



BOARD OF SUPERVISORS AGENDA ITEM REPORT

Requested Board Meeting Date: June 23, 2020

Title: Pima County Local Workforce Development Plan 2020 - 2023

Introduction/Background:

The Workforce Innovation and Opportunity Act (WIOA) of 2014, Public Law (Pub. L. 113 -128), reauthorized the Workforce Investment Act (WIA) of 1998. The WIOA replaced the WIA effective 07/01/15. WIOA provides the opportunity to align workforce investment, education, and economic development systems in support of a comprehensive, accessible, high-quality workforce development system in Pima County. During the past several years the Pima County Workforce Investment Board (WIB) and the ARIZONA@WORK Pima County One-Stop key stakeholders have strived to create an innovative and comprehensive workforce development system to meet the needs of its growing population. With the implementation of WIOA, Pima County has had opportunities to create additional positive change to help improve the local workforce development system. The Pima County WIB is presenting its 2020-2023 Local Workforce Development Plan ("Local Plan"), as required by WIOA Section 102 (29 U. S.C. 3112), and is recommending approval of the Plan from the Pima County Board of Supervisors who serve as the WIOA Local Chief Elected Official(s). If approved, the Pima County WIB and the ARIZONA@WORK Pima County One-Stop Workforce Development and Delivery System will be able to continue to receive WIOA funding and connect qualified workers with quality jobs, support Pima County's Economic Development goals, and meet the WIOA requirements.

Discussion:

The Workforce Innovation and Opportunity Act (WIOA) is the federal law that governs the ARIZONA@WORK Pima County One-Stop Workforce Development and Delivery System. It is designed to integrate services to support businesses and job seekers through strategic cross-sector partnerships. It envisions connecting workforce, education, and economic development entities to ensure strategic leveraging of resources and optimum results. The law addresses the needs of customers through establishing a comprehensive system that provides access to employment, education, training, and support services.

Section 108 of WIOA and 20 CFR 679.500-560 requires that each Local Workforce Development Board develop and submit to the State, in partnership with the Local Chief Elected Official, a comprehensive four-year Local Plan on the current and projected needs of the local area's ARIZONA@WORK system. The law emphasizes the importance of collaboration and transparency in the development and submission of the Local Plan. The Local Plan is a four-year action plan to develop, align, and integrate service delivery strategies and resources across the ARIZONA@WORK system in a Local Workforce Development Area. The Local Plan must support achievement of Arizona's vision, goals, and strategies as outlined in the State Plan and is implemented as a business-led, results-oriented, and integrated system.

Conclusion:

The ARIZONA@WORK Pima County One-Stop System's vision is "connecting qualified workers with quality jobs." The significance of that vision is that Tucson's ability to attract quality jobs depends in part on the availability of a labor pool of qualified workers. This is consistent with the Pima County Comprehensive Plan, Pima Prospers.

ARIZONA@WORK
PIMA COUNTY
ONE-STOP
WORKFORCE
DEVELOPMENT
AND
DELIVERY
SYSTEM
MAY 20 2020

- Goal 1: Develop our workforce to meet the business needs of our economy;
- State Goal 3. Grow and Develop a Skilled Workforce; and
- State Strategy 7. Identify and Respond to High-Demand and Growing Industry/Employment Sectors at Local and Statewide Levels.

Recommendation:

The Pima County Workforce Investment Board is recommending approval of the Local Plan from the Pima County Board of Supervisors and giving the Pima County Community Services, Employment and Training Department staff (Community and Workforce Development as of July 1, 2020) and the WIB Executive Committee authority to make technical amendments based on feedback from key stakeholders that include representatives of businesses, education, and labor organizations; and the State Review Team after the public comment period that is from Friday, June 12 to Friday, June 26, 2020.

Fiscal Impact:

If approved, the Pima County Workforce Investment Board and the ARIZONA@WORK Pima County One-Stop Workforce Development and Delivery System will be able to continue to receive WIOA funding and connect qualified workers with quality jobs, support Pima County's economic development goals, and meet the WIOA requirements.

Board of Supervisor District:

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☒ All

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Department Director Signature/Date:  6-15-20

Deputy County Administrator Signature/Date:  15 June 2020

County Administrator Signature/Date:  6/15/20

BY-LAWS OF THE WORKFORCE INVESTMENT BOARD OF PIMA COUNTY

ARTICLE I – NAME AND AUTHORITY

- A. The organization will be called “The Workforce Investment Board of Pima County.” From time to time it may also be referred to as the “WIB”, “Pima County WIB” or “Local Board.”
- B. The WIB is authorized, established in accordance with Section 107 of the Workforce Innovation and Opportunity Act (“WIOA”), and guided pursuant to the Workforce Innovation and Opportunity Act (“WIOA”), Public Law 133-128. WIOA was signed into law on July 22, 2014. WIOA replaces and supersedes the Workforce Investment Act of 1998 (“WIA”).
- C. As the chief elected officials, the Pima County Board of Supervisors (“BOS”) has the final authority over the contents of these by-laws and the formal implementation of policy that may be recommended by the WIB.

ARTICLE II – AREA SERVED

- A. Pursuant to the State of Arizona designation and in compliance with WIOA, the local workforce development area served by the WIB will be all of Pima County, excluding areas under tribal jurisdiction.
- B. The WIB, in cooperation with the BOS, may also provide services and cooperation with other local workforce development areas in Southern Arizona and, to a lesser extent, throughout the State of Arizona.

ARTICLE III – VISION AND PURPOSE

- A. The Pima County WIB will pursue its vision of "Quality Jobs • Qualified Workers" through the following goals:
 - 1. Assisting people to obtain jobs in strategic industry sectors.
 - 2. Supporting employers in finding and hiring qualified employees.
 - 3. Engaging underrepresented labor pools by removing barriers to employment.
- B. The WIB is established to assist the BOS in strategic planning, oversight and evaluation of the local workforce development area to reduce unemployment in Pima County and provide a forum for creatively solving local workforce problems.
- C. The WIB will help develop and promote policies and recommend investments that will support the development of an effective and cohesive workforce investment system to maximize return on investment for all stakeholders.

- D. The WIB will develop and maintain strategic and strong relationships with business organizations, chambers of commerce, labor and trade associations, education providers, and others to build a cohesive regional workforce development system meeting the needs of both employers and job seekers.

ARTICLE IV – DUTIES AND RESPONSIBILITIES

- A. In carrying out the duties and responsibilities set forth in WIOA 107(d), 20 CFR §679.370; the Workforce Arizona Council (“WAC”) Local Governance Policy; and the Shared Governance Agreement, WIB members must adhere and comply with these and all applicable Federal, State and local laws and regulations. This includes WIOA and associated regulations and any future amendments to and guidance issued regarding the laws and regulations.
- B. In cooperation with the Pima County Community Services, Employment and Training Department (“CSET”) and subject to the approval of the BOS, the WIB will undertake the following duties and responsibilities:
1. Local Plan: Develop the multi-year local workforce development area plan required by regulation to be submitted by Pima County to the Governor of Arizona.
 2. Regional Plan: If Pima County becomes a part of a planning region, collaborate with other local boards and local government leaders, or their designees, to prepare and submit a regional plan.
 3. Workforce Research and Regional Labor Market Analysis: Conduct various research projects to analyze the status of the regional and local economies, labor markets and workforce to assist the BOS in the implementation and funding of programs and the Governor in the development of the statewide workforce and labor market information system.
 4. Stakeholder Engagement: Convene and collaborate with local workforce development system stakeholders to ensure the development of an effective local area plan and identify non-federal expertise and resources to leverage support for local workforce development area activities.
 5. Employer Engagement: Bring together a diverse range of private and public sector employers, educators and economic development authorities to: promote cooperation with the BOS economic development strategies; develop effective linkages with employers; encourage employer utilization of the ARIZONA@WORK Pima County One-Stop system, a proud partner of the American Job Center network, and programs; and ensure WIB activities meet the needs of current employers and support future growth.
 6. Career Pathways: Collaborate with secondary, Title II providers, and post-secondary education institutions to develop and implement programs that lead to careers paying livable wages and opportunities for advancement.
 7. Proven and Promising Practices: Identify and promote the use of proven and promising strategies, initiatives, and practices from across the nation for the development of quality jobs and a workforce to fill the jobs.
 8. Technology: Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, workers, job seekers, and those with barriers to employment. Consult with CSET on intake and case management information systems, remote access to systems, and improving digital literacy skills. Leverage resources and capacity within the system.

9. **Program Oversight:** Oversee operations and activities at the ARIZONA@WORK Pima County One-Stop, workforce development programs for local youth, adults and dislocated workers. Monitor the use, management and investment of workforce development funds. Based on evidence, suggest changes to improve performance where needed.
 10. **Local Performance and Accountability:** With the BOS and, when appropriate, the Governor, develop local performance and accountability measures.
 11. **Training:** Identify qualified adult and youth training providers in numbers and career areas sufficient to maximize consumer choice. Ensure that individuals with disabilities have training opportunities that will lead to competency for employment with livable wages and opportunities for advancement.
 12. **Compliance with Law:** In execution of its business, the WIB will comply with the WIOA, federal regulations, and policies and directives from the Arizona Department of Economic Security and the WAC.
- C. The process to ensure LWDB members actively participate in convening the workforce systems' stakeholders, brokering relationships with a diverse range of employers, and leveraging support for workforce development activities includes....(20 CFR § 679.310 (g) (6)). Spotlight, convenings, monthly meetings All members of the WIB are expected to actively participate on a committee or through a designee on one of the Board's committees Fails to actively participate in meetings

ARTICLE V – MEMBERSHIP

- A. **Size:** The number of members will:
1. Not be less than the number required to comply with WIOA requirements and fulfill the WIB's duties and responsibilities;
 2. Not be more than forty-five (45); and
 3. Always be an odd number.
- B. **Composition:** The BOS must ensure that the membership conforms to all requirements of the WIOA 107(b), as outlined in the Shared Governance Agreement between the CEO and the WIB, and the following:
1. **Business Representatives:** The majority (at least 51%) of the members must be representatives of both large and small employers in the local area. Each of these members must meet the following criteria:
 - a. Be an owner, chief executive or operating officer of businesses, or other individual with optimum policymaking or hiring authority; and
 - b. Be from a business which provides employment opportunities in in-demand industry sectors or occupations in Pima County.
 2. **Workforce Representatives:** Workforce representatives must comprise at least 20% of the members:
 - a. **Labor Representatives.** Members must be selected from the following sectors:
 - i. Two (2) or more must be from labor organizations; and

- ii. One (1) or more must represent a joint labor-management, or union-affiliated, registered apprenticeship program. The member(s) must be a training director or member of the labor organization.
- b. Specialized Community Based Service Representatives. Workforce Representatives may also be selected from one or more of the following categories:
 - i. From an agency which addresses the education or training needs for individuals with barriers to employment from disabilities;
 - ii. From an agency successful in providing employment or training services to veterans; and
 - iii. From an agency successful in addressing the employment, education or training needs of WIOA eligible youth.
- 3. Education Representatives: Members must be selected from the following categories:
 - a. One (1) or more shall be from an eligible provider administering adult education and literacy activities under title II; and
 - b. One (1) or more shall be a representative of an institution of higher education providing workforce development activities.
- 4. Economic Development Representatives: At least one (1) member must be from an entity that undertakes economic and community development activities from the private sector and/or small business development centers.
- 5. Core Partner Representatives: Members must be selected from the following categories:
 - a. One (1) or more must be from the Arizona employment office which provides services under the Wagner-Peyser Act (29 U.S.C. 49 *et seq.*);
 - b. One (1) or more must be from the Arizona office which provides services under Title I of the Rehabilitation Act of 1973, other than sec. 112 or part C.; and
 - c. One (1) or more must be from an eligible provider administering adult education and literacy activities under Title II.
- 6. BOS Representatives. The BOS may select additional members from sectors that the BOS believes will improve and enhance the functioning of the WIB.
- C. Qualifications: Members of the WIB must meet the following qualifications:
 - 1. All business members must have:
 - a. Optimum policy-making authority – the individual must be able to commit the entity he or she represents to a course of action; and
 - b. Demonstrated experience and expertise in the area he or she represents – the individual is either a workplace learning advisor as defined in WIOA sec. 3(70) or has documented leadership in developing or implementing workforce development, human resources, training and development, or a core program function.
 - 2. Multi-Category Representation by One Member: An individual may be appointed as a representative of more than one of the categories described in Subparagraphs IV(B)(1) thru (5), so long as all qualifications are met for each category.
 - 3. Nomination and Appointment:

- a. Business representatives must be nominated by local business organizations or trade representatives.
- b. Labor representatives must be nominated by local labor federations.
- c. Education representatives must be nominated by the institution, or in the case of WIOA title II the lead administrator.
- d. All other representatives will be nominated through solicitation of entities in the areas to be represented.
- e. CSET will review nominations with the WIB Chair to:
 - i. Confirm eligibility of each nominee;
 - ii. Receive input regarding the nominees from interested parties; and
 - iii. Present the nominee to the BOS for review and, if satisfactory, appointment.
- f. All members will be appointed by a majority vote of the BOS.

