



LOCAL WORKFORCE INVESTMENT AREA

TWO YEAR PLAN

OCTOBER 2005



TABLE OF CONTENTS

Table of Contents...Pages 2-6

I. Local Vision...Pages 7-9

- A. Identify economic development goals
- B. Vision for maximizing/leveraging local resources
- C. Vision for ensuring education/training opportunities (given changing skill needs) that will ultimately result in placement in jobs
- D. Vision for continuing to bring together key players who identify challenges and develop solutions
- E. Vision for ensuring every youth has opportunity for developing/achieving career goals

I. Economic and Labor Market Analysis...Pages 10-21

- A. Current makeup of local economic base by industry
- B. Industries/jobs projected to grow/decline
- C. Where is there demand for skilled workers and jobs (today/future) and in what numbers
- D. What industries/jobs are most critical to the local economy
- E. What are skill needs for available, critical and projected jobs
- F. What are current/projected demographics of available labor pool
- G. Describe any in-migration or out-migration of workers impacting labor pool
- H. Describe skill gaps today and projected
- I. What workforce development issues have been identified
- J. What issues are considered most critical

I. Overarching Local Strategies...Pages 22-28

- A. How will LWIB use WIA Title I funds to leverage other funds and expand participation in the local workforce system
- B. Strategies to address national strategic direction, Governor's priorities, and workforce issues identified
- C. Strategies current or planned to identify/target high growth industries (e.g. consider new/emerging industries and those with significant impact)
- D. Strategies to promote/develop strategic partnerships to identify/develop solutions to challenges of targeted industries
- E. Strategies to ensure sufficient resources for training people in high growth and demand industries
- F. How will local workforce initiatives support small business
- G. What strategies will be used to promote collaboration between the local workforce system, apprenticeships and youth entities

I. Integration of One-Stop Service Delivery...Pages 29-32

- A. Policies/procedures to ensure quality of service delivery (e.g. competencies for career center staff)
- B. Policies and procedures to support maximum integration for business/individual
- C. Customers
- D. Actions taken to promote identifying infrastructure costs, contributions from mandated and non-mandated partners, and local strategies to support One-Stop operations
- E. Policies to ensure universal access and consistency of services
- F. Identify barriers or issues that need to be overcome for successful integration

I. Local Workforce Investment System...Pages 33-44

- A. Local Board
 - 1. Identify LWIB members, sector represented, and contact information (address, phone, e-mail address)
 - 2. Identify date and length of appointment
 - 3. Annual meeting calendar (minimum 4 per year or quarterly)
- B. Youth Council (attach latest membership list, including sector representation and contact information)
- C. Identify criteria the Local Elected Officials (LEOs) use to appoint local board and youth council members.
- D. Describe the local strategic planning process and how it ensures plans are consistent with the State's goals/direction
- E. Provider Selection Policies
 - 1. Policies/procedures to determine providers of WIA services
 - 2. Procedures for providers to appeal denials
 - 3. Competitive and non-competitive processes to award Title I grants/contracts
 - 4. Identify the provider(s) of youth services, the process and criteria used in awarding of contracts (including the length of contracts)
- F. Oversight/Monitoring Process (describe local process)
- G. Grievance Procedures (attach copy)
- H. One-Stop Center Operations
 - 1. Identify Comprehensive and Satellite Centers, including all services and partner programs available
 - 2. Describe selection process for One-Stop Operator either through a competitive process or agreement with consortium of at least 3 partner programs. When was selection made? For what time period?
 - 3. MOU's negotiation process with partners (attach copy of current MOU documents that support operations of the One-Stops). Include the process to be used if negotiations fail with a partner.

4. How coordination occurs with Wagner-Peyser, Migrant Seasonal Farm Worker, and Veterans programs to avoid duplication in providing core services
5. Identify mandated and non-mandated partners, how their services are integrated, and how they support the local system

I. Service Delivery...Pages 45-59

A. Adults and Dislocated Workers

1. Core Services

- a. Strategies to ensure universal access to minimum services
- b. Integration of Wagner-Peyser and WIA services by utilizing VOS
- c. Identify if LWIB considers "limited funding" (requiring financial eligibility determinations for WIA staff assisted and additional services and a priority of service to be in effect). If funding is not considered "limited" how will LWIB ensure that all individuals who apply will be served

2. Intensive Services (how services to eligible individuals will be ensured)

3. Training Services

- a. Vision for increasing training access
- b. Individual Training Accounts
 - 1) Innovative strategies to fill skill gaps
 - 2) Commitment to providing training in high-growth/high demand jobs
 - 3) Policy on limitations in amount or duration of ITAs
 - 4) Current or planned use of funds or collaboration with apprenticeship programs
 - 5) Policies in response to ETA policy allowing for training in religious activities when assistance is indirect
- c. Eligible Training Provider List (ETPL) - describe local approval process
- d. OJT and Customized Training
 - 1) Vision for increasing opportunities
 - 2) How LWIB will identify and market opportunities, partner with growth industries, and leverage resources
 - 3) How will LWIB evaluate performance?
 - 4) Service to Specific Populations
 - a. Strategies to ensure full range of services/programs
 - b. Identify the local Priority of Service Policy
 - c. How will the LWIB ensure services to displaced homemakers, migrant seasonal farm workers, veterans, older workers, low-income individuals, disabled individuals, and individuals with multiple barriers
 - d. Strategies to ensure Priority of Service to veterans under Jobs for Veterans Act

- B. Rapid Response
 - 1. Describe local Rapid Response process
 - 2. How does LWIB ensure seamless transition to One-Stop services?
 - 3. How Rapid Response functions in the local area as a business service
 - 4. Identify other partners to expand range/quality of services
 - 5. Identify any other activities making use of Rapid Response funds
- C. Youth Services
 - 1. Local strategy for providing comprehensive and integrated services that incorporate all 10 required program elements
 - 2. Describe coordination with Job Corps and other youth programs
 - 3. How local funds will support State and Governor's vision
 - 4. Identify the 6th Youth Eligibility Criteria and if this is a change from the previous local plan.
 - 5. Identify the additional 5% Non-Economically Disadvantaged Youth Barrier and if this is a change from the previous local plan.
 - 6. Identify barriers or issues that need to be overcome
- D. Business Services
 - 1. How does LWIB determine employer needs at local level?
 - 2. How will business services be integrated into One-Stop
 - 3. How will LWIB integrate tax credit programs to maximize employer participation?
- E. Describe any innovative service delivery strategies currently in operation or in the planning stages
- F. Strategies for working with Faith-based and Community Organizations (activities to increase participation, expand access, steps to strengthen collaboration, etc.)

I. Performance...Pages...60-61

- A. Include chart showing local performance measures/goals
- B. Identify any additional local performance measures/goals that the LWIB will use to evaluate the workforce system (i.e., evaluation of partner program performance measures or the total number of individuals served by the One-Stop system, regardless of program, etc.)

I. Local Administration...Pages...62-65

- A. Describe local appeal process
- B. Steps to ensure compliance with non-discrimination
- C. Assurances

I. Funding Allocations and Service Projections...Page 66

- A. Funding by Programs

B. Number of participants projected to be served

Signature Page 1...Page 67

Signature Page 2...Page 68

PIMA COUNTY'S TWO YEAR WORKFORCE PLAN

I. Pima County Workforce Investment Board (WIB) Vision:

“Quality Jobs; Qualified Workers!”

As defined by the full Board, a Quality Job is one that includes the following components:

- Accessibility
- Advancement Opportunities
- Available Locally
- Benefits
- Community Involvement
- Continuous Education
- Flexibility
- Good Pay/Livable Wage
- Professional Development
- Retirement
- Sense of Purpose
- Stability
- Supportive Environment
- Values Family

As defined by the full Board, a Qualified Worker is:

- Able to Work
- Responsible for Actions
- Adaptable
- Able to Add Value
- An Effective Communicator
- Dedicated
- Dependable
- Flexible
- Honest
- Interested
- Motivated
- A Problem Solver
- Reliable
- Respectful of Cultural Differences and Diversity
- A Self-Starter
- Skilled
- Able to Demonstrate a Strong Work Ethic
- Able to Use tools (services, benefits, training, etc.)
- A Team Player
- Trained
- Trustworthy
- Teachable
- Able to Demonstrate a Positive Attitude
- Able to Meet Employer Requirements

A. What are Pima County WIB's economic development goals?

- To develop industry driven workforce solutions
- To listen to employers to develop a skilled workforce that can achieve first-rate career opportunities now and in the future.
- To insure sufficient workers are available in key industries.
- Coordinate Pima County's economic development resources to concentrate on collaborative community efforts in business and job creation, business retention and expansion.
- To effectively coordinate all public resources to produce a sustaining positive business development climate.
- To develop a partnership approach to County involvement in all public and private organizations involved in economic development.

B. What is the Vision for maximizing/leveraging local resources?

All local WIA resources are coordinated within the One-Stop system through a committee of partners, the One-Stop Oversight Committee. This systemic approach will coordinate all federally funded workforce programs to identify Quality Jobs in demand and match them with Qualified Workers in an accountable setting. This approach allows WIA funds to be leveraged with federal Trade Adjustment Act, Rehabilitation Services, TANF/Jobs and State Job Training Grant funds, as well as tax credit programs such as the federal Empowerment Zone and Work Opportunities Tax Credit, State Enterprise Zone, and State Technology Training credit.

C. What is the Vision for ensuring education/training opportunities (given changing skill needs) that will ultimately result in placement in jobs?

One-Stop will identify and prepare job seekers with the skills and training for positions in targeted growth industries. Most industries rely on a common foundation of basic skills: reading, math, communication, reliability, punctuality, teamwork and other soft skills.

Using comprehensive assessment tools, motivated job seekers will be assisted in the pursuit of new opportunities through services at the One-Stop. Job Seekers will be placed in jobs where advancement is possible along a career ladder with the assistance of the employer.

D. What is the Vision for continuing to bring together key players who identify challenges and develop solutions?

The WIB reviews partner programs, discusses community needs, and develops recommendations for workforce partners to insure Qualified Workers are ready for Quality Jobs.

WIB members work with local economic development agencies like: TREO (Tucson Regional Economic Opportunities), Business Education Roundtable, Southern Arizona Technology Council and a variety of other business and educational forums to develop community-wide solutions to workforce challenges.

E. What is the Vision for ensuring every youth has an opportunity for developing/achieving career goals?

Youth will be offered a “no-wrong-door” approach to an integrated menu of community service options that prepare them for Quality Jobs and ultimately, careers.

I. Economic and Labor Market Analysis

A. Current makeup of local economic base by industry.

Located in Southern Arizona, Pima County's 9,240 square miles are on the border of Mexico. Tucson is the county's largest city, and about 85% of the County's approximately 950,000 residents live in the Tucson Metropolitan Area. There are 443,100 people in the local civilian labor force, of whom 19,100 were officially unemployed in June of 2005. 58,200 people are self-employed and more than 13,000 work from home.

Pima County's largest industry in terms of employment is education, both private and public. The trade industry, retail and wholesale, is a close second. These two industries generate over 28% of the County's paychecks. Another one out of ten workers are paid from the healthcare/medical industry; while the leisure and hospitality industry generates one ninth of the County's paychecks.

As Pima County's population climbs toward one million, its manufacturing sector continues to shrink with fewer than eight of every hundred paychecks are distributed by manufacturers. The construction industry remains strong and now contributes to almost as many paychecks as manufacturing.

Employment continues to grow and unemployment remains low. At mid-decade, the increasing number of help wanted signs begins to remind economists of the late 90's. Most of the job growth is in the service sector, and while there are many decent paying jobs in the sector, the resort-like nature of the area contributes to a large number of low paying jobs, which in turns contributes to the problem of the working, uninsured poor.

