



SOUTHEASTERN ARIZONA

A proud partner of the [americanjobcenter](#) network

LOCAL WORKFORCE DEVELOPMENT PLAN (2020-2023)



Chiricahua National Monument

Local Plan is posted on www.arizonaatwork.com and is available for review at the LWDB quarterly board meetings and the Southeastern Arizona Business and Workforce Development Centers.

Equal opportunity employer/program.
Auxiliary aids and services are available upon request to individuals with disabilities.
Funded by WIOA Federal Dollars serving Adults, Youth and Dislocated Workers.

Section 1 – Infrastructure

A. Describe the ARIZONA@WORK system in the LWDA to include the following (20 CFR 79.560(b)(1)(i)):

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

ARIZONA@WORK – Southeastern Arizona local workforce development area includes the counties of Cochise, Graham and Greenlee. Below is the history of our three-county area we would like to share with the readers of our local plan.

Cochise County was established on February 1, 1881 during the 11th Territorial Assembly. The County was carved from the southeast corner of Pima County with Tombstone serving as the County seat. After the decline of silver mining in Tombstone, the county seat was moved to Bisbee in 1929, where it remains today. The population of Cochise County in 2015 totaled 126,427.

Original Industries: The three industries that put Cochise County on the map are copper, cattle and cotton. Agriculture continues to be an important industry in the county today, even with new-to-the-County agricultural ventures such as vineyards. Fort Huachuca has also played a major role in the development of the County and contributes substantially to the local economy.

Location & Land: Cochise County, in the southeast corner of the State of Arizona, has a land mass of more than 4 million acres, or 6,219 square miles. Private land ownership accounts for roughly 40 percent, with the State of Arizona holding about 35 percent, and the Federal government (USFS and BLM) holding about 22 percent.

Source: <https://www.sierravistaaz.gov/i-want-to/move-sierra-vista/living-here/cochise-county-surrounding-communities/>

Graham County formed in 1881 by the 11th Territorial Legislature, was created from parts of Apache and Pima counties. The legislature broke with tradition of naming Arizona counties after local Indian tribes when the new county called Graham was named after the 10,724-foot Mount Graham, the highest peak in the area. The mountain in turn had been named Graham after Lieutenant Colonel James Duncan Graham, a senior officer in the Brig. General Stephen W. Kearney's U.S. Army Corps of Topographical Engineers.

The history of the area has three major themes.

- This area was used by the Indians from prehistoric times up to the present day. Indian burial grounds, village sites, and sacred sites abound in this area. This is a rich archeological area. In more recent history, this area was the last refuge of

Geronimo, and the intense effort of the U.S. Cavalry to capture the Indian war leader and his band of fighters.

- The second major theme of the history of this area is the settlement of the land by early pioneers of The Church of Jesus Christ of Latter-day Saints, about 1850. The Saints brought their faith, their irrigation, and their respect for the land and the people, and made this place their home. Within twenty years after the arrival of the first pioneers many other religions were also welcoming a growing population.
- A third major theme of early history included another major group of Spanish settlers, from neighboring New Mexico. They made their homes a few miles north and east of Safford in what is today, Sanchez, and San Jose, Arizona. The area known as Sanchez was named after Lorenzo Sanchez who arrived in the valley sometime in 1879. Source: <https://www.graham.az.gov/355/History>

Graham County is a county located in the southeastern part of the U.S. state of Arizona. The area is 4,641 square miles. As of the 2010 census, the population was 37,220, making it the third-least populous county in Arizona. The county seat is Safford.

Greenlee County was created from the eastern portion of what had once all been designated Graham County, on March 10, 1909. It became Arizona's 14th county. It was named after Mason (or Masin) Greenlee, one of the area's early mining men and won its very existence by assuming a \$146,000 debt that Graham County had accumulated. The Forest Reserve Act of 1891 began removing "forest reserves" from the public domain and in 1901 the agency overseeing these lands became called the Forest Service. That agency currently controls 63.5 per cent of Greenlee County. In 1946 two former federal agencies, the General Land Office and the U.S. Grazing Services were combined to form the Bureau of Land Management (BLM). BLM currently controls 13.6 per cent of Greenlee County lands. The State of Arizona reigns over 14.8 per cent of the county's area and private or corporate ownership is rated at 8.1 per cent.

The County Seat is in Clifton. Greenlee County is bordered by Graham, Apache, and Cochise Counties in Arizona and Catron, Grant, and Hidalgo Counties in New Mexico. The main state routes through the area are #191 (also known as the Coronado Trail), #70, #75, and #78. The 2013 census listed the population at 9,049. Mining and agriculture are the main industries. Copper, gold, cattle, cotton, and other farm produce generate the largest proportion of livelihoods. The Morenci mining district is currently owned and operated by Freeport McMoRan Inc.; it is the principal employer in the county.

Tourism is an ever-growing industry in Greenlee County and a variety of attractions are offered. Fishing, hiking, birding, biking, backpacking, sight-seeing, hunting, and

rock hounding are some of the more popular pursuits available. Source:
<http://www.greenleecountyhistory.org/>

This 2020-2023 local plan provides information on how the ARIZONA@WORK - Southeastern Arizona will continue its track record of providing high quality workforce services to the citizens of Cochise, Graham, and Greenlee counties. This local plan will also detail the integration of the core ARIZONA@WORK partners as required by the Workforce Innovation and Opportunity Act to meet the needs of jobseekers and employers in the tri-county area. Our mission, vision and values:

MISSION

Lead the regional workforce development system and collaborate with all partners to help business and jobseekers prosper.

VISION

Position our citizens and business for increased and sustained economic prosperity.

VALUES

Integrity
Self Sufficient
Respect

Teamwork
Initiative
Commitment

Individual
responsibility
for team
success

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

The Chairmen of the Boards of Supervisors are liable for all WIOA Title 1B funds in the local area, and required to approve or provide guidance on the Local Board Activities and will act on behalf of the other Supervisors. The Chairman of the Cochise County Board of Supervisors is the individual selected by the participating Boards of Supervisors who may act on their behalf for the three County area.

3. The names of the entities (e.g., county/city/tribe/non-profit/for profit) that provide the following WIOA functions:
 - i. Local fiscal agent (See 20 CFR 679.420 for functions);

Cochise, Graham and Greenlee Counties, through their Boards of Supervisors, respectively approve the designation of Cochise County as Grant Recipient for Consortium, with liability for said funds, as required by WIOA

107(d)(12)(B)(I)(I). It is acknowledged by Graham and Greenlee Counties through their respective Boards of Supervisors, that Cochise County has been selected and approved the designation of ARIZONA@WORK, Southeastern Arizona Workforce Development (SAWD), as Administrative Entity for the Consortium with liability for the administration as outlined in WIOA 107 (d)(12)(B)(I)(II) and 20 CFR 679.420. The Chairman of the Cochise County Board of Supervisors as part of his/her authority will be the designated signatory authority.

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

The LWDB Director is Vada Phelps, Executive Director, Cochise Private Industry Council dba ARIZONA@WORK-Southeastern Arizona

iii. **Provider(s) selected by the LWDB for the**

(i) **Adult Program** – CPIC, Inc., Community Services Department

(ii) **Dislocated Worker Program** – CPIC, Inc., Community Services Department

(iii) **Youth Program (list the entities that provide design framework Cochise County – Professional Youth Quest (PYQ)
Graham County – CPIC, Inc., Community Services Department
Greenlee County – CPIC, Inc., Community Services Department**

(iv) **Identify the one-stop operator; - 20.CFR 682.40)**

The One Stop Operator is James E. Mize for ARIZONA@WORK-Southeastern Arizona.

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

CPIC, Inc., Community Services Department – Adult, Dislocated Worker and youth (Graham and Greenlee counties) program.

Professional Youth Quest (PYQ) – Youth program – Cochise County

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

(i) **Fiscal:**

The Arizona Department of Economic Security Fiscal unit monitors the local area on an annual basis. We, also have an annual audit including a single audit completed by independent certified public accountants.

(ii) **Equal opportunity; and**

The Arizona Department of Economic Security Office of Equal Opportunity monitors all Job Centers in the local area on an annual basis.

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

The Arizona Department of Economic Security, Quality Assurance and Integrity Administration Workforce Innovation & Opportunity Section monitors the local area on an annual basis. We, also have an annual audit including a single audit completed by independent certified public accountants.

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

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

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

The LWDB is not engaged in regional planning and/or coordination with other LWDA's. Our local workforce development area is considered a region since we are a three county (Cochise, Graham and Greenlee) area.

Section 2 – Strategic Planning Elements

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

A. Economic Analysis (20 CFR 679.560(a)(1)): Include a regional analysis of the:

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

NAICS Code(s)	Industry Title
23	Construction
42	Wholesale trade
62	Health care & social assistance
48-49	Transportation and warehousing
54	Professional and technical services
81	Other services, except public administration
53	Real estate and rental and leasing
11	Agriculture, forestry, fishing and hunting
31-33	Manufacturing

56	Administrative and waste services
44-45	Retail trade
71	Arts, entertainment, and recreation
51	Information technology
22	Utilities
61	Educational Services
72	Accommodation and food services

Source: Arizona Office of Economic Opportunity

2. Employment needs of businesses in existing and emerging in-demand industry sectors and occupations.

SOC Code	Occupation Title	NAICS Code	Industry Title
15-1122	Information Security Analysts	51	Information Technology
15-1121	Computer Systems Analysts	51	Information Technology
11-3031	Financial Managers	54	Professional and technical services
13-2072	Loan Officers	54	Professional and technical services
43-3031	Bookkeepers	54	Professional and technical services
43-3071	Bank Tellers	54	Professional and technical services
25-2031	Secondary School Teachers	61	Educational Services
25-2022	Middle School Teachers	61	Educational Services
25-2021	Elementary School Teachers	61	Educational Services
29-1141	Registered Nurse	62	Health Care & social assistance
29-2061	Licensed Practical and Licensed Vocational Nurses	62	Health Care & social assistance
31-9092	Certified Medical Assistant	62	Health Care & social assistance
29-2052	Pharmacy Technician	62	Health Care & social assistance
31-1014	Certified Nursing Assistant	62	Health Care & social assistance
47-5049	Mining Machine Operators, All Other	31-33	Manufacturing
11-2021	Marketing Managers		Marketing and Tourism
41-2031	Retail Salespersons	44-45	Retail trade
17-3029.07	Mechanical Engineering Technologists	22	Utilities

43-4051	Customer Services Representatives	22	Utilities
47-2111	Electricians	22	Utilities

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

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

Aerospace and Defense – This sector strategy is concentrated in Cochise County due to the U.S. Army Post Ft. Huachuca being located in the county. Most of these occupations require an associates or a four-year bachelor’s degree, but some do not. If employed by a subcontractor to the federal government working on Ft. Huachuca most of these occupations also require a secret or top-secret security clearance.

Banking and finance – Occupations in banking and finance may include being employed in the banking industry, mortgage industry or other miscellaneous financial occupations. Job titles may include financial managers, business teachers, postsecondary, financial analysts, loan officers, bookkeepers, bank tellers, etc. Depending on the level of the occupation in the industry the education level required will be from a high school education to a master’s degree.

Education – may include teachers in K-12, administrative positions or postsecondary education. The occupation has the advantage to teach students basic academic, social and other informative skills in public or private schools or specialize in other areas such as science, mathematics, special education, engineering, etc. The education level required is a bachelor’s degree, masters’ degree or doctorate degree. Healthcare – Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate’s degree or bachelor’s degree. Some of the recognized credentials may be obtained are: Certified Nursing Assistant, Pharmacy Technician, Certified Medical Assistant, Licensed Practical Nurse and Registered Nurse.

Manufacturing – Manufacturing due to the mining sector in Graham and Greenlee Counties is a high demand occupation in Southern Arizona. The education level may include a high school diploma, on the job training, associate’s degree or bachelor’s degree depending on the type of manufacturing career pathway the student wishes to pursue.

Marketing and tourism – research market conditions in local, regional, or national areas, or gather information to determine potential sales of a product or service, or create a marketing/tourism campaign. They may also gather information on competitors, prices, sales, methods of marketing and distribution and tourism in other areas comparable to our local area. Depending on the level of the occupation

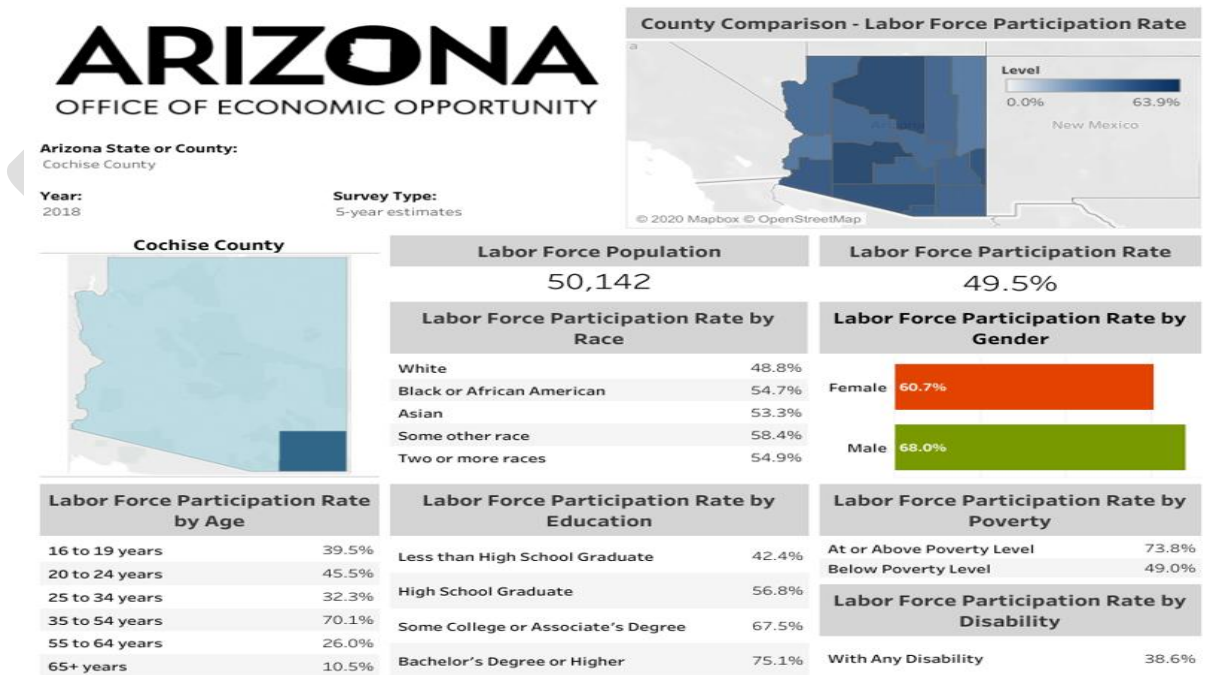
11 in the industry the education level required will be from a high school education to a master’s degree.