D. Term of Office:

1. All members serving on the WIB as of October 1, 2015, will retain their appointments, providing the criteria set forth in Paragraph IV(C) are met, through March 31, 2016.
2. On March 31, 2016:
 - a. One-third of the members will be selected to serve until September 30, 2016;
 - b. One-third of the members will be selected to serve until September 30, 2017; and
 - c. One-third of the members will be selected to serve until September 30, 2018.
3. The members who will serve the terms set forth in Paragraph D(2) above, will be determined by lot and proportionately distributed to ensure that the categories of membership remain compliant with WIOA requirements and these by-laws.
4. All members appointed after March 31, 2016, will serve three (3) year terms, unless appointed to fill a vacancy. Members appointed to fill vacancies will serve the remaining term of the member's predecessor.
5. Members may be reappointed by the BOS for successive terms pursuant to the nomination process outlined in these by-laws.

E. Resignations:

1. Resignations must be submitted in writing to the WIB Chair, with a copy to the Director of CSET.
2. The Director of CSET will immediately notify the Clerk of the BOS of the resignation.
3. The resignation will be placed on the agenda for the next regularly scheduled WIB meeting and will be effective:
 - a. When acknowledged by the WIB at the meeting, if the resignation will not affect the required composition of the WIB; or
 - b. When a replacement is appointed by the BOS, if the resignation will affect the required composition of the WIB.

F. Vacancies:

1. A member's position is deemed vacant when:

- a. Resignation is accepted;
 - b. A vacancy defined in A.R.S. § 38-291 occurs;
 - c. As required by these by-laws;
 - d. By operation of law; or
 - e. Upon removal from office.
2. The WIB Chair will notify the Director of CSET when a vacancy occurs.
 3. The Director of CSET will notify the Clerk of the BOS of the vacancy.
 4. Positions will be filled in compliance with these by-laws. In addition:
 - a. If needed to maintain the required composition of the WIB, the BOS will fill the vacancy within 120 days with an individual that meets the same membership requirement as the outgoing member.
 - b. If the required composition of the WIB is not affected by the vacancy, the BOS may fill the position at its discretion.
 5. Appointment to fill a vacancy, other than by the expiration of a member's term, will be for the unexpired portion of outgoing member's term.

G. Removal:

1. All members serve at the pleasure of the BOS and may be removed for any reason.
2. A member will be removed if the member:
 - a. Fails to attend meetings as required by these by-laws; or
 - b. Fails to comply with the laws and policies set forth in Article X of these by-laws.
3. The Director of CSET, in consultation with the WIB Chair, may recommend that the BOS remove a member if the member:
 - a. No longer possesses the qualifications of membership which were the basis for the member's initial appointment and the member is not qualified to fill a different slot;
 - b. Fails to represent the WIB in a manner deemed appropriate;
 - c. Is absent for three (3) consecutive meetings without submitting a written leave of absence to the WIB Board Development Committee; or
 - d. Fails to actively participate in meetings.

H. Compensation: Members are not entitled to compensation or to reimbursement for travel expenses for duties performed for the WIB.

ARTICLE VI – OFFICERS

A. Officers: The officers will be:

1. Chair;
2. First Vice-Chair (Performance and Accountability);
3. Second Vice-Chair (Planning);
4. Third Vice-Chair (Board Development); and

5. Fourth Vice-Chair (Youth Council).

B. Election and Terms of Office:

1. One individual will be elected by the membership for each designated office.
2. Each officer will serve a two (2) year term.
3. Elections will be held at the last regularly scheduled meeting before July 1 of each year.
4. Terms of office will begin on July 1 of the year in which the officer is elected.
5. The Chair:
 - a. Must be from the Business Representative group;
 - b. Will be elected by majority vote of the Business Representatives of the WIB;
 - c. May serve no more than two (2) consecutive terms.
 - d. Will be elected in years ending in even numbers.
6. The First Vice-Chair:
 - a. Must be a member of the private sector groups;
 - b. Will be elected by majority vote of the WIB Executive Committee; and
 - c. Will be elected in years ending in even numbers.
7. The Second Vice-Chair:
 - a. Must be a member of the private sector groups;
 - b. Will be elected by majority vote of the WIB membership in attendance on the date of the election; and
 - c. Will be elected in years ending in odd numbers.
8. The Third and Fourth Vice-Chairs:
 - a. May be from any of the representative groups;
 - b. Will be elected by a majority vote of the WIB membership in attendance on the date of the election; and
 - c. Will be elected in years ending in odd numbers.

C. Duties of the Chair: The Chair will:

1. Preside over all regular, special, and Executive Committee meetings of the WIB;
2. Serve as Chair of the Executive Committee;
3. Encourage the best and broadest participation possible from all WIB members;
4. Provide guidance to CSET staff for the preparation of WIB meeting agendas;
5. In consultation with the Director of CSET, appoint chairs of committees, except as defined in these by-laws, and all committee members;
6. Represent the WIB as appropriate;
7. Assign and delegate duties to Vice-Chairs, within their discipline, as needed; and

8. After the conclusion of the term in office, mentor the incoming Chair regarding WIB operations and activities.
- D. **Duties of the First Vice-Chair (Performance and Accountability):** The First Vice-Chair will:
 1. In the absence of the Chair, perform all duties of the Chair;
 2. Fulfill the assignments of the Chair, delegating to the membership as appropriate; and
 3. Serve as the Chair of the WIB Performance and Accountability Committee.
- E. **Duties of the Second Vice-Chair (Planning):** The Second Vice-Chair will:
 1. In the absence of the Chair and First Vice-Chair, perform all duties of the Chair;
 2. Fulfill the assignments of the Chair, delegating to the membership as appropriate; and
 3. Serve as the Chair of the WIB Planning Committee.
- F. **Duties of the Third Vice-Chair (Board Development):** The Third Vice-Chair will:
 1. In the absence of the Chair, First Vice-Chair and Second Vice-Chair, perform all duties of the Chair;
 2. Fulfill the assignments of the Chair, delegating to the membership as appropriate; and
 3. Serve as the Chair of the WIB Board Development Committee.
- G. **Duties of the Fourth Vice-Chair (Youth Council):** The Fourth Vice-Chair will:
 1. In the absence of the Chair, First Vice-Chair, Second Vice-Chair, and Third Vice-Chair, perform all duties of the Chair;
 2. Fulfill the assignments of the Chair, delegating to the membership as appropriate; and
 3. Serve as the Chair of the WIB Youth Council Committee.
- H. **Removal of Officer:** An officer may be removed from office for cause with a vote of at least two-thirds (2/3) of the appointed members.

ARTICLE VII – MEETINGS

A. **Public Meetings:**

1. All regular and special meetings of the WIB, its standing committees, special committees, and workgroups, will be conducted and announced in compliance with Arizona Open Meeting Law, A.R.S. § 38-431 *et seq.* Remote, telephonic, or web-based meetings and attendance will be permitted. Arizona Open Meeting Law, A.R.S. § 38-431 states that a meeting is a gathering, in person or through technological devices of a quorum of a public body at which they discuss, propose or take legal action, including deliberations. A.R.S. § 38-431(4). This includes telephone and e-mail communications.
2. Where these by-laws and other applicable law do not provide adequate procedure for the conduct of a meeting, Robert's Rules of Order will be used as a guide.
3. **Meeting Schedule:**
 - a. **Regular meetings.**
 - i. The WIB will meet a minimum of six (6) times each federal fiscal year (July 1 – June 30).

- ii. Standing committees will meet a minimum of four (4) times each federal fiscal year (July 1 – June 30).
- iii. The Executive Committee will establish the annual calendar for regular meetings each June. The calendar of these meetings will be posted on the WIB's web page no later than July 1 of each year.

b. Special Meetings.

- i. The Chair, or the Executive Committee by majority vote, may call special meetings of the WIB or of committees as deemed necessary;
- ii. The WIB may, by majority vote of those in attendance at a regular meeting, vote to hold a special meeting.

B. Quorum:

- 1. A simple majority of the appointed members will constitute a quorum for the transaction of WIB and committee business.
- 2. Failure to establish a quorum within twenty (20) minutes of the scheduled time for a meeting will result in cancellation of the meeting.
- 3. If quorum, once established, is lost, no further business may be conducted and the meeting must be adjourned.

C. Voting:

- 1. Each member, including the Chair, is entitled to one (1) vote on all matters before the WIB and any committees upon which the member serves.
- 2. Members must be present at a meeting in order to cast a vote. Members will not be permitted to delegate any duties to proxies or alternates for regular WIB meetings. Members may select a designee to serve and vote on a WIB Committee to which the member is assigned.
- 3. No member may cast a vote for any item which has a direct bearing on the organization with which the member is associated or employed or when the member has a conflict of interest under WIOA or A.R.S. § 38-503. Such conflicts must be declared on the record.
- 4. Except for the reasons set forth in paragraph 3 above, abstention from voting is not encouraged. If a member does abstain, the abstention is not counted as either a vote for or against the measure.
- 5. Unless required otherwise in these by-laws or by law, a simple majority of the members present will carry the action.
- 6. At the request of any member, or at the discretion of the Chair, a roll-call or ballot vote may be taken for any action of the WIB.

D. Attendance:

- 1. Every member is expected to attend all regularly scheduled meetings of the WIB and any committees upon which the member serves. Remote, telephonic, or web-based meetings and attendance will be permitted. Arizona Open Meeting Law, A.R.S. § 38-431 states that a meeting is a gathering, in person or through technological devices of a quorum of a public body at which they discuss, propose or take legal action, including deliberations. A.R.S. § 38-431(4). This includes telephone and e-mail communications.

2. Unexcused absences for three (3) consecutive meetings may result in a recommendation to the BOS that the member be removed from the WIB.

ARTICLE VIII – COMMITTEES

A. General:

1. All committees established by the WIB will comply with and be conducted pursuant to the Arizona Open Meeting Law, including the taking and preparation of minutes, and these by-laws.
2. All members of the WIB are expected to actively participate on a committee or through a designee on one of the Board's committees.
3. The WIB Chair, in consultation with the CSET Director, will determine the appropriate membership number for a committee.
4. Members of each committee will, to the greatest extent possible, possess expertise in the topic areas or tasks of the committee.
5. Except as set forth in these by-laws, the WIB Chair will appoint the Chair of any committee. The committee chair's term will coincide with the term of the WIB Chair.
6. All actions of a committee are advisory to, and not binding upon, the WIB.
7. The Chair of each committee will, in consultation with the WIB Chair and CSET Director, set the agenda for committee meetings.
8. Any member who works or contracts with or represents the ARIZONA@WORK Pima County One-Stop may not serve on any committee that oversees the ARIZONA@WORK Pima County One-Stop system.
9. No member will serve on any committee whose activities and oversight may present a conflict of interest for the member.
10. A member may resign from a committee by giving written notice to the committee Chair and WIB Chair. The resignation will be effective upon acceptance by the WIB Chair.

B. Executive Committee: The Executive Committee will:

1. Be made up of the officers of the WIB;
2. Provide strategic leadership and direction for the WIB;
3. Report to the full membership, all action taken by the committee;
4. Elect the Vice-Chair;
5. In consultation with the CSET Director, make recommendations for membership on standing and other committees, ensuring compliance with the requirements of the WIOA, federal regulations, and policies and directives from the Arizona Department of Economic Security and the Workforce Arizona Council; and
6. Perform other duties as the WIB deems necessary.

C. Standing Committees:

1. General:
 - a. There will be four (4) standing committees: The Performance and Accountability Committee; the Planning Committee; the Board Development Committee; and the Youth Council.

- b. Non-WIB member standing committee members, will be voting members of the standing committee.
2. Performance and Accountability Committee: The Performance and Accountability Committee will:
- a. Be chaired by the First Vice-Chair;
 - b. May include One-Stop partners as members;
 - c. Review the performance of all agencies receiving funding under the WIOA;
 - d. Oversee the development of Requests for Proposals (“RFP”) for WIOA services;
 - e. Review and evaluate requests for the Eligible Training Provider List (“ETPL”);
 - f. Oversee the performance of Eligible Training Providers;
 - g. Provide information and assist with operational and other issues relating to the One-Stop delivery system.
 - h. Perform other activities assigned by the WIB Chair; and
 - i. Report to the WIB Chair and full membership, all actions taken by the committee.
3. Planning Committee: The Planning Committee will:
- a. Be chaired by the Second Vice-Chair;
 - b. Review local economic factors to provide guidance for WIB activities;
 - c. Develop strategic plans to meet the workforce needs of local employers;
 - d. Develop strategic plans to further training opportunities for workers that coincide with the workforce needs of local employers;
 - e. Perform other activities assigned by the WIB Chair; and
 - f. Report to the WIB Chair and full membership, all actions taken by the committee.
4. Board Development Committee: The Board Development Committee will:
- a. Be chaired by the Third Vice-Chair;
 - b. Recruit potential WIB members focusing on:
 - i. WIOA composition requirements for the WIB;
 - ii. Education and expertise; and
 - iii. Connections to the community.
 - c. Provide orientation to new members.
 - d. Perform other activities assigned by the WIB Chair; and
 - e. Report to the WIB Chair and full membership, all actions taken by the committee.
5. Youth Council: The Youth Council will:
- a. Be chaired by the Fourth Vice-Chair;
 - b. Have a least two (2) members from community-based organization with a demonstrated record of success in serving eligible youth and other individuals with appropriate expertise and experience who are not members of the WIB;

- c. Reflect the needs of the local area;
- d. Have committee members who are appointed for their experience and expertise and who will bring their expertise to help the committee address the employment, training, education, human and supportive service needs of eligible youth including out-of-school youth;
- e. Have members who may represent agencies such as education, training, health, mental health, housing, public assistance, and justice, or be representatives of philanthropic or economic and community development organizations, and employers;
- f. Have members who include parents, participants, and youth;
- g. Establish and maintain partnerships with local employers and organizations that provide services to youth in order to develop youth into successful members of the community;
- h. Provide information and assist with planning, operational, and other issues relating to the provision of services to youth, which shall include community-based organizations with a demonstrated record of success in serving eligible youth;
- i. Provide information and assist with operational and other issues relating to the provision of services to individuals with disabilities;
- j. Assist with finding employment opportunities for individuals with disabilities;
- k. Perform other activities assigned by the WIB Chair; and
- l. Report to the WIB Chair and full membership, all actions taken by the committee.