Table 1: Recent Employment Trends in Pima County

Sector	June 2003	June 2004	June 2005
Total Payroll	343,500	344,900	365,800
Manufacturing	29,200	28,500	28,600
Mining	1,400	1,200	1,500
Construction	24,000	23,600	26,600
Trade	47,500	46,000	51,400
Transportation, Warehousing & Utilities	7,700	7,900	8,600
Information	7,300	7,700	7,100
Finance	14,800	15,500	18,200
Prof and Business Services	39,800	41,400	43,300
Educational Services-Private	11,200	12,000	12,200
Health Care	34,300	35,400	37,200
Hospitality	36,800	36,800	40,200
Other Private Sector	14,900	15,000	15,000
Public Education	34,600	40,400	40,400
Other Government	34,400	33,500	35,500

Workforce Informer, August 2003, 2004, 2005

A. Industries and jobs projected to grow or decline

In a growing economy, it is reasonable to expect all industries to grow. Workforce development efforts support economic developments by being prepared to train workers for any industry. Realistically, in the next few years Pima County could continue to see little or no growth in manufacturing. It is possible that rising interest rates will slow new construction; however construction workers may still find employment repairing and upgrading an aging housing stock.

Healthcare and education employment tend to grow with the population, although an aging population will undoubtedly accelerate health care employment growth. Wholesale trade may grow if the area continues to benefit from the NAFTA related corridor for moving and transferring goods across the Mexican border. Retail trade growth is contingent upon population growth, discretionary spending and consumer confidence.

The WIB's Planning Committee has identified several target industries. Target industries have a significant number of occupations that are expected to generate at least 100 jobs in Pima

County each year for the next ten years through a combination of growth and replacement. The eleven target industries are:

- Construction
- Customer Service
- Education
- Finance
- Healthcare/ Medical
- Hospitality
- Information Technology
- Maintenance
- Production
- Security
- Transportation

Some occupations are growing at faster rates. Some of these occupations, such as counter clerk do not require a One-Stop training investment. Others, such as Financial Specialists are difficult for a One-Stop to train people in. Table 2 shows some of the fastest growing occupations.

Table 2: Growth Occupations 2004-2006

	Industry	2004	2006	Growth	% Growth
Dental Hygienist	Medical	823	968	145	17.60%
Loan Officers	Finance	778	910	132	17%
Medical Assistants	Medical	2,279	2,644	365	16%
Insurance Agents	Finance	1,240	787	198	16%
Dental Assistants	Medical	679	787	108	15.90%
Tellers	Finance	1,082	1,251	169	15.60%
Social Service Workers		1,074	1,231	157	14.60%
Real Estate Agents	Finance	832	951	119	14.30%
Home Health Aides	Medical	2,553	2,906	353	13.80%
Preschool Teachers	Education	1,005	1,123	118	11.70%
Health Support Occupations	Medical	11,827	13,198	1,371	11.60%
Receptionists	Multiple	3,690	4,118	428	11.60%
Counter Clerks	Customer Service	1,065	1,188	123	11.50%
Painters	Construction	1,550	1,725	175	11.50%
LPNs	Medical	1,870	2,078	208	11.10%

Yesterday's declining occupation can become today's growth occupation. For example, the introduction of Automated Teller Machines in the early 80's triggered a decline in the need for live

tellers. Training of tellers was discontinued at the local level. Now, the need for tellers has again become significant.

Individuals employed in true declining occupations, like telephone operators, often have skills that can be transferred to emerging occupations within the company or even within the industry. Other declining occupations, like locksmiths and pest control specialists, may represent changes in the industry as people leave companies to become sole proprietors or are placed on commission rather than salary. In a growing area, the demand for these services continues to grow. Table 3 shows some declining occupations.

Table 3: Declining Occupations 2004-2006

	2004	2006	Difference	%
Telephone Operators	69	62	-7	-10.10%
Locksmiths	93	90	-3	-3.20%
Prepress Techs	104	102	-2	-1.90%
Pest Control Workers	469	462	-7	-1.50%
Electromechanical Assemblers	132	130	-2	-1.50%

C. Where is there demand for skilled workers and jobs today and in the future and in what numbers?

Occupations from Table 4 are from the list of demand occupations identified by the WIB's Planning Committee in the fall of 2004. The full list is available at the One-Stop and allows job seekers to review demand occupations with respect to earning power and basic qualifications.

Table 4 - 2004 ADES Wage Survey and 2003-2013 ADES Occupational Projections for Tucson Metropolitan Area

SOC Code	SOC Title	Mean Hourly Wage	Mean Annual Wage	Median Hourly Wage	Median Annual Wage	Estimated Jobs 2003	10-Year Job Growth	Average Annual Replacement Openings	Average Annual Job Openings
13-2011	Accountants and Auditors	\$23.17	\$48,190	\$20.54	\$42,724	2952	632	56	119
15-1051	Computer Systems Analysts	\$28.44	\$59,164	\$27.85	\$57,932	963	271	11	38
25-2021	Elementary School Teachers, Except Special Education	\$24.08	\$41,723	\$23.21	\$40,222	4301	889	95	184
25-2022	Middle School Teachers, Except Special and Vocational Education	\$24.61	\$42,658	\$23.71	\$41,096	1742	251	38	63
25-2031	Secondary School Teachers, Except Special and Vocational Education	\$24.59	\$42,615	\$23.85	\$41,335	2368	568	67	124
29-1111	Registered Nurses	\$24.91	\$51,813	\$25.12	\$52,252	6522	3700	137	507
33-3051	Police and Sheriff's Patrol Officers	\$22.22	\$46,220	\$22.09	\$45,945	1756	663	45	111
41-1011	First-Line Supervisors/Managers of Retail Sales Workers	\$18.56	\$38,611	\$15.90	\$33,065	3769	592	68	127
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	\$22.72	\$47,247	\$19.44	\$40,429	2158	520	57	109
47-2031	Carpenters	\$13.76	\$28,625	\$13.30	\$27,663	4320	1146	70	185
47-2111	Electricians	\$15.73	\$32,727	\$15.44	\$32,114	2007	801	40	120
49-3023	Automotive Service Technicians and Mechanics	\$16.82	\$34,991	\$16.80	\$34,937	2321	414	62	103
51-4121	Welders, Cutters, Solderers, and Brazers	\$13.79	\$28,678	\$12.61	\$26,228	618	118	18	30
53-3032	Truck Drivers, Heavy and Tractor-Trailer	\$15.25	\$31,714	\$13.82	\$28,751	1964	468	32	79
53-3033	Truck Drivers, Light or Delivery Services	\$13.38	\$27,824	\$10.98	\$22,847	2198	521	20	72

C. What industries/jobs are most critical to the local economy?

During the past decade, local economic development efforts have created a fertile ground for the development of high tech, biotech, and info-tech companies. The University of Arizona fosters technology transfer from academic research to industry, and its Research and Science Park provides an incubator for start up in emerging industries. In addition to emerging businesses, more traditional industries continue to grow.

Critical Industries and Needs to the Local Economy

Industry	Must Be Able to Produce	Future Needs
Education	<p>Post-secondary graduates capable of competing in an increasingly technical world</p> <p>Continuing education to enable workers to upgrade technical skills and transition to emerging careers.</p>	<p>Teachers of all disciplines, but a large need for Math and Science teachers.</p>
Construction	<p>Plan and build attractive, comfortable homes and businesses.</p> <p>Maintain and upgrade existing structures.</p>	<p>Trained trades people.</p> <p>Experienced repair people.</p>
Health	<p>Maintain the health of our workforce.</p> <p>Produce competent workers who can transition into the biotechnology field.</p>	<p>Qualified workers at all levels.</p>
Transportation	<p>Plan and build roads, railroads, and airport access to move goods and workers.</p> <p>Maintain cars, trains, buses and planes.</p>	<p>Drivers</p> <p>Technicians</p>
Information Technology	<p>Upgrade communications networks.</p> <p>Seek more efficient methods for businesses to communicate.</p>	<p>Network Technicians</p> <p>Computer technicians, programmers, and analysts.</p>

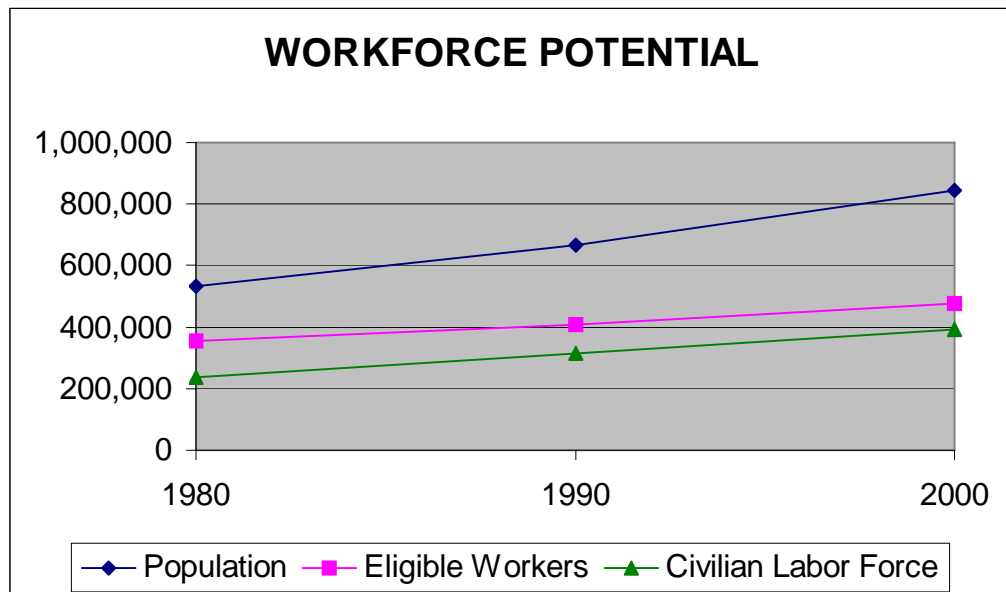
C. What are skill needs for available, critical, and projected jobs?

- The ability to read, write and otherwise communicate effectively.
- The ability to perform arithmetic and more complex mathematical computations.
- Problem solving.
- Active listening.
- Exercise good judgment in making decisions.
- Manage time effectively.
- Be willing to learn.
- Analyze problems and situations.

D. What are current and projected demographics of the available labor pool?

Like the rest of the nation, Pima County faces a labor shortage in the near future. In 2008 the first babies born at the end of World War II hit age 62, making them eligible for Social Security and there are fewer younger people to take their place. Pima County may not feel this as acutely as other areas of the country as the median age in Pima County went from 35.7 years to 36 years between 2000 and 2003. This change represents only half the increase of the nation's 35.3 years in 2000 to 36.0 years in 2003. The population of the United States saw a .7 year increase in median age from 2000-2003 whereas Pima County only saw a .3 year increase.

Table 5: Growth of Population, the Civilian Labor Force and Persons aged 15-64



As Table 6 shows, Pima County's population grew 58.7% between 1980 and 2000. What is interesting is that the group of actual and potential workers (persons 15-64 years of age) only grew 55.5% during this same period. At 68.7%, the Civilian Labor Force grew faster than the general population and the 15-64 age group. While under age 15 grew 50.6% in this period, the over 64 group grew 92.1%.

Table 6: Recent Pima County Population Distribution

Category	2000	2003
Under 18	24%	25%
18-24	11%	10%
25-44	29%	27%
45-64	22%	23%
65 +	14%	14%
Median Age	35.7	36.0

Pima County's proximity to Mexico has provided the area with a rich cultural heritage and steady stream of immigrating workers. Many of these workers speak little English, and while they will become an increasing greater proportion of Pima County's workforce, they will require resources to help them overcome the language barrier. In 2000, 8.9% of Pima County's population spoke English "less than very well", which is up from 8.5% in 1990.

Among people 25 and older, Pima County's population has become more educated:

	<u>1990</u>	<u>2000</u>
No High School Degree	19.5%	15.4%
Bachelor's Degree or Higher	23.3%	27.5%

Thirty-two percent of the people in Pima County are Hispanic, 59% White Non-Hispanic, 3% Black, 3% American Indian, and 2% Asian.

G. Describe any in-migration or out-migration of workers impacting the labor pool

Pima County Top Migration Patterns: 1995-2000

From Pima to		Entering Pima from	
Maricopa County	3,744	Los Angeles County, Ca	2,237
San Diego County, CA	365	Cochise County, AZ	1,644
Pinal County, AZ	678	Santa Cruz County, AZ	1,844
Coconino County, AZ	44	Cook County, ILL	1,350
Bexar County, TX	1,054	King County, Wash	653
Santa Clara County, Ca	738	Clark County, NV	765
Salt Lake County, UT	714	Orange County, Ca	466
		Yuma County, AZ	1,727
		Navajo County, AZ	117
		Bernalillo County, NM	161
		San Bernardino County, Ca	420
		El Paso County, TX	455
		Yavapai County, AZ	62
		Harris County, TX	1,151
		Riverside County, Ca	88
		Dallas County, TX	1,017

Within Arizona, people move to Pima County from smaller counties, and from Pima County to Maricopa County and Pinal County (housing for the Phoenix area has spilled into Pinal County in the past few years).

Texas, California, Seattle and Chicago seem to be losing people to Pima, although a few areas in Texas and California show net gains of Pimans.

G. Describe skill gaps today and projected

Employers have identified a variety of skill set gaps in today's workforce, like problem solving, listening skills, and lack of teamwork. The most critical skill gap is found in the hard working person who lacks basic education skills, a high school diploma and/or is Limited English proficient. Lack of basic skills makes it all the more difficult for these people to overcome new gaps created by innovation and rapidly changing technology. In the next few years, innovation will create additional skill gaps in the medical,

manufacturing and production industries as well as information technology and communications.

As workers retire and fewer of them are available to replace them, Pima County will have low unemployment. Periods of full employment exaggerate and skew an employer's perception of employee work ethics, as an increasing proportion of marginally employable people with weak work ethics recycle through industries.

During boom times, employers may encounter "loyalty" gaps, as scarce skilled workers change jobs frequently for better pay and work environments.

Finally, businesses will find it increasingly difficult to compete in a global environment because only about one quarter of the workers speak a language other than English.

H. What workforce development issues have been identified?

Businesses need people who:

- Can read, write, and perform simple arithmetic functions
- Have a good work ethic
- Can communicate
- Follow instructions
- Can work well with others and on teams

Job seekers need places to obtain information (Pima County has a One-Stop System rather than a single One-Stop Center to make access easier for people), and many of the One-Stops existing job seekers need assistance in removing serious barriers to employment. These barriers include:

- Lack of basic skills
- Poor work ethics
- Substance abuse problems
- Attempts to avoid child support payments by working in the underground economy (with its lack of worker compensation and social security support)
- Legal problems
- Child care issues
- Health care needs
- Transportation problems

Worker Needs:

Workers have some of the same needs as job seekers, but also need to have the means to:

- Keep up with technological changes
- Improve their chances of advancing on a career ladder
- Climbing onto a ladder that has better opportunities than the one they are currently on

I. What issues are considered most critical?

- Lack of work ethic
- High dropout rate and low functional levels
- The impact of AIMS on diploma attainment
- High poverty rate
- New jobs with new companies that go to out-of-town workers
- Limited training funds

I. Overarching Local Strategies

A. How will the WIB use WIA Title I funds to leverage other funds and expand participation in the local workforce system?

Workforce Investment Act funds are a cornerstone for a much larger workforce system that fosters collaboration among mandated partners and obtains local and other resources in order to provide workforce services for the County. This happens in several ways:

1. Mandated WIB partners report basic WIA statistics on activities and outcomes that help the WIB look at a system rather than one or two programs.
2. Co-location of partners in the One-Stop maximizes leveraging of resources for services delivered on site, such as job development provided by a Veterans' Employment Services representative, specialized services for youth, consultations with a Disability Navigator, and GED classes provided by Pima College Adult Education. Mutually eligible job seekers benefit from a wider array of choices and a more appropriate mix of services.
3. Awarding WIA funds to community-based organizations to hire Workforce Development Specialists dedicated to the One-Stop system. These staff may be located at the One-Stop center or at another location in the community. Their customers benefit from other resources agencies are able to leverage.
4. Some WIA clients are co-enrolled with One-Stop partners such as Trade Adjustment Assistance and Rehabilitation Services, expanding the range of services available to the client and resulting in cost savings to both partners.
5. The County's One-Stop's Employer Outreach Team has joined forces with the Employer Outreach Team from Job Service, resulting in more efficient service to employers. In addition to assessing employer needs and familiarizing employers with the One-Stop, this team provides information to employers about the state tax credit programs such as the Enterprise Zone and Information Technology Tax Credit.
6. The One-Stop worked with five local construction employers to establish a new apprenticeship program using local funds and Job Training funds, as well as various tax credit programs.
7. Private sector employers match WIA funds under On the Job Training and customized Training contracts.

Next Steps:

8. Bring the employer outreach staff from other partners onto the team that offer Pima County Employers an even more efficient One-Stop System to fill County hiring needs with job ready individuals.
9. Arrange with additional partners to co-enroll clients for additional cost efficiencies.

B. Strategies to address national strategic direction, Governor's priorities, and workforce issues identified

With representation from targeted industries, public secondary education, post-secondary education, private sector education, as well as the new local development "One-Stop" agency, the WIB is an arena for an honest exchange of issues that confront education, economic development, and workforce development.

1. The Governor's highest priority, which was also a catalyst for the creation of the Workforce Investment Act, is the creation of a seamless workforce delivery system.

At the beginning of WIA in 2000, Job Service, Unemployment Insurance and Title V of the Older Americans Act placed staff at the One-Stop, which is anchored by Workforce Investment Act Title IB staff. Since that beginning, Rehabilitation Services, Job Corps, Trade Adjustment Assistance and the Veteran's program have placed staff at the One-Stop, and each of the two centers now has an Adult Education Act sponsored GED program 12 hours a week.

An individual or employer entering the One-Stop is evaluated based on need and transferred to the staff person best meeting that need, without reference to the program the staff person is employed by.

The WIB brings partners together through its One-Stop Oversight Committee to review partner statistics, discuss common issues, and review system job placements against historical and current labor market information. Two partners, WIA and Job Service, are now using the same database for employer leads. Other partners have been invited to join this partnership.

Next Steps:

2. Completion of an automated referral system for all partners to use.
 3. Transfer of County One-Stop core service Job Placement activities to Job Service.
- 4. The Governor's second priority is to know the needs of business, which echoes our nation's strategic direction to create an employer led workforce system.**

The WIB is addressing this priority in two major initiatives.

First, the WIB identified 11 local growth industries to be prioritized for job development and training efforts. The One-Stop uses this information to educate job seekers. The Employer Outreach Team uses this data to target businesses for On-the-Job Training opportunities, job leads and focus groups to discuss industry needs.

Second, the WIB moved its RFP process away from funding agencies that targeted specific populations to funding agencies that targeted specific industries. Funded agencies gear recruitment towards needs of the targeted industries and educate clients to the specific occupational needs of businesses in those industries.

Next Step:

Review results of the strategy implemented through the 2005 RFP process to determine if it meets industry needs and prepare recommendations for future RFP processes.

- 5. The Governor's final priority for workforce is to support economic development efforts.**

Since the beginning, the WIB has had two or three members who represent various local economic development agencies. In early 2005, local business leaders and local elected officials redesigned local economic development efforts, creating a One-Stop economic development agency. A staff person from the One-Stop Employer Outreach team has been assigned to this new agency—Tucson Regional Economic Opportunities (TREO).

One-Stop system partners play a critical role in the labor portion of the economic development equation by helping high school

dropouts complete an educational goal and enter the workforce, retraining dislocated workers, and helping people overcome barriers and gain skills that local employers need.

The system is flexible enough to help new employers with mass recruitment efforts. Additionally, the system is designed to help train people for critical foundation jobs that support business growth. This training is for jobs in healthcare, education, transportation, and construction.

Next Step:

Conduct at least one industry-specific focus group each quarter to develop a qualitative aspect of jobs in demand by that industry.

B. Strategies current or planned to identify/target high growth industries (e.g. consider new/emerging industries and those with significant impact)

The WIB's Planning Committee analyzes data from the DES Research Administration, One-Stop staff and other sources to develop occupational target areas for local One-Stop services (an example is Table 4 in the previous section).

The WIB reviews and approves subcontractors and Eligible Training Providers for Pima County's local One-Stop based upon responsiveness to occupational demand and the vision of the local WIB.

The One-Stop's Employer Outreach Team uses data and its linkage with economic development to work with emerging industries with highly skilled jobs, as well as supporting training needs for new and existing companies.

Pima County is one of only a handful of areas in the country to have obtained two successive H1B Technical Skills Grants, which were designed by industry experts and the Departments of Immigration and Labor to train Americans for high skill technical jobs that are going to persons from other nations. Over 3,000 employees had their skills upgraded.

Next Steps:

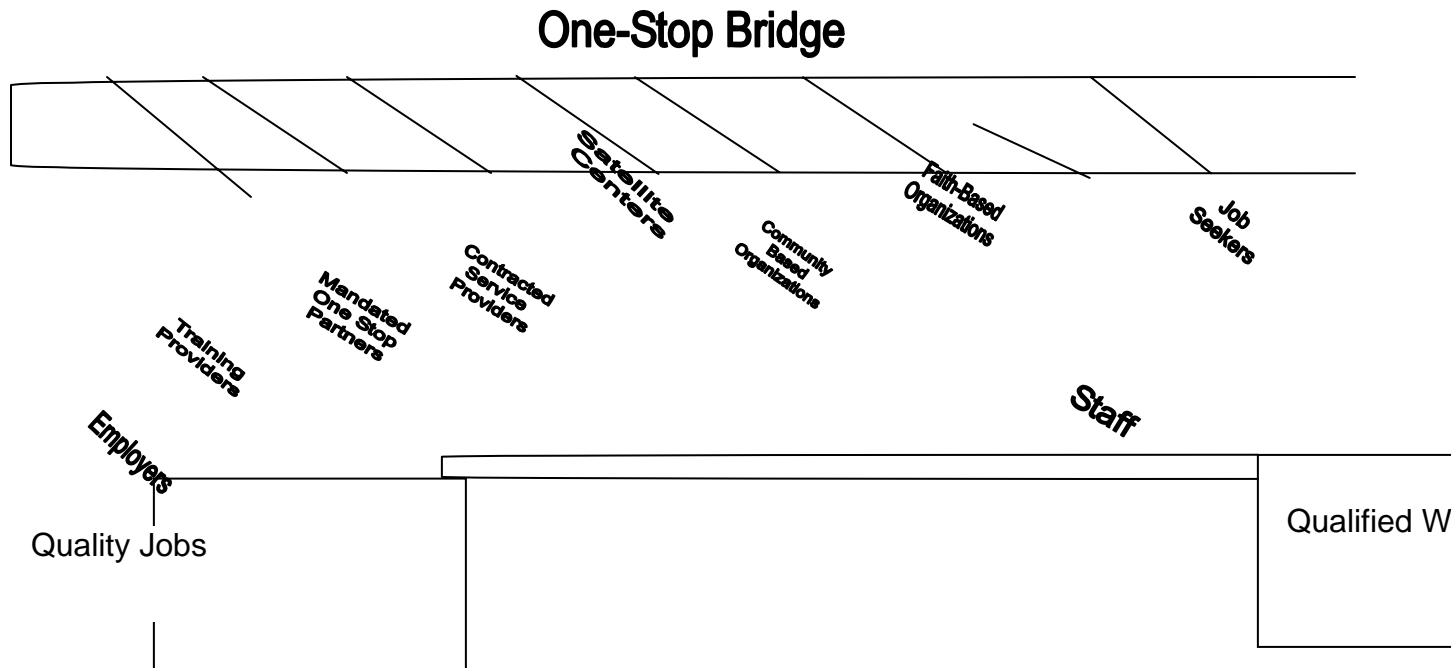
1. To communicate, throughout the community, the career path opportunities available in Pima County's growth industries/employers.

2. Identify two high growth employers for potential OJT candidates.

B. Strategies to promote/develop strategic partnerships to identify/develop solutions to challenges of targeted industries.

Workforce development involves a creative, responsive collaboration among workers, business, education, government, and community-based organizations to leverage community resources. Examples of partnerships include the development of a new apprenticeship program for the construction industry and funding for participants in a new Histology Technician program at the Community College. The WIB partnered with economic development, the local government and the Community College to create the Southern Arizona Institute for Advanced Technology.

The One-Stop model coordinates joint service delivery between different organizations in order to tap the expertise, resources and community track record of each and to avoid duplicating existing services.



Next Step:
Work with several mandated partners to co-fund a workforce solution for an employer with hiring needs.

C. Strategies to ensure sufficient resources for training people in high growth and demand industries

The One-Stop identifies and prepares job seekers with the skills and training needed for positions in target growth industries. Most industries rely on a common foundation of basic skills: reading, math, communication, reliability, punctuality, teamwork and other soft skills.

The One-Stop flow of services is designed to screen candidates for work readiness and training pre-requisites, guide them in developing the most appropriate plan for sustainable employment, and prepare them to be successful in a course of training, adult education, and/or job search. Using comprehensive assessment tools, motivated job seekers are assisted in their pursuit of a new opportunity through services at the One-Stop. People are placed into jobs where they can advance along a career ladder in the selected industry with the assistance of their employer.

During summer months, the One-Stop and WIB team up with the Community College to offer youth career academies where youth are exposed to careers in high tech and biotech.

The WIB and One-Stop obtained two "H1B" Technical Skill Training grants to assist businesses in training people for critical technical positions in demand. Employers using this grant were also encouraged to use the Information Technology Training Tax Credit Program.

Next Step:

Expand the use of subsidized work experience for both adults and youth, where employers identify training needs and One-Stop participants try out the jobs at a cost shared by the employer and One-Stop.

D. How will local workforce initiatives support small business?

The One-Stop attempts to identify potential entrepreneurs at the Core Service level and direct them to the Small Business Development Center, SCORE and other programs that can help them.

Current and anticipated steps:

Train people through OJT for niche jobs in small businesses in the WIB's targeted demand industries.

Identify One-Stop participants eligible for state and federal tax credits; and
Assess and screen candidates for jobs.

E. What strategies will be used to promote collaboration between the local workforce system, apprenticeships and youth entities?

Depending on grant availability, the One-Stop sets up pre-apprenticeship programs for youth in the construction field. The One-Stop also supports training for the first two years of a person's apprenticeship program. A year ago, the One-Stop worked with the Tucson Utilities Contractor's Association, five construction companies and the Department of Commerce to establish a new apprenticeship program. The One-Stop will continue to actively promote these collaborations.

Pima County public school districts are in the beginning stages of investigating and planning the formation of a Joint Technical Education District, which would provide a mechanism for school districts and other local delivery systems to expand and enhance career and technical education training opportunities.

Next:

Identify and develop a new apprenticeship program.

I. Integration of One-Stop Service Delivery

A. What are the policies/procedures to ensure quality of service delivery (e.g. competencies for career center staff)?

Each Workforce Development specialist employed by Pima County or a subcontracted agency is required to complete a 75-hour Staff Development Continuous Improvement Process (SDCIP) training program that covers the following:

- Employability skills, career exploration
- Assessment, support services and core services
- Counseling and crisis intervention
- Trade Adjustment Assistance and Workforce Investment Act
- “Virtual OneStop”, data entry and case management
- Training plans, partners, and special needs clients consideration
- Intake, triage and customer service (all receptionists at the five One-Stop career centers also receive this component, along with in-service updates)

The WIB is instituting a short survey to be sent to employers that use the One-Stop to assess the quality of services to employers and obtain feedback that will form the basis for continuous improvement efforts.

B. What are the policies and procedures to support maximum integration for business/individual customers?

In response to the WIB’s desire to develop an employer driven system, the One-Stop created an Employer Outreach Team to make presentations on One-Stop services as well as determine employer hiring and training needs. Once the Team identifies specific employer needs, it distributes this information via the Internet, staff meetings and flyers to the Workforce Development Specialists who work directly with clients and can refer clients to jobs. This also helps clients select training in areas where occupational growth is projected.

Specific Outreach Team goals include to be met by June 30, 2006:

- Contact and present One-Stop services to 5,000 employers
- Contract with 300 employers for job matching
- Enter 2,500 job orders into Job Leads Data Base

- Write 120 On-the-Job Training contracts
- Generate \$250,000 in tax credits for employers
- Create one new training program
- Identify one future occupational needs study
- Attend local area chamber of commerce meetings, industry Cluster meetings, employer advisory committees, business forums, and other events where employers meet
- Update Marketing materials to explain One-Stop services for businesses
- Focus on High Demand Occupations from WIB
- Hold weekly Employer Networks with employers that represent demand occupations for clients seeking employment or training.
- Conduct industry focus groups to determine shortages, customized training needs, employment opportunities and prepare occupational information brochures

C. Actions taken to promote identifying infrastructure costs, contributions from mandated and non-mandated partners, and local strategies to support One-Stop operations.

Much like the movie “Field of Dreams,” Pima County has taken the approach of “build it and they will come” in developing two large, modern One-Stops. In 2002 the One-Stop moved into a new facility that was built by the City of Tucson and United Way. At the same time, the County built another facility with local funds that opened in 2003 and is primarily staffed by One-Stop staff.

At the beginning of WIA in 2000, Job Service, Unemployment Insurance and Title V of the Older Americans Act placed staff at the One-Stop. Since that beginning, Rehabilitation Services, Job Corps and the Veteran’s program have placed staff at the One-Stop, and each of the two centers now has an Adult Education Act sponsored GED program 12 hours a week.

Some County WIA staff have been out stationed at DES Job Service facilities under a no cost agreement. Additional funds have been obtained to help cover staff related costs for space and supplies for Rehabilitation Services’ staff stationed at One-Stops.

Local funds have been used to cover space and supplies costs of other partner staff stationed at the One-Stop.

D. Policies to ensure universal access and consistency of services.

The Universal Access and Consistency of Service Policies are based on six values: communication, action, respect, empathy, expertise, and resourcefulness (CAREER).

Communication - While many problems can be attributed to lack of communication, resolution through communication can only be effective through listening to eliminate barriers by paraphrasing, restating complaints and mirroring customers body language or tone of voice.

Action - The most effective way to show customer assistance is by taking action, delivering what's promised and following up in a timely manner.

Respect - internal and external customers should feel welcome at the One-Stop because staff introduce themselves to customers by name, acknowledge their feelings, and recognize each customer as a person who desires to work.

Empathy - One-Stop staff realize that when customers question a procedure or complaint, it is not a personal attack but that they have a legitimate concern with the service.

Expertise – In order for One-Stop staff to be able to do and care about their jobs and the customer, they are cross-trained on internal and external customer traits.

Resourcefulness – Creative approaches involve the leveraging of multiple funding sources to overcome bureaucratic barriers in order to solve client needs.

In addition to customer service values (CAREER), a customer service environment is evident in the One-Stop. The environment involves the following:

- The customer is the starting point in everything done
- Customer relationships are tailored to each customer
- Emphasis is on providing the customer with a total quality experience
- Attention is given to the customer's desired outcomes
- The customer will always define quality

- The customer's perception of value must be recognized
- The customer's expected outcome of a problem must be clear and met
- Customer service is always defined by customer demand
- Satisfaction is constantly evaluated by the customer

The customer determines their satisfaction of the One-Stop system by using the following criteria:

Quality - is the One-Stop staff knowledgeable and are quality services delivered?

Variety - Are services marketed to the customers' wants and needs?

Customization - Are services directly targeted to the individual customer?

Convenience - is the One-Stop working as a partner to deliver or brokering the needed services?

Speed - are services delivered in a timely manner?

E. Identify barriers or issues that need to be overcome for successful integration

- Partners must have a desire at the leadership level to maximize resources
- Issues like confidentiality must be viewed as challenges rather than obstacles
- Infrastructure costs must be shared by all partners
- Partners must share funding and caseload information to lay the basis for planning a system
- Partners must have practical discussions about current leases, and the type of location and facility that is best for all

V. Local Workforce Investment System

A. Local Board

1. Identify LWIB members, sector represented, and contact information

Please see Attachment A for a current list of WIB members.

2. Identify date and length of appointment.

All appointments are for a three-year period, unless they occur during a term. All appointments expire September 30, 2006.

3. Annual meeting calendar

Meetings are held the second Friday of each month except July, when no meeting is held.

A. Youth Council (attach latest membership list, including sector representation and contact information)

Recruitment is currently underway for at least one parent representative on the Youth Council. The WIB's Membership Committee handles recruitment, nominating and membership issues as they occur. The Youth Council has its own Membership Committee Chair, who also serves as a standing member of the WIB's Membership Committee.

Please see Attachment B for a current list of Youth Council members.

B. Identify criteria the Local Elected Officials (LEOs) use to appoint local board and youth council members.

Recommendations are made by the WIB's Nomination Committee to the WIB's Executive Committee and forwarded to the Board of Supervisors, which reviews requirements in WIA to insure that nominees meet WIA requirements.

C. Describe the local strategic planning process and how it ensures plans are consistent with the State's goals/direction.

This plan was developed under the auspices of the WIB's Planning Committee. This committee developed and updated a list of high growth industries and occupations for the One-Stop to emphasize, and revisited the WIB's vision as part of the preparation for this plan. The Committee presented a draft of the plan at the September 9th and October 14th WIB meetings. The WIB members held working sessions at both meetings to work on the plan. The Executive Committee met on Tuesday, October 25th to review state comments on the plan. Several WIB members are on the governor's council and have reviewed the plan to make sure it is consistent with the state's overall direction.

D. Provider Selection Policies

1. Policies/procedures to determine providers of WIA services

Anyone interested in providing WIA services should familiarize themselves with:

- WIA Regulations 20 CFR part 652
- CFR 97.36 Uniform Administrative Requirements for Grants and Local Cooperative Agreements to State and Local Governments, Dept. of Labor--Procurement
- Board of Supervisors' procurement code Title 11 and the Board of Supervisors policy 29
- Arizona Revised Statutes Article 41, chapters 23, 24 and 25 et al
- Jobs for Veterans Act

Potential service providers and vendors learn about solicitations conducted by WIB and One-Stop from the WIB and County websites and in local newspapers.

Procurements have specified timelines, and proposals are reviewed by WIB members who make funding recommendations to the Pima County Board of Supervisors. The Workforce Investment Board's (WIB) Planning Committee, with the assistance of the One-Stop staff, recommends priorities for solicitation of One-Stop services

2. Procedures for providers to appeal denials

An interested party may file a protest regarding an alleged violation of the proposal review process that resulted in discrimination or unfair consideration. Protests must be filed

according to the procedure established by the Department under Pima County Procurement Code Title 11.20.010.

Please see Attachment C to review the procedures in detail.

3. Competitive and non-competitive processes to award Title I grants/contracts

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

Other than IGAs, there are two types of contracts—fee for service vendor contracts and cost reimbursement comprehensive service contracts.

Fee For Service Contracts:

Workshops
Basic Education
Youth Skills Training
Work Experience
Behavioral Counseling

Cost Reimbursement Contracts:

One-Stop Staff
Job Development
Job Development
Specialty Projects

Typical evaluation factors are:

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

4. Identify the provider(s) of youth services, the process and criteria used in awarding of contracts (including the length of contracts)

2005-06 youth providers for 2005-06 are Tucson Youth Development, Tucson Urban League, SER—Jobs for Progress, Dorothy Kret & Associates, Inc. (DKA), Community Outreach for the Deaf, and Pio Decimo. These providers were selected in a competitive process that was conducted by the Youth Council during the period January to March of 2005.

Proposers were evaluated on the following:

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

F. Oversight/Monitoring Process (describe local process)

Community Services Employment and Training staff conducts on-site monitoring of subcontractors on an annual basis. This includes overall program activities, financial tests, personnel files, participant files, and interviews with participants and staff.

Contracts with sub-recipients are monitored internally by Community Services Employment and Training fiscal staff to insure no excess or duplicate payments are made. The finance department produces the official accounting reports each month. Both the accounting section and a designated program staff member verify the accuracy of fiscal reporting and bills. This approach relies heavily on a computer tracking system of participant records.

Monthly desk reviews cover subcontractor logs and reports and compare activity to plan. The WIB's Performance Committee reviews monthly reports. Subcontractors may be asked for corrective action, and may have their contracts reduced or eliminated if performance does meet requirements.

G. Grievance Procedure

Program applicants receive a copy of the grievance and complaint procedure. A participant or any other individual alleging a violation is provided an opportunity to pursue their complaint or grievance through the procedure outlined below.

All individual have access to posters in the resource area that outline the procedure.

DEFINITION OF GRIEVANCE

A grievance is a statement of dissatisfaction, which is filed whenever it is believed that an erroneous or inequitable situation exists which substantially, affects the interest of the person filing or on whose behalf the filing is made.

FILING PROCEDURES

Grievances and complaints of discrimination involving an agency must show an attempt at resolution through that agency's internal procedures. If resolution is not obtained at the agency level, the individual may complain to the Director of the Pima County Community Services, Employment and Training Department.

Complaints stating that an individual or organization receiving Pima County One-Stop funds has violated a provision of the program's regulations, or any agreement covered by the Pima County One-Stop, must be filed within one year of alleged violation, except for complaints that should be in writing and should provide the following:

The name, address, phone number and signature of complainant.

The name and address of the organization or individual against whom the complaint is made.

A clear and concise statement of facts, including pertinent dates of the alleged violation.

Complaints should be submitted to:

**Arthur Eckstrom, Director
Pima County Community Services Employment & Training
2797 E. Ajo Way, 3rd Floor
Tucson, AZ 85713**

Complaints of discrimination on the ground of race, color national origin, age, sex, religion, political affirmation of belief, shall be sent directly to:

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

RESOLUTION

Initial complaint/grievances initiated by participants or affected parties, are addressed by an assigned staff member who attempts to resolve the issue. If within ten (10) working days, no resolution has been reached they can elevate the grievance, in writing, to the Director who then has ten (10) working days to resolve the issue. If the grieving party is not satisfied, they may appeal to the next level, the County Deputy Director who schedules a hearing. If informal resolution is not achieved, the complainant shall be notified in writing of the date, time and place of a formal hearing, including the opportunity to present evidence. The hearing will take place within 30 days of receipt of a written complaint. The hearing officer shall be the Pima County Deputy Director. The hearing officer will issue a determination within 30 days of the hearing for the case. A final decision will be issued within ten (10) working days after the hearing. An appeal may be made to:

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

The request for review shall be filed within 20 days from the date on which the complainant should have received a decision. The Arizona Department of Economic Security, WIA Administration shall issue a decision within 30 days. Any and all of the mandated time frames for processing complaints after they have been filed may be waived, when necessary, by written consent of all affected parties.

H. One-Stop Center Operations

1. Identify Comprehensive and Satellite Centers, including all services and partner programs available.

Kino Service Center
2797 E. Ajo Way
Tucson, AZ 85713

Rio Nuevo One-Stop
340 N. Commerce Park Loop
Tucson, AZ 85745

Partner participation at the Pima County One-Stops:

Adult Education

One 12 hour GED class at each Center
each week

Job Corps	Part-time recruitment at Rio Nuevo
Job Service (Wagner-Peyser)	Labor Exchange services at both County sites and all DES sites
Older Americans Title V	Job Developer at Rio Nuevo
Rehabilitation Services	Navigator and Counseling at each site
TAA	Counseling at Rio Nuevo
Unemployment Insurance	Rapid Response staff at Rio Nuevo
Workforce Investment Act	Core services, eligibility, case management, training and follow-up at both sites

Subcontracted Agencies:

The WIB contracts with the following community based organizations for case management services at the One-Stop and at their sites:

Catholic Community Services
140 W. Speedway Blvd. - Tucson

University of Arizona PHASE Program
1230 N. Park Ave. #209 - Tucson

Goodwill Industries of Southern Az.
1940 E. Silverlake Rd., #405 - Tucson

Dorothy Kret & Associates
1502 E. Broadway - Tucson

Portable Practical Education Preparation, Inc.
802 E. 46th St.

Tucson Urban League
2305 S. Park Ave. - Tucson

SER Jobs for Progress
40 W. 28th St.

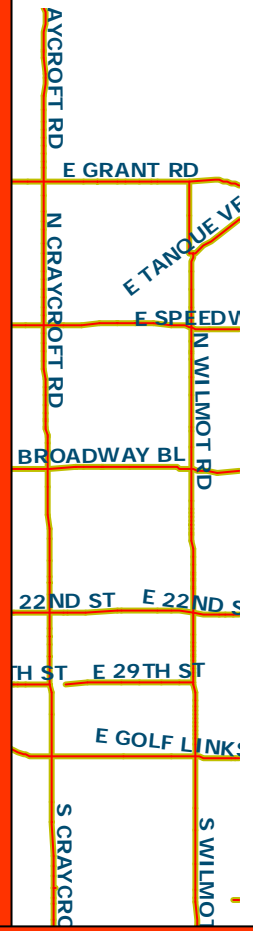
Tucson Youth Development
1901 N. Stone Ave.

Services outside of the Metropolitan Tucson area on an itinerant basis:

PPEP	PPEP
1 N. Plaza Street	11100 E. Whitehouse Canyon Rd.
Ajo, AZ.	Continental, AZ.

Picture Rocks Community Center
5615 N. Sanders Rd.
Picture Rocks, AZ.

Catalina Community Resource Ctr.
3414 E. Golder Ranch Rd.
Catalina, AZ.



DES-One-Stop
316 W. Ft. Lowell Rd.

DES-One-Stop
5441 E. 22nd St.

26th St.
Jackson Center
300 E. 26th St.

DES-One-Stop
195 W. Irvington Rd.
Kino Center
2797 E. Ajo Way

2. Describe selection process for One-Stop Operator either through a competitive process or agreement with consortium of at least three partner programs. When was selection made? For what time period?

As the operator of four partner programs, Pima County qualified as a consortium to operate the One-Stop. Selection was based on recommendation by the Workforce Investment Board that was approved by the Pima County Board of Supervisors at the beginning of WIA for an indefinite period of time.

3. MOU negotiation process with partners (attach copy of current MOU documents that support operations of the One-Stops). Include the process to be used if negotiations fail with a partner.

An MOU was established in 2000 and rewritten in 2002. Partners have been reviewing the MOU and may make some changes by December of 2005. Failure of MOU Negotiations with a partner shall be reported and recorded in the Workforce Investment Board's minutes. At that time, the Board will:

- Take formal action to suspend the partner's voting privileges on the Board (and Youth Council, if applicable);
- Remove the member from committees of the Board; and
- Write a letter to the State's designated agency and, if applicable, the state agency administering the partner's program describing the impasse, steps taken to date, and requesting a hearing.

Within 30 days, the Board will report the MOU negotiation failure to the State's Workforce Development Council and the Governor. If the partner fails to execute the MOU after all steps are taken then the partner will be removed from the Board.

4. How coordination occurs with Wagner-Peyser, Migrant Seasonal Farm Worker, and Veterans programs to avoid duplication in providing core services.

DES Job Service and Veteran representatives provide core services at each of the two One-Stops. Project PPEP (Portable Practical Education Preparation), which is funded by WIA national funds to provide services to migrant and seasonal farm

workers (MSFW) throughout the state, provides a full range of intensive and training services to local migrant and seasonal farm workers.

One-Stop staff is made aware of priority of service to Veterans through their training as well as prioritizing recommendations during review of individual training plans.

The One-Stop system refers individuals to the service most suited to their needs, thereby avoiding duplication of services.

5. Identify mandated and non-mandated partners, how their services are integrated, and how they support the local system.

<u>Mandated partner</u>	<u>Local Organization</u>
WIA Title I—Youth	Pima County
WIA Title I—Adults	“
WIA Title I—DW	“
CSBG	“
	2797 E. Ajo Way Tucson, AZ 85713
Adult Education	Pima Community College
Carl Perkins Post Secondary	4409 E. Broadway, A-211
Vocational Education	Tucson, AZ 85709-1080
Title V—Older Americans	AZ DES
Unemployment Insurance	“
Trade Adjustment Assistance	“
Title 38—Veterans	“
Wagner-Peyser	“
Vocational Rehabilitation	400 W. Congress Tucson, AZ 85701
WIA Title I—Native Amer Prgms	Tucson Indian Center 97 E. Congress St. Tucson, AZ 85701
WIA Title I—Migrant Seasonal Farm Worker Programs	Project PPEP 802 E. 46 th St. Tucson, AZ 85713

WIA Title I--Job Corps

Fred Acosta Job Corps
901 S. Campbell Ave.
Tucson, AZ 85719

HUD Employment and Training

City of Tucson Community
Services – FSS
P.O. Box 27210
Tucson, AZ 85726-7210

The following partner staff may be accessed in person at one or the other of Pima County's two One-Stops: WIA (all three titles), CSBG, Job Service, Title V, Unemployment Insurance, Vocational Rehabilitation, Trade Adjustment Assistance, Veterans, and Job Corps. In addition, Adult Education delivers 12 hours of basic education at each of the two centers each week.

County has also placed WIA staff at one Job Service office, and will place additional staff at a second Job Service office by the end of 2005.

VI. Service Delivery
A. Adults & Dislocated Workers

1. Core Services

a. Strategies to ensure universal access to minimum services

Please refer to the chart in Attachment D to understand the flow of services for individuals and employers from core to intensive to training level services.

All individuals who are eligible to work in the United States may be served through Core Services. All employers may use core services.

The Virtual One-Stop, a web-based system, allows anyone to access job openings. In addition to this, a person accessing the local Pimaworks.com website can obtain labor market information and basic information regarding training providers.

Since the beginning of WIA, the County has been working with DES to transition core services delivery to Job Service staff. Within the local One-Stop Centers system, including Job Service sites, Wagner-Peyser funded staff currently provide most of the job search services for WIA clients that are just looking for employment and should be doing all of this by Spring of 2006 following the retirement of two County One-Stop staff. Several partner staff continue to have their own job development units.

Persons physically accessing a local One-Stop may use any and or all of the following resources: the information library, fax, phone, computers, copier, and may request assistance with preparing a resume.

The following Core Services are available to anyone seeking employment:

- Labor market information
- Placement assistance
- Resume writing assistance
- Work readiness workshops
- Orientation to One-Stop services
- Initial needs assessment (Triage)

- TABE (Test of Adult Basic Education)
- Referrals to mandated & contracted agencies
- Introduction to computer classes
- Job Club – Employer Network
- Resource areas with experienced staff to assist employment seekers
- Computers with Internet access, fax, copiers, etc.
- Eligibility determination for further services

Employers may use the One-Stop for interviewing candidates, and setting up specialized assessment through the One-Stop. Job openings are posted at the One-Stop, and the employer outreach team will disseminate openings to staff that work directly with clients.

b. Integration of Wagner-Peyser and WIA services by utilizing VOS

Traditionally, both Job Service’s Employer Team and the One-Stop’s Employer Outreach Team would place information about job orders into separate databases. With the inclusion of Job Service in VOS, both organizations now work from the same database. As part of the collaboration between the two agencies, County operated One-Stop is assigning a person to the Job Service Input unit in fall of 2005. This person contacts identified employers and gathers additional information needed for VOS. Additionally the Input Team monitors and contacts employers as jobs are filled.

c. Identify if LWIB considers “limited funding” (requiring financial eligibility determinations for WIA staff assisted and additional services and a priority of service to be in effect). If funding is not considered “limited” how would LWIB ensure that all individuals who apply would be served.

Pima County’s WIB does not consider its funding to be limited. The One-Stop, however, has always used a priority system to determine that intensive, and particularly training, services are used for those who will benefit best from them, both in terms of individual need and selected career. The priority system looks at economic need and barriers such as lack of education and language barriers. Individuals with a lower priority receive core services only.

Individuals may be served through core, intensive, or training services.

1. Intensive Services

Intensive services are available to WIA eligible customers who have completed one or more core level services and have been assigned to a Workforce Development Specialist (WDS). An Individual Employment Plan (IEP) is developed with the customer based on their immediate needs and employment goal. The WDS guides the customer towards employment goal through:

- Career counseling
- Identification of employment barriers
- Comprehensive and Specialized assessments
- Workshops
- Job development
- Supportive Services
- Basic Education
- English as a Second Language
- Basic Computer Skills
- Referrals to mandated partners and subcontractors

2. Training Services

a. Vision for increasing training access

Please refer to the chart in Attachment D to understand the flow of services for individuals and employers from core to intensive to training.

One-Stop offers Work Experience and On-the-Job Training assistance to employers for specific job openings, particularly those with skill sets not addressed by classroom vocational training. Customized training for groups of employees can be arranged through One-Stop, or One-Stop can provide employers with information about various vendors who offer specific types of training.

Training services are provided to customers that have completed one or more intensive level service and have been unable to obtain and/or retain employment, leading to self-sufficiency. A training packet consisting of a budget worksheet, customer request for training, information interviews, work search log, academic planning sheet, and Eligible Training Providers List (ETPL) is given to the customer to complete and return. A training plan is assembled and submitted for approval. Training may include, but is not limited to:

- Occupational skills
- Skills upgrade
- Customized training
- On-the-job training

It is the WIB's intent to increase training access by analyzing labor market trends to determine occupations in demand and disseminating that information to the workforce community. By hosting several One-Stops and affiliate sites as well as setting up an itinerant rural service delivery arm for the rural area of Pima County, the WIB increases the number of people who have access to training, and the number of employers who have access to trained people.

b. Individual Training Accounts

1. Innovative strategies to fill skill gaps

Over the years, the One-Stop has worked with industry and training institutions to develop special programs. The most recent is the grade checker apprenticeship for the construction industry. Other programs include Histology Technician, fast track machinist, electronic technician; hospital based nursing training, and teacher aid to teacher. If the demand is consistent, then the curriculum that is developed is submitted to the Eligible Training Provider List.

2. Commitment to providing training in high-growth/high demand jobs

The WIB's Planning Committee reviews demand occupation data and develops lists of those occupations and industries having the best chances for employment, wage gain, and career advancement. These occupations and resulting career ladders are in industries that correspond to industries targeted by the economic development community for retention, expansion and attraction activities. As a result, workforce development and economic development are able to coordinate WIA funds with State Job Training funds and various tax credits to meet local demand for workers in growth industries.

3. Policy on limitations in amount or duration of ITAs

The current limit on an ITA is \$3,500 for a maximum of two years.

4. Current or planned use of funds or collaboration with apprenticeship programs

Traditionally, the One-Stop has funded two years of the classroom portion of an apprentice's training. The One-Stop has also set up pre-apprentice programs for youth. More recently, the One-Stop collaborated with Department of Commerce, Tucson Utilities Contractor's Association and several construction companies to create a new local apprentice program for the Grade Checker occupation.

5. Policies in response to ETA policy allowing for training in religious activities when assistance is indirect

Pima County Board of Supervisors Resolution 2003-224 reads in part:

WHEREAS, on January 29, 2001, President Bush issued Executive Orders 13198 and 13199 establishing the White House Office of Faith-based and Community Initiatives that has the lead responsibility in the Executive Branch to establish policies, priorities and objectives for the Federal Government's comprehensive effort to enlist, equip, enable, empower, and expand the work of faith-based and other community organizations to the extent permitted by law....

NOW, THEREFORE BE IT RESOLVED THAT the Pima County Board of Supervisors supports the White House Faith Based and Community Initiatives to the extent they are consistent with the Arizona Constitution, and by this action resolves to plan, develop, organize, and coordinate extended outreach efforts by undertaking collaborative information and educational programs designed to increase the meaningful participation of the local faith-based community in federal, state, and local funding initiatives.

c. Eligible Training Provider List (ETPL) - describe local approval process

As required by the Workforce Investment Act of 1998, Pima County's Workforce Investment Board has put into place the following process for the review and approval of potential eligible training providers:

- Staff reviews initial program submissions for mathematical mistakes, severe grammatical errors, and what the WIB has dubbed "common sense" issues.
- All applications are reviewed by a WIB subcommittee of Board members and other industry experts within 30 days of receipt.
- An application may be denied for any of the following issues: licensing, insurance, incorrect program total cost, non-allowable costs under WIA, and OSHA violations.
- Staff complete the online form to officially approve or deny a program based on the subcommittee's recommendation.
- A report is given to the WIB at its monthly meeting detailing the programs that have been accepted or rejected during the month.
- If an appeal on a denial is received, the appeal is taken to the WIB's Executive committee for review.
- Pima County staff attend statewide ETPL meetings to provide feedback, and obtain clarification on issues.

d. OJT and Customized Training

1. Vision for increasing opportunities:

The WIB and One-Stop system's vision is to target OJT and Customized Training opportunities in the growth occupations and industries identified by the WIB's Planning Committee.

OJT is used for:

- Niche jobs for which classroom training does not exist
- Jobs in the rural area
- New occupations in emerging industries

Customized training is used for:

- New industry needs
- Changing technology demands
- Special, one time industry needs

2. How LWIB will identify and market opportunities, partner with growth industries and leverage resources?

The Employer Outreach Team identifies and markets partner opportunities relative to the various training programs. The private sector's participation in the wage matching component of OJT and/or customized training acts as a primary tool for leveraging financial resources.

By reaching out directly to employers this team helps the community develop new training programs to meet unmet needs, such as the Grade Checker Apprenticeship program that was established with the Construction industry last year.

3. How will LWIB evaluate performance?

The WIB receives a list of OJT placements as part of its monthly report where it evaluates wage, occupation, and industry of OJT.

Both OJT and Customized Training are reviewed through monthly desk audits and summary evaluations. Monthly desk audits and site visits allow us to identify participants who are in danger of failing to complete their training resulting in intervention with the participant or employer. This also allows us to identify employers out of compliance with OJT policies or those employers who do not retain OJT employees. The Employer Outreach Team, which develops OJT contracts, will not write an OJT with

a company that does not retain OJT employees if employment is a criterion.

4. Service to Specific Populations

a. Strategies to ensure full range of services/programs

The One-Stop attempts to provide as broad a spectrum of services as possible by making it attractive for partners to become part of the system. County's One-Stop staff actively seeks to co-enroll clients with partners and other programs in an effort to leverage funds. By having One-Stops and affiliates located throughout the Tucson area, and by having staff at rural sites on a regularly scheduled itinerant basis, the WIB is able to ensure that employers and potential participants throughout the County have an opportunity to obtain services.

b. Identify the local Priority of Service Policy

In the event that funding shortfalls necessitate limiting intensive services and training services, the following priorities shall be in effect:

- Public assistance recipients whose needs are not met or not fully met by JOBS
- Other Low-Income Individuals
- Veterans

Additional factors are reviewed and prioritized for the above applicants as well as for applicants when there is no funding shortfall:

- Employment goal is on the WIB's target list
- High School Dropout
- Less than 9th grade functional levels
- Limited English Proficient
- Disability
- Rural
- Legal Barriers
- Non-welfare single parent
- Aging out of workforce or occupation
- Unemployed more than 13 weeks
- Processed through multiple layoffs

c. How will the LWIB ensure services to displaced homemakers, migrant seasonal farm workers, veterans, older workers, low-income individuals, disabled individuals, and individuals with multiple barriers?

Two critical populations in Pima County are dropouts and the limited English proficient. While Adult Education provides basic education classes at each One-Stop 12 hours a week, the WIB supplements this by procuring vendor contracts for Basic Education and ESL classes as well as tutoring for individuals who need more intensive service.

The long-standing commitment to the disabled population continues with Rehab Services Navigators at One-Stops as well as Dorothy Kret & Associates, Inc. and the Community Outreach Program for the Deaf.

The One-Stop has had a long term cost sharing agreement with Trade Adjustment Assistance for dislocated workers. It is working with DES to establish a similar relationship for welfare recipients.

Prior to 2005, the WIB issued a Request for Proposals (RFP's) for agencies that serve specific hard-to-serve populations in order to insure that those populations had access to the One-Stop. In its RFP for the current year, the WIB shifted the emphasis to demand industries, and asked agencies that served specific groups to address their target groups with respect to demand industries.

The One-Stop has contractual agreements, inter-governmental agreements (IGAs), and memorandum of understanding and informal relationships with programs that have specific constituencies. In addition to those mentioned above, the list includes:

- Displaced homemakers: Project in Arizona for Homemakers Seeking Employment (PHASE), (co-location & referral)
- Migrant seasonal farm workers; Portable Practical Education Preparation (PPEP), (co-location & referral)
- Veterans; Veterans Employment Service, (co-location)
- Older workers; DES Aging Adult Administration Title V funded program, (co-location & work experience opportunities)
- Low-income individuals; DES JOBS Program, (contract, co-funding, co-enrollment)
- Individuals with multiple barriers; services are offered on as needed basis with the inclusion of all entities appropriate agencies.

d. Strategies to ensure Priority of Service to veterans under Jobs for Veterans Act.

Veterans are served at One-Stop by on-site Veteran's program representatives. Additionally, Veteran's are given a priority under

One-Stop's prioritization system for WIA services. Staff learn about the Veteran's priority through the 75-hour training program each staff person takes.

B. RAPID RESPONSE

1. Describe the local Rapid Response process.

Rapid Response is the process of ensuring that workers facing potential job loss have quick access to readjustment services to help them become re-employed.

Upon learning of an actual or potential employment action, the Rapid Response Coordinator immediately contacts the business to explain services and arrange for service delivery. Services are generally delivered at the worksite, unless an employer wants them done off-site. Services are directed at the management staff first, with an offer to provide best practices training, and then at the employees.

2. How does LWIB ensure seamless transition to One-Stop services?

The Rapid Response Coordinator is a One-Stop employee housed at the One-Stop. As such she invites Job Service, UI, TAA and other partner staff to help. The Coordinator is the business' first contact and brings in partner staff as needed. Internally, the Coordinator is given the authority to schedule intake and other needed staff to go out to an employer site to provide services. The Coordinator is also responsible for providing pre-layoff assistance to the business' management staff, and may establish a career center at the business. A Workforce Development Specialist is assigned to each layoff and intake staff go out to conduct eligibility determination and assessment.

3. How does Rapid Response function as a business service?

Businesses use the team as part of its severance package, with the possibility of retraining for workers needing it, and placement services for those needing immediate job placement.

The One-Stop also offers training that helps businesses learn about best practices in laying off people. This is especially critical where businesses will have employees left after the layoff—employees who naturally are afraid, confused, hurt, and angry.

Statistics show that workers tend to have a more positive attitude towards their current employer and production levels are more likely to be maintained when they have access to the "pre-layoff" services provided by Rapid Response. Further, since discussions between the Rapid Response team and company officials are confidential, all options for the dislocated workers can be candidly discussed and carefully analyzed.

4. Identify other partners to expand range/quality of services.

Partners involved in providing services included, but are not limited to:

- Department of Economic Security (DES) Job Service/Unemployment Insurance (UI), Trade Adjustment Assistance (TAA), Vocational Rehabilitation (VR)
- Community Outreach Program for the Deaf (COPD)
- Local economic development agencies
- Community College
- AFL-CIO Southern Arizona Labor Council

5. Identify any other activities making use of Rapid Response funds.

- Career Transition Center at employer site
- Individualized career counseling
- Information on training programs
- Career Resource Library
- Labor market information
- Emailed job leads
- Job development
- Registration for Job Service
- Job Fairs
- Consultation and assistance to employers regarding UI or TAA regulations
- Layoff aversion strategies, including Unemployment Shared Work Program
- Employer-site workshops
 - Employability Skills (labor market information, resume, interviewing skills)
 - Career Exploration
 - Managing Change
 - Stress Management
 - Financial Counseling
 - Entrepreneurial Resources
- Peer Support Training & Implementation
- Peer Counseling
- Training Provider Fairs
- Career Transition Team – facilitation and coordination

B. Youth Services

- 1. Comprehensive services incorporating all ten service elements, including coordination with Job Corp and other youth programs**

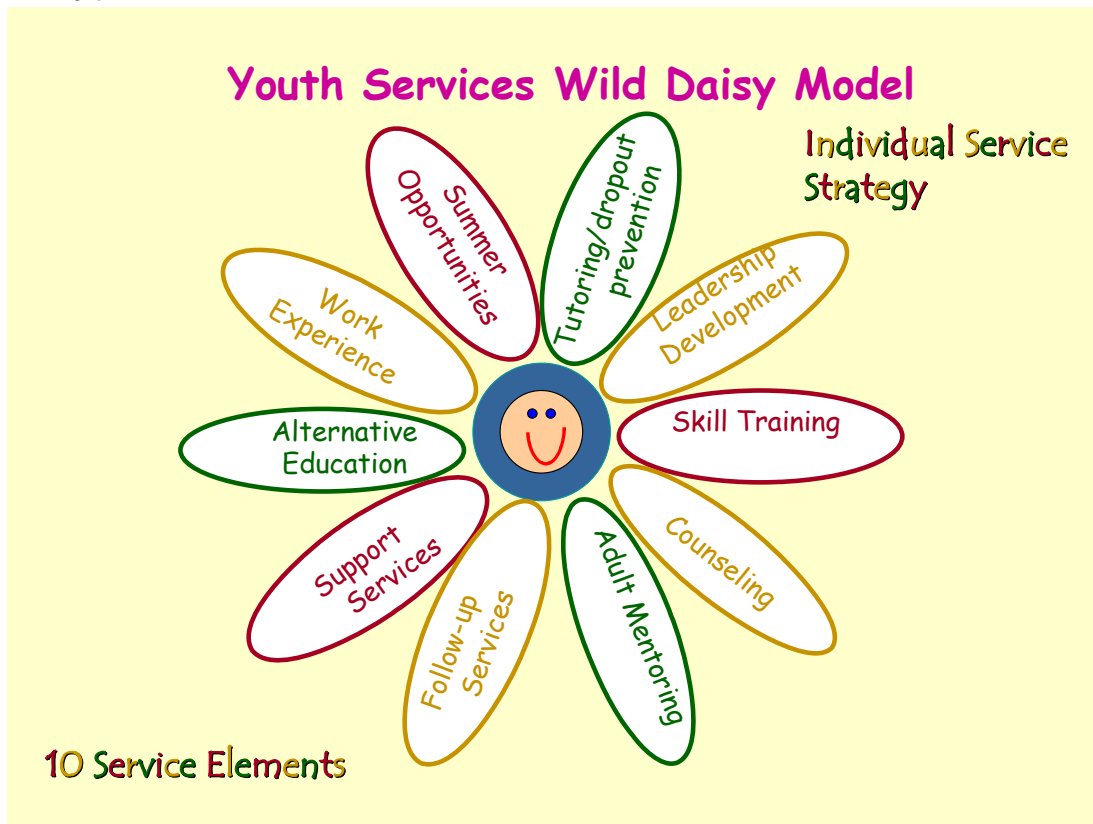
The Wild Daisy model (Exhibit 1) is inherently collaborative. Services are provided by a multi-agency team of case managers from Job Corps, community-based organizations, juvenile justice, training institutions, Charter Schools, rehabilitation services providers, homeless youth agencies and prevention programs.

Intake, assessment, service planning, participant tracking, and accountability are centralized or standardized across agencies. Partner agencies form a network offering multiple points of entry and a choice of service-delivery locations. Although agencies focus on particular populations within the County, all youth receive consistent services and access all appropriate service options.

2. Integrated services incorporating all ten service elements, including coordination with Job Corp and other youth programs

Each agency's services – and any available funding for them – become part of a shared menu of services. Funding for the client in the middle of the daisy is driven by his/her needs, and services (the Petals) are selected as needed.

Exhibit 1



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

The One-Stop partners with employers in high growth/high demand industries, training and education providers, and community-based and faith-based organizations to operate a One-Stop youth services network. Mandated partners such as Vocational Rehabilitation, Employment Service and Job Corps and Pima Vocational High School charter school also play vital roles in the network. The network offers “no-wrong-door” access to an integrated menu of community youth service options, such as dropout retrieval programs, work experience opportunities, youth development activities, support services and training. Individualized guidance by caring adults is the glue that holds the system together.

3. How local funds will support State and Governor’s vision

Pima County targets WIA youth that are considered neediest and most at-risk, which are defined as: out-of-school youth, high school dropouts, runaway and homeless youth, youth in foster care, court involved youth, children of incarcerated parents, parenting, migrant youth dropouts and youth who are behind in school. Pima County has challenged One-Stop staff working with youth to determine if their clients are without a high school diploma or AIMS deficient and to assist the participant in passing the AIMS test or GED through tutoring programs available in the community, or return to school.

Local funds will support the State and Governor’s vision by:

- Working to ensure that Arizona youth are fully prepared, fully engaged and ready to succeed through internships, remedial skills workshops or job readiness workshops.
- Partnering and collaborating with partners and subcontractors that serve these youth both statewide and in local areas.
- Identifying existing programs that serve these youth to better leverage time, funding and other resources between programs.
- Convene members of Youth Councils, LWIBs, GCWP, Arizona Statewide Youth Development Task Force, DOL Youth regional Forum team, and the DES Task Force on Transitioning Out of Foster Care to strategize on how to serve the neediest youth, and to discuss barriers and solutions to serving the neediest youth.
- Engage in school youth in career exploration and education activities through workshops, seminars and service to learn programs.
- Collaborate on the creation of school to apprenticeship programs and mentoring that provide on-the-job training for high school students in high-demand occupations to ensure workforce readiness as identified by local employers.

- Leverage other state and federal funds with programs that may benefit the neediest youth.
- Facilitating additional involvement of private sector employers to better align educational efforts with industry market demands to ensure the needs of the knowledge-based economy are being addressed throughout the P-20 system.
- Increasing communication between the private sector, LWIBs and technical education directors at local school districts to ensure resources are being directed toward preparing students for high-demand jobs by economic region.

Pima County is actively participating in the Governor's Arizona Statewide Youth Development Task Force, the Pima County One-Stop Youth Program Manager attends monthly policy discussion meetings of the Youth Workforce Development Committee, and is co-sponsoring the Southern Arizona Governor's Youth Tucson Forum to collect input from youth on the State Youth Development plan

4. Youth Eligibility Criteria

The sixth youth eligibility criteria is Occupational Skills Deficient, which is defined as:

- a. Has never worked;
- b. Has had insufficient job experience and has not successfully completed skills training in the occupation in which training will be provided; or
- c. Is two or more grade levels below his or her age appropriate level in any category, as this could severely limit the required skills needed for most employment opportunities.

5. Identify additional 5% Non-Economically Disadvantaged Youth Barrier

Not more than 5% of youth participants receiving services through WIA youth funds will be individuals who do not meet the minimum income criteria to be considered eligible. These individuals must meet be lack basic occupational skills.

6. Identify barriers or issues that need to be overcome

Pima County will continue to enhance and improve service delivery to special youth populations:

- Youth in Juvenile Justice System - continue development of pipeline and transition referral system to community resources in education, employment and training.
- Special Needs/Foster Care – expand service options through new IGA for transitional services to youth within the Pima County One-Stop, RSA, Community Based Organizations and Alternative Education entities.

- Drop Outs – Solidify rapid response linkages between traditional school settings and Community Based Alternative education providing basic ed., GED, credit recovery and High School Diploma opportunities.

B. Business Services

1. How does LWIB determine employer needs at local level:

- The WIB's Planning Committee reviews LMI and determines growth occupations.
- The Employer Outreach Team attends Chamber of Commerce meetings, cluster meetings, and conducts one on one meetings with employers
- Focus Groups, which are conducted quarterly.

2. How will business services be integrated in One-Stop?

The Employer Outreach team is housed at the One-Stop and coordinates with the Job Service Employer Services Team. The Outreach Team supervisor is part of management and may move across various other sections of the One-Stop in order to identify space for employer interviews, set up special assessments, set up career fairs, or develop customized training.

3. How will LWIB integrate tax credit programs to maximize employer participation?

The introduction of the tax credit programs to employers is a part of the normal services provided to employers. Programs include the federal Empowerment Zone, the State Enterprise Zone, and the federal Welfare Opportunities Tax Credit.

The introduction of the tax credit programs to employers is a part of the normal services provided to employers. Programs include the federal Empowerment Zone, the State Enterprise Zone, and the federal Welfare Opportunities Tax Credit.

B. Describe any innovative service delivery strategies currently in operation or in the planning stages

Pima County One-Stop has entered into an agreement with the Tucson Utilities Contractors Association (TUCA) four major employers in the construction industry, the Tucson Urban League and the City of Tucson. We have developed an apprenticeship program that is recognized at the U.S. Department of Labor and the Arizona Department of Commerce. Working with the four employers, TUCA and the City of Tucson, Office of Economic Development we assisted in the filing of an application for State Training Grant Funds. TUCA was awarded \$257,000 for a two-year grant to train 45 new hires for the occupation of Grade Checker. This grant expires in October of 2006. Other programs have been

conducted with Evergreen Air Center, Hamilton Aviation and Ashton Construction.

C. Strategies for working with Faith-based and Community Organizations (activities to increase participation, expand access, steps to strengthen collaboration, etc.)

The Pima County One-Stop follows a countywide policy to actively reach-out to include the faith-based community in all aspects of county programming. This policy was established by Resolution 2003-224 and was titled Resolution to Support of White House Faith-based and Community Initiatives and was passed on 9/9/03.

Since that date, the Pima County One-Stop has aggressively reached out to the faith-based community through establishing a Community Partners Initiative. In 12/03 a statewide meeting was held to encourage community collaborations within the faith-based and community-based organizations. Approximately 540 people attended representing 400 groups and were introduced to the Pima County One-Stop Kiosk Program.

Currently 22 Community Partners participate in the Kiosk Program, a computer lab with a specially designed One-Stop program that ties the Community Partner with the One-Stop resources through the Internet.

The Pima County Workforce Investment Board (WIB) established a faith-based subcommittee in July of 2004, which meets monthly and has been instrumental in developing processes for closer interactions between the faith community and the One-Stop.

For fiscal year 2005-2006, the WIB became 1 of 10 WIBs across the nation to receive a Dept of Labor Faith based grant. Through this grant, Pima County WIB will link the One-Stop and up to 20 faith-based community groups with mini-grants. These small grants will be used to interact and educate the faith community on using the resources and the systems of the One-Stop. In addition, these grants will encourage hard-to-serve populations to stay in the One-Stop system by supplying "coaches" to work with the client and coordinate with the One-Stop. It is the goal of this grant that 225 people in hard-to-serve populations will successfully use the One-Stop system and will be able to stay employed.

VIII. Performance

A. Include chart showing local performance measures/goals

PERFORMANCE MEASURE GOALS	PY 2005	PY 2006
Adult Entered Employment	72.70%	73.40%
Adult Retention	82.70%	83.50%
Adult Earnings Gain	\$2,461	\$2,526
Adult Emp. & Credential	60.00%	61.00%
Older Youth Entered Employment	57.00%	57.50%
Older Youth Retention	81.00%	81.70%
Older Youth Earnings Gain	\$2,222	\$2,230
Older Youth Credential	42.00%	42.40%
Younger Youth Goal Attainment	86.00%	86.70%
Younger Youth Diploma/Equiv. Attain.	52.50%	53.00%
Younger Youth Retention	54.50%	55.00%
Dislocated Wkr Entered Employment	85.50%	86.00%
Dislocated Wkr Retention	82.00%	82.80%
Dislocated Wkr Earnings Replacement	(\$2,750)	(\$2,700)
Dislocated Wkr Employment & Credential	62.50%	63.50%

A. Identify any additional local performance measures/goals that the LWIB will use to evaluate the workforce system (i.e., evaluation of partner program performance measures or the total number of individuals served by the One-Stop system, regardless of program, etc.)

The WIB reviews the following for WIA and WIB requested programs.

	<u>WIA Adult</u>	<u>Dislocated Worker</u>	<u>WIA Youth</u>	<u>YO</u>	<u>H1B</u>	<u>JEC</u>	<u>Total</u>
Total Enrolled Customers	1276	724	802	1684	1448	519	6,453
Classroom Skills Training*	781	433	434	1172	1448	368	4,636
Case Manage/Job Development	495	291	368	512	NA	151	1,817
GED awarded	INA	INA	49	40	0	0	89
Credentials (thru June)	161	81	60	31	965	INA	1,298
New in June	128	69	68	0	NA	250	515
Left the Program	691	331	424	804	1448	INA	3,698
Placed* *	560	269	287	510	NA	450	2,076
Placement Rate	81%	81%	68%	63%	NA	NA	NA

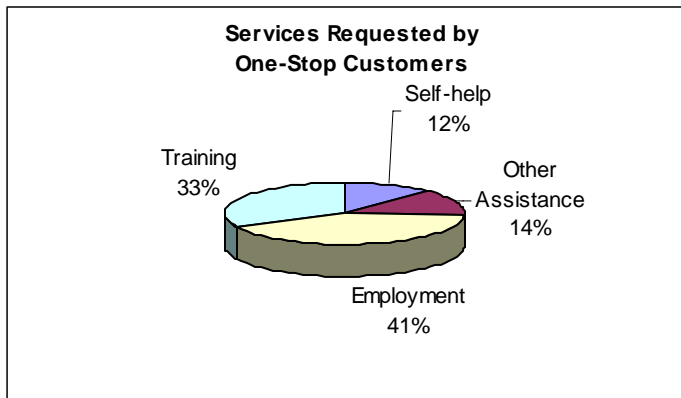
The WIB reviews the following basic One-Stop statistics:

Number of employers that hired a WIA participant

Number of calls received: 123,768

Number of customer visits at centers: 55, 646

Number of persons who received a service: 14,702



Please see Attachment E for the WIB's Partner Impact Report.

VIII. Local Administration

A. Describe local appeal process

Each participant is given a copy of the grievance policy. S/he signs a receipt for this policy and the receipt is placed in the client's file.

Any non-criminal complaints alleging a violation of WIA, its regulations, or other agreement under the Act filed by a participant, contractor, employer or other party are handled by the Community Services Employment and Training -WIA Administration.

Upon receipt of a complaint, an investigation takes place with the goal of informal resolution. If informal resolution is not achieved within thirty (30) days of the complaint filing, a hearing will be scheduled with the WIA Manager serving as hearing officer. All interested parties shall receive a written notice of the hearing which will include the date, time, and place of the hearing. There will be an opportunity for all affected parties to present evidence at the hearing and a written decision will be rendered within sixty (60) days of the filing of the complaint.

The final decision will be accompanied by instructions as to when, how, and where a review by the Governor may be requested.

All complaints that relate to terms and conditions of employment by participants who are employees (i.e., OJT participants) will be handled under the existing procedures of the employers for whom they work. Employers are required to inform their OJT employees of the procedures which they are to follow. Within ten (10) days of receipt of the final decision of their employer, OJT participants may request, in writing, that the WIA Manager review this decision.

Upon receipt of such a request, the case will be reviewed and a decision rendered within thirty (30) days. If necessary, the request will be referred to the Governor for review.

Complaints of discrimination on the ground of handicap, race, color, national origin, age, sex, religion, political affiliation or belief, shall be sent directly to:

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

With the exception of handicap discrimination, complaints will be accepted for a period of one year from the date of the alleged violation. In accordance with WIA and as per 29 CFR, Part 32, referred to therein, handicap complaints will be accepted for a period of 180 days from the date of the alleged violation.

Each subcontractor maintains internal procedures for addressing complaints originating at the subcontractor level. All subcontractor internal grievance procedures should be exhausted before Community Services Employment and Training steps in to handle the complaint.

B. Steps to ensure compliance with non-discrimination

Pima County complies with Section 167 of PL 97-300 (as amended by PL 102-367), Title VI of the Civil Rights Act of 1964 (as amended), Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975 (as amended), the Americans with Disabilities Act of 1990, all requirements imposed by or pursuant to the implementing regulations in 29 CFR Parts 31, 32, and 24. This assurance is incorporated in all grants, contracts, and cooperative agreements made by Community Services Employment and Training. Pima County is subject to Pima County's Equal Opportunity and Affirmative Action Policy Number D-21.1.

The Pima County staff will conduct EEO and affirmative action monitoring. Community Services Employment and Training will conduct yearly reviews in compliance with WIA Laws and Regulations for existing providers and initial reviews for new providers within six months of award of contracts.

County requires contractors to insure program and site access to individuals with disabilities including applicable auxiliary aids, auxiliary services, access phone numbers, and site selection. Contractors are monitored at least once yearly at which time there is a site inspection and an EEO Review Questionnaire that is completed with regard to ADA compliance.

C. Assurances

The LWIB assures the following:

1. That it will establish, in accordance with Section 184 of the Workforce Investment Act (WIA), fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for funds paid to the local area through the allotments made under Sections 128 and 133.
2. That veterans will be afforded employment and training activities authorized in Section 134 of the Workforce Investment Act, to the extent practicable. (112(b)(17)(B).
3. That it will comply with the confidentiality requirements of Section 136(f)(3).
4. That no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing (Section 181(b)(7).)
5. That it will comply with the nondiscrimination provisions of Section 188, including an assurance that a Methods of Administration has been developed and implemented (Section 188.)
6. That it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of Section 188 (Section 185.)

7. That it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at Section 189(c) of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will specify the required terms and conditions and assurances and certification, including, but not limited to, the following:
 - a. General Administrative Requirements:
 - 29 CFR part 97 – Uniform Administrative Requirements for State and Local Governments (as amended by the Act)
 - 29 CFR part 96 (as amended by OMB Circular A-133) – Single Audit Act
 - OMB Circular A-87 – Cost Principles (as amended by the Act)
 - b. Assurances and Certifications:
 - SF 424 B – Assurances for Non-construction Programs
 - 29 CFR part 31, 32 – Nondiscrimination and Equal Opportunity Assurance (and regulation)
 - CFR part 93 – Certification Regarding Lobbying (and regulation)
 - CFR part 98 – Drug Free Workplace and Debarment and Suspension Certifications (and regulations)
 - c. Special Clauses/Provisions:
 - Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.
1. That the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator.
2. That veterans' services will be provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
3. That it developed, and will continue to develop, this Plan in consultation with local elected officials, the local workforce board, the business community, labor organizations and other partners.
4. That it will meet the regulatory requirements to procure youth services by a competitive process as outlined in the WIA regulations and State Youth Procurement Guidelines.
5. That the LWIB will meet a minimum of four times per year, or once each quarter.
6. That all LWIB business will be conducted in accordance with the Arizona Open Meeting Law.
7. That it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:
 - Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I financially assisted program or activity;
 - Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color, and national origin;

- Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
 - The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
 - Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs. The grant recipient also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant recipient's operation of the WIA Title I-financially assisted program or activity, and to all agreements the grant recipient makes to carry out the WIA Title I – financially assisted program or activity. The grant recipient understands that the United States has the right to seek judicial enforcement of this assurance.
8. That program services will be provided and funds will be spent in accordance with the Workforce Investment Act and Wagner-Peyser Act legislation, regulations, written Department of Labor and State of Arizona guidance, and all other applicable Federal and State laws. Local plan contents cannot override the legislative and regulatory requirements of the Workforce Investment Act and/or the Wagner-Peyser Act.

IX. Funding Allocations and Service Projections

	PY00	PY01	PY02	PY03	PY04	PY05	PY06-est
Youth	1,369,117	1,693,927	1,508,776	1,448,358	1,564,634	1,490,420	1,343,378
Adult	1,170,613	1,841,188	1,636,339	1,648,468	1,903,079	1,415,553	1,273,998
DW	1,056,649	1,371,065	999,351	1,649,388	1,484,548	1,324,947	1,192,452
RR	754,956	533,192	645,099	257,384	256,496	176,659	158,994
Admin	399,597	535,520	456,501	527,354	550,250	470,099	423,089

Number of participants served and projected to be served

WIA	PY00	PY01	PY02	PY03	PY04	PY05-est	PY06-est
Youth	455	616	866	858	802	580	522
Adult	254	992	1405	1020	1271	1140	1030
Dislocated Worker	547	1069	1306	894	721	570	513

Signature Page 1

Program Year 2005 through Program Year 2007

WIA Title I-B

I, Sharon Bronson, the undersigned, do hereby approve and submit this Local Plan for the Workforce Investment Act (WIA) Title I-B Adult, Youth, and Dislocated Worker and Wagner-Peyser Programs for the

Pima County

Local Workforce Investment Area (LWIA)

Submitted on behalf of the Local Workforce Investment Board (LWIB) and Local Elected Officials for this Local Workforce Investment Area.

Signature – Local Elected Official

Date

Name and Title

Signature Page 2

Program Year 2005 through Program Year 2007

WIA Title I-B

We, the undersigned, do hereby approve and submit this Local Plan for the Workforce Investment Act (WIA) Title I-B Adult, Youth, and Dislocated Worker and Wagner-Peyser Programs for the

Signature – LWIB Chair

Date

Name and Title

Approved on behalf of the State of Arizona:

**Signature – Chairman
Governor's Council on Workforce Policy**

Date