans do not automatically qualify as dislocated workers under this category. Only recently separated service members who have been released within the past 48 months from active military, naval or air duty, and service members who have an imminent separation date. Veterans who are voluntarily retiring from the military are not eligible as Dislocated Workers. However, Veterans who are “forced to retire” by the military (within the past 48 months or have imminent separation date) are considered to be terminated at no fault of their own and must meet the other requirements for Category I Dislocated Worker to be eligible.



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

The Pima County Workforce Investment Board (WIB) coordinates workforce investment activities carried out by the Pima County Business Services Team (BST) with state wide rapid response activities. Guidance and support is provided by the Workforce Arizona Council (WAC) that serves as the State Workforce Development Board, the Arizona Office of Opportunity (OEO) that provides administrative staff support for the WAC, and the Arizona Department of Economic Security (DES) that serves as the administering entity for the state.

When Pima County experiences disasters, mass layoffs, or plant closings, or other events that precipitate substantial increases in the number of unemployed individuals, the BST reports all rapid response activities to the Pima County WIB and Local Chief Elected Official (LCEO).

The Pima County BST provides assistance to area employers in managing reductions in their workforce in coordination with rapid response activities provided under WIOA subsection (a)(2)(A) and with strategies for the aversion of layoffs. The strategies may include early identification of firms at risk of layoffs, use of feasibility studies to assess the needs of and options for at-risk firms, and the delivery of employment and training activities to address risk factors; and the marketing of business services offered under Title I, to appropriate area employers, including small and mid-sized employers.

In order to assist dislocated workers in obtaining reemployment as soon as possible, in the case of a permanent closure or mass layoff at a plant, facility, or enterprise, or a natural or other disaster, that results in mass job dislocation, rapid response services may include:

1. The establishment of onsite contact with employers and employee representatives;
  - a. Immediately after the State is notified of a current or projected permanent closure or mass layoff;  
or
  - b. In the case of a disaster, immediately after the State is made aware of mass job dislocation as a result of such disaster;
2. The provision of information on and access to available employment and training activities;
3. Assistance in establishing a labor-management committee, voluntarily agreed to by labor and management, with the ability to devise and implement a strategy for assessing the employment and training needs of dislocated workers and obtaining services to meet such needs;
4. The provision of emergency assistance adapted to the particular closure, layoff, or disaster; and
5. The provision of assistance to the local community in developing a coordinated response and in obtaining access to State economic development assistance.

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

The ARIZONA@WORK Pima County 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 team 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 for businesses that are reducing worker's hours; and
- Answer questions from affected employees on-site or via telephone or email.

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 Pima County Community Action Agency Emergency Services Network, Pima County Housing Center, or other appropriate service providers needed to form the Rapid Response Team to meet the employer and employees' needs. All team members work together to deliver each organizations' 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.

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.

**J. A description and assessment of the type and availability of youth workforce investment activities in the LWDA (20 CFR 679.560(b)(8)). In addition, include:**

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

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

Youth entering the ARIZONA@WORK Pima County One-Stop system have access to all of the services offered to adults as well as special services offered for young people.

Utilizing the centralized intake process, youth entering the ARIZONA@WORK Pima County system are screened using a checklist to determine eligibility for all services.

Individuals who "require additional assistance to complete an educational program, or to secure and hold employment" are youth who fall within at least one of the following categories:

- Is at risk of dropping out of High School due to grades, credits, attendance, not passing proficiency exam, or has had an out-of-school suspension or expulsion from school (ISY).
- Has a court or agency referral mandating school attendance (ISY).
- Is attending an alternative school, education program, or has been enrolled in an alternative school within the past 12 months (ISY).
- Is or was a Ward of the State.

- Has been referred to or treated by an agency for substance abuse or psychological problems.
- Parent(s) currently incarcerated.
- Has neither the work experience nor the credential required for an occupation in demand for which training is necessary and will be provided (OSY).
- Has been fired from a job within the 6 months prior to application (OSY).
- Has never held a full-time job (30+ hours per week) for more than 13 consecutive weeks (OSY).

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

Pima County tracks the ISY enrolled in the program each year to ensure that no more than five percent are enrolled using the above criterion. The above criterion is defined in this ARIZONA@WORK Pima County One-Stop System Workforce Development Plan 2020-2024.