D. Other Committees:

- 1. The WIB Chair, the Executive Committee by majority vote or the WIB by majority vote may establish other committees as deemed necessary to assist the WIB in carrying out its duties.
- 2. Each committee will be active for as long as necessary to accomplish the specific purpose of the committee.
- 3. Members will serve on the committee until the committee is dissolved or for the term of the WIB Chair, whichever is shorter.

ARTICLE IX – CONFLICT RESOLUTION

The Executive Committee will promptly and fairly resolve any disputes, conflicts, or disagreements that threaten the functioning of the Board in the manner deemed most appropriate to the situation.

ARTICLE X – CONFLICT OF INTEREST AND ETHICS

A. Members must be familiar with and comply with:

- 1. The Conflict of Interest and Ethics provisions of the WIOA;
- 2. Arizona Conflict of Interest Laws, A.R.S. § 38-502 *et seq.*;
- 3. Pima County Board of Supervisors Policy C 2.1 -- Workplace Ethics, Conduct and Compliance;
- 4. Pima County Board of Supervisors Policy D 21.2 – Prevention of Sexual Harassment;
- 5. Pima County Board of Supervisors Policy D 21.3 – Prevention of Workplace Harassment; or
- 6. Pima County Board of Supervisors Policy D 23.1 – Preventing, Identifying and Addressing Workplace Bullying.

B. Conflict of Interest:

1. Each member is responsible for determining whether any potential or actual conflict of interest exists or arises in fulfilling the duties on the WIB or any committee.
2. Any member with a potential or actual conflict of interest must comply with applicable law including requirements for public disclosure and recusal.
3. WIOA assigns specific responsibility and decision-making authority to the LWDB that can create an actual or perceived conflict of interest when the LWDB is part of an entity or organization that serves multiple roles.
 - a. The WIB must follow written guidelines that describe the firewalls needed to ensure that only the LWDB is responsible for the required functions that includes and is not limited to, how and where services are provided and the monitoring of such services.
 - b. WIB members must adhere to the State Workforce Policy #1 *Local Governance*, State Workforce Policy #8 *Conflict of Interest*, and Pima County guidelines and follow rules in regards to any conflict of interest that may arise, and that may include LWDB members, LWDB support staff, One-Stop service delivery partners, or the administrative entity staff.
 - c. In order to avoid a conflict of interest, the WIB will ensure that the same person/department/unit will not both provide career services and oversee/monitor the provision of the career services.
 - i. The administrative entities for Titles I-B, I-C, and I-D will not provide career services and oversee/monitor the provision of the career services.
 - ii. The ARIZONA@WORK Pima County One-Stop System workforce service providers, competitively selected by the WIB for WIOA Title I-B Adult, Dislocated Worker, and Youth programs, will not provide career services and oversee/monitor the provision of the career services.

ARTICLE XI – STAFF SUPPORT

Pima County, through CSET, will provide the following services for the WIB:

- A. Prepare and disseminate all notices, as required by law or these by-laws.
- B. At the direction of the Chair and the CSET Director, prepare and disseminate the WIB agenda, associated materials and other necessary communications.
- C. Take minutes at WIB meetings. In compliance with Arizona Open Meeting Law, a draft of the minutes will be available and posted no later than three (3) business days after each meeting.
- D. Maintain the records of the WIB for the time periods required under applicable federal or state law.
- E. Prepare reports and provide other information to the WIB, as requested.
- F. Prepare a monthly program report summarizing County activities under WIOA for the Executive Committee.

ARTICLE XII – AMENDMENT OF BY-LAWS

- A. The WIB “Executive Committee,” CSET Director, and the Pima County Attorney’s Office must review and be allowed to comment on the proposed amendment prior to it being circulated to the membership.
- B. The proposed amendment is provided to the WIB members at least 14 calendar days prior to the meeting at which the amendment will be considered.
- C. The WIB may, by vote of a majority in attendance at a WIB meeting, request that the BOS amend the by-laws.
- D. Any amendment will become effective when approved by the BOS.

ARTICLE XIII – SEVERABILITY

If any part of these by-laws is declared unconstitutional or null and void for any reason, the validity of the remaining portions will not be affected by such declaration.

ARTICLE XIV – ENACTMENT

These by-laws will become effective upon adoption by a majority vote of the WIB and approval of the BOS and will remain in effect, as amended pursuant to Article XII, until dissolution of the WIB.

GLOSSARY

Arizona Conflict of Interest Law	A.R.S. § 38-503
Arizona Open Meeting Law	A.R.S. § 38-431 <i>et seq.</i>
BOS	Pima County Board of Supervisors
CSET	Pima County Department of Community Services, Employment and Training
WIA	Workforce Investment Act of 1998
WIB	Pima County Workforce Investment Board
WIOA	Workforce Innovation and Opportunity Act, Public Law 133-128 and applicable regulations in Title 20, Code of Federal Regulations. 20 CFR Part 679 Subpart C applies specifically to WIB.

Required Elements for Submission of Local Plans 2020-2023

by Local Workforce Development Boards under the Workforce Innovation and Opportunity Act (WIOA)

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Guidelines to LWDBs to Develop Local Plans

Background

The Workforce Innovation and Opportunity Act (WIOA) is the federal law that governs the ARIZONA@WORK system, and it is designed to integrate services to support businesses and job seekers through strategic cross-sector partnerships. It envisions connecting workforce, education, and economic development entities to ensure strategic leveraging of resources and optimum results. The law addresses the needs of customers through establishing a comprehensive system that provides access to employment, education, training and support services.

Local Plan Requirements

Section 108 of WIOA and 20 CFR 679.500-560 requires that each Local Workforce Development Board (LWDB) develop and submit to the State, in partnership with the Chief Elected Official(s), a comprehensive four-year plan on the current and projected needs of the local area's ARIZONA@WORK system. The law emphasizes the importance of collaboration and transparency in the development and submission of the plan.

The Local Plan is a four-year action plan to develop, align, and integrate service delivery strategies and resources across the ARIZONA@WORK system in a Local Workforce Development Area (LWDA). The Local Plan must support achievement of Arizona's vision, goals, and strategies as outlined in the State Plan and is implemented as a business-led, results-oriented, and integrated system. This is described at WIOA Section 108(a), and the contents of the Local Plan are described at WIOA Section 108(b) and 20 CFR 679.560.

To ensure an efficient review of the local plans by the Arizona state agencies, this guidance is being provided to clarify potential areas for confusion. Further, this guidance will provide clarification on the submission process and options for ensuring local plans are reviewed and approved as efficiently as possible.

Process for the Development and Submission of Local Plans

Under WIOA, Local plans must align with the State's vision described in the Arizona Unified State Workforce Plan. It is anticipated that Arizona will submit its State Plan for 2020-2023 to the US Department of Labor and US Department of Education on **April 1, 2020**. LWDBs are required to submit local plans for 2020-2023 with the required elements contained in this document to ensure conformity with the State Plan.

The following is the timeline for the State and Local Plan alignment:

Important Dates Regarding Local Planning	
February 19, 2020	State provides draft Local Plan guidance and timeline to LWDBs for public comment
March 20, 2020	State provides guidance and timeline to LWDBs for Local Plans
April 1, 2020	2020-2023 State Plan submitted to USDOE and USDOL
May - June 2020	Anticipated approval of State Plan by USDOE and USDOL
July 1, 2020 - July 15, 2020	Local Plan submissions accepted by DES for review*
October 1, 2020	Final Plans ready for PEC review

** Plans will be reviewed in the order received by ADE and DES. ADE and DES aim to provide responses to the LWDBs within 60 days. To ensure a timely response, it is recommended that plans are submitted using the structure, headings, and numbering sequence provided in this document. If an LWDB chooses not to use the provided format, it is requested that the LWDB submit clarification on where they answered the prompts in the local plan including page numbers.*

Plans should be submitted **electronically** in Word (.doc) to azwioacomment@azdes.gov. The submission must include the name, title, email address, mailing address, and phone number of the person to contact with questions regarding the plan.

State and Local Plan Guiding Principles

Guided by Governor Ducey's vision and four customer centric goals, ARIZONA@WORK partners developed ten strategies for the state workforce plan. During their development two main themes became clear - ARIZONA@WORK partners have a strong desire for better collaboration and communication and a strong desire to improve best practices for our core responsibilities. This can be observed in the list below.

Arizona's Vision: Building a pro-growth economy that provides opportunity for all and creates prosperous communities.

Four Goals:

1. Promote a Strong Economy: Build Arizona's capacity to attract, retain and grow thriving businesses;
2. Serve Business Needs: Serve Arizona job creators by understanding, anticipating and helping them meet workforce needs;
3. Prepare Job Seekers; defend against poverty: Prepare and match job seekers to a job creator for a successful career that provides amply;

4. Protect taxpayers by Providing Efficient, Accountable, Government Services: Accelerate measurable impact and performance for less cost.

Ten Strategies¹:

1. Promote industry sector partnerships/projects;
2. Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system;
3. Increase and improve coordination between workforce, education, and economic development efforts at the state and local level;
4. Ensure training provided to job seekers and workers has a focus on transferable skills;
5. Create a comprehensive business engagement plan to support consistency and availability of services;
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;
7. Improve processes for co-enrollment across partners to share costs and case management to better serve customers;
8. Enhance initiatives supporting populations with barriers to employment to ensure customers are receiving needed services efficiently including special populations;
9. Create a consistent system for continuous improvement; and
10. Identify data system solutions to enhance the interoperability and quality of data for use across ARIZONA@WORK programs.

Each goal will have mission outcomes and lead measures that will be tracked statewide for the ARIZONA@WORK system to gauge progress and to better understand our system's success in working towards this shared vision and four shared goals. These goals and strategies should help all ARIZONA@WORK partners consider how services are delivered, whether the services are reaching in need populations, and where ARIZONA@WORK needs to improve to help address gaps in the system.

As primary contributors to the development of these strategies, ARIZONA@WORK Local Workforce Development Boards (LWDBs) will be expected to communicate how they will support Arizona's growth with these strategies. Instructions are provided further in the guidance.

Local Plan Contents

The following should be included in the local plan. It is recommended that plans are submitted using the structure, headings, and numbering sequence provided in this document. If an LWDB chooses not to use the provided format, it is requested that the LWDB submit clarification on where they answered the prompts in the local plan including page numbers.

¹ Clarification on the relationship between the goals and strategies can be found in the State plan and are summarized in Appendix III.

Section 1 – Infrastructure

A. Describe the ARIZONA@WORK system in the LWDA to include the following (20 CFR 679.560(b)(1)(i)):

1. Name of the county(ies), city, and/or tribes included in the LWDA; Pima County, Tucson

Pursuant to the State of Arizona designation and in compliance with the Workforce Innovation and Opportunity Act (WIOA), the local workforce development area (LWDA) served by the Pima County Workforce Investment Board (WIB) will be all of Pima County, excluding areas under tribal jurisdiction.

The ARIZONA@WORK Pima County One-Stop workforce development system brings together workforce development, education, and other human resource services in a seamless customer-focused service delivery network that enhances access to the programs' services, and improves long-term employment outcomes for individuals receiving assistance. One-stop partners administer separately funded programs as a set of integrated streamlined services to customers.

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

The One-Stop system brings together workforce development, educational, and other human resource services in a seamless customer-focused service delivery network that enhances access to the programs' services and improves long-term employment outcomes for individuals receiving assistance.

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

2. Name of the entity(ies) designated as the Chief Elected Official(s) (e.g., the name of the County, the Tribe, or other entity carrying out the functions of the CEO):

The Chair of the Pima County Board of Supervisors (BOS) is the local chief elected official (LCEO) for the ARIZONA@WORK Pima County One-Stop Workforce Development and Delivery System.

The Pima County WIB is the local workforce development board (LWDB) established to assist the BOS in strategic planning, oversight, and evaluation of the LWDA to reduce unemployment in Pima County and provide a forum for creatively solving local workforce problems.

The Pima County Community Services, Employment and Training Department (CSET) is the administrative entity that coordinates the ARIZONA@WORK Pima County One-Stop partners and service providers that make up the ARIZONA@WORK Pima County One-Stop workforce development and delivery system.



As of July 1, 2020, CSET will be consolidated with the Pima County Community Development and Neighborhood Conservation Department to form the Pima County Community and Workforce Development Department (CWD). The collaboration will improve service delivery to the local community and make a positive difference to improve everyday lives by connecting people to a network of supports and services essential for actively learning, working, living, and thriving in Pima County. The Pima County divisions include Outside Agency; Community Development; Community Services, Employment and Training; Homeless Services; Youth Development; and Administration.