Retail – include salespersons required to have excellent customer service skills to greet customers and ascertain what each customer wants or needs, describe merchandise, recommend merchandise, compute sales prices and answer questions regarding the store and its merchandise. The retail occupation may only require a high school diploma depending on the level of employment.

Utilities – this is a high demand occupation in the local area due to employees of the utilities (i.e. electric, gas, power plant operators) retiring in the next two to five years. There is a bright outlook for customer service representatives, electricians, mechanical engineering technologists, inspectors, testers, sorters, etc. Depending on the level of the occupation in the industry the education level required will be from a high school education to a master’s degree.

Source: O*NET Online: www.onetonline.org.

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



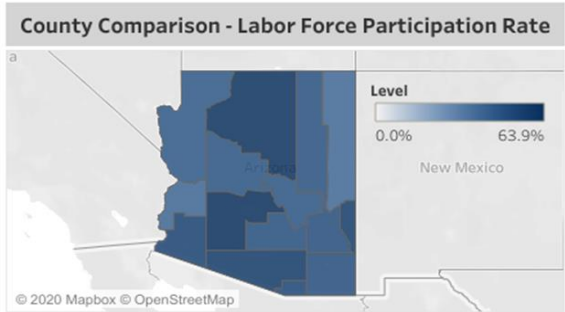
ARIZONA

OFFICE OF ECONOMIC OPPORTUNITY

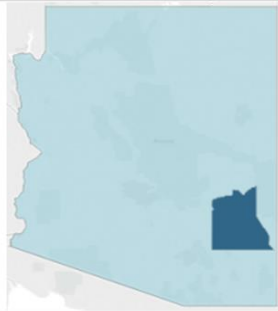
Arizona State or County:
Graham County

Year:
2018

Survey Type:
5-year estimates



Graham County



Labor Force Population

14,166

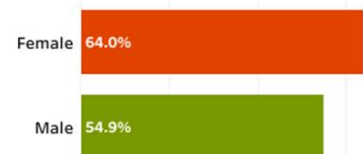
Labor Force Participation Rate

49.3%

Labor Force Participation Rate by Race

White	50.6%
Black or African American	26.7%
Asian	56.9%
Some other race	35.4%
Two or more races	55.3%

Labor Force Participation Rate by Gender



Labor Force Participation Rate by Age

16 to 19 years	34.1%
20 to 24 years	39.0%
25 to 34 years	27.1%
35 to 54 years	64.6%
55 to 64 years	25.3%
65+ years	12.6%

Labor Force Participation Rate by Education

Less than High School Graduate	39.2%
High School Graduate	57.1%
Some College or Associate's Degree	61.2%
Bachelor's Degree or Higher	71.4%

Labor Force Participation Rate by Poverty

At or Above Poverty Level	77.2%
Below Poverty Level	44.5%

Labor Force Participation Rate by Disability

With Any Disability	40.2%
---------------------	-------

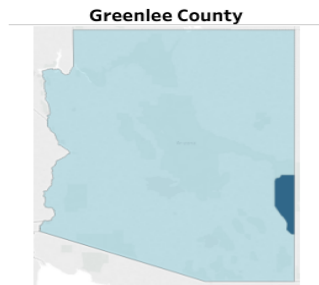
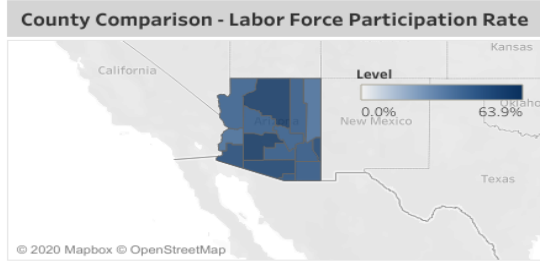
ARIZONA

OFFICE OF ECONOMIC OPPORTUNITY

Arizona State or County:
Greenlee County

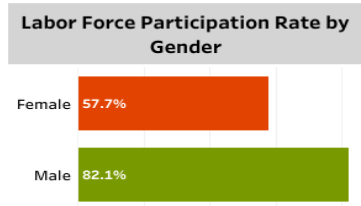
Year:
2018

Survey Type:
5-year estimates



Labor Force Population	Labor Force Participation Rate
4,094	57.5%

Labor Force Participation Rate by Race	
White	55.9%
Black or African American	70.1%
Asian	100.0%
Some other race	69.9%
Two or more races	22.2%



Labor Force Participation Rate by Age	
16 to 19 years	27.4%
20 to 24 years	58.3%
25 to 34 years	36.2%
35 to 54 years	72.7%
55 to 64 years	27.9%
65+ years	7.3%

Labor Force Participation Rate by Education	
Less than High School Graduate	18.7%
High School Graduate	75.8%
Some College or Associate's Degree	69.0%
Bachelor's Degree or Higher	86.9%

Labor Force Participation Rate by Poverty	
At or Above Poverty Level	75.0%
Below Poverty Level	38.2%

Labor Force Participation Rate by Disability	
With Any Disability	47.2%

Area:
Cochise County

Date: **i**
April 2020

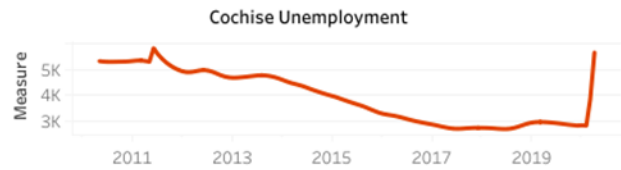
Seasonally Adjusted **i**
 No
 Yes

Start Date 5/1/2010
End Date **i** April 2020

Select Measure:
Level

Unemployment

	Level	Monthly Change	Yearly Change
Cochise County	5,652	1,818	2,705



Unemployment Rate

	Level	Monthly Change	Yearly Change
Cochise County	11. %	3.6 %	5.1 %



Employment

	Level	Monthly Change	Yearly Change
Cochise County	45,829	-2,071	-1,528



Labor Force

	Level	Monthly Change	Yearly Change
Cochise County	51,481	-253	1,177



Source: Arizona Office of Economic Opportunity

Graham County Unemployment Rate 2011 to 2020 – Not Seasonally Adjusted



Greenlee County Unemployment Rate 2011 to 2020 – Not Seasonally Adjusted



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

Include a current analysis of:

1. Workforce development activities, including education and training activities in the region; and
2. Strengths and weaknesses of the workforce development activities to address the education and skill needs of the workforce, including:
 - i. Individuals with barriers to employment, and
 - ii. The employment needs of businesses.

In order to achieve the vision of the ARIZONA@WORK- Southeastern Arizona Local Workforce Development Board, they will engage local businesses to gain a better understanding of business needs and enlist their assistance in developing an integrated education and workforce system that supports the development of career pathways.

This “**shared services model**” of collaboration will make additional resources available among Partners and ensure that well-connected and transparent arrays of services are provided to Southeastern Arizona residents. The Core ARIZONA@WORK Partners will work to:

1. Provide meaningful access of “career services” to all customers
2. Meet the needs of job seekers and businesses who engage with the public workforce system

3. Adapt the services and resources throughout the network to meet the needs of an evolving economic climate
4. Strengthen awareness of network services and resources to all Southeastern Arizona workforce Core Partners by supporting system alignment and continuous improvement efforts
5. Design career pathway systems across Partners aligned with business demand to facilitate a “seamless progression” from one pathway to another
6. Help customers improve foundational and more advanced skills resulting in successful transition to postsecondary education and training for individuals with barriers to employment
7. Assist low-income individuals to achieve economic self-sufficiency through support services, labor market driven credentialing, and employment
8. Serve more customers effectively and improve customer service through cross-program referrals and the implementation of seamless, integrated service delivery strategies
9. Empower individuals through access to information on programs, services, and outcomes available through the One-Stop Customer Service Delivery System
10. Support Core ARIZONA@WORK Partner programs in achieving success with the performance indicators and assure accountability of performance and customer satisfaction
11. Work in unison toward common goals and objectives of the One-Stop Customer Service Delivery System
12. Practice honest and open communication, and promote easy access to information
13. Create meaningful linkages between workforce stakeholders by providing aligned, integrated, and seamless services to customers that will assist them reach their goal

14. Provide training to One-Stop Customer Service Delivery System staff to strengthen business relationships, increase knowledge of labor market relevance, employer needs, job seeker needs, disability awareness and identifying the client’s functional limitations and types of accommodations needed
15. Strive to create deep and enduring relationships with customers by discovering their needs and delivering the most relevant services
16. The Core ARIZONA@WORK Partners will apply their knowledge and talent through diverse collaborative models to benefit the residents of Southeastern Arizona
17. Design and implement cross-training initiatives for the One-Stop Customer Service Delivery System and core ARIZONA@WORK Partners’ staff
18. Share best practices with Core ARIZONA@WORK Partners on strategies that benefit customers

Strengths, weaknesses, opportunities and threats of such services as outlined by the LWDB:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Independent Thinkers • Staff Contributions • Passion for the Mission • Staff Knowledge of Services and the Communities • Out-of-the Box Thinking 	<ul style="list-style-type: none"> • Communication • Institutional Knowledge due to Exiting Board Members and Staff • Demand Industry Understanding • Demand Industry Business Representation on Board • Public Awareness
Opportunities	Threats
<ul style="list-style-type: none"> • Apprenticeships and Pre-Apprenticeships • Marketing and Communications 	<ul style="list-style-type: none"> • Funding • Regulations and Policy Changes • Bureaucratic Policy Erratic Changes and Regulations

<ul style="list-style-type: none"> • Border – Port of Entry • Immigrants as Workers • Retraining/Retooling 	<ul style="list-style-type: none"> • Large Employer Dependence • Legal Issues with Water
---	--

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

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

Lead the regional workforce development system and collaborate with all partners to help business and jobseekers prosper is the Local Workforce Development Board’s mission statement. The Local Workforce Development Board’s vision is to position our citizens and business for increased and sustained economic prosperity. The Local Workforce Development Board’s goals and strategies relating to performance accountability measures to support economic growth and economic self-sufficiency is to review on a periodic basis the high demand occupation, work with the local economic development organizations, community colleges, employers and community organizations in the tri-county area and core ARIZONA@WORK partners to ascertain if any additions, changes and/or deletions should be made to career pathways. The Local Workforce Development Board will continue to communicate with staff regarding goals and strategies relating to performance accountability.

Working with all core ARIZONA@WORK partners, the Board agrees to prioritize services as outlined by the WIOA Title I-B and for individuals with barriers to employment. WIOA Title I-B Section (3) 24 defines the term “individual with a barrier to employment” as a member of one (1) or more of the following populations:

1. Displaced Homemakers
2. Low-income individuals
3. Indian, Alaskan Native, and Native Hawaiians
4. Individuals with disabilities
5. Older individuals
6. Ex-offenders
7. Homeless individuals
8. Youth who are in or have aged out of the foster care system
9. Individuals who are English Language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers
10. Eligible migrant and seasonal farm workers
11. Individuals within 1 year of exhausting lifetime eligibility (for TANF) for the state of Arizona. (Note: federal government has instituted a 5-year time limit and the State of Arizona a 12-month limit)
12. Single parents (including single pregnant women)

13. Long-term unemployed individuals

14. Other groups as the Governor determines to have barriers to employment

Core ARIZONA@WORK Partners commit to offer priority of services to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient when providing career services, education and training services. Barriers to employment status is established at the time of eligibility or enrollment and do not change during the period of participation.

Veterans and eligible spouses continue to receive priority of service among all eligible individuals; however, they must meet the WIOA Title I-B adult program eligibility criteria and meet the criteria under WIOA Section 134(c)(3)(E).

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

Taking into account the analyses in Sections A.-D. above, describe the strategy to work with the entities that carry out the core programs and required ARIZONA@WORK partners to align resources available in the local area to achieve the strategic vision and goals as described in Section D. above.

In order to achieve the vision of the ARIZONA@WORK- Southeastern Arizona Local Workforce Development Board, they will engage local businesses to gain a better understanding of business needs and enlist their assistance in developing an integrated education and workforce system that supports the development of career pathways.