The Pima County Workforce Investment Board (WIB) identifies and selects youth service providers best positioned to provide youth program elements resulting in strong outcomes. The LWDB has determined that the grant recipient for the LWDA or designated fiscal agent, Pima County Community and Workforce Development (CDW) may provide directly some of the youth workforce investment activities. This is a LWDB decision, not a grant recipient decision. The WIB has chosen to award grants or contracts to youth service providers to carry out some or all of the youth workforce investment activities, and the LWDB does award such grants or contracts on a competitive basis (20 CFR § 681.400 (b));

While Pima County CWD is the administering entity that operates the ARIZONA@WORK Pima County One-Stop Youth Employment Career Center, it subcontracts virtually all youth services including intake and career planning staff, on behalf of the WIB, with the following youth service providers who have been competitively procured through an RFP process:

1. Altar Valley Elementary School District #3
2. Catholic Community Services, Inc. *dba* Community Outreach Program for the Deaf (COPD)
3. Catholic Community Services, Inc. *dba* Pio Decimo
4. Center for Life Skills Development
5. Goodwill Industries of Southern Arizona, Inc.
6. Portable, Practical Educational Preparation, Inc. (PPEP, Inc.)
7. SER-Jobs for Progress of Southern Arizona, Inc. (SER)
8. Tucson Youth Development, Inc. (TYD)

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 represents career planning staff and 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 career planning Workforce Development Specialist (WDS) staff 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 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-

### **Summer Opportunities –**

Summer employment opportunities directly linked to academic and occupational learning.

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.

The career planning WDS staff connects youth to one of the Pima County Summer Youth Employment Program employers.

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

As of 2018 In-School Youth (ISY) must provide their high school report card or transcript and have passing grade in order to be considered for a job. Those who do not have passing grades are referred to remedial classes or a Summer Program that combines remedial instruction with Work Experience.

As of 2018 Out-of-School Youth (OSY) must schedule an assessment test. The assessment test is used to determine whether the OSY will be considered for Work Experience, remedial classes, or a Summer Program that combines remedial instruction with Work Experience.

Youth CareerConnect (includes Bioscience, Information Technology, 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; and TYD.

The WDS career planning staff will help youth obtain onsite training opportunities within the public/private business sector in order to provide

### **Work Experience –**

paid and unpaid work experiences including internships and job shadowing.

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; and TYD.

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; and TYD.

The WDS career planning staff 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; YOTO; and the Pima County WIB Youth Council.

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.

### **Skill Training –**

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

### **Leadership Development –**

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

### **Supportive Services –**

support services.

**Adult Mentoring –**

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

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

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 career planning staff 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.

Pima Community College IBEST programs are offered to youth ages 16 and older. These programs assist in obtaining employability skills such as critical thinking and communication; the integration of workforce preparation into literacy activities; career pathways and postsecondary bridge program models; the distance and hybrid learning services to extend learning beyond the classroom; and at the core, instruction in the areas of reading, writing, math and English language acquisition.



The WDS career planning staff will evaluate and track youth needing these services for referral to the ARIZONA@WORK provider.

**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.

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.

### **Labor Market Information for In-demand Industry Sectors and Occupations**

All WIOA and other youth are required to attend two (2) 5-hour Employability Skills Workshops 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 but for only one (1) 4-hour Workshop.

The WDS career planning staff 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. In-School Youth (ISY) and Out-of-School Youth (OSY),

ages 14 to 21, are encouraged to apply. ISY must submit a current report card or transcript and OSY must schedule an assessment test. The information is used to determine whether the Work Experience or Basic Education program will best suit the applicant's needs. The youth who are selected must attend one (1) mandatory orientation and one (1) 4-hour Employability Skills Workshop. Both group sessions are scheduled before the applicants' first day of summer employment.

### **Postsecondary Preparation and Transition Activities**

The WDS career planning staff will provide one-on-one services to the youth to help explore postsecondary education options and occupation training options.