Pima County CWD is also a One-Stop service provider for the Title I-B Adult, Dislocated Worker, and Youth programs and activities as defined by the WIOA, and administers these programs to improve the economic and social sustainability of Pima County by:

- ✓ Developing skilled workers for quality jobs;
- ✓ Assisting employers to address workforce and recruitment needs;
- ✓ Mitigating the impact of layoffs;
- ✓ Assisting households in financial crisis; and
- ✓ Helping persons with barriers such as homelessness, lack of literacy, and criminal history to transition into our economic talent pool.

3. The names of the entities (e.g., county/city/tribe/non-profit/for profit) that provide the following WIOA functions:

i. Local fiscal agent (See 20 CFR 679.420 for functions); Pima County

ii. LWDB Director and other LWDB staff (20 CFR § 679.400 for roles);

- (i) Under the WIOA § 679.400, the Local Workforce Development Board (LWDB) may hire LWDB staff.
 - (1) WIOA sec. 107(f) grants LWDBs authority to hire a director and other staff to assist in carrying out the functions of the LWDB and Pima County staff will assist the Pima County WIB with fulfilling the required functions described in WIOA Section 107(d).
 - (2) The WIB has established and applied a set of qualifications for the position of director that ensures the individual selected has the requisite knowledge, skills, and abilities to meet identified benchmarks and to assist in carrying out the functions of the WIB.
 - (3) The WIB director and staff are subject to the limitations on the payment of salary and bonuses described in WIOA Section 194(15).
- (ii) The Pima County WIB approved to hire a WIB Director in 2017. The WIB Program Manager position was posted on 02/16/18 after the position description was distributed to the WIB for approval. The position has not been filled as of 03/30/2020. Special Staff Assistant – Senior, and

Administrative Support Specialist – Senior, Pima County Community and Workforce Development (CDW), provide support service to the LWDB to jointly carry out the WIB Director roles and responsibilities in meeting the required functions of the LWDB. As of 04/07/2020, Pima County CWD will need to reallocate another Position Control Number for the WIB Director position. This will not be done in the 2019-2020 fiscal year due to a moratorium on hiring and recruitment efforts are scheduled for completion during the 2020-2021 fiscal year.

iii. The ARIZONA@WORK Pima County One-Stop System 2019-2020 Service Providers were selected by the LWDB for the:

(i) Title I-B Adult Program and include;

Subrecipient	Project	Contract Term
Community Outreach Program for the Deaf (COPD)	Workforce Development Services	07/1/19-06/30/20
Dorothy Kret and Associates, Inc.	Workforce Development Services	07/1/19-06/30/20
Goodwill Industries of Southern Arizona	Workforce Development Services	07/1/19-06/30/20
Portable, Practical Educational Preparation (PPEP, Inc.)	Workforce Development Services	07/1/19-06/30/20
Pima County Community College District	Workforce Development Education	07/1/19-06/30/20
SER-Jobs for Progress of Southern Arizona, Inc. (SER)	Workforce Development & Educational Services	07/1/19-06/30/20
SER	Workforce Development Services	07/1/19-06/30/20
SER	Workforce Veterans & Innovation Services	07/1/19-06/30/20
The Tucson Urban League, Inc. (TUL)	Workforce Development Services	07/1/19-06/30/20
Monster Worldwide, Inc. <i>dba</i> Monster Government Solutions, LLC	Workforce Development Services - Work Readiness	07/1/19-06/30/20
Pairin, Inc.	Workforce Development Services - Work Readiness	07/1/19-06/30/20
JEVS Human Services <i>dba</i> Vocational Research Institute	Workforce Development Services - Work Readiness	07/1/19-06/30/20
Dorothy Kret and Associates, Inc.	Workshops	07/1/19-06/30/20
Goodwill Industries of Southern Arizona	Workshops	07/1/19-06/30/20
PPEP, Inc.	Workshops	07/1/19-06/30/20
COPE Community Services, Inc. (COPE) <i>dba</i> RISE Equipment Recycling Center (RISE)	Workshops	07/1/19-06/30/20
Tucson Hispanic Chamber of Commerce	Workshops	07/1/19-06/30/20
YWCA of Southern Arizona	Workshops	07/1/19-06/30/20
The Center for Life Skills Development LLC	Behavioral Health Counseling	04/1/19-03/31/20
Literacy Connects	Literacy Services	07/1/19-06/30/20

The County reserves the right to extend the contracts for up to four (4) one-year periods.

(ii) Title I-B Dislocated Worker Program and include;

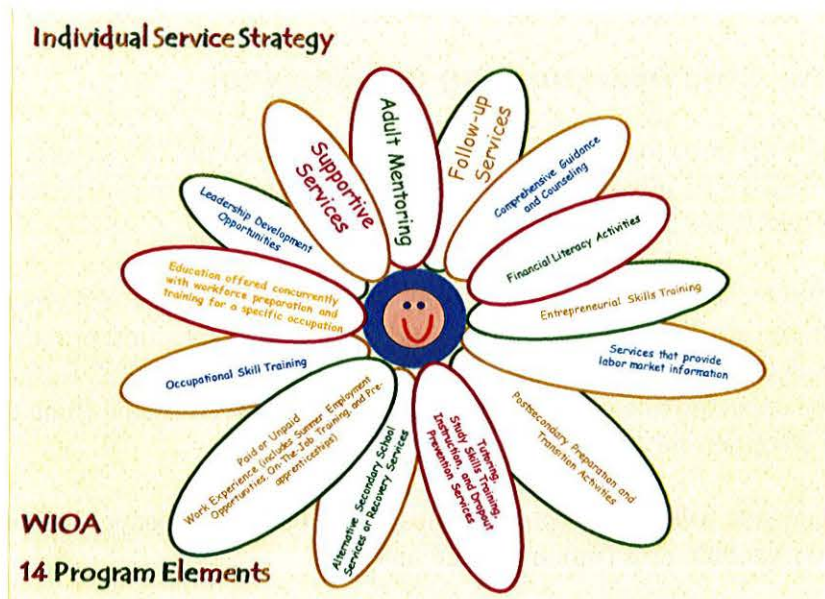
Subrecipient	Project	Contract Term
COPD	Workforce Development Services	07/1/19-06/30/20
Dorothy Kret and Associates, Inc.	Workforce Development Services	07/1/19-06/30/20
Goodwill Industries of Southern Arizona	Workforce Development Services	07/1/19-06/30/20
Pima County Community College District	Workforce Development Education	07/1/19-06/30/20
PPEP, Inc.	Workforce Development Services	07/1/19-06/30/20
SER-Jobs for Progress of Southern Arizona, Inc. (SER)	Workforce Development & Educational Services	07/1/19-06/30/20
SER	Workforce Development Services	07/1/19-06/30/20
SER	Workforce Veterans & Innovation Services	07/1/19-06/30/20
The Tucson Urban League, Inc. (TUL)	Workforce Development Services	07/1/19-06/30/20
Monster Worldwide, Inc. <i>dba</i> Monster Government Solutions, LLC	Workforce Development Services - Work Readiness	07/1/19-06/30/20
Pairin, Inc.	Workforce Development Services - Work Readiness	07/1/19-06/30/20
JEVS Human Services <i>dba</i> Vocational Research Institute	Workforce Development Services - Work Readiness	07/1/19-06/30/20
Dorothy Kret and Associates, Inc.	Workshops	07/1/19-06/30/20
Goodwill Industries of Southern Arizona	Workshops	07/1/19-06/30/20
PPEP, Inc.	Workshops	07/1/19-06/30/20
COPE Community Services, Inc. (COPE) <i>dba</i> RISE Equipment Recycling Center (RISE)	Workshops	07/1/19-06/30/20
Tucson Hispanic Chamber of Commerce	Workshops	07/1/19-06/30/20
YWCA of Southern Arizona	Workshops	07/1/19-06/30/20
The Center for Life Skills Development LLC	Behavioral Health Counseling	04/1/19-03/31/20
Literacy Connects	Literacy Services	07/1/19-06/30/20

The County reserves the right to extend the contracts for up to four (4) one-year periods.

(iii) Title I-B Youth Program (list the entities that provide design framework services and each of the fourteen elements); and

The ARIZONA@WORK Pima County One-Stop system offers the WIOA-required 14 program elements to eligible youth concurrently with workforce preparation.

Funding for the client is driven by his/her needs and represented below in the middle of the Wild Daisy Model illustration. 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.



In Pima County's model - intake, assessment, service planning, participant tracking, and accountability are standardized across the following ARIZONA@WORK Pima County One-Stop Title I-B Youth service providers. The County reserves the right to extend the contracts for up to four (4) one-year periods:

Subrecipient	Project	Contract Term
Goodwill Industries of Southern Arizona	Workforce Development Services	07/1/19-06/30/20
Pima County Community College District	Workforce Development Education	07/1/19-06/30/20
Pima County Community Services, Employment and Training (CSET)	Workforce Development Services	07/1/19-06/30/20
SER-Jobs for Progress of Southern Arizona, Inc. (SER)	Workforce Development & Educational Services	07/1/19-06/30/20
SER	Workforce Development Services	07/1/19-06/30/20
SER	Workforce Veterans & Innovation Services	07/1/19-06/30/20
Tucson Youth Development, Inc. (TYD)	Workforce Development Services	07/1/19-06/30/20
Dorothy Kret and Associates, Inc.	Workshops	07/1/19-06/30/20
Goodwill Industries of Southern Arizona	Workshops	07/1/19-06/30/20
LeadLocal, LLC	Workshops	07/1/19-06/30/20
COPE Community Services, Inc. (COPE) dba RISE Equipment Recycling Center (RISE)	Workshops	07/1/19-06/30/20
Tucson Hispanic Chamber of Commerce	Workshops	07/1/19-06/30/20
TYD	Workshops	07/1/19-06/30/20
YWCA of Southern Arizona	Workshops	07/1/19-06/30/20
The Center for Life Skills Development LLC	Behavioral Health Counseling	04/1/19-03/31/20
Literacy Connects	Literacy Services	07/1/19-06/30/20

(iv) identify the One-Stop Operator; - 20 CFR 682.420;

The WIB selected SER-Jobs for Progress of Southern Arizona, Inc. (SER) as the One-Stop Operator for the ARIZONA@WORK Pima County One-Stop system for the term 07/01/17 to 06/30/18 with an option for a two-year renewal.

Consistent with WIOA section 121(d), the Pima County WIB, with the agreement of the Local Chief Elected Official (LCEO) will begin a second competitive selection process in the Spring of 2020 in order to select a new OSO for the term 07/01/2020 to 06/30/2022. Respondent selected as the OSO will be expected to assume the position after approved by the Pima County Board of Supervisors with an option for a two-year renewal.

The WIB determines the roles and responsibilities of the OSO who ensures system coordination and may or may not include provision of career services.

iv. Procured contracts or written agreements for subgrants or contractors (20 CFR 679.420(c)(1));

All of the Pima County Workforce Investment Board (WIB) competitive procurement processes follow federal, state, and local procurement laws, regulations, and policies.

Procurement requirements are always met when selecting the service providers for Title I-B Adult, Dislocated Worker (DW), and Youth programs. The Pima County WIB and the ARIZONA@WORK Pima County system select service providers through a competitive procurement Request for Proposal (RFP) process that follows federal, state, and local procurement laws, regulations, and policies.

The One-Stop service providers provide career services through the award of contracts or written agreements, in compliance with Arizona State Workforce Policy #4 *ARIZONA@WORK One-Stop Operator and Service Provider Selection Policy*.

The ARIZONA@WORK Pima County One-Stop service providers are selected to provide career services for the WIOA Title I-B Adult, DW, and Youth programs and along with the selection of the One-Stop Operator, are in accordance with WIOA 107(d)(10)(A) through (E) and the Workforce Arizona Council Policy #1 *Local Governance Policy*. Selections are approved by the Pima County WIB and the Pima County Board of Supervisors.

The Pima County Workforce Investment Board (WIB) began the One-Stop Operator (OSO) RFP competitive selection process in September 2016. The Pima County Procurement Department administered the RFP process for RFP-CSET-OSO-2017-01 to ensure that the WIB met all Pima County, state, and WIOA compliance requirements.

v. Monitoring, audit, and other oversight of the following WIOA functions (See 20 CFR 679.420(c)(2) - (3) and 20 CFR 683.410(a)):

WIOA § 683.410 defines the oversight roles and responsibilities of recipients and sub recipients of federal financial assistance awarded under title I of the Workforce Innovation and Opportunity Act (WIOA) and the Wagner-Peyser Act.

- (a) The administrative entity conducts regular oversight and monitoring of each recipient and subrecipient of funds under title I of WIOA and under the Wagner-Peyser Act. Title I of WIOA and Wagner-Peyser Act program(s), its subrecipients, and contractors are programmatically monitored and audited to:

- (1) Determine that expenditures have been made against the proper cost categories and within the cost limitations specified in WIOA and the regulations in this part;
- (2) Determine whether there is compliance with other provisions of WIOA and the WIOA regulations and other applicable laws and regulations;
- (3) Assure compliance with 2 CFR part 200; and
- (4) Determine compliance with the nondiscrimination, disability, and equal opportunity requirements of sec. 188 of WIOA, including the Assistive Technology Act of 1998 (29 U.S.C. 3003).

(i) fiscal;

- (i) In order to assist in administration of the grant funds, the local chief elected official (LCEO) has designated the Pima County Community and Workforce Development Department (CWD) as the entity to serve as the local fiscal agent. This designation does not relieve the LCEO of liability for the misuse of grant funds and has a written Shared Governance Agreement to ensure that CSET has clearly defined roles and responsibilities.

- (ii) In general the fiscal agent is responsible for the following functions:

- (1) Receive funds.
- (2) Ensure sustained fiscal integrity and accountability for expenditures of funds in accordance with Office of Management and Budget circulars, WIOA, and the corresponding Federal Regulations and State policies.
- (3) Respond to audit financial findings.
- (4) Maintain proper accounting records and adequate documentation.
- (5) Prepare financial reports.
- (6) Provide technical assistance to subrecipients regarding fiscal issues.

(iii) At the direction of the LWDB, the fiscal agent may have the following additional functions:

- (1) Procure contracts or obtain written agreements.
- (2) Conduct financial monitoring of service providers.
- (3) Ensure independent audit of all employment and training programs.

(ii) equal opportunity; and

All ARIZONA@WORK Pima County One-Stop partners and providers are committed to the principles and requirements of the Americans with Disabilities Act (ADA) which prohibits discrimination against people with disabilities in several areas, including employment, transportation, public accommodations, communications and access to state and local government' programs and services.

Each of the One-Stop partners have designated an Equal Opportunity (EO) Officer for the WIOA Title I-B funded activities or trainings services offered by a One-Stop partner at any One-Stop location and ensures the policies, procedures, program, and services are in compliance with the ADA of 1990 and its amendments, in order to provide equal access to all customers with disabilities.

Contact information is below with identification of the local, state, and federal EO Officers.

Local Contact

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

State of Arizona Contact

Arizona Department of Economic Security
Office of Equal Employment Opportunity
Kerry Bernard
State WIOA Equal Opportunity (EO) Officer
1789 W. Jefferson Ave, MD 15H3
Phoenix, Arizona 85007
Telephone: 1-602-364-3976
Fax: 1-602-364-3982
TTY/TDD: 7-1-1
Email: WIOAStateEOOfficer@azdes.gov

Federal Contact

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

(iii) programmatic (Title I-B, including eligible training providers);

The approved training programs on the Pima County Eligible Training Provider List (ETPL) are for in-demand occupations in the local area. The training programs are monitored by the WIB Performance and Accountability Committee and the WIB Planning Committee determines the occupations that are offered to eligible Pima County One-Stop clients. The Pima County WIB has 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. Within these guidelines adopted by the WIB, bi-annually the Performance Committee and Planning Committee will meet to review ETPL performance and training to placement correlations, among other areas of review. Quarterly, the Business Services Team will report on progress toward the addition of trainings onto the ETPL through collaboration of training providers and industry partners.

vi. (optional but encouraged) Overall operations (Administration, fiscal operations, board membership)

The Pima County Board of Supervisors (BOS) delegates the **administration** of the Workforce Innovation and Opportunity Act (WIOA) Title I-B Adult, Dislocated Worker (DW), and Youth program services to the Pima County Administrator, who has placed it under the Pima County Health and Community Services Department.

The Pima County Community and Workforce Development Department (CWD) is a division under the Health and Community Services Department responsible for oversight of the WIOA Title I-B programs and is the administrative entity responsible for providing administrative support staff to the Pima County Workforce Investment Board (WIB).

The Financial Control and Reporting division is under the Pima County Finance and Risk Management Department and is responsible for the **fiscal operations**, oversight, and reports generated for all Pima County financial transactions including the WIOA Title I-B funds. This division also requests reimbursements from the Arizona Department of Economic Security (DES).

The Pima County Workforce Investment Board (WIB) is governed by the WIB By-laws Article V. and are approved by the LCEO (Appendix VI.) Generally, size of the board shall not be more than 45, always an odd number, and the board will comply with WIOA requirements and fulfill the WIB's duties and responsibilities. The **board membership** conforms to all requirements of the WIOA Section 107(b), as outlined in the Shared Governance Agreement between the LCEO and the LWDB, and includes the following:

1. Business Representatives: The majority (at least 51%) of the members represent both large and small employers in the local area and an in-demand industry or occupation.
2. Workforce Representatives: Comprise at least 20% of the members and include two or more representatives of labor organizations.
3. Education Representatives: Includes one WIOA Title II eligible provider and at least one representative from an institution of higher education.
4. Government, Economic, and Community Development Representatives: Includes at least one representative from an economic development entity, a community development entity, the state Employment Service Office under the Wagner-Peyser Act, and the Vocational Rehabilitation Administration programs.
5. The BOS may select additional members from industry sectors that the BOS believes will improve and enhance the functioning of the WIB.

The role of the WIB is to develop and promote policies, and recommends innovative workforce support for the development of an effective and cohesive workforce development system to maximize return on investment for all stakeholders.

The WIB develops and maintains strategic and strong relationships with business organizations, chambers of commerce, labor and trade associations, education providers, and others to build a cohesive regional workforce development system to meet the needs of employers, workers, and job seekers.

The Pima County Shared Governance Agreement acknowledges that the local chief elected official (LCEO) and the local workforce development board (LWDB) for the ARIZONA@WORK Pima County One-Stop workforce development system, and ensures the appropriate use and management of the WIOA funds provided for the local workforce development area (LWDA) to carry out the required activities under the Title I-B Adult, Dislocated Worker (DW), and Youth programs.

- vii. ***(optional but encouraged)*** The ARIZONA@WORK partner programs that are included in the ARIZONA@WORK system in the LWDA (e.g., core, required, and other partners). See Appendix IV for a list of partners this may include.

As required under WIOA 34 CFR Section 463.400, the LWDA has identified the following responsible entities for the core, required, and other partner programs that are included in the ARIZONA@WORK Pima County One-Stop workforce delivery system:

Responsible Entity (Partner)	Required Partner Program
Pima County Community and Workforce Development Department (CWD)	WIOA Title I-B Adult, Dislocated Worker, and Youth Programs
	Senior Community Service Employment ("SCSE") activities authorized under Title V or the Older Americans Act of 1965 – State
	Employment and Training activities carried out by the U.S. Department of Housing and Urban Development ("HUD")

Pima County Community College District, Pima Community College ("PCC")	WIOA Title II Adult Education and Literacy Activities
	Career and Technical Education ("CTE") Programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006
Arizona Superior Court in Pima County, Adult Probation Department, LEARN Program	WIOA Title II Adult Education and Literacy activities
Arizona Department of Economic Security (DES), Division of Workforce Administration	WIOA Title III Employment Service program under the Wagner-Peyser Act
	Programs authorized under Arizona State Unemployment Insurance ("UI") Compensation laws
	Trade Adjustment Assistance ("TAA") of Title III of the Trade Act of 1974
	Veterans Employment Representative and Disabled Veterans Outreach Activities authorized under 41 U.S.C. 38
	Supplemental Nutrition Assistance Program ("SNAP") authorized under Part A of Title IV of the Social Security Act
Arizona DES, Division of Rehabilitation Services Administration (RSA)	WIOA Title IV Vocational Rehabilitation Services Programs authorized under Title I of the Rehabilitation Act of 1973
Portable, Practical Education Preparation, Inc. (PPEP, Inc.)	WIOA Title ID, Section 167 Migrant and Seasonal Farm Worker ("MSFW") Programs
	WIOA Title ID, Section 171 YouthBuild Programs - ended December 2018
Fred G. Acosta Job Corps Center/Human Learning Systems, Inc.	WIOA Title IC Job Corps Programs
Tucson Indian Center	WIOA Title ID, Section 166 Native American Programs
TANF-Jobs/ResCare Workforce Services – Arizona, Inc.	Temporary Assistance for Needy Families Program ("TANF") authorized under Part A of Title IV of the Social Security Act

Additional Partners may, from time to time, be designated by the Pima County WIB pursuant to Section 121(b)(2) of WIOA. The current additional Partners and optional programs include:

Responsible Entity ("Partner")	Optional Additional Partner Program
Asociacion Nacional Pro Personas Mayores ("ANPPM") National Association for Hispanic Elderly, Arizona Project Ayuda Tucson Regional Office	Senior Community Service Employment activities authorized under Title V or the Older Americans Act of 1965 – National

City of Tucson Housing and Community Development Department	U.S. Department of Housing and Urban Development (“HUD”) 24 CFR Part 570 Community Development Block Grant (“CDBG”) Program authorized under Title I of the Housing and Community Development Act of 1974
National Indian Council on Aging, Inc.	Senior Community Service Employment activities authorized under Title V or the Older Americans Act of 1965 – National
Goodwill Industries of Southern Arizona	Re-entry Employment Opportunities (“REO”) under Second Chance Act – Adults 25 Years and Older

B. The Governor has designated regions based on the LWDA designation.

Describe regional planning efforts if the LWDB is engaging in regional planning and/or coordination with other LWDA’s (such as for sector strategies, coordination with education providers, or other service planning activities). (See 20 CFR 679.540)

Recently the Pima County Workforce Investment Board (WIB) worked closely with the Arizona Commerce Authority (ACA), Pinal and Maricopa LWDA’s, and Community Colleges to establish an Advanced Manufacturing program.

The Pima County WIB also reviewed and commented on the 2019-2021 Pima County Economic Development Plan 2019-2020 and helped develop the workforce portion.

Include a description of any regional service strategies that include the use of cooperative service delivery agreements including the entities in which the agreements are with.

Historically, the County only enters into agreements with other LWDA’s when funding is involved. One example is when the BHP mining company had layoffs in 1999, which resulted in cooperation and a special grant to serve dislocated workers living in Pima, Pinal, and Gila Counties.

Pima has had a long-term workforce program relationship with the other three border counties (Cochise, Santa Cruz, and Yuma) that began in the 1980s when Pima was the grantee for the southern sub-state DW program. Over the years additional grants have resulted in contractual relationships between the four LWDA’s. The most recent was the Youth CareerConnect grant and it ended in 2019.

Participants who move from one county to another, and if they contact Pima County staff, staff will reach out to their first or original LWDA to help insure that there is continuity in the delivery of service.

In 2018, the WIB commissioned the Impacts of Automation on the Pima County economy study. The selected vendor produced a written report, gave an oral presentation for the Pima County Workforce Investment Board (WIB) during their 12/14/18 Annual Meeting, and created a series of graphic representations of key trends, insights and recommendations. All three deliverables addressed the following:

- 1) Analysis of the industries, occupations, types of employers and characteristics of jobs in the regional economy that may be replaced, reduced, changed, or created, by automation trends (include control systems, robotics, online processes, cloud-based services, and artificial intelligence) to include analysis of the impacts in manufacturing, retail, and transportation/logistics or other industries;
- 2) Quantitative projections of the scale of these impacts on the regional workforce; and
- 3) Qualitative analysis of the anticipated shifts in staffing patterns; skill sets needed to work in automated settings; and transferrable skills that may be valued in non-automated settings.

Previously in 2017, the Impacts of Arizona minimum wage increases on the Tucson economy. The selected vendor will produce a written report, give an oral presentation approximately 30 minutes in length for the Pima County WIB, and create a series of graphic representations of key trends, insights and recommendations. All three deliverables will address the following:

- 1) Analysis of the industries, occupations, types of employers and characteristics of jobs in the regional economy that have been, or may be in the future, replaced, reduced and changed by Arizona's phased implementation of a minimum wage increase, which was approved by voters in 2016;
- 2) Quantitative projections of the scale of these impacts on the regional workforce; and
- 3) Qualitative analysis of the anticipated shifts in staffing patterns; transferrable skills; and skill upgrades that may help affected workers to stay employed or become re-employed.

Section 2 – Strategic Planning Elements

Part a - Economic, Workforce, and Workforce Development Activities Analyses

A. Economic Analysis (20 CFR 679.679.560(a)(1)): Include a regional analysis of the:

- 1. Economic conditions, including existing and emerging in-demand industry sectors and occupations;**

As the most populous County in Southern Arizona, Pima County has multiple regional economic and workforce development goals to strategically increase workforce development programs and increasing focus on innovation and the successes of start-up companies across multiple industries. The regional economy continues to improve and expand while the availability of qualified workforce is becoming a limiting factor in attracting new sources of employment to the region. Pima County works with regional partners in neighboring counties, cities, tribal governments and regional educational institutions address regional workforce issues and retrain and locate jobs for displaced workers.

The Arizona Office of Economic Opportunity (OEO) produces demographic, labor force, regulatory, workforce, and economic information for Arizona and sub-state areas. Below are highlights from the December 6, 2019 Economic Conditions Report OEO produced for Pima County.

Pima County's economy consists of a wide range of industries offering opportunities for individuals seeking employment of all types. Several positive economic and workforce trends were recorded in Pima County including:

- Population continues to increase, growing 0.8 percent annually from 2013 to 2018.
- Population is projected to grow by 0.8 percent in 2019 and 0.8 percent in 2020.
- Incomes are on the rise in Pima County. Median family income improved from \$51,425 in 2017 to \$53,463 in 2018.
- Labor force participation levels increased in 2018, increasing by 9,424 people from 2017.
- In 2018, seven of the eleven major industry sectors recorded positive year-over-year employment growth.
- Employment gains in 2018 were led by Construction, which grew by 900 jobs or 5.7%, and Manufacturing, which grew by 900 jobs or 3.7%.
- Total employment is projected to increase by 1.5% annually from 2018 Quarter 3 through 2020 Quarter 2.

Population projections provide an insight into an area's future demand for resources and services. An area experiencing population declines may choose to focus efforts on filling current job positions, while an area experiencing population growth may choose to focus on job creation.

Arizona is projected to add over 406,032 people to its overall population levels from 2019-2022, growing by an annualized rate of 1.0 percent.

- Pima County population is projected to add 40,832 people to its overall population from 2019-2022, representing 8% of total projected population growth for the state.
- A majority of Pima County's population growth, roughly 85%, is projected to come from people migrating into the county from other Arizona counties, other states or foreign countries.

	Pima County	Arizona	United States
Population 16 and Over	847,376	5,714,007	262,185,951
Civilian Labor Force	57%	59%	63%
Participation Rate 16 and Over			
Median Household Income	\$53,464	\$59,246	\$61,937
Families in Poverty	11%	10%	9%
Median Age	39.0	38.0	38.2
Individuals 16 and Over	15%	13%	13%
with a Disability			
Veterans	10%	9%	7%
Uninsured	10%	11%	9%

Other concerning economic and workforce trends were recorded in Pima County include:

- Pima County has a slightly higher uninsured population (9.6 percent) when compared to the United States (8.9 percent).
- Since 2009, Pima County's unemployment rate has trended closely with Arizona's unemployment rate, though it has trended above the United State rate during a majority of this time period.
- In 2018, one of the eleven major industry sectors (Trade Transportation and Utilities) reported a year-over-year employment decline.

i. In-Demand Industries and occupations details and explanation should be submitted in body of section two, with a full list provided in Appendix II. Please use the layout provided.

The Pima County Local Workforce Development Plan 2016-2020 sets a strategic vision focused on: "Higher skills equal increased competitiveness, more jobs and increased earning power," The Plan identifies career pathway development as a key strategy to move lower-skilled workers through progressively higher-skilled demand occupations and training.

Thereafter, the Pima County WIB has 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 will 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.

Recently the WIB used the 2019 two-year occupational projections, Pima County February 7, 2020 In Demand Industries and Occupations provided by the OEO, the 2019 Economic Conditions report from OEO, and **input from regional economic development** leaders to characterize the in demand occupations into five broad groupings in support of the regionally adopted **target sector strategies**.

While updating the Career Pathway Guidelines on May 15, 2020, the WIB developed this framework within the Career Pathways Guidelines to support the six target sectors (Aerospace & Defense; Healthcare and Bioscience; Emerging Technologies; Logistics; Renewable and Natural Resources, and Infrastructure). The Career Pathway Guidelines focus on occupations with

enough jobs, sustainable pay, and reasonable entry requirements that are combined with a strong new emphasis on career advancement. Five industry groupings in support of the target sectors include:

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

The WIB has identified target occupations within these groups that meet these criteria (Appendix II):

- 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.

On May 15, 2020 the WIB reaffirmed their commitment to the six (6) target industry sectors of continued regional economic development focus. Brief descriptions are below and full descriptions are in Appendix V.:

Aerospace & Defense

The Aerospace and Defense (A&D) industry is one of the largest contributors of employment, earnings and wages to the nation's economic baseline. Pima County has deep and diverse assets in the A&D sector that are unmatched by most communities across the U.S. Pima County has one of the highest concentrations of A&D workers in the country with one in five jobs in the region associated with the sector.

Emerging Technologies

This sector includes new technologies that are currently developing or will be developed over the next five to ten years, and which will substantially alter the business and social environment. These include information technology, wireless data communication, man-machine communication, on-demand printing, biotechnologies, and advanced robotics. This sector also relates to the research, development, entrepreneurial innovation, technology transfer and commercialization.

Health and Bioscience

Health care and bioscience are large and vibrant industries that provide a significant number of high-paying jobs, and extensive career ladders/lattices in Southern Arizona ranging from traditional health occupations, state of the art health information systems, and cutting edge biotechnology careers. Health care employers range from hospitals, health plans, health clinics, medical offices, skilled nursing and long term facilities, senior living communities, among others hiring an extensive number of individuals holding trade certificates, associate and bachelor degrees as well as Masters and Doctoral degrees. The bioscience industry supports research collaborations, partnership identification, international outreach programs, and technical assistance.

Logistics

Logistics is the management and control of the flow of goods, energy, information, and other resources from the source of production to the marketplace. This sector involves the integration of information, transportation, inventory, warehousing, material handling, and packaging.

Natural and Renewable Resources

Natural resources are natural assets occurring in nature that are used as raw materials for economic production or consumption. A renewable resource is one that can be used repeatedly and does not run out because it is naturally replaced, such as solar energy. Southern Arizona has a rich history of mining natural resources and developing new technologies to make the industry safer, cleaner, and more efficient.

Infrastructure

Infrastructure includes construction and is the general term for the basic physical systems that are vital to a region's functioning, economic development, and prosperity. Southern Arizona's economic foundation hinges upon our ability to offer reliable, safe, and connected infrastructure.

- ii. Existing and emerging industries and occupations can be determined in a variety of ways (e.g., projections, employment share, etc.). For user convenience, the Arizona Office of Economic Opportunity's Labor Market Information (LMI) Team has provided custom analysis for each local workforce area. For more information, please see Appendix V.**

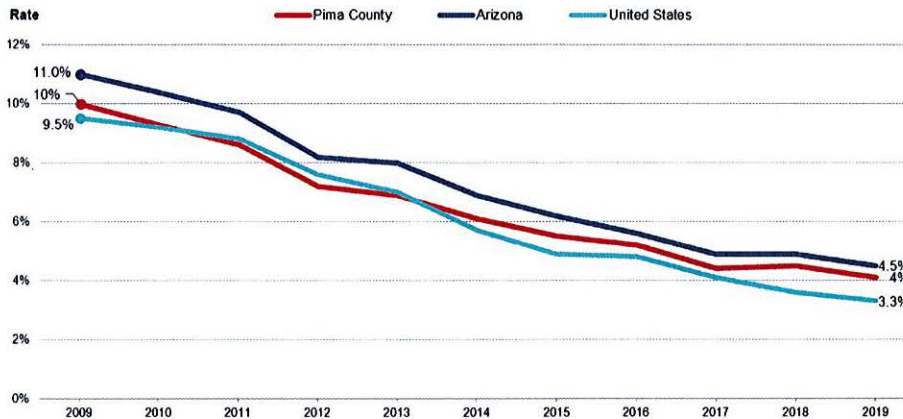
Existing and Emerging In-Demand Industries - Nine out of ten private-sector industries recorded positive numeric growth from 2013 to 2018, gaining a total of 21,170 jobs over this time period. Employment growth during this time period was led by Information (4.7 percent) and Construction (3.0 percent). Of the ten private sector industries, Education and Health Services made up the largest share of employment in 2018, while Trade, Transportation, and Utilities made up the second largest share.

Industry	Employment (2013)	Employment (2018)	Numeric Growth (2013-2018)	Annualized Percentage Growth (2013- 2018)
Construction	15,027	17,456	2,429	3.0%
Education and Health Services	61,504	66,372	4,868	1.5%
Financial Activities	15,872	17,227	1,355	1.7%
Information	4,331	5,438	1,107	4.7%
Leisure and Hospitality	40,075	44,463	4,388	2.1%
Manufacturing	23,039	25,727	2,688	2.2%
Natural Resources and Mining	2,944	2,514	430	-3.1%
Other Services	11,057	11,599	542	1.0%
Professional and Business Services	49,238	52,056	2,818	1.1%
Trade Transportation and Utilities	60,033	61,008	975	0.3%

Over the past ten years, Pima County's unemployment rate has trended closely with the U.S.'s unemployment rate and has consistently remained below Arizona's unemployment rate. County

unemployment rates around the state have begun to flatten, primarily due to large increases in labor force participation. This trend is also occurring within Pima County as labor force levels increased from an average of 476,837 people in 2017 to 486,621 people in 2018, an increase of 9,424 people. In 2018, there was an average of 21,828 unemployed individuals in Pima County.

Unemployment Rate Comparisons, Sept. 2009-Sept. 2019, Not-Seasonally Adjusted



Source: U.S. Bureau of Labor Statistics, Arizona Office of Economic Opportunity (OEO)

In addition to providing local area industry rankings, OEO has also provided occupational ratings. A list of the occupation ratings were made available and utilized to compare existing and emerging in demand occupations. OEO provided the full list of occupations in all industries which in turn were reviewed as consolidated worksheets with wage, Pima County Career Pathway Guidelines, and other LMI for Pima County. Occupation ratings were developed accordingly:

1. Occupations were assigned a star ranking value ranging from one to five, with five being the highest rating.
2. Star ratings were based on employment level, projected employment growth and average wage level.
3. Occupations were rated by educational requirement, which means occupations were only compared against other occupations with the same education requirement.
4. The top occupations within each education requirement category received a star rating of five, while the bottom occupations received a star rating of one.
5. Only occupations associated with an in-demand industry were considered for "in demand" status.

Summary Statistics for Pima Workforce Area In-Demand Selection

Star Rating	Number of Occupations	Employment Level (2018)	Projected Employment Growth (2018 to 2020)	Share of Total Area Employment (2018)	Average Annual Wage (2018)
5	46	73,184	2.9%	24%	\$60,290
4 to 5	86	122,245	2.5%	40%	\$60,011
3 to 5	127	147,584	2.3%	49%	\$59,309
2 to 5	162	181,647	2.0%	60%	\$58,159
1 to 5	189	216,510	1.6%	71%	\$55,660

Source: Arizona Office of Economic Opportunity

The table above lists the combined employment and wage estimates for five different selections ranging from selecting only five-star occupations to selecting all one- through five-star occupations.

As previously described, the WIB Planning Committee has been working to institute Career Pathways Framework for the region and developed the Career Pathway Guidelines where 82 Occupations were established as Target aka In Demand Occupations. The existing list of 82 occupations were congruent with the OEO rankings; the existing list of occupations now had the additional OEO ranking added to the available LMI.

As the Career Pathways Guidance suggest, if there are occupations that were below the median wage, or OEO low ranking, a career pathway must be documented where the potential for advancement is identified. Further, rather than limit the number of occupations, the region in support of economic development sector strategies sought to expand the target list (129 occupations) as this allows flexibility for an every-changing industry demand that is to be met. Finally, it was acknowledged in the updated Career Pathways Guidelines that not all occupations currently have training programs on the ETPL. The ongoing work of the WIB will be to oversee the pursuit of new programming as well as evaluating the performance of the providers especially as placement is of highly significant for the regional workforce and economic development success. Both the WIB Planning and WIB Performance and Accountability Committees are committed to regular review of the ETPL and Career Pathways Guidelines' list of occupations for performance and relevance to regional economic and workforce development.

2. Employment needs of businesses in existing and emerging in-demand industry sectors and occupations. There are a variety of methods to determine employment needs (e.g., employer surveys, up to date Labor Market Information (LMI), etc.). Publicly available LMI is provided by Arizona's Office of Economic Opportunity, Maricopa Association of Governments, and US Bureau of Labor Statistics.

As further detailed in Strategy 6 in the Statewide Strategy Support section, for a number of years the WIB, through the WIB Planning Committee monthly meetings, has furthered career pathway strategies for the region. These efforts derived from the six WIB target industry sectors and monitoring the use of the Career Pathways Resource Guide in order to ensure that the workforce system's investments line up with the region's economic growth strategy. Further, the WIB has continued lively discussions on whether 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 desperately needed in the targeted ones. Then 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.

In October 2019, OEO Economist Samantha Briggs presented to the WIB Planning Committee, an In Demand Industries and Occupations Analysis customized for Pima County. Therein, the state strategy for defining In Demand Industries was shared and Pima County top industries aligned well with the state. Further, OEO presented the Occupational rankings and shared the tableau site which

is a **technology** tool that will be further used in the Pima County Workforce Development Plan 2020-2023.

In April 2020, the WIB Planning Committee reviewed the six (6) target sectors and in May 2020, the WIB accepted the committee's recommendation to approve the same six targeted industry sectors that the WIB used to identify the Career Pathway target occupations for the local area. The target sector selection demonstrates the collaboration and coordination of workforce and economic development at the highest levels. Economic development leadership together with Tucson Metro Chamber of Commerce championed a presentation to the WIB that spoke to the **regional collaboration** and **focus on workforce** that have led to a more prosperous community. Sector strategies, the target sectors, are a key of focus and thus, the WIB target industry sectors include:

1. Aerospace and Defense
2. Emerging Technologies
3. Health and Bioscience
4. Infrastructure
5. Logistics
6. Natural and Renewable Resources

Clearly, the top in demand industries - Manufacturing, Construction, Health, etc. - are captured within the WIB's target sectors.