This “**shared services model**” of collaboration will make additional resources available among Partners and ensure that well-connected and transparent arrays of services are provided to Southeastern Arizona residents. The Core ARIZONA@WORK Partners will work to:

1. Provide meaningful access of “**career services**” to all customers,
2. Meet the needs of job seekers and businesses who engage with the public workforce system
3. Adapt the services and resources throughout the network to meet the needs of an evolving economic climate
4. Strengthen awareness of network services and resources to all Southeastern Arizona workforce Core Partners by supporting system alignment and continuous improvement efforts

5. Design career pathway systems across Partners aligned with business demand to facilitate a “**seamless progression**” from one pathway to another
6. Help customers improve foundational and more advanced skills resulting in successful transition to postsecondary education and training for individuals with barriers to employment
7. Assist low-income individuals to achieve economic self-sufficiency through support services, labor market driven credentialing, and employment
8. Serve more customers effectively and improve customer service through cross-program referrals and the implementation of seamless, integrated service delivery strategies
9. Empower individuals through access to information on programs, services, and outcomes available through the One-Stop Customer Service Delivery System
10. Support Core ARIZONA@WORK Partner programs in achieving success with the performance indicators and assure accountability of performance and customer satisfaction
11. Work in unison toward common goals and objectives of the One-Stop Customer Service Delivery System
12. Practice honest and open communication, and promote easy access to information
13. Create meaningful linkages between workforce stakeholders by providing aligned, integrated, and seamless services to customers that will assist them reach their goal
14. Provide training to One-Stop Customer Service Delivery System staff to strengthen business relationships, increase knowledge of labor market relevance, employer needs, job seeker needs, disability awareness and identifying the client’s functional limitations and types of accommodations needed
15. Strive to create deep and enduring relationships with customers by discovering their needs and delivering the most relevant services

16. The Core ARIZONA@WORK Partners will apply their knowledge and talent through diverse collaborative models to benefit the residents of Southeastern Arizona
17. Design and implement cross-training initiatives for the One-Stop Customer Service Delivery System and core ARIZONA@WORK Partners' staff
18. Share best practices with Core ARIZONA@WORK Partners on strategies that benefit customers

Part b – Strategic Vision, Goals and Strategies

F. Statewide Strategy Assurances

The Southeastern Arizona Workforce Development Board will support statewide workforce strategies identified in the state workforce plan. While action will be taken in the LWDA to support the strategies, the Southeastern Arizona Workforce Development Board and staff will also participate in statewide workgroups and solutions intended to improve workforce services across the state.

G. Statewide Strategy Support

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

The Workforce Innovation and Opportunity Act of 2014 (WIOA) is an affirmation of the work that has been done in Southeastern Arizona to build the workforce development system. The foundation of the act is its One-Stop Customer Service Delivery System. The One-Stop Customer Service Delivery System brings together workforce development, educational, and other human resource services in a seamless customer-focused service delivery network that enhances access to the programs' services and improves long-term employment outcomes for individuals receiving assistance. Core ARIZONA@WORK Partners administer separately funded programs as a set of integrated streamlined services to customers. The One-Stop Customer Service Delivery System assures coordination between the activities authorized in the WIOA law.

The purpose of the Memorandum of Understanding (MOU) is to describe the cooperative workforce training, employment, and economic development efforts of ARIZONA@WORK-

Southeastern Arizona and core ARIZONA@WORK Partners and the actions to be taken by each to assure the coordination of their efforts in accordance with the State issued requirements in order to establish and maintain an effective and successful “One-Stop” Customer Service Delivery System.

The MOU coordinates resources, prevents duplication of effort, and ensures the effective and efficient delivery of workforce services in Southeastern Arizona. In addition, the MOU will establish joint processes and procedures that will enable the Partners to integrate with the current One-Stop Customer Service Delivery System. This will result in a seamless and comprehensive array of education, job training, and other workforce development services to person with barriers and disabilities within Southeastern Arizona.

The parties to the MOU agree to coordinate and perform the activities and services described herein within the scope of legislative requirements governing the parties’ respective programs, services, and agencies.

ARIZONA@WORK-Southeastern Arizona will work in conjunction with the Arizona Department of Education and the local high schools in Cochise, Graham and Greenlee counties to align workforce system services and Career and Technical Education (CTE) programs.

In Cochise County, Sierra Vista School District (Buena High School), Sierra Vista, oversees the Career and Technical Education program. They currently have seventeen separate programs. In Graham and Greenlee counties the Gila Valley for Technology (GIFT) is a Joint Technological and Educational District (JTED) which oversees the CTE program. They have eight participating schools. GIFT currently, has twenty separate CTE programs.

Section 3 – ARIZONA@WORK System Coordination

A. Describe how the LWDB will work with the entities carrying out the core programs (Titles 1 through IV), - (20 CFR 679.560(b)(2)) to:

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

All Core ARIZONA@WORK Partners agree to prioritize services as outlined by the WIOA and for individuals with barriers to employment. WIOA Section 3 (24) defines the term “individual with a barrier to employment” as a member of one (1) or more of the following populations:

1. Displaced Homemakers

2. Low-income individuals
3. Indian, Alaskan Native, and Native Hawaiians
4. Individuals with disabilities
5. Older individuals
6. Ex-offenders
7. Homeless individuals
8. Youth who are in or have aged out of the foster care system
9. Individuals who are English Language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers
10. Eligible migrant and seasonal farm workers
11. Individuals within 1 year of exhausting lifetime eligibility (for TANF) for the state of Arizona. (Note: federal government has instituted a 5-year time limit and the State of Arizona a 12 month limit)
12. Single parents (including single pregnant women)
13. Long-term unemployed individuals
14. Other groups as the Governor determines to have barriers to Employment

Core ARIZONA@ WORK Partners commit to offer priority of services to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient when providing career services, education and training services. Barriers to employment status is established at the time of eligibility or enrollment and do not change during the period of participation.

Veterans and eligible spouses continue to receive priority of service among all eligible individuals; however, they must meet the WIOA Title I-B adult program eligibility criteria which means veterans who are basic skill deficient, recipients of public assistance or income, must be served first and meet the criteria under WIOA Section 134(c)(3)(E). The Local Workforce Development Board will work with core ARIZONA@WORK programs to expand access to employment, training, education, and supportive services for eligible individuals as follows:

- Core Partners utilize a referral form to refer clients between the core ARIZONA@WORK programs. After the referral form is given to the client the core ARIZONA@WORK program staff is called to inform them that we are sending a referral over to them.
- Core ARIZONA@WORK Partners are co-located in the comprehensive and affiliate Job Centers. By being co-located we are able to verbally communicate

with core partners regarding individuals that may be eligible for their program.

- Core ARIZONA@WORK Partners have formed a WIOA Partners Group in Cochise County which meets every other month. The Core ARIZONA@WORK Partner, Adult Education, is the lead partner of the group.
- Core ARIZONA@WORK Partners may co-enroll clients in each other's programs.
- Core ARIZONA@WORK Partners' staff are given information (presentations) of the services each partner offers to clients.

2. Facilitate the development of career pathways;

The local board will facilitate the development of career pathways by working with the Core ARIZONA@WORK Partners, Economic Development Partners in the tri-county area and our two community colleges, Cochise Community College and Eastern Arizona College. (University of Arizona South, Wayland Baptist College and Northern Arizona College are also located in our tri-county area and private post-secondary institutions.) We will work with all Core ARIZONA@WORK Partners (Title II, III and IV) regarding career pathways. The local board will review the in-demand career pathways on a periodic basis to ascertain whether or not career pathways need to be added, updated and/or deleted based on the needs of the industry and business. If changes are needed to career pathways Title II, III and IV will be notified of changes.

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

The Local Workforce Development Board agree to co-enroll participants in multiple core ARIZONA@WORK Partner programs if appropriate and allowable. The Local Workforce Development Board and all core ARIZONA@WORK Partners agree to:

1. Review and revise enrollment procedures to facilitate co-enrollment whenever possible and appropriate.
2. Cross-train Partner staff in enrollment procedures and requirements to facilitate co-enrollment as needed.
3. With the informed consent of the affected participant, share participant information (including eligibility and assessment information) to minimize participants' needs to have to provide similar or identical information to more than one of the core ARIZONA@WORK Partners.

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

The local board will improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable) by analyzing historical program data, in-demand occupations, sector strategies and working with business and industry leaders to see what their needs are. The local board will also work with private and public postsecondary educational institutions concerning training that may be needed to fit the needs of the businesses and industries in the local area.

- B. Describe the LWDB's strategies and services and how they will be used within the LWDA and region (20 CFR 679.560(b)(3) to:

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

The local board/local area will facilitate engagement of employers by feedback at board meetings, staff reports, placements, continued business outreach, repeat employers at job fairs, job placements, employer posting job openings with us and community input.

The local board/local area provides customer satisfaction surveys to employers utilizing our services. The local board evaluates the feedback from the surveys on a quarterly basis in order to ascertain the needs of the community and if the Board's goals are being achieved. The goals of the Local Workforce Development Board are adjusted or changed to continue to meet the needs of the employers.

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

Employers Services offered at the ARIZONA@WORK-Southeastern Arizona Job Centers to employers include:

1. **Applicant Pre-screening** consists of assessing candidates according to the employer's requirements and hiring needs; referring candidates based on their knowledge, skills, and abilities relative to the employer requirements.
2. **Employer Needs Assessment** evaluates employer needs, particularly future hiring and talent needs.

3. **Employer Referral System** is a provision of information on topics of interest to employers such as services available in the community, local training providers, federal laws and requirements, tax information, and apprenticeship programs.
4. **Job Posting** consists of receiving and filling of job openings, searching resumes; providing access to a diverse labor pool.
5. **Labor Market Information** is access to information on labor market trends, and other data related to the economy, wages, industries, etc.
6. **Rapid Response** is an activity that involves a “rapid response” team of specialists whom, upon becoming aware of a substantial layoff or projected closure, will contact the affected employer within 48 hours or less upon notification. Information is provided to affected employers in order to facilitate access to available programs and services offered through the Local One-Stop Customer Service Delivery System.
7. **Recruitment Assistance** is conducted by raising awareness of employers, job seekers, and attracting individuals to apply for employment at a hiring organization. Specific activities may include posting of employer announcements, provision of job applications, and hosting job hiring events, mini-recruitments, and mass recruitments.
8. **Training Assistance** provides training resources to enable employers to upgrade employee skills, introduce workers to new technology, or to help employees transition into new positions.
9. **Business Engagement** – The business services team consists of staff from ARIZONA@WORK and core ARIZONA@WORK Partners’ programs. They offer services to new and existing business and industry that address employer needs. Team members provide community outreach through participation in Chamber of Commerce Events, Economic Development Events, and local county/city activities. The business services team members work closely with economic development agencies and businesses to maintain a proactive approach to employment and economic growth in Southeastern Arizona.

3. Better coordinate workforce development programs and economic development;

Members: 4-Workforce Innovation and Opportunity Act Title 1-B employees, 3-Department of Economic Security (Title III) employees (1-Employment Services, 2 Veterans Representatives)

Vision Statement: Assist in offering better opportunities for job seekers by collaborating with community and education partners and aiding employers with their human resource needs within the Tri-County area. Mission Statement: Ensure successful business relations by acting as an ambassador to the business community. Provides accurate labor market information; assists communities to reduce unemployment; build and maintain contact with recruiters, training and education partners to the best of our ability.

Function Description: We will participate on this function and market program services to businesses by focusing on eight areas.

Outreach – conduct outreach to community, businesses and education facilities to share what services we offer.

- Contact businesses via: cold calls, emails, phone, in-person
- Partner with other non-profits & community-based organizations (CBOs)
Conduct services presentations to: employers, CBOs, Chambers, local government agencies
- Follow-Up – Follow up with businesses
- Constant communication with employers
- Satisfaction survey provided after every hiring event, job and resource fair
- Conduct quarterly performance surveys

Advertisements – Advertise our services to the community.

- Utilize current technology to advertise our services
- Follow all rules and regulations
- Utilize the marketing toolkit
- WIOA Title I-B Business Services Representatives will handle all advertising

Job Orders – Enter job orders.

- The staff member who enters the job in Arizona Job Connection will be responsible for the following:
- Sharing the job information with a Business Services Function member
- Closing the job in Arizona Job Connection when appropriate
- Informing a Business Services Function member when a job has closed

Hiring Assistance

- Prescreen & interview at employer's request
- Work with employers to obtain interviews for job seekers
- Assistance employers with filling positions based off of their specific needs
- Ensure job seekers have an Arizona Job Connection referral Recruiting Events
 - Attend and host various recruiting events, consists of: Resource Fairs, in-Office Recruitments, Hiring Fairs, Virtual Job Fairs, and Job Fairs
- Will have at least one representative from each division present when possible at each event.
- Provide the information to job seekers and encourage them to attend.

Training and Development – Provide information and facilitate training and development services.

- Coordinate and facilitate employment related workshops
- Work with employers to develop On-the-Job Trainings (OJTs) and Apprenticeships within their organization

Meetings – Attend community and function meetings as appropriated.

- Attend community meetings as appropriated
- Attend weekly Business Services Function meetings
- Business Services Function Team Captain will communicate updates with other One Stop functions weekly.

Coordination with Other Functions - Assist with Rapid Response services upon request from the Career and Training Function Team

- Will work with the Youth Services Function as requested
- Recruiting will be done in coordination with the Welcome Function
- Training and Development will be done in coordination with the Career Development Function.

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

To strengthen linkages between the One Stop Customer Service Delivery System Partners and unemployment insurance programs we may assist claimants with accessing unemployment website at www.azui.com to file a new claim for unemployment compensation, file a weekly claim, or check the status of existing claim when they come into our job center. Staff will be well trained on filing unemployment insurance claims and claimants' rights and responsibilities. In the comprehensive job center and the affiliates "ring down" phones that ring directly to the unemployment call center to assist claimants with their unemployment claims

are available. We also, will assist claimants to fully register in the Arizona Job Connection system and assist with resume building, job search assistance and WIOA training programs, if eligible.