WDS career planning staff 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. For more information about the services to individuals provided by the core programs, please see the policy guidance below:

Title I: <https://des.az.gov/services/employment/workforce-innovation-opportunity-act/policy-and-procedure-manual-workforce>

Title II: <https://cms.azed.gov/home/GetDocumentFile?id=5da73ec203e2b308508fb751>

Title III: <https://az.des.gov/services/employment/job-seekers/employment-service>

Title IV: <https://des.az.gov/services/employment/rehabilitation-services/additional-rehabilitation-resources>

**1. Description of activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities (20 CFR 679.560(b)(8)).**

Partners such as Arizona D.E.S. Vocational Rehabilitation Services, Arizona D.E.S. Employment Service, JTED, Fred G. Acosta Job Corps Center, 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, and includes youth who are individuals with disabilities.

Individualized guidance by caring adults is the glue that holds the youth system together.

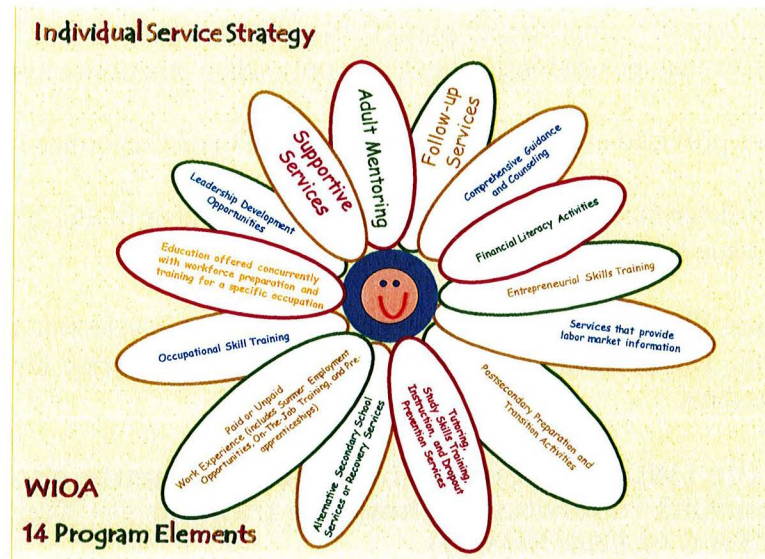
Title IV youth are offered a specific set of job readiness services referred to as Pre-Employment Transition Services. Eligible students must have documented disabilities, be between the ages of 14-22, and enrolled in an educational program. These services are intended to help students with disabilities prepare for future employment; are short in duration; and include job exploration, work-based learning experiences, counseling on post-secondary training opportunities, work readiness training, and instruction in self-advocacy.

**2. Design framework for youth programs and how the 14 program elements required in 20 CFR 681.460 are to be made available within that framework (20 CFR 679.420(b)(8)).**

Each of the One-Stop service provider – and any available funding for them – become part of a shared menu of services.

Funding for the client, who is represented below in the middle of Wild Daisy Model, is driven by his/her needs. Services, also known as the WIOA-required 14 program elements, are represented on each of the 14 daisy petals and are offered and selected to meet the youth's needs.

The Wild Daisy Model is a simple illustration that shows the WIOA-required 14 program elements that the ARIZONA@WORK Pima County One-Stop system offers to youth. Each petal represents one of the 14 program elements.



In Pima County's model - intake, assessment, service planning, participant tracking, and accountability are standardized across the ARIZONA@WORK Pima County service providers and the 14 program elements are offered concurrently with workforce preparation.

#### K. A description of how training services will be provided.

- 1. If using, Individual Training Accounts (ITA), provide limitations for ITA amount and duration, if included in LWDB's policies (20 CFR 680.310). This is the preferred service delivery model.**

Most Title I-B 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). The WIOA ITA plans must be completed within two years. Any exceptions must be justified with ability to benefit factors (Pima Community College pre-requisites, limited to one semester). The current training dollar cap is \$3,000 for the WIOA Title 1-B Adult program and \$3,000 for the WIOA Dislocated Worker program. Exceptions to these rules must be authorized by the Pima County CWD Director or the designated CSET Program Manager.

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

The training services outlined in WIOA sec. 134 are provided through the use of Individual Training Accounts (ITAs), and if/when contracts for training services will be used, the use of such contracts will be coordinated with the use of ITAs and used to provide training services to eligible WIOA adult or dislocated worker participants through the One-Stop delivery system, based on needs identified in the individual's employment plan (IEP).

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

1. The services provided are On-the-Job Training (OJT) or Customized Training;
2. The LWDA determines that there is an insufficient number of eligible providers in the LWDA to issue an ITA.

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

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

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

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

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

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

The ARIZONA@WORK Pima County One-Stop system provides supportive services. One-Stop partners collect and disseminate information on the available supportive services that may be necessary

for individuals to participate in training and employment. Services include, but are not limited to transportation, childcare, and social needs.

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-B programs.

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

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

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

The Pima County One-Stop system follows the Arizona WIOA Title I–B Policy Manual, Section 200: Youth Program, that specifies that youth are considered basic skills deficient if he/she performs either of the following at or below an 8.9 grade level using a state–approved standardized test:

- (1) computes or solves math problems; or
- (2) reads, writes, or speaks English.

In addition, a youth is considered basic skills deficient if unable to compute or solve problems, or if unable to read, write or speak English at a level necessary to function on a job, in the individual’s family, or in society, as determined in local policy. Acceptable verification and documentation for youth of basic skills deficiency includes school records or current acceptable assessment test results. See PB 19-026 for most current assessment test:

[https://des.az.gov/sites/default/files/media/pb\\_19\\_026\\_8\\_12\\_19\\_basic\\_skills\\_assessments.pdf](https://des.az.gov/sites/default/files/media/pb_19_026_8_12_19_basic_skills_assessments.pdf).

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

WIOA Title I-B Adult Program funding has been awarded to Pima County for Individualized Career Services and Training Services. The ARIZONA@WORK Pima County One-Stop system uses priority of service guidelines to enroll new participants.

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

The ARIZONA@WORK Pima County Title I-B 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 Intake Team uses the following tool to determine four levels of priority for Individualized Career Services and Training:

Veteran or Eligible Spouse of Veteran	Non-Veteran
<p>Priority of Service = 1</p> <ul style="list-style-type: none"> <li>Currently Receiving Public Assistance (PA) or received PA within last 6 months.</li> <li>Low income <ul style="list-style-type: none"> <li>Unemployed with income at or below 70% LLSIL</li> <li>Employed with income at or below the locally defined self-sufficiency level of 130% LLSIL</li> <li>Homeless</li> <li>Individual with a disability</li> </ul> </li> <li>Basic Skills Deficient <ul style="list-style-type: none"> <li>Reading, Language, or Math below 8<sup>th</sup> grade</li> <li>Other evidence</li> </ul> </li> </ul>	<p>Priority of Service = 2</p> <ul style="list-style-type: none"> <li>Currently Receiving PA or received PA within last 6 months.</li> <li>Low income <ul style="list-style-type: none"> <li>Unemployed with income at or below 70% LLSIL</li> <li>Employed with income at or below 130% LLSIL</li> <li>Homeless</li> <li>Individual with a disability</li> </ul> </li> <li>Basic Skills Deficient <ul style="list-style-type: none"> <li>Reading, Language, or Math below 8<sup>th</sup> grade</li> <li>Other evidence</li> </ul> </li> </ul>
<p>Priority of Service = 3</p> <ul style="list-style-type: none"> <li>Does not meet criteria listed above</li> </ul>	<p>Priority of Service = 4</p> <ul style="list-style-type: none"> <li>Does not meet criteria listed above</li> </ul>

The Intake Team schedules category 1 and 2 Adults for the required pre-employment seminar, Test of Adult Basic Education (TABE) assessment, and introductory appointment with a Workforce Development Specialist (WDS). During the appointment adults learn about available services and determine if they want to continue with enrollment.

WDS will refer interested adults to an Intake Specialist for assignment to available slots in order of priority and enrollment and complete a “full save” in the Arizona Job Connection (AJC) database management system.

After enrollments are made in one week, any remaining slots will be added to the number of available slots the following week. If more adults request enrollment than there are slots, those with lower priority level may be assigned in a subsequent week, after those with higher-priority levels have been assigned.

The Intake Supervisor will track intake and enrollment activity by priority level and report this information to the Pima County CWD Director or designee, to ensure that priority populations are receiving priority for individualized career services.

**O. A description of how the LWDB will provide Veterans Priority of Service. The strategies must include processes in place to ensure that veterans and eligible spouses are identified at the point of entry and given an opportunity to take full**