Arizona		Pima County	
Rank	Industry Title	Rank	Industry Title
1	Construction	1	Manufacturing
2	Health care and social assistance	2	Construction
3	Professional and technical services	3	Health care and social assistance
4	Information technology ¹	4	Administrative and waste services
5	Finance and insurance	5	Other services, except public administration
6	Manufacturing	6	Real estate and rental and leasing
7	Administrative and waste services	7	Information technology ¹
8	Transportation and warehousing	8	Professional and technical services
9	Real estate and rental and leasing	9	Transportation and warehousing
10	Wholesale trade	10	Finance and insurance
11	Retail trade	11	Wholesale trade
12	Other services, except public administration	12	Utilities
13	Educational services	13	Educational services
14	Arts, entertainment, and recreation	14	Management of companies and enterprises
15	Mining, quarrying, and oil and gas extraction	15	Mining, quarrying, and oil and gas extraction
16	Management of companies and enterprises	16	Retail trade
17	Agriculture, forestry, fishing and hunting	17	Agriculture, forestry, fishing and hunting
18	Utilities	N/A	Accommodation and food services
N/A	Accommodation and food services	N/A	Arts, entertainment, and recreation

The Arizona Department of Economic Security (DES) maintains the State Eligible Training Provider List (ETPL), which contains approved Eligible Training Providers (ETP) 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. The approved Pima County ETP programs are for in-demand occupations in the local area. The ETPL is monitored by the WIB Performance Committee and the WIB Planning Committee to ensure the in demand occupations are being offered to Pima County One-Stop clients. Pima County uses criteria that includes the OEO in demand for occupations in Pima County, alignment with the WIB's sector strategies, the WIB Pima County Career Pathways Guidelines, and as outlined in this Pima County Workforce Development Plan.

The 2020-2024 Career Pathway Guidelines recognize that an expanded list of occupations provides the region with needed flexibility to shift training and education efforts into industries that are experiencing shifting workforce demands. It is clear that not all the occupations identified have programs on the ETPL however, this identification of quality jobs will guide efforts of regional training providers, business services and engagement team, and industry leaders to grow sustainable training to improve the overall economy of the region.

NOTE: In providing an analysis in this subsection, LWDBs may utilize an existing analysis previously commissioned by the LWDB as long as it is within a year of final submission. LWDBs are encouraged to use the economic conditions reports provided by the OEO and additional data tools available at laborstats.az.gov/special-reports.

B. Workforce Analysis (20 CFR 679.560(a)(2)-(3)): Include a current analysis of:

1. The knowledge and skills needed to meet the employment needs of the businesses in the region, including employment needs in in-demand industry sectors and occupations; and

Pima County's goal is to increase the talent and number of workers and job seekers (both new labor-market entrants, incumbent workers, and dislocated workers) completing industry - validated post-secondary training in science, technology, engineering and math related fields, and other demand occupations by:

- Strengthening the link between high school, adult education providers, technical training and work;
- Providing clarity to the career pathways and lattices available to those entering, re-entering, and moving up in the workforce; and
- Identifying methods for mature workers to continue to earn while they transfer knowledge to younger generations.

Short-term labor market projections prepared by the Arizona OEO point to a data-driven strategy focused on good jobs that require at least some post-secondary education and training. As of 2017, more than 60 percent of jobs in Pima County required a high school diploma or less. These jobs have relatively low average wages. However, the fastest-growing occupational groups between 2017 and 2019 were jobs requiring an associate's degree and jobs requiring a post-secondary non-degree award (such as an accredited educational certificate or an industry-recognized certification). Arizona experienced one of the fastest rates of growth of "good jobs that pay without a BA," both in blue-collar industries and in skilled-services fields, according to a 2017 study by Georgetown University.

2. Regional workforce needs, including current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.

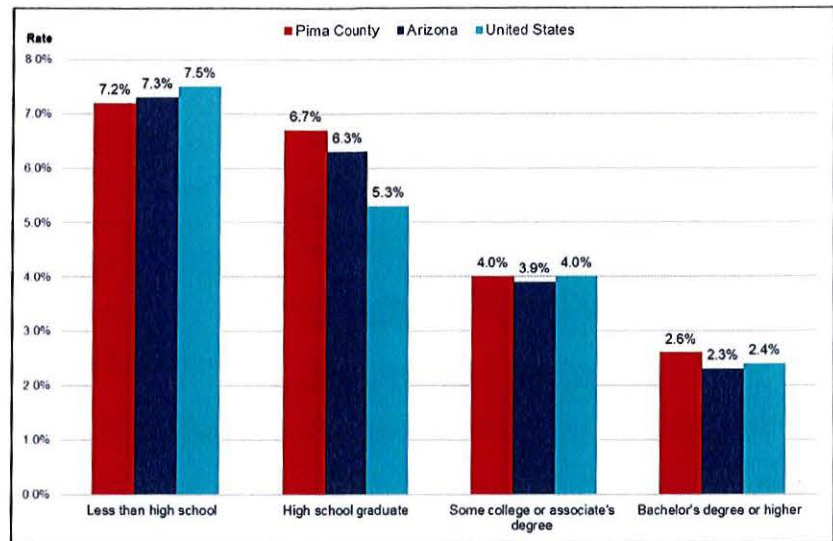
The local economy has been in full employment for the past three years. Pima County's unemployment was below 5 percent, a proportion that barely accounts for the normal churn of workers between jobs. Almost 25 percent of the workforce is 55 and older and the supply of youth entering the workforce is not projected to keep up with demand. While the first baby boomers hit age 62 in 2008 and age 65 in 2011, 2018 is the first year that 10,000 persons turn 65 each day in the U.S.—a level that will continue until 2030.

Notwithstanding the low numbers of people who are counted as unemployed (i.e., actively looking for work), another potential talent supply is people who are not currently participating, are under-employed, or have the potential to move up in the labor force through targeted career services. According to the 2016 American Community Survey more than 90,000 Pima County adults between the ages of 25 and 60 are not in the labor force. Some of these individuals may aspire to work but may be prevented from doing so by barriers to employment.

When compared to the state, unemployment rates across all educational attainment levels, with the exception of less than high school, were higher for Pima County. The unemployment rate for

individuals with a high school diploma was significantly higher in Pima County (6.7 percent) when compared to the United States (5.3 percent).

The unemployment rate in Pima County for someone with a bachelor's degree or higher is 2.6 percent, slightly higher than national and statewide rate.

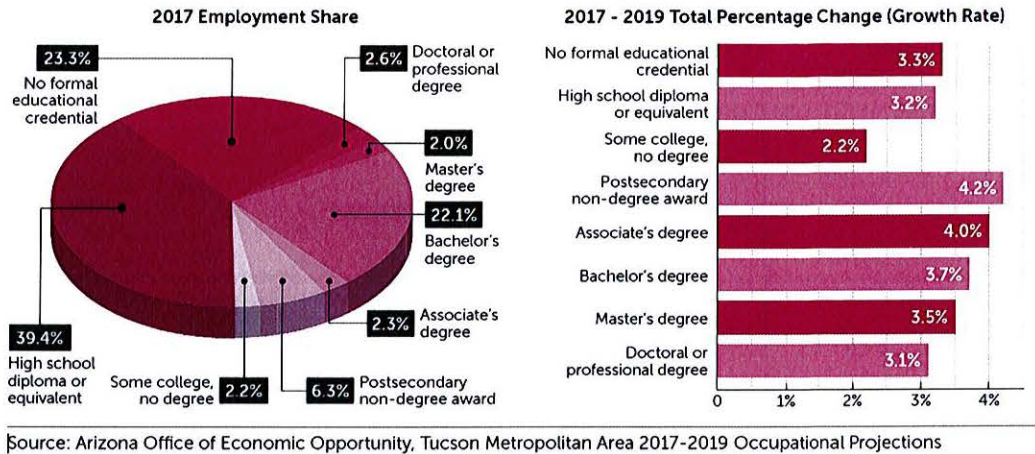


Source: U.S. Census American Community Survey, 2018 1-Year Estimates, Arizona OEO

Most of the available talent is already working, with 20 percent of the current workforce due to retire in 10 years or less. The fastest-growing occupational groups between 2017 and 2019 were jobs requiring an associate's degree and jobs requiring a post-secondary non-degree award such as an accredited educational certificate or an industry-recognized certification. Whether entering or re-entering training and education programs clients are faced with many decisions or options, such as:

- Credit and non-credit training.
- Flexible class schedules that include weekend and evening classes, as well as online and hybrid class options for a number of classes.
- Clear educational pathways that are scalable and affordable.
- Access to Prior Learning Assessment (PLA) options.
- Industry-driven tuition reimbursement programs.
- Industry-driven, work-based learning opportunities including internships and apprenticeships.
- Integrated Basic Education and Skills Training (IBEST) which provides unemployed and underemployed individuals with the opportunity to enroll for credit classes and work simultaneously towards attaining their career/technical certificate while passing the GED® exam.

PIMA COUNTY SHARE OF OCCUPATIONS BY MINIMUM EDUCATION REQUIREMENT



C. Workforce Development, Education, and Training Activities (20 CFR 679.560(a)(4)): Include a current analysis of:

1. Workforce development activities, including education and training activities in the region; and

- a. The ARIZONA@WORK Pima County One-Stop system collaborates with Pima Community College (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.
- b. The Local Workforce Development Board (LWDB) is the Pima County Workforce Investment Board (WIB). The WIB's strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), includes:
 - 1) Promoting economic development by focusing on targeted sectors and addressing under-represented-populations.
 - 2) Partnering by sharing resources, clients, and performance metrics.
 - 3) Creating a more efficient, seamless local workforce system to include collaboration on outreach to job seekers and employers.
 - 4) Meeting employer needs by strengthening the skills of the workforce.
 - 5) Supporting state led efforts to develop a single intake process and database and data-sharing for the ARIZONA@WORK Pima County One-Stop system.

- c. Education and training for lower-skill workers to attain post-secondary technical credentials is clearly a key opportunity for Pima County to increase earning levels and address the workforce needs of our leading industries. Within this Plan, Pima County will pursue this strategy through four major action areas:

- 1) Increasing the number of youth and adults who have the basic skills and high school credentials needed to access and succeed in career training.
- 2) Promote worker upskilling and advancement by developing individual career plans.
- 3) Increasing labor-force participation of vulnerable populations.
- 4) Expanding short-term, work-based training options coordinated through Business Services Team, training providers, and industry partners.

- d. Pima Community College (PCC) Regional Centers of Excellence (CoE) in Applied Technology (including Manufacturing), IT & Cybersecurity, Health, Public Safety, and Aerospace.

CoE-Applied Tech - The Center of Excellence for Applied Technology will be the first of several centers that will highlight best-in-class career and technical education (CTE) and support economic development in the region by training a highly skilled workforce across multiple disciplines. The state-of-the-art training facility will combine modern instructional spaces with high tech labs to facilitate hands-on learning, with the goal of ensuring that the new center meets industry needs and aligns with the economic development priorities of the region.

The CoE in Applied Technology is currently under construction and will include several facilities such as the Automotive Technology and Innovation Center, the Building and Construction Technology Center, and the Advanced Manufacturing Center featuring the Flexible Industry Training (FIT) lab, a business incubator, and a maker-space.

The Automotive Technology and Innovation Center will be the first building in the CoE and is scheduled to be completed by December 2020. The updated Automotive Technology curriculum features competencies in electronic systems, electrical systems, and integrated systems. The Advanced Manufacturing Center is scheduled to be completed by the start of the Spring 2022 semester and will include CNC machining, quality inspection, automation and robotics, welding, computer-aided design, and engineering technology programs. The new facilities will allow PCC to significantly increase the number of highly skilled graduates in advanced manufacturing and automotive programs.

CoE-IT and Cyber - Information Technology and Cybersecurity have been identified as regional and statewide workforce development priorities, which is why PCC is investing in the CoE in Information Technology. At the Center, PCC will provide the highest quality education and

CENTERS OF EXCELLENCE

Pima Community College is developing Centers of Excellence (CoE).

Important characteristics of Pima Community College CoEs include:

- **Speed** (responsiveness): CoEs will utilize real-time regional economic development and local labor data.
- **Adaptability** (flexibility, exploration and investigation): CoEs will nurture collaboration, professional development, critical thinking, and skills required in the next generation of productivity.
- **Convergence** (exposure and expertise): CoEs will deepen partnerships with external constituencies, and will be a regional hub for open resources.

training in this field, with multiple entry points for workers across all age groups and industry sectors impacted by IT. The CoE houses the Arizona Cyber Warfare Range and will include a student-run data center providing an opportunity for students to gain experience and interact with professionals in the field.

CoE-Healthcare - Arizona's Education and Health Services sector projected a statewide increase of 37,126 health-related jobs by 2020 and industry partners are struggling to find qualified applicants. PCC's Health Professions CoE is being designed to increase enrollment in healthcare-related professions as well as establish the infrastructure for the continued advancement of technology and to educate students in current medical practices. In order to meet industry needs, PCC will double the enrollment of its current programs and develop six new educational pathways by 2023.

CoE-Public Safety and Security - Collaborating with local Fire, EMS and Law Enforcement Agencies, PCC's CoE in Public Safety and Security provides training, certification and upskilling for first responders across Pima County and Southern Arizona. The Public Safety and Security department consists of five "first-responder" programs that offer certificates, associate's degrees (or provide a pathway) and employment opportunities. These five programs are the Administration of Justice (AJS), Emergency Medical Technology (EMT), Emergency Medical Technology-Paramedic (EMT-P), Fire Science (FSC), and Law Enforcement Academy (LEA).

Aviation - The PCC Aviation Technology Program offers an Associate of Applied Science degree in Aviation Technology, and Certificates options in General Mechanics, Airframe, Power Plant, Structural Repair, and Avionics. The program's FAA accredited curriculum instills the hands-on skills and core competencies required for direct and sustained employment. The Aviation Technology Center (ATC) is one of only a few Aviation Maintenance Technician Schools (AMTS) nationwide that offers training on Boeing transport category aircraft; making the program unique as it provides real-world experience on both commercial and general aviation aircraft. The Program also offers training for experienced mechanics via their Part 65 course which consists of mostly military veterans upgrading their skills to earn an FAA mechanics certification. This program is currently being expanded both in its physical footprint and the number of students it serves to double in size. Construction is expected to be completed by July of 2021.

- e. Creative Communications Learning Advisory Council Inc. (CCLAC) encourages ARIZONA@WORK Pima County to create industry-sponsored "Generation Communication Centers" (GCC), a centerpiece for improvement in digital literacy and youth and family dynamics. As a digital intergenerational location, CCLAC staff and volunteers will be able to engage youth, adults, and seniors from various backgrounds, multi-lingual, and cultural populations.

According to CCLAC, coding is at the center of all future data handling, evaluation, and reporting as part of vocational training. Understanding e-commerce techniques, applications, and data visualization are keys to participation in the technology sector. Technology and digital literacy are a necessary employment skill, especially for the future workforce-youth. Youth are moving into a fluid market place, and shared economy trends, so local GIG and part-time work economy are more becoming common.

CCLAC proposes training youth, a subsidized pre-employment opportunity, using “Reciprocal LearningSM” initiative that empowers them to share their technical skills and acquired knowledge with working adults and 50+ and senior re-entry employees. Youth, like their adult working counterparts, will be hired for their specific skill set, often remote from the workplace. Work discipline and ongoing skill development will become ever more critical.

Much of adult work upskilling will be online and digital. CCLAC will work with partners so that clients may obtain a ‘Digital Literacy Certification’ in present ETPL offerings or future offerings, that includes social media, video and presentations, GIS, 3D, instrumentation, the internet of things, data analysis, and security which could become a pre-requisite work-skill development training.

2. Strengths and weaknesses of the workforce development activities to address the education and skill needs of the workforce, including:

i. individuals with barriers to employment, and

As a regional **strength**, the ARIZONA@WORK Pima County One-Stop workforce development system functions as a multi-agency, multi-disciplinary, regional system for coordinating workforce development resources for the benefit of employers and job seekers in Pima County.

Two comprehensive ARIZONA@WORK Job Centers referred to as the 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. 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, 21 Pima County Public Libraries offer One-Stop services and referrals.

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 Arizona Job Connection (AJC) website, which allows them to compare costs, training 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.

Pima County, Arizona has 27 census tracts which have been approved as Opportunity Zones. The 5-year poverty rate in Pima County is 17.8%, compared to a 14.1% poverty rate for all of the US. U.S. Census Bureau estimates indicate that median household income and per capita income in Pima County over the past 12 months are less, and the percentage of people in poverty is greater, than Arizona or the country as a whole.

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

The affiliate ARIZONA@WORK Pima County 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 ARIZONA@WORK Pima County 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 ARIZONA@WORK Pima County Youth Employment Center is a youth-focused job center and houses an annual youth summer employment and education recruitment campaign each spring that connects students with County-funded internship opportunities and WIOA-funded youth summer employment and education programs. On July 3, 2017, the Youth Center moved to a new, convenient location next door to the comprehensive 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.

Despite the comprehensiveness of the Pima County Local Workforce Development System, there are gaps in services. Pima County is a large geographical area. Although affiliate Job Centers and contracted service providers help to increase service coverage, geographical access to services is a barrier for some potential customers. Almost all of the services mentioned above are funded with limited dollars that are often over-subscribed and may have waiting lists, priority of service protocols, or other indicators of unmet need. The barriers discussed in the previous section are not insurmountable, but they may take years of intensive and innovative services to address.

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

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

ii. the employment needs of businesses.

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.

The ARIZONA@WORK Pima County One-Stop Business Services Team (BST) staff are private sector experienced specialists, and are engaged as liaisons and facilitators in a strategic and comprehensive approach in developing a trained workforce in multiple industry sectors including the WIB's six (6) target industry sectors:

1. Aerospace and Defense – includes manufacturing occupations.
2. Health and Bioscience – includes healthcare, behavioral health, community health worker, and health information technology, occupations.
3. Logistics – includes transportation, purchasing, expediting, distribution, fleet management, import/export, inventory management, supply-chain management, and warehousing occupations.
4. Emerging Technologies – includes entrepreneurship, research and development, innovation, technology transfer, and commercialization occupations.
5. Infrastructure – includes construction, extracting natural resources, communications, and energy/utilities occupations.
6. Natural and Renewable Resources – includes mining occupations.

The BST staff are assigned industry sectors that they focus on, enabling them to develop on going relationships and expertise with employers and sector specific industry groups including Arizona Transportation Builders Association (ATB), Southern Arizona Logistics Education Organization (SALEO), Southern Arizona Manufacturing Partners (SAMP), Arizona Construction Trades (ACT), Southern Arizona Home Builders Association (SAHBA), and local mining companies.

The industry sector strategy is built on leveraging resources and key partnerships with business, Southern Arizona community colleges, state universities, local and regional high schools, training providers, and community agencies to provide a wide variety of training opportunities and supports for job seekers, incumbent workers, and youth. The BST convenes focused working groups of employers and conducts sector specific surveys with behavioral health, community health, health information technology, logistics-supply chain, and advanced manufacturing companies in order to determine their current and future workforce needs. These groups have worked with Southern Arizona community colleges, state universities, and high schools to develop new relevant curriculum and certificate programs that meet employers' needs.

In Pima County, during the next five years, the in demand industry sectors are bracing themselves for a workforce shortage as the Baby Boomer generation retires. This will create a critical shortfall of experienced workers, with a particular gap in skilled technicians with 10 to 20 years of experience.

Local industry will need to continue to partner with the local workforce development system, the Pima County Joint Technical Education District (JTED), local high school Career Technical

Education (CTE) programs, and Pima Community College (PCC) to develop industry recognized stackable career pathway training programs that will meet their needs and at the same time get the available workforce to work.

Local industry has not only expressed the need for skilled workforce, time and time again, they also continue to emphasize the need for a motivated workforce that possesses soft skills. Soft skills development training needs to be a major component of all training programs.

Pima County One-Stop is recognized for pioneering training initiatives and aggressive fund development that has resulted in a rich menu of services for local employers. In addition to formula Workforce Innovation and Opportunity Act (WIOA) funds, the ARIZONA@WORK Pima County system administers discretionary grants for various populations, education funds, target-industry training, and basic-needs assistance programs. The Pima County Board of Supervisors also provides significant local general-fund support to this local workforce system.

The ARIZONA@WORK Pima County system, through its Business Services Team offers employers a host of services to meet their workforce needs that include:

- Projecting future skill needs - Facilitating focus groups and advisory committees to ensure available trainings meet industry workforce needs.
- Recruitment - Responding to staffing needs in the local economy with a range of recruitment services to connect employers with trained job seekers. Identifying job leads and employment opportunities and matching them with qualified candidates using system networks as well as in-person screening. Conducting networking and hiring events to connect employers with local talent.
- On-the-Job Training, Incumbent, and Customized Training opportunities to provide a wage offset during a new employees' training period in an actual job setting for employers who waive experience requirements and commit to hire and train One-Stop participants.
- Providing outplacement services and other strategies to respond to layoffs and plant closures as well as special assistance to companies exploring alternatives to a layoff.
- Serving as an informational resource for employers, business services, resources and programs available in the community to assist workers and/or training participants.
- Providing information to employers on economic development programs and assisting them in taking advantage of applicable incentives (i.e., Foreign Trade Zone and Work Opportunity Tax Credits).
- Evaluating skills needs for employer's workforce and determining availability of training suitable to address those needs. Working with employers to develop new training and/or apprenticeship programs in high demand occupations. Developing On-the-Job Training contracts with employers.
- Providing individualized support and case management for training participants and follow-up services for individuals placed in employment. Tracking participants' progress and providing assistance to address obstacles.

The Business Services Team serves as part of Pima County's Economic Development Team as subject matter experts on workforce development. Through this role, and in order to understand and assist in developing strategies to meet local employers' current and future talent needs, the

Business Services Team has developed professional working relationships with a variety of agencies including but not limited to:

- Sun Corridor Inc., the regional economic development organization;
- Arizona Department of Economic Security;
- Arizona Commerce Authority;
- Arizona Department of Transportation;
- Arizona Office of Economic Opportunity;
- City of Tucson;
- Town of Sahuarita; and
- Pima Community College

Additionally, the Business Services Team is a member of the following organizations that provide information, connections, and access to Pima County businesses:

- Society for Human Resources Management
- Tucson Metro Chamber
- Marana Chamber of Commerce
- Oro Valley Chamber of Commerce
- Tucson Hispanic Chamber of Commerce
- Arizona Tech Council

D. Vision to Support Growth and Economic Self-Sufficiency (20 CFR 679.560(a)(5)):

Describe the LWDB's strategic vision to support regional economic growth and economic self-sufficient, to include goals for preparing an education and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on performance indicators.

A component of Pima County's ongoing efforts is to promote economic development and self-sufficiency, job growth, higher wages, and increased wealth within the region. The foundation of Pima County's workforce investment strategy is a shared vision articulated by the Pima County Workforce Investment Board as "Quality Jobs, Qualified Workers."

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

1. Promoting economic development by focusing on targeted sectors and addressing under-represented-populations.
2. Partnering by sharing resources, clients, and performance metrics.
3. Creating a more efficient, seamless local workforce system to include collaboration on outreach to job seekers and employers.
4. Meeting employer needs by strengthening the skills of the workforce.
5. Supporting state led efforts to develop a single intake process and database and data-sharing for the ARIZONA@WORK System.

As the WIB prepared its four-year Plan with key stakeholders, recommendations were developed for local workforce policy through the WIB's vision of "Quality Jobs • Qualified Workers" and its pursuit of the following goals:

1. Helping people obtain jobs in strategic industry sectors;
2. Supporting employers in finding and hiring qualified employees; and
3. Engaging underrepresented labor pools by removing barriers to employment.

The One-Stop partners and services providers focus on the goals when providing services to One-Stop participants.

From 20 CFR 679.560(c)(16) and *1000A - Required Elements for Submission of Local Plans* (2020-2023) in DES's WIOA Title I-B Policy and Procedures Manual:

- The Local Plan, developed by the LWDBs and submitted in partnership with the CEO, must include the local levels of performance negotiated by the Governor and CEO.
- LWDBs and CEOs are required to provide expected performance outcomes in the initial plan submission for the 2020-2023 Local Plans. After negotiations with DES occur, the LWDB will update the local plan to reflect the negotiated performance levels.
- The exhibit on local plan submission specifies that LWDB are to use the table and instructions provided in Appendix 1 for submitting the expected and negotiated performance levels based on primary indicators of performance described in Section 116(b)(2)(A) of WIOA for Title I.

As it relates to Performance Accountability Measures, The Statistical Adjustment Model (SAM) Framework was introduced in late May 2020 to the LWDA. The SAM framework utilizes:

- Historical Performance Outcomes
- Participant Characteristics
- Economic Conditions

Pre-Program Year Model (used in negotiations) - How well will participants do in the future considering historical performance outcomes, historical participant characteristics and historical economic conditions?

Post-Program Year Model (used to adjust performance results) - How well did participants do considering actual participant characteristics and actual economic conditions?

Target Model assumes that there are no unknown differences between local areas. Predicted model:

- Assumes that there are unknown differences between local areas;
- Individual LWDA characteristics being considered; and
- LWDA variable used to account for these differences.

LWDA target model goals will be lower than predicted model goals if the local area region historically performs better than the state average. LWDA target model goals will be higher than predicted model goals if the local area historically performs worse than the state average. ARIZONA@WORK Pima County for a large part performs better than the state average, below Target and Predicted model comparisons.

State Targets PY20**	State Targets PY21**	Pima Pre Program TARGET Model	Pima Pre Program PREDICTED Model	
				WIOA Adults
71.4%	71.4%	68.8%	68.0%	Employed 2nd quarter after exit
67.5%	67.5%	67.0%	66.9%	Employed 4th quarter after exit
\$6,500.00	\$6,500.00	\$5,196.64	\$5,693.25	Median Wage
74.8%	74.8%	62.4%	68.9%	Credential
59.2%	59.2%			Measurable Skills Gain
				WIOA Dislocated Worker
78.0%	78.0%	78.1%	79.2%	Employed 2nd quarter after exit
73.2%	73.2%	72.2%	70.1%	Employed 4th quarter after exit
\$8,646	\$8,646	\$9,041.75	\$8,662.58	Median Wage
72.8%	72.8%	59.9%	65.9%	Credential
50.0%	50.0%			Measurable Skills Gain
				WIOA Youth (14-24)
75.0%	75.0%	71.0%	72.1%	Employed, in education, or in Occupation Skills Training 2nd quarter after exit
67.0%	67.0%	65.6%	66.8%	Employed, in education, or in Occupation Skills Training 4th quarter after exit
\$4,500	\$4,500			Median Wage
54.0%	54.0%	44.5%	47.9%	Credential
52.8%	52.8%			Measurable Skills Gain

Future Adjustments

At the end of the program year, participant and economic data will be re- evaluated. The model will adjust the predicted and target performance expectations as new economic and participant data becomes available.

Performance level expectations are not being lowered based on COVID-19 impacts. The Post Program Year model will do this for the LWDA at the end of the program year. Negotiations will be based on previous success and the model will help adjust for any future changes.