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

- **Incumbent worker training programs;**

Incumbent Worker Training is designed to assist the local areas employer's workforce obtain the skills necessary to retain employment and avert layoffs. The training activities are carried out with employers or a group of employers (which may include employers in Partnership with other entities for delivering such training) for the purpose of assisting such workers in obtaining skills necessary to retain employment and avert layoffs.

- **Customized training programs;**

Customized Training is designed to meet the specific requirements of an employer or group of employers that relates to the introduction of new technologies or new production. The training is conducted with a commitment by the employer to employ, or if in the case of an incumbent worker, continue employment, upon successful completion of the training. The employer pays a significant portion of the cost of the training.

- **Industry and sector strategies;**

Aerospace and Defense – This sector strategy is concentrated in Cochise County due to the U.S. Army Post Ft. Huachuca being located in the county. Most of these occupations require an associates or a four-year bachelor's degree, but some do not. If employed by a subcontractor to the federal government working on Ft. Huachuca most of these occupations also require a secret or top-secret security clearance.

Banking and finance – Occupations in banking and finance may include being employed in the banking industry, mortgage industry or other miscellaneous financial occupations. Job titles may include financial managers, business teachers, postsecondary, financial analysts, loan officers, bookkeepers, bank tellers, etc. Depending on the level of the occupation in the industry the education level required will be from a high school education to a master's degree.

Education – may include teachers in K-12, administrative positions or postsecondary education. The occupation has the advantage to teach students basic academic, social and other informative skills in public or private schools or specialize in other areas such as science, mathematics, special education, engineering, etc. The education level required is a bachelor's degree, masters' degree or doctorate degree.

Healthcare – Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree or bachelor's degree. Some of the recognized credentials may be obtained are: Certified Nursing Assistant, Pharmacy Technician, Certified Medical Assistant, Licensed Practical Nurse and Registered Nurse.

Manufacturing – Eastern Arizona College in Graham County had a TAACCCT grant in advanced manufacturing. Enrollment in EAC's advanced manufacturing classes is to capacity and the students are able to find employment upon graduation. Manufacturing is a high demand occupation in Southern Arizona. The education level may include a high school diploma, on the job training, associate's degree or bachelor's degree depending on the type of manufacturing career pathway the student wishes to pursue.

Marketing and tourism – research market conditions in local, regional, or national areas, or gather information to determine potential sales of a product or service, or create a marketing/tourism campaign. They may also gather information on competitors, prices, sales, methods of marketing and distribution and tourism in other areas comparable to our local area. Depending on the level of the occupation in the industry the education level required will be from a high school education to a master's degree.

Retail - include salespersons required to have excellent customer service skills to greet customers and ascertain what each customer wants or needs, describe merchandise, recommend merchandise, compute sales prices and answer questions regarding the store and its merchandise. The retail occupation may only require a high school diploma depending on the level of employment.

Utilities - this is a high demand occupation in the local area due to employees of the utilities (i.e. electric, gas, power plant operators) retiring in the next two to five years. There is a bright outlook for customer service representatives, electricians, mechanical engineering technologists, inspectors, testers, sorters, etc. Depending on the level of the occupation in

the industry the education level required will be from a high school education to a master's degree.

Source: O*NET Online: <http://www.onetonline.org/>

- **On-the-job training programs;**
On-The-Job Training (OJT) is provided under a contract with an employer who is reimbursed a percentage of the hourly wage. The participant being trained will be engaged in a job to help them prepare for long term unsubsidized employment. An OJT is intended to provide the knowledge or skills essential to meet the full and adequate performance of the job.
- **Registered apprenticeships;**
Registered Apprenticeship is an industry-driven model that combines on-the-job learning with job-related instruction. Apprenticeship is a flexible training strategy that can be customized to meet the needs of any business.
- **Work experience programs; and**
Work Experience Programs for adults, dislocated workers or youth are a planned, structured, time-limited learning experience that takes place in a workplace. The work experience programs may be paid or unpaid and may be provided in the private for-profit, non-profit, or public sectors. The Youth work experience programs must include academic and occupational education.

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

The initial eligibility documents from training providers will be completed and filed through the AJC system (Arizona Job Connection). The local ETPL approver will pull documents from AJC system to review and make the decision with input from the Workforce Innovation and Opportunity Act staff to approve or disapprove the eligibility documents. If the application is approved the provider information is forwarded to the State ETPL Coordinator and the Coordinator approves/disapproves the training provider. The local workforce development board is informed about all of the applications for the ETPL.

If the local workforce area decides they need to do outreach to training providers to our sector strategy areas the executive director or deputy director or career advisors or ETPL approver will contact the training providers to ascertain if they are interested in participating in the workforce innovation and opportunity act training programs. If the answer is yes, we will direct them to the Arizona Job Connection system to file an application to begin the process of becoming an eligible training provider.

The ETPL approver in the local area will follow procedures prescribed by the State to assist in determining the initial eligibility of other providers and programs. We will gather all required documentation per the State procedures needed for approval. Then once the provider and programs has been approved by the State ETPL Coordinator the staff will be notified by the ETPL approver the training provider services can be used. We inform the training provider how important it is to collect and enter their program's performance data or criteria into Arizona Job Connection system in order to remain eligible for the ETPL listing in subsequent years in meetings and phone calls we may have with them during the initial process of eligibility.

The local workforce area ETPL approver will monitor the training providers to make sure they are in compliance with the ETPL procedures approving local training providers and programs subsequent eligibility as outlined in the state policy.

The Local area Eligibility Training Provider List approver will communicate with the training provider cases where termination of an eligible provider is contemplated because inaccurate information has been provided or their training services are no longer being used.

The Deputy Director will notify the Eligibility Training Provider List approver when the eligible provider information may be inaccurate or we are no longer utilizing the training provider. The approver will contact the training provider to inform them the local workforce area will no longer use their services and the reason why.

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

Members: 4-Workforce Innovation and Opportunity Act Title 1-B employees, 3- Department of Economic Security (Title III) employees (1-Employment Services, 2 Veterans Representatives)

Vision Statement: Assist in offering better opportunities for job seekers by collaborating with community and education partners and aiding employers with their human resource needs within the Tri-County area.

Mission Statement: Ensure successful business relations by acting as an ambassador to the business community. Provides accurate labor market information; assists communities to reduce unemployment; build and maintain contact with recruiters, training and education partners to the best of our ability.

Function Description: We will participate on this function and market program services to businesses by focusing on eight areas.

- Outreach – conduct outreach to community, businesses and education facilities to share what services we offer.
 - Contact businesses via: cold calls, emails, phone, in-person
 - Partner with other non-profits & community-based organizations (CBOs)
 - Conduct services presentations to: employers, CBOs, Chambers, local government agencies
 - Follow-Up – Follow up with businesses.
 - Constant communication with employers
 - Satisfaction survey provided after every hiring event, job and resource fair Conduct quarterly performance surveys
- Advertisements – Advertise our services to the community.
 - Utilize current technology to advertise our services
 - Follow all rules and regulations
 - Utilize the marketing toolkit ♣
 - WIOA Title I-B Business Services Representatives will handle all advertising
- Job Orders – Enter job orders.
 - The staff member who enters the job in Arizona Job Connection will be responsible for the following:
 - Sharing the job information with a Business Services Function member
 - Closing the job in Arizona Job Connection when appropriate
- Informing a Business Services Function member when a job has closed
- Hiring Assistance
 - Prescreen & interview at employer’s request
 - Work with employers to obtain interviews for job seekers

- Assistance employers with filling positions based off of their specific needs
- Ensure job seekers have an Arizona Job Connection referral
- Recruiting Events – Attend and host various recruiting events
Consists of: Resource Fairs, in-Office Recruitments, Hiring Fairs, Virtual Job Fairs, and Job Fairs
- Will have at least one representative from each division present when possible at each event.
- Provide the information to job seekers and encourage them to attend.
- Training and Development – Provide information and facilitate training and development services.
 - Coordinate and facilitate employment related workshops
 - Work with employers to develop On-the-Job Trainings (OJTs) and Apprenticeships within their organization
- Meetings – Attend community and function meetings as appropriated.
 - Attend community meetings as appropriated
 - Business Services Function Team Captain will communicate updates with other One Stop functions weekly.
- Coordination with Other Functions
 - Assist with Rapid Response services upon request from the Career and Training Function Team
 - Will work with the Youth Services Function as requested
 - Recruiting will be done in coordination with the Welcome Function
 - Training and Development will be done in coordination with the Career Development Function.

The local area will promote entrepreneurial skills training and microenterprise services by partnering with our local small business development centers located at Cochise Community College, Eastern Arizona College and our area economic development partners. The local area will refer a person to our core ARIZONA@WORK partners and continue to work with the potential entrepreneur to provide information on the local workforce they may need to build their business. Some questions we will ask the potential entrepreneur:

How viable is the business sector of interest?

- Does he or she possess the leadership, management skills and determination necessary to start and run a business? Does this individual and business idea appear financeable?
- Does the candidate appear ready and able to benefit from self-employment or entrepreneurial training?

- Overall, what likelihood of success does this proposal have?

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

The LWDB will evaluate if the ARIZONA@WORK Job Centers in the LWDA need to be open beyond normal business hours to provide services to meet the workforce need, as is described in 20 CFR 678.800 by reviewing historic data such as monthly traffic charts and speaking with the One Stop Service Provider. The LWDA staff will listen to customers coming into the Job Centers to see if a requirement of opening the Job Centers beyond normal business hours is needed to provide services to meet workforce needs and will report back to LWDB.

F. Provide copies of executed cooperative agreements (MOU) which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system.

All executed cooperative agreements (MOU) which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system are included with this Local Plan.

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

All individuals who are eligible to work in the United States may be served through Individualized Career Services. Individuals must also meet priority of service requirements, and be either unemployed or underemployed, per the LWDA definition to receive individualized career services through the WIOA Title I-B Adult Program. Individuals must meet the definition of underemployed, to receive the individualized career services through the WIOA Title I-B Dislocated Worker Program. The Arizona Job Connection, a web-based system, allows anyone to access job openings. Persons physically accessing a local job center 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 Career Services are available to anyone seeking employment:

Labor market information	Job Placement assistance
Resume writing assistance	Work readiness workshops
Orientation to Job Center services	Initial needs assessment (Triage)
TABE (Test of Adult Basic Education)	Computerized Assessment
Referrals to mandated & contracted agencies	Introduction to computer classes
Employer Network	Access to Computers, fax, copier
Resource areas with experienced staff to assist employment seekers	

All individuals can access — basic career services and individualized career services through the job centers which include:

- a. Determination of whether individuals are eligible to receive assistance.
- b. Outreach, intake and orientation to the information
- c. Initial assessment of skill levels, aptitudes, abilities and supportive service needs.
- d. Job search and placement assistance
- e. Provision of employment assistance information, including the provision of accurate information leading to local, regional and national labor market areas.
- f. Provision of performance information and program cost information on eligible providers of training services, eligible providers of youth activities, providers of adult education activities, providers of postsecondary vocational education activities and providers of vocational rehabilitation program activities.
- g. Provision of information regarding how the local areas are performing on local performance measures,
- h. Provision of accurate information relating to the availability of supportive services including child care and transportation.
- i. Provision of information regarding filing claims for unemployment compensation.
- j. Assistance in establishing eligibility for programs of financial aid for training and education that are not funded under the Act.
- k. Follow-up services for not less than 12 months, for participants who are placed in unsubsidized employment.

Individualized Career services are provided by WIOA Title I-B Programs to adults and dislocated workers who are not able to obtain employment or who remain underemployed after utilizing basic career services. WIOA Title III Program also refers individuals who are in need of individualized career services to the WIOA Title I-B Adult and Dislocated Worker Programs. Individuals may be employed but need these services in order to obtain or retain employment that allows for self-sufficiency.

Individuals who are underemployed may include:

- Individuals employed less than full-time who are seeking full-time employment;

- Individuals who are employed in a position that is inadequate with respect to their skills and training;
- Individuals who are employed who meet the definition of a low-income individual;
- Individuals who are employed, but whose current job's earnings are not sufficient compared to their previous job's earnings from their previous employment.

Individualized career services may include:

- Comprehensive and specialized assessment of skill Levels
- Individual employment plans
- Individual and group counseling
- Career advisement
- Pre-employment skills training
- Work Experience
- Basic Education services

Training Services – Occupational skills training programs funded through individual training accounts must be accessible through the comprehensive Job Centers. Other training services may include:

- On-the-Job Training
- Programs that Combine Workplace Training with Related Instruction
- Skill Upgrading and Retraining
- Job Readiness Training
- Entrepreneurial Skills Training
- Skills Upgrading and Retraining
- Transitional Jobs
- Registered Apprenticeship Programs
- Adult Education and Literacy Activities when Integrated with Other Training Services Customized Training

If an individual is working with a core ARIZONA@WORK partner in the Job Center such as an Employment Service (Title III) staff person and requests training the individual will be referred to a Workforce Innovation and Opportunity Act Job Center Coordinator (Title I-B) to receive information regarding the training options available and the eligibility requirements for the Workforce Innovation and Opportunity Act Title I-B training program.

Job Seeker Services: The affiliate Job Center must offer basic career and individualized career services as defined under WIOA Title I-B. At a minimum the following services will be on the menu of possibilities for job seekers who meet eligibility and suitability criteria set by the Workforce Arizona Council. The One-Stop Operator must provide a specific list of services available at each Job Center.

1. ***Triage and Initial Assessment*** to identify whether the individual is in crisis, has basic needs, or is ready to work and/or get on a path toward a career.

2. **Basic Career Services without Significant Staff Involvement**—At least three (3) of the following services must be offered at the affiliate Job Center:

- a. Job Search, Placement or Career Counseling
- b. Job Referral
- c. Job Development
- d. Labor Market Information
- e. Standardized Skills Assessment (e.g., Work Keys)
- f. Jobseeker Workshops
- g. Self-Directed/Computer-Based
- h. Group Workshops
- i. Job Clubs
- j. Follow-up Contact After Job Placement

3. **Career Services with Significant Staff Involvement:** At least three (3) of the following services must be offered at the affiliate Job Center:

- a. Resource Room
- b. Job Match
- c. Job Search
- d. Staff Administered and Interpreted Standardized Skills Assessments (e.g., CASAS)
- e. Job Referral When Combined with Staff Help in Decision Making Process
- f. Scheduling Appointments with Appropriate Community Based Organizations

4. **Individualized Career Services:** At least three (3) of the following services must be offered at the Affiliate Job Center:

- a. Comprehensive Assessment, Diagnostic Testing, Interviewing
- b. Individual Employment Plan
- c. Group Counseling/mentoring
- d. Career Planning
- e. Workforce preparation activities
- f. Short-Term Pre-Vocational Services such Adult Basic Skills
- g. Internships/Work experiences
- h. Financial literacy services
- i. English Language Acquisition
- j. Out of area job search/relocation assistance
- k. Basic Computer Literacy

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

- 1. General Announcement;

General announcement definition means employed at a facility at which the employer has made a general announcement that such facility will close within 180 days.

2. Unlikely to return to previous occupation or industry; and

Unlikely to return to previous occupation or industry when

- a) Labor market information for the occupation shows a zero or negative growth rate;
- b) The local Chamber of Commerce, Economic Development representative, or other credible sources of regional economic information confirms the occupation or industry has shown a significant employment decline in the local labor market area;
- c) Employment Service confirms that, in the previous sixty days, there was a lack of job orders for that occupation to qualified job seekers, as determined by the LWDA;
- d) A plant closure or substantial layoff within the labor market area in the same industry or occupation has occurred in the last six months from the date of the plant closure or substantial layoff;
- e) The individuals have been actively seeking but are unable to find employment in their previous industry or occupation for a period of 90 days or more from employment separation; or
- f) A person is laid off from a job due to lack of certification.
- g) The separating service member is separating from the Armed Forces with a discharge that is anything other than dishonorable who qualifies for dislocated worker activities when he or she:
 - i. Has received a notice of separation, a DD-214 from the Department of Defense, or other documentation showing a separation or imminent separation from the Armed Forces to satisfy the termination or layoff part of the dislocated worker eligibility criteria in WIOA sec. 3(15)(A)(i);
 - ii. Qualifies for the dislocated worker eligibility criteria on eligibility for or exhaustion of unemployment compensation in WIOA sec. 3(15)(A)(ii)(I) or (II); and
 - iii. Meets the dislocated worker eligibility criteria that the individual is unlikely to return to a previous industry or occupation in WIOA Section 3(15)(A)(iii).
- h) Reemployment Services and Eligibility Assessment (RESEA) eligibility is not an automatic qualifier for the Dislocated Worker program.

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

Participant who has experienced a loss of employment due to general economic conditions in the local area, or as a result of a natural disaster. Participant may have been self-employed (including employment as a farmer, a rancher, or a fisherman) and experienced a loss of employment due to general economic conditions in the local area, or as a result of a natural disaster.

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

WIOA Title I-B Rapid Response Coordinator, Career Advisor or designee and/or Employment Service Supervisor or designee. ARIZONA@WORK-Southeastern Arizona Rapid Response Coordinator is the Deputy Director, Vickie Simmons. The Rapid Response Coordinator will inform the Business Services Function team members of the WARN (Worker Adjustment and Retraining Notification Act) received from the State Rapid Response Coordinator. In the event of a rapid response, ARIZONA@WORK-Southeastern Arizona will notify the Chief Elected Officials and initiate AJC. This notification will include an invitation to participate in the coordination and delivery of rapid response activities. The State Workforce Innovation and Opportunity Act Section coordinates all Rapid Response activities with the local Rapid Response teams. Each local area has a Rapid Response team comprised of local area dislocated worker staff, Department of Economic Security Employment Service staff and other appropriate workforce partners. This team contacts employers and employees within 48 hours of the required Worker Adjustment and Retraining Notification Act (WARN) communication. This Rapid Response team represents a quick and positive response from local areas and state government, providing information and/or services on employment and training opportunities. Rapid Response services are provided to assist employers, employees, and communities facing a plant closure, mass layoff, or a substantial layoff due to business curtailment or foreign competition. Rapid Response services may be conducted when there is notice of an impending plant closure, mass layoff, or substantial layoff. Services are delivered through a Rapid Response Team, which will be represented by staff from Employment Service, the ARIZONA@WORK-Southeastern Arizona, and other appropriate workforce development partners. The Business Services Function team members make initial contact with the employers to initiate the process. An effected company is contacted within 48 hours of receipt of notification of a layoff or plant closure.

Through linkages developed between the DES Division of Employment and Rehabilitation Services (DERS), ARIZONA@WORK-Southeastern Arizona and other local workforce development agencies, a network is established that will identify companies in need of services. The Business Services Function team will respond to employers confirmed as in need of assistance and provide them with informational services, define the employer's role and obligation prior to the provision of services, identify services required and numbers to be served.

Business Services Function team members will meet with local network agencies to inform them of the scope of layoff or closure and discuss the services to be provided. Team members will identify agencies that will participate in the pre-layoff activity/ identify their role, and establish an agenda, identify the date(s) for the activity and confirm with the affected employer.

When there is a large layoff and funds are limited, a grant for Rapid Response Additional Funds (RRAA) may be warranted. Business Services Function team members provide the appropriate information to the DES Division of Employment and Rehabilitation Services (DERS) Finance and Budget Unit. Also, we may apply for National Dislocated Worker Grants by completing grant application and forward to the U.S. Department of Labor.

The local area follows the state's rapid response policies. The minimum threshold is one affected worker the Local Workforce Investment Board has approved for rapid response services to be provided to a company experiencing a layoff, reduction in force or closure.

Rapid response is aimed at providing services as quickly as possible to dislocated workers by cooperating and combining efforts involving the affected companies, employees and service providers. Rapid response teams may be composed of linking Dislocated Worker staff, such as Employment Service, ARIZONA@WORK Southeastern Arizona and other appropriate workforce development staff. Other service providing agencies may be represented as appropriate. Functions of the rapid response team may include:

- *Program information/ referral*: This will be an integral part of rapid response services. Staff representing appropriate Dislocated Worker linking agencies will be available to offer information to dislocated workers and affected employers regarding services and make appropriate referrals. On-site eligibility will be available to those seeking assistance.

- *Early intervention:* Rapid Response services may be initiated as early as six months before the actual layoff or plant closure. The Dislocated Worker staff representing the linking agencies will drive coordination of services. On-site services will be available to maximize accessibility and convenience.
- *Facilitate the provision of adjustment and retraining services:* A wide array of services will be available to dislocated workers and affected companies to facilitate provision of adjustment and retraining. Workshops that address practical job search issues such as resume' writing and interviewing techniques will be offered. Other workshops may address stress management, financial planning and comprehensive career planning. Retraining services will be available to eligible customers to upgrade or develop new skills in demand occupations that will facilitate successful re-entry into the labor force.
- *Employer Assistance:* The Rapid Response Team will assist employers in complying with federal dislocated worker regulations. Problems of low morale, absenteeism and reduced productivity, which may accompany significant change, can be mitigated through the wide array of available Rapid Response services. When there is a large layoff and funds are limited, a grant for additional funds may be warranted. In this event, Dislocated Worker staff will provide the appropriate information to the State Dislocated Worker Unit, and a grant application will be completed and forwarded to the Department of Labor.
- *Layoff Aversion:* The Rapid Response Team will assist employers to avert layoff of employees by offering training to upgrade the skills of the employees needed to continue employment. Previously, we have assisted employers in certification upgrades due to changes in their contract with their customer.

J. A description and assessment of the type and availability of youth workforce investment activities in the LWDA (20 CFR 679.560(b)(8)).

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

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 Counties, all youth receive consistent services and access all appropriate

service options. Tutoring is available through local secondary school districts as well as assistance through the tutoring program at the local community colleges. Partnering with local entities is helpful in drop-out prevention. If necessary, youth are referred to alternative secondary schools in the local areas. All youth enrolled in Workforce Innovation and Opportunity Act, Title I-B services under the locally determined barrier “Poor Work History” are eligible to complete a summer work place internship through collaboration with local employers and other partner entities provided by Professional Youth Quest (youth subcontractor in Cochise County) and in-house Career Advisors in Graham and Greenlee Counties. Occupational and Basic Skills goals are set and attainment pending weekly evaluation by employer as well as career advisors. Employers are encouraged to hire youth after the completion of the summer work place internship. In many cases, the experience of the internship leads the youth of other employment opportunities within the community. Professional Youth 56 Quest, Graham and Greenlee Counties Career Advisors offer leadership opportunities, comprehensive guidance and adult mentoring through internships and professional skills classes as well as tutoring opportunities within local educational entities. All youth participants are made aware of all supportive and follow up services available before, during and after the completion of career services.

SEAZ’s definition for “requires additional assistance to complete an educational program or to secure and hold employment” as it relates to eligibility for youth in Workforce Innovation and Opportunity Act (WIOA) Sections 129 (1) (B) (iii) (VII) is as follows:

In School Youth and

- Has poor attendance patterns in an educational program during the last 12 calendar months; or
- Has been expelled from school within the last 12 calendar months; or
- Has been suspended from school at least within the last 12 calendar months; or
- Has below average grades; or • Has previously been placed in out-of-home care (foster care, group home, or kinship care) for more than 6 months between the ages of 14-21; or
- Has a currently incarcerated parent(s)/guardian. Not more than five percent of In-School Youth enrolled in the program year are eligible based on the “requires additional assistance to complete and educational program or to secure and hold employment” criterion.

Out of School Youth and

- Has dropped out of a post-secondary educational program during the last 12 calendar months; or
- Has a poor work history, to include no work history, or has been fired from a job in the last 6 calendar months; or
- Has previously been placed in out-of-home care (foster care, group home, or kinship care) for more than 6 months between the ages of 16-24;
- Currently has an incarcerated parent(s)/guardian.

Professional Youth Quest in Cochise County and in-house Career Advisors in Graham and Greenlee Counties targets Workforce Innovation and Opportunity Act, Title I-B 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.

Intake and testing are provided by Professional Youth Quest and the Graham & Greenlee Counties Career Advisors at the Job Centers, subcontractor agencies, and schools. Interested, eligible youth are referred to career advisors from the various agencies, schools and/or job center resource room. It is Professional Youth Quest and the in-house career advisors who prepares an Individual Service Strategy (ISS) and arranges the services needed for the youth.

Services are provided by a multi-agency team of career advisors from Job Corps, community-based organizations, juvenile justice, training institutions, Charter Schools, rehabilitation services providers, homeless youth agencies and prevention programs. Referral systems are set in place to promote collaboration between the public workforce system, education, human services and juvenile justice. Youth most in need are identified and through collaboration with local community colleges and training facilities, youth are connected to the training and educational opportunities that will lead to gain successful employment. Youth with disabilities will self-identify during interview with Career Advisors and/or identified by core ARIZONA@WORK partners, community organizations, schools, etc.

The program has set a target of 75% expenditures for out-of-school youth. Contracts with providers are written reflecting these targets. Professional Youth Quest and inhouse Career Advisors track out of school enrollments through assessments, testing and intensive case management through Arizona Job Connection system. Job Center divides Workforce Innovation and Opportunity Act, Title I-B youth funds into two streams for tracking and reporting in the financial system: In school and Out of School youth. Charges follow each youth, and cost allocation models for related expenditures reflect in and out of school youth funding streams. The cost allocations are divided by utilizing the purchase voucher system. The Career Advisors code the purchase voucher "Charge to" column as I-S for in-school youth and O-S for out of school youth. The Finance Department codes the voucher by: Year, Fund, Program, Function, Object (chart of accounts,) Unit. The function code separates the program by I-S (in school) and O-S (out of school).

Individual service strategies will be completed during the assessment phase to include a customized competency-based strategy plan to include measurable skills gains, if needed. The strategies will be regularly reviewed and updated by the career advisors to ensure that youth participants are on track to meet their goals. If the career advisors believe referrals are needed they will be made to the appropriate resources in order for 58 the youth to meet the measurable skills gains. Out of school youth will be recruited through social media, Department of Economic Security family assistance referrals, community partners and word of mouth.

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

PROGRAM ELEMENTS. —In order to support the attainment of a secondary school diploma or its recognized equivalent, entry into postsecondary education, and career readiness for participants, the programs described in paragraph (1) shall provide elements consisting of—

- (A) Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential;
- (B) Alternative secondary school services, or dropout recovery services, as appropriate;

- (C) Paid and unpaid work experiences that have as a component academic and occupational education, which may include—
 - (i) Summer employment opportunities and other employment opportunities available throughout school year;
 - (ii) Pre-apprenticeship programs;
 - (iii) Internships and job shadowing; and 55
 - (iv) On-the-job training opportunities;
- (D) Occupational skill training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials aligned with in demand industry sectors or occupations in the local area involved, if the local board determines that the programs meet the quality criteria described in WIOA section 123; Occupational skills eligible training providers have been approved by the Local Workforce Development Board and utilized via the AJC eligible training provider listing (ETPL) for out-of-school youth.
- (E) Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- (F) Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate;
- (G) Supportive services;
- (H) Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months;
- (I) Follow-up services for not less than 12 months after the completion of participation, as appropriate;
- (J) Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate;
- (K) Financial literacy education;
- (L) Entrepreneurial skills training;
- (M) Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and
- (N) Activities that help youth prepare for and transition to postsecondary education and training.

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 Counties, all youth receive consistent services and access all appropriate service options. Tutoring is available through local secondary school districts as well as assistance through the tutoring program at the local community

colleges. Partnering with local entities is helpful in drop-out prevention. If necessary, youth are referred to alternative secondary schools in the local areas. All youth enrolled in Workforce Innovation and Opportunity Act, Title I-B services under the locally determined barrier “Poor Work History” are eligible to complete a summer work place internship through collaboration with local employers and other partner entities provided by Professional Youth Quest (youth subcontractor in Cochise County) and in-house Career Advisors in Graham and Greenlee Counties. Occupational and Basic Skills goals are set and attainment pending weekly evaluation by employer as well as career advisors. Employers are encouraged to hire youth after the completion of the summer work place internship. In many cases, the experience of the internship leads the youth of other employment opportunities within the community. Professional Youth 56 Quest, Graham and Greenlee Counties Career Advisors offer leadership opportunities, comprehensive guidance and adult mentoring through internships and professional skills classes as well as tutoring opportunities within local educational entities. All youth participants are made aware of all supportive and follow up services available before, during and after the completion of career services.

Youth services in Cochise, Graham and Greenlee counties were competitively bid to obtain providers. Public notices were placed in all the local newspapers in the tri-county area and the public notice was placed on our website (www.seazworkforce.org.) In Cochise County we received one response to our competitive bid, Professional Youth Quest (PYQ). The criteria used to identify youth providers in meeting the procurement requirements as described in WIOA Title 1-B Youth Program policy section 202 included:

1. The financial stability of the service provider;
 2. Experience in successfully providing services to disconnected youth and youth with barriers to employment, including youth with disabilities;
 3. Demonstrated success in serving youth, specifically youth with barriers and Out-of-School Youth;
 4. Length of time the youth service provider has been in business;
 5. Available network of business and community partners; and
 6. Ability to meet the performance accountability measures based on the performance indicators for youth programs.
- Graham and Greenlee counties were competitively bid together to obtain youth providers. We received no responses to the bid and we provide the youth services in-house in Graham and Greenlee counties.

SEAZ's definition for "requires additional assistance to complete an educational program or to secure and hold employment" as it relates to eligibility for youth in Workforce Innovation and Opportunity Act (WIOA) Sections 129 (1) (B) (iii) (VII) is as follows:

In School Youth and

- Has poor attendance patterns in an educational program during the last 12 calendar months; or
- Has been expelled from school within the last 12 calendar months; or
- Has been suspended from school at least within the last 12 calendar months; or
- Has below average grades; or • Has previously been placed in out-of-home care (foster care, group home, or kinship care) for more than 6 months between the ages of 14-21; or
- Has a currently incarcerated parent(s)/guardian. Not more than five percent of In-School Youth enrolled in the program year are eligible based on the "requires additional assistance to complete and educational program or to secure and hold employment" criterion.

Out of School Youth and

- Has dropped out of a post-secondary educational program during the last 12 calendar months; or
- Has a poor work history, to include no work history, or has been fired from a job in the last 6 calendar months; or
- Has previously been placed in out-of-home care (foster care, group home, or kinship care) for more than 6 months between the ages of 16-24; or 57
- Currently has an incarcerated parent(s)/guardian.

Professional Youth Quest in Cochise County and in-house Career Advisors in Graham and Greenlee Counties targets Workforce Innovation and Opportunity Act, Title I-B 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.

Intake and testing are provided by Professional Youth Quest and the Graham & Greenlee Counties Career Advisors at the Job Centers, subcontractor agencies, and schools. Interested, eligible youth are referred to career

advisors from the various agencies, schools and/or job center resource room. It is Professional Youth Quest and the in-house career advisors who prepares an Individual Service Strategy (ISS) and arranges the services needed for the youth.

Services are provided by a multi-agency team of career advisors from Job Corps, community-based organizations, juvenile justice, training institutions, Charter Schools, rehabilitation services providers, homeless youth agencies and prevention programs. Referral systems are set in place to promote collaboration between the public workforce system, education, human services and juvenile justice. Youth most in need are identified and through collaboration with local community colleges and training facilities, youth are connected to the training and educational opportunities that will lead to gain successful employment. Youth with disabilities will self-identify during interview with Career Advisors and/or identified by core ARIZONA@WORK partners, community organizations, schools, etc.

The program has set a target of 75% expenditures for out-of-school youth. Contracts with providers are written reflecting these targets. Professional Youth Quest and inhouse Career Advisors track out of school enrollments through assessments, testing and intensive case management through Arizona Job Connection system. Job Center divides Workforce Innovation and Opportunity Act, Title I-B youth funds into two streams for tracking and reporting in the financial system: In school and Out of School youth. Charges follow each youth, and cost allocation models for related expenditures reflect in and out of school youth funding streams. The cost allocations are divided by utilizing the purchase voucher system. The Career Advisors code the purchase voucher "Charge to" column as I-S for in-school youth and O-S for out of school youth. The Finance Department codes the voucher by: Year, Fund, Program, Function, Object (chart of accounts,) Unit. The function code separates the program by I-S (in school) and O-S (out of school).

Individual service strategies will be completed during the assessment phase to include a customized competency-based strategy plan to include measurable skills gains, if needed. The strategies will be regularly reviewed and updated by the career advisors to ensure that youth participants are on track to meet their goals. If the career advisors believe referrals are needed they will be made to the appropriate resources in order for 58 the youth to meet the measurable skills gains. Out of school youth will be recruited through social media, Department of Economic Security family assistance referrals, community partners and word of mouth.

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

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

Based on individual assessment and funds available, an ITA may be awarded to eligible adults and/or dislocated workers. The maximum ITA award will be a maximum of \$5,000 unless approved by the Executive Director. A purchase voucher (PV) will be written for each individual identified to receive an ITA award by the Career Advisor.

- 1) Client's name
- 2) Last four of social security number
- 3) Purpose of PV (training: tuition, books, etc. or supportive services: child care, transportation, etc.)
- 4) Not to exceed amount and amount of voucher
- 5) Account number and charge to column will be completed
- 6) PV will be signed by Career Advisor, approved by Deputy Director, Finance Director and Executive Director

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

On-the-job training (OJT) is provided under a contract with an employer in the public, private non-profit or private sector. Through the OJT contract, occupational training is provided in exchange for the reimbursement of up to 75% percent of the wage rate to compensate for the employer's extraordinary costs to train an employee to be 100% productive in their job upon the completion of training.

The OJT is limited in duration, as appropriate to the occupation for which the WIOA participant is being trained. LWDA staff must take into account:

- A. Skill requirements of the occupation;
- B. Academic and skill levels of the participant;
- C. Prior work experience; and
- D. The IEP (Individual Employment Plan)

Customized training arrangements entail the commitment by the employer to hire trainees after successful training completion or to continue to employ & advance incumbent employees after successful training completion. Employers that enter into customized training agreements commit to funding up to 50 percent of the cost of the training.

Customized training will be based upon a contractual agreement between the ARIZONA@WORK Southeastern Arizona (SEAZ) and an employer (or group of employers) to provide a specialized training to its employees. Potential new hires and incumbent employees may participate in customized training, though incumbent employees must be determined to not be earning self-sufficient wages in order to participate, and their training must be related to the introduction of new technologies in the workplace, skills upgrading for new jobs, or other related purposes. After successful completion of training, SEAZ must receive a copy of the credential.

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

WIOA emphasizes informed consumer choice in the selection of training programs. The LWDB working with the LWDA staff informs the consumer of Arizona's statewide Eligible Training Provider List (ETPL) which includes training providers who are eligible to receive WIOA Title IB funds to train eligible adults and dislocated workers as well as training program cost, credential information and performance information. Arizona's ETPL can be accessed via Arizona Job Connection (AJC) website, www.azjobconnection.gov. The consumer is given a training proposal which includes a school information questionnaire that is required to be completed with the school or schools which offers the training they are looking at in order to make a better informed decision of where to attend for training.

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

Cochise, Graham and Greenlee counties are rural counties in the state of Arizona. Each county differs in the provision of transportation. Public transportation is provided in the

City of Sierra Vista in Cochise County. Cochise Connection is an intercity bus service linking the cities of Douglas, Bisbee and Sierra Vista which began service August, 2017. Cochise Connection is administered by the Southeastern Arizona Governments Organization (SEAGO) and operated through an agreement with the City of Douglas. The other cities/towns in Cochise, Graham and Greenlee counties do not offer public transportation to the general public. We will provide supportive services for transportation to clients in the local area by purchasing bus passes in the City of Sierra Vista and for Cochise Connection. In the other parts of the tri-county area we will reimburse clients for transportation costs enrolled in eligible training programs.

Other types of appropriate supportive services in the LWDA and region that will be provided using WIOA Title I-B funds in the LWDA:

Uniforms or Work Clothing

Uniforms for training will be paid with training funds.

Uniforms for work or clothing for job search or work will be paid with Supportive Service funds.

Tools or Equipment

Tools for training will be paid with training funds. Tools or equipment for work may be paid with Supportive Service funds.

Housing or Rental Assistance

Short term, temporary housing while in training away from home will be paid with training funds.

Payments can include assisting individuals in maintaining or obtaining adequate shelter for themselves and their families to enable an individual to participate in training and /or employment, services may be paid with Supportive Service funds.

Health Care

Medical examinations required for training, such as the examination & immunizations required for Registered Nurse training, will be paid with training funds.

Medical and Dental expenses should only be paid when detrimental to obtaining or keeping training or employment and other resources aren't available or affordable.

Eye services, including eye exams, glasses or contacts required for training or employment.

Counseling

Clients should be referred to agencies that provide free groups or base payment for services on a sliding scale. Counseling can include personal, financial or legal to assist an individual with the solution to a variety of problems occurring during participation, to enable an individual to continue in training and/or employment.

Child Care

Payments may be made to individual day care providers, day care centers, and preschools. If possible, the childcare provider must be an approved DES contractor.

Family Care

Can include, but not limited to, providing care to an individual's family member to enable the individual to participate in training programs or employment. Family care ranges from adult or child day care to after-school programs (outside the home or in house). It usually includes supervision and shelter, and may include subsistence and transportation.

Needs-Related Payments (Adult)

Amounts paid to individuals who are enrolled in a training activity that will begin within 30 calendar days, and who would not be able to participate in the training program without needs-based assistance. The adult must be unemployed and not qualify for, or have ceased qualifying for, unemployment compensation and be enrolled in a WIOA program of training or education services.

Needs-Related Payments (Dislocated Workers)

Amounts paid to a dislocated worker who is unemployed; and has ceased to qualify for unemployment compensation or trade readjustment assistance under TAA or TRA; and is enrolled in a WIOA program of training services by the end of the 13th week after the most recent layoff that resulted in a determination of the worker's eligibility as a dislocated worker or, if later, by the end of the 8th week after the worker is informed that a short-term layoff, will exceed six months OR

Be unemployed and did not qualify for unemployment compensation or trade readjustment assistance under TAA or TRA.

Out-of-Area Job Search (Dislocated Workers)

Supportive service that allows the individual to conduct a job search in a geographic area outside the individual's labor market area. It must be documented that employment opportunities are not available within the commuting area.

Relocation Assistance (Dislocated Workers)

Supportive service that arranges for an individual and his/her family to move to a new residence for the purpose of accepting long-term employment.

Clothing/Hygiene Products

Purchases for appropriate clothing and/or necessary hygiene products can be made in order to maintain or obtain training, job search and/or employment for individuals enrolled in WIOA services.

Meals/Food

When meals and/or food are not readily available through other means of resources, ARIZONA@WORK-Southeastern Arizona may purchase and/or reimburse for meals and/or food. The current ARIZONA@WORK-Southeastern Arizona per-diem rate may be used for calculation.

Supportive Service Prohibitions

Per 2 CFR 220, unallowable costs do not meet the conditions of supportive services include, but are not limited to:

- A. Payment toward goods or services incurred or received prior to the participant's enrollment in a WIOA Title I-B program;
- B. Fines and penalties, such as for parking tickets, moving violations and fines for late utility payments;
- C. Taxes, except for sales taxes and gasoline taxes, such as income taxes, and business/ payroll taxes (for employers).
- D. Child support;
- E. Legal fees, except for legal aid specified in LWDA policy, such as bail and restitution;
- F. Debts that have been turned over to a collection agency;
- H. The purchase of goods or services that are illegal under any federal, state, local, or municipal law or statute;
- I. The purchase of cigarettes, alcoholic beverages or firearms; and
- J. Union dues.

Follow-Up Services

The WIOA Title I-B Youth program allows the provision of supportive services as a follow-up service to ensure the youth is successful in employment and/ or post-secondary and training.

The WIOA Title I-B Adult and Dislocated Worker does not allow the provision of supportive services after the completion of participation as supportive services are provided to enable adults and dislocated worker to participate in career and training services.

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

Youth and adults enrolled in training services take the Test of Adult Basic Education (TABE) so the LWDB can determine if the participant is basic skills deficient.

A youth is basic skills deficient if the youth performs any of the following at or below an 8.9 grade level: Compute or solve math problems; read English; write English; or speak English or the youth is unable to: compute or solve problems, read, write or speak English at a level necessary to function on a job, in the individual’s family, or in society.

An adult is basic skills deficient when he or she is unable to: Compute or solve problems or is unable to read, write, or speak English at a level necessary to function on the job, in his or her family, or in society.

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

LWDA will determine priority of service for individuals in the WIOA Title IB Adult Program for individualized career or training services. Priority of service will be determined as followed:

Non-veterans, or eligible spouse of veterans, who:

- a) Are currently receiving public assistance;
- b) Have received public assistance in the last 6 months;
- c) Is a member of a family who total family income does not exceed either the poverty line or 70 percent of the Lower Living Standard Income Level (LLSIL);
- d) Is a homeless individual, as defined in 42 U.S.C. 14043e-2 (6); or
- e) Is an individual with a disability whose own income meets the income requirement in clause (b) of this section, but is a member of a family whose income does not meet this requirement; or

f) Is basic skills deficient, as defined in WIOA Section 3 (5).

- O. A description of how the LWDB will provide Veterans Priority of Service. The strategies must include processes in place to ensure that veterans and eligible spouses are identified at the point of entry and given an opportunity to take full advantage of priority of service for all types of career and training services (20 CFR 680.650).

Priority of Service is the right of an eligible “**Covered Person**” to be given priority of service over an eligible non-covered person for the receipt of employment, training and placement services, notwithstanding other provisions of the law. Covered persons take precedence over non-covered persons in obtaining services and shall receive access to services and resources earlier in time than a non-covered person. If services or resources are limited, the covered person receives access instead of or before the non-covered person.

You are a "**Covered Person**" and are entitled to Priority of Service if:

- You served in the military or air service, were discharged or released under conditions other than dishonorable as specified in 38 U.S.C 101(2);
- Active service includes full time National Guard or a Reserve component, other than full time duty for training; or
- You are the spouse of:
 - Any veteran that died of a service connected disability; or
 - Any member of the armed forces service on active duty who, at the time of application for the priority, is listed as one or more of the following categories and has been so listed a total of more than 90 days:
 - Missing in Action,
 - Captured in line of duty by a hostile force,
 - Forcibly detained or interned in the line of duty by a foreign government.
 - Any veteran who has a total disability resulting from a service connected disability, as evaluated by the Veterans Administration,
 - Any veteran who died and a total disability (service connected), as evaluated by the Department of Veteran Affairs, was in existence.

Each customer phoning in and/or physically coming into the Job Centers will be asked if they are a veteran or spouse of a veteran. If the customer answers yes on the phone, then they would be asked if they would like to speak to a DVOP to assist them. If they say yes, the phone call will then be transferred to a DVOP if available. When a veteran or spouse of a veteran arrive the at Job Center and answer yes to question, are you a veteran or spouse of a veteran, they will be given a POS (priority of service) form to complete if a first time visit to the job center. Once completed a workforce specialist

and/or a DVOP will work with the veteran or spouse of a veteran. On subsequent visits to the job center veterans and spouses of a veteran will be asked if they are a veteran or a spouse of a veteran to receive priority of service and will not have to complete POS form again.

P. Provide the LWDB's definition of "underemployed". The definition of "underemployed" may be used to determine whether employed adults and dislocated workers are in need of individualized career and training services through the WIOA Title I-B Adult and Dislocated Worker Programs:

1. Options defining "underemployed" are described in the United States Department of Labor Training and Employment Guidance Letter TEGL 19-16, section 11).

In addition to providing career and training services to individuals who are unemployed, a significant number of job seekers are underemployed.

Examples of underemployed individuals that the policies may include are:

- Individuals employed less than full-time who are seeking full-time employment;
- Individuals who are employed in a position that is inadequate with respect to their skills and training;
- Individuals who are employed who meet the definition of a low-income individual in WIOA sec. 3(36); and
- Individuals who are employed, but whose current job's earnings are not sufficient compared to their previous job's earnings from their previous employment.

Individuals who are underemployed and meet the definition of a low-income individual may receive career and training services under the Adult program on a priority basis per Section 10 of this TEGL. Individuals who meet the definition of an individual with a barrier to employment (see WIOA sec. 3(24)) who are underemployed may also be served in the Adult program; however, unless they are a recipient of public assistance, a low-income individual, or are basic skills deficient, they are not eligible for service on a priority basis. Individuals who were determined eligible for the Dislocated Worker program who are determined by State and/or local policies to be underemployed, may still be considered eligible to receive services under the Dislocated Worker program depending on State and/or local policies. For instance, an individual who is dislocated from a full-time job who has found part-time employment may still be considered a dislocated worker by State and/or local policies. Source: DOL TEGL 19-16, section 11.

- When the LWDB decides to use the self-sufficiency income for the LWDA in the local plan to define “underemployed”, the LWDB must ensure that the self-sufficiency income level has been reviewed and is set at the appropriate level.

The Local Workforce Development Board utilizes the Department of Labor’s Poverty and 70 Percent Lower Living Standard Income Level (LLSIL) provided annually. (2021). The guidelines are used to establish low-income status for WIOA Title I-B programs. Local Workforce Development Areas use the LLSIL to determine eligibility for disadvantaged youth, disadvantaged adult (unemployed), and eligibility for employed adults for certain services and self-sufficiency.

The Local Workforce Development Board attempts to ensure the self-sufficiency level is reflective of the current labor market information by comparing the wages for the six-month period prior to application for eligibility to the lower living standard income level (LLSIL). Below are the LLSIL charts for Cochise, Graham and Greenlee Counties currently used by the Local Workforce Development Area:

**Cochise County
70% LLSIL and Self-Sufficiency
Income Matrix for 2020**

FAMILY SIZE	HHS Poverty Guidelines	70% LLSIL* Metro Area	SELF-SUFFICIENCY For Adults 300% LLSIL Metro Area	SELF-SUFFICIENCY for Dislocated Workers* 300% LLSIL Metro Area
1	12,760	11,609	49,752	49,752
2	17,240	19,025	81,534	81,534
3	21,720	26,121	111,945	111,945
4	26,200	32,245	138,192	138,192
5	30,680	38,050	163,071	163,071
6	35,160	44,504	190,731	190,731
7	39,640	50,958	218,391	218,391
8	44,120	57,412	246,051	246,051

Additional Per Person >8	4,480	6,454	27,660	27,660
--------------------------	-------	-------	--------	--------

**Graham and Greenlee Counties
70% LLSIL and Self-Sufficiency
Income Matrix for 2020**

FAMILY SIZE	HHS Poverty Guidelines	70% LLSIL* Metro Area	SELF-SUFFICIENCY For Adults 300% LLSIL Metro Area	SELF-SUFFICIENCY for Dislocated Workers* 300% LLSIL Metro Area
1	12,760	11,422	48,954	48,954
2	17,240	18,720	80,226	80,226
3	21,720	25,702	110,151	110,151
4	26,200	31,724	135,957	135,957
5	30,680	37,441	160,461	160,461
6	35,160	43,788	187,665	187,665
7	39,640	50,135	214,869	214,869
8	44,120	56,482	242,073	242,073
Additional Per Person >8	4,480	6,347	27,204	27,204

Poverty Effect Date: 1/14/2020
LLSIL Effective Date: 04/30/2020

Q. Provide the LWDB’s definition and eligibility documentation for “requires additional assistance to enter or complete an education program, or to secure and hold employment” for:

1. Out-of-school youth (20 CFR 681.300); and
 - Has dropped out of a post-secondary educational program during the last 12 calendar months; or
 - Has a poor work history, to include no work history, or has been fired from a job in the last 6 calendar months; or
 - Has previously been placed in out-of-home care (foster care, group home, or kinship care) for more than 6 months between the ages of 16-24; or
 - Currently has an incarcerated parent(s)/guardian.
2. In-school youth (20 CFR 681.310).

- Has poor attendance patterns in an educational program during the last 12 calendar months; or
- Has been expelled from school within the last 12 calendar months; or
- Has been suspended from school at least within the last 12 calendar months; or
- Has below average grades; or
- Has previously been placed in out-of-home care (foster care, group home, or kinship care) for more than 6 months between the ages of 14-21; or
- Has a currently incarcerated parent(s)/guardian.

Not more than five percent of in-school youth enrolled in the program year are eligible based on the “requires additional assistance to complete and educational program or to secure and hold employment” criterion.

- R. A description of the competitive procurement process to be used to award the subgrants and contracts in the LWDA for activities carried out under this title with assurance that all federal, state and local procurement laws, regulations and policies are followed (20 CFR 679.560(15)).

The process used to award subgrants and contracts in the LWDA for activities under Title IB are follows:

- A) Items between \$1,000 and \$5,000 require minimum competitive bidding. For procurement the following is required:
 - Written specifications for services.
 - Solicit a minimum of three verbal bids.
- B) Items \$5,000 to \$35,000 require the following:
 - Written specification for services.
 - Solicit a minimum of three written bids.
- C) Items above \$35,000 or above are subject to the most stringent competitive bidding practices, including sealed bids and/or proposals. In conducting a request for proposal, the following requirements must be met:
 - Written specifications and criteria upon which the service decisions will be based.
 - Advertise the Request for Proposal in the newspaper of general (local) circulation at least two (2) times prior to the bid opening date. The second ad must appear neither less than six (6) but no more than (10) days after the first ad and no less than two (2) weeks prior to the bid proposal opening date.

- Set a specific date, time and place for the bids and/or proposal opening. Bids and/or proposals received after the proposal opening date time cannot be accepted.

The competitive procurement process may be conducted by the Cochise County Procurement Department for the LWDB to award subgrants and contracts if necessary.

S. A description of how the LWDB will coordinate relevant secondary and postsecondary education programs and activities, including Adult Education and Literacy programs, to coordinate strategies, enhance services, promote participation in Integrated Education & Training programs, and avoid duplication of services. (20 CFR 679.560(b)(9)).

1. Include the name of the Title II adult education provider grantee(s) in the local area that were included in this coordination.

- Cochise College Adult Education
Brad Dale, Adult Education Director
901 N. Colombo Ave.
Sierra Vista, AZ 85635
Email: daleb@cochise.edu
- Gila County Adult Education Program
Gail Gorry, Curriculum Specialist
1400 E. Ash St.
Globe, AZ 85501
Email: ggory@gilacountyaz.gov

2. Include how the LWDB will coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II. This description must include how the LWDB will carry out the review of local applications submitted under Title II consistent with WIOA secs. 107(d)(11)(A) and (B)(i) and WIOA Sec 232. (20 CFR 679.560(b)(12))

Adult Education and Literacy Activities are services or instruction below the postsecondary level for individuals who are not enrolled or required to be enrolled in secondary school under state law and lack basic educational skills to enable the individual to function effectively in society and on a job. Services include, but are not limited to, one-on one instruction, coursework, or workshops that provide direction for the development and ability to read, write, and speak in English, compute and solve problems, at a level of proficiency necessary to function in society or on the job.

Cochise College Adult Education (CCAЕ) coordination of WIOA Title I workforce investment activities will be done:

- By revising MOU between core WIOA partners
- Co-enrollment of students for paid training for in-demand occupations or on-the-job training
- Inviting WIOA partners to Visit CCAE orientations and classes
- Individualized student referrals between core WIOA partners
- Tracking system created between WIOA partners for co-enrolled students
- Improved communication between core partners for community workforce/career events
- Quarterly meetings between core WIOA partners to report on common performance indicators that provide key employment information
- CCAE proctors test for core partner clients for TABE and Arizona Career Readiness Credential

Gila County Adult Education Program (GCAEP) coordination of WIOA Title I workforce investment activities will be done:

- Will provide distance learning opportunities in Graham and Greenlee Counties
- Local HSE classes are planned to be held in Graham County Library to provide more support to distance learners and allow for more conversation with core partners to visit students in this location.

The LWDB will form a subcommittee to carry out the review of local applications submitted under Title II to the Arizona Department of Education to be a provider of Adult Education services in Cochise, Graham and Greenlee counties.

A description of plans and strategies for, and assurances concerning, maximizing coordinator, improving service delivery, and avoiding duplication of Title III-Wagner-Peyser Act (29 U.S.C. 49 et seq.) services (20 CFR 679.560(b)(11)). Plans and strategies should specifically include how the broader one-stop delivery system and LWDB will incorporate Title III services into the service delivery system.

The State Employment Service under the Wagner-Peyser Act is co-located in our Comprehensive Job Center in Sierra Vista (Cochise County) and Affiliate Job Center in Douglas (Cochise County).

The co-located Core ARIZONA@WORK Partners attended meetings to collaborate with staff to accomplish the “no wrong door” approach in serving the needs of customers to provide seamless service to employers, job seekers and other utilizing our services. Seamless service is defined as all employers, job seekers and others utilizing our services are not aware team members may work for different agencies. “We are all one.” Welcome, Skill and Career Development, Training and Business Service Function teams were created to avoid duplication of services. The Function teams meet periodically to discuss services provided in the local area through the ARIZONA@WORK system, to improve service delivery and avoid duplication of services. Below is the responsibilities and protocols of each function team:

Each function team met numerous times to develop a vision statement, mission statement, goals and objectives of each function listed above. Below is listed the outcomes of the Welcome function team, Business Services Function team and the Skill and Career Development Function:

Welcome Function:

Members: Workforce Innovation and Opportunity Act employees, State Employment Service Wagner-Peyser Act employees, Veterans Representative employee, Vocational Rehabilitation employees

Mission Statement: To work with the public and private partners in building a working relationship that contributes to the economic prosperity of our communities and promotes individual and organizational growth and effectiveness.

Goals and Objectives:

Support Services: Assist individuals in obtaining their career goals and increase self-sufficiency through employment, training, comprehensive rehabilitation, and support services.

Teamwork: Assist employers in meeting their business needs through employee recruitment and selection of services, workforce information and technical support. Employment is our ultimate Goal.

Job Description:

Become knowledgeable and informative staff

Determine needs and provide seamless referrals

Assist in Arizona Job Connection registrations and complete client assessment

Provide labor market information and appropriate referrals

Business Services Function:

Members: Workforce Innovation and Opportunity Act employees, State Employment Service Wagner-Peyser Act employees

Vision Statement: Assist in offering better opportunities for job seekers by collaborating with community and education partners and aiding employers with their human resource needs within the Tri-County area.

Mission Statement: Ensure successful business relations by acting as an ambassador to the business community. Provides accurate labor market information; assists communities to reduce unemployment; build and maintain contact with recruiters, training and education partners to the best of our ability.

Function Description: We will participate on this function and market program services to businesses by focusing on 8 areas.

- Outreach – conduct outreach to community, businesses and education facilities to share what services we offer.
- Make contact with businesses via: cold calls, emails, phone, in-person
- Partner with other non-profits & community-based organizations (CBOs)
- Conduct services presentations to: employers, CBOs, Chambers, local government agencies
- Follow-Up – Follow up with businesses.
 - Constant communication with employers
 - Satisfaction survey provided after every hiring event, job and resource fair
 - Conduct quarterly performance surveys
- Advertisements – Advertise our services to the community.
 - a. Utilize current technology to advertise our services
 - b. Follow all rules and regulations
 - c. Utilize the marketing toolkit
 - d. WIOA Title I-B Business Outreach Coordinators will handle all advertising
- Job Orders – Enter job orders.
 - Ensure each employer has a full and updated registration in Arizona Job Connection (AJC).
 - All jobs will be entered into AJC
 - Will inform other function members and CBO's of current openings
 - The staff member who enters the job in Arizona Job Connection will be responsible for the following:
 - Sharing the job information with a Business Services Function member
 - Closing the job in Arizona Job Connection when appropriate
 - Informing a Business Services Function member when a job has closed
- Hiring Assistance-Provide hiring assistance to employers.
 - Prescreen & interview at employer's request
 - Work with employers to obtain interviews for job seekers
 - Assistance employers with filling positions based off of their specific needs
 - Ensure job seekers have an Arizona Job Connection referral
- Recruiting Events – Attend and host various recruiting events

- Consists of: Resource Fairs, in-Office Recruitments, Hiring Fairs, Virtual Job Fairs, and Job Fairs
 - Will have at least one representative from each division present when possible at each event.
 - Provide the information to job seekers and encourage them to attend.
 - Committees:
 - Business Services Function members will designate a committee.
 - Committee Positions are: Lead/Main Contact, Treasurer, and recorder
 - Business Services Function members will serve as the Main Contact, Manager and Facilitator
- Training and Development – Provide information and facilitate training and development services.
 - Coordinate and facilitate employment related workshops
 - Work with employers to develop On-the-Job Trainings (OJTs) and Apprenticeships within their organization
- Meetings – Attend community and function meetings as appropriated.
 - Attend community meetings as appropriated
 - Attend Business Services Function meetings
 - Business Services Function Team Captain will communicate updates with other One Stop functions.
 - Coordination with Other Functions
 - Assist with Rapid Response services upon request from the Improved Services for Adult and Dislocated Workers Function
 - Will work with the Youth Services Function as requested
 - Recruiting will be done in coordination with the Welcome Function
 - Training and Development will be done in coordination with the Career Development Function.

Career Development Function

Members: Workforce Innovation and Opportunity Act Title I-B employees, State Employment Services Title III employee and Vocational Rehabilitation employee Title IV

Mission Statement: To empower, guide and advocate customers to be competitive in today's current labor market. This will be achieved through integration of all programs available and accessible at Comprehensive One Stop Centers.

Goals: Assessment, co-career advisement, networking/team building, full registration into AJC and obtain/maintain employment.

Assessment:

- All Job Center customers are required to complete full registration in AJC to open enrollment eligibility for all available programs.

- Staff will administer the test of Adult Basic Education (TABE) and, if applicable, the Test of Essential Academic Skills (TEAS) to determine cognitive and intellectual abilities to determine a base line for appropriate training for all programs.
- Eligibility for the Workforce Innovation and Opportunity Act training participation will be determined by the requirements per Department of Labor requirements.

Co-Career Advisement:

- Integrated staff involvement will include referral between programs.
- We will also look at sharing funding between programs.
- Take part in wrap-around services, utilizing all available resources through various social service agencies such as Vocational Rehabilitation, Employment Services, Counseling agencies and Veterans services.
- We will accomplish inner and outer agency interactions on a case by case basis based on individual need through outreach, individual employment plan meeting, contact with employer, attend local community-based organizations and youth Launch into Life events.

Networking/Teambuilding:

- Annual integrated staff meeting.
- Attend county wide chamber meetings and events
- County wide career fairs, Job Fairs, Hiring Events and Mini Job Fairs.
- Will coordinate with business service functions as needed.

Obtain/Maintain Employment:

- Referrals: ARIZONA@WORK job referrals, labor market information, inner and outer office referrals (supportive services) job development, data collection.
- Resume Assistance: Resume workshops, updating resume.
- Employability Skills: Evaluations and Testing, clothing assistance, job coaching, dress for success workshops, Launch into Life youth program.
- WIOA Title I-B funded training: Obtain skills, upgrade skills. Supportive services (clothing, equipment, supplies.) The eligibility requirements for training services for the WIOA Title I-B Adult and Dislocated Worker Programs are included in the WIOA Title I-B Training Services policy, in section 502.01. The state of Arizona policy includes requirements in WIOA, the WIOA Final Regulations and TEGs issued by ETA-USDOL
- Interviewing Assistance: ARIZONA @WORK-Southeastern Arizona will help prepare the participant to:
 1. Arrive in a timely manner to the interview.
 2. Dress appropriately for the interview.
 3. Respond appropriately to the interviewer.
 4. Consistently maintain proper eye contact.
 5. To use appropriate language during the interview.
 6. Respond directly to the interviewer in a direct and concise manner.

7. To give relevant facts about self, emphasizing, what he/she has to offer to the position.
8. To avoid personal weakness and making comments.

T. A description of how the LWDB will coordinate relevant programs and activities, to support strategies, enhance services, promote cross-partner referrals with Title IV services, and avoid duplication of services.

The Rehabilitation Services Administration (RSA) is committed to providing quality services to members of the local community. RSA staff members will be available to meet with potential clients for the Vocational Rehabilitation program. Staff members will be available to take client referrals, provide on-site orientations, and provide other services as needed.

Additionally, RSA staff members are available to provide youth with information regarding the RSA program. This includes taking referrals and facilitating orientations for youth interested in receiving services through RSA.

RSA works collaboratively with the local Job Center by offering RSA clients that will be placed under Order of Selection (OOS) the option of being referred to the Job Center for employment related services.

The ARIZONA@WORK-Southeastern Arizona One-Stop Customer Service Delivery System and partners are committed to assure the policies, procedures, program, and services are complying with the Americans with Disabilities Act of 1990 and its amendments, in order to provide equal access to all customers with disabilities. The Vocational Rehabilitation (VR) Program provides a variety of services to individuals with disabilities, with the ultimate goal to prepare for, enter into, or retain employment.

Eligibility requirements for the VR program are as follows;

- Having a documented disability
- Having a disability which presents a barrier to employment
- Having the potential and desire to work
- Needing services in order to work

Based on individual needs and informed choice, eligible individuals may receive the following types of services;

- Assessment to determine eligibility and VR needs
- Vocational guidance and counseling
- Training • Work site evaluations
- Job development • Job Placement services
- Rehabilitation technology services and devices
- Other support services

Section 4 – ARIZONA@WORK Job Center Delivery Description

This section should include a description of the ARIZONA@WORK one-stop delivery system in the LWDA, including the following (20 CFR 679.560(b)(5)):

- A. List the addresses of the ARIZONA@WORK comprehensive Job Centers, affiliate job centers, and specialized job centers in the LWDA, noting the type of ARIZONA@WORK Job Center. These are to be updated when there are changes.
- ARIZONA@WORK Cochise Business and Workforce Development Center
2600 E. Wilcox Drive, Room H-106
Sierra Vista, AZ 85635
Phone: (520) 458-9309
Center type: Comprehensive Job Center
 - ARIZONA@WORK Cochise Business and Workforce Development Center
515 E. 7th Street
Douglas, AZ 85635
Phone: (520) 364-8906
Center Type: Affiliate Job Center
 - ARIZONA@WORK Graham Business and Workforce Development Center
1910 W. Thatcher Blvd.
Safford, AZ 85546
Phone: (928) 432-6932
Center Type: Affiliate Job Center
 - ARIZONA@WORK Greenlee Business and Workforce Development Center
558 N. Coronado Blvd.
Clifton, AZ 85533
Phone: (928) 439-4632
Center Type: Affiliate Job Center
 - ARIZONA@WORK
333 North 8th Avenue
Safford, AZ 85546
Phone: (928) 428-3016
Center Type: DES Workforce Office
 - Access Points:

Cochise County:

Benson Public Library, Benson
Copper Queen Library, Bisbee
Douglas Public Library, Douglas
Huachuca City Public Library, Huachuca City
Sierra Vista Public Library, Sierra Vista
Tombstone City Library, Tombstone
Elsie S. Hogan Community Library, Willcox
Jimmie Libhart Library, Bowie
Elfrida Library, Elfrida
Myrtle Kraft Library, Portal
Alice Woods Library, Sunizona
Sunsites Community Library, Sunsites

Graham County:

Graham County Chamber of Commerce, Safford
City of Safford Library, Safford
Pima Library, Pima

Greenlee County:

Clifton Library, Clifton
Morenci Library, Morenci
Duncan Visitor's Center, Duncan
Duncan Library, Duncan

- B. How the LWDB will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local employers, workers, and job seekers;

The initial eligibility documents from training providers will be completed and filed through the AJC system (Arizona Job Connection). The local ETPL approver will pull documents from AJC system to review and make the decision with input from the Workforce Innovation and Opportunity Act staff to approve or disapprove the eligibility documents. If the application is approved the provider information is forwarded to the State ETPL Coordinator and the Coordinator approves/disapproves the training provider. The local workforce development board is informed about all of the applications for the ETPL.

If the local workforce area decides they need to do outreach to training providers to our sector strategy areas the executive director or deputy director or career advisors or ETPL approver will contact the training providers to ascertain if they are interested in participating in the workforce innovation and opportunity act training programs. If the

answer is yes, we will direct them to the Arizona Job Connection system to file an application to begin the process of becoming an eligible training provider.

The ETPL approver in the local area will follow procedures prescribed by the State to assist in determining the initial eligibility of other providers and programs. We will gather all required documentation per the State procedures needed for approval. Then once the provider and programs has been approved by the State ETPL Coordinator the staff will be notified by the ETPL approver the training provider services can be used. We inform the training provider how important it is to collect and enter their program's performance data or criteria into Arizona Job Connection system in order to remain eligible for the ETPL listing in subsequent years in meetings and phone calls we may have with them during the initial process of eligibility.

The local workforce area ETPL approver will monitor the training providers to make sure they are in compliance with the ETPL procedures approving local training providers and programs subsequent eligibility as outlined in the state policy.

The Local area Eligibility Training Provider List approver will communicate with the training provider cases where termination of an eligible provider is contemplated because inaccurate information has been provided or their training services are no longer being used.

The Deputy Director will notify the Eligibility Training Provider List approver when the eligible provider information may be inaccurate or we are no longer utilizing the training provider. The approver will contact the training provider to inform them the local workforce area will no longer use their services and the reason why.

- C. How the ARIZONA@WORK partners in the LWDA, including the one-stop operator, will ensure physical and programmatic accessibility of facilities, programs, and services, technology, and materials for individuals with disabilities, including provide training and support for addressing the needs of individuals with disabilities as required under WIOA Sec. 188 (as appropriate) and the Americans Disabilities Act of 1990; and
1. Include how the need for specific assistive technology equipment will be determined as well as how partners/operator will ensure equipment is in working order and staff have the knowledge and skill to assist individuals with disabilities in accessing and utilizing the equipment.

The ARIZONA@WORK-Southeastern Arizona is committed to provide persons with disabilities career and educational opportunities. Our Assistive Technology (AT) equipment is inspected on a monthly basis to guarantee it's working appropriately for use by individuals. Staff are trained to have the

knowledge and skill to assist individuals with disabilities in accessing and utilizing the equipment

The following assistive technology equipment is available at the comprehensive job center and affiliates for persons with disabilities:

- Adjustable desk - comprehensive job center and affiliates
- FM System for Audio Amplification – comprehensive job center
- High Visibility Keyboard/Ergonomic – comprehensive job center
- Physical Access - comprehensive job center and affiliates
- Computer in large print format – comprehensive job center and affiliates
- Sign Language interpreter
- Track Pad – comprehensive job center
- Track ball selective device – comprehensive job center

2. Describe the process that an individual would use to request an accommodation as well as how an individual will know what accommodations/assistive technology equipment are available.

The process that an individual would use to request an accommodation is for the individual to self-identify the need for the accommodation. Then, staff would inform the individual of the accommodations available in the comprehensive job center or the affiliates.

3. Describe how partners/operator will ensure individuals with disabilities can participate in workshops and services offered through the center.

The ARIZONA@WORK- Southeastern Arizona Local Workforce Development Board and the core ARIZONA@WORK Partners in the One-Stop Customer Service Delivery System are committed to providing quality workforce development services to Americans with disabilities. As recipients of federal funds, the Local Board is required to comply with various regulations relating to non-discrimination and equal opportunity. The Local Board is in compliance with the Americans with Disabilities Act (ADA) of 1990 (42 U.S.C 12101 et seq.) and section 188 of the Workforce Innovation and Opportunity Act (WIOA). Section 188, prohibits the exclusion of an individual from participation in, denial of the benefit of, discrimination in, or denial of employment or in connection with, any program and activities funded or otherwise financially assisted under Title I-B of WIOA because of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and

against beneficiaries on the basis of either citizenship/status or participation in a program or activity that receives financial assistance under the Title I-B of WIOA. ARIZONA@WORK-Southeastern Arizona complies with the Americans with Disabilities Act (ADA) accessibility requirements such as:

- Physical and programmatic accessibility of facilities
- Program and services
- Assistive Technology
- Materials for individuals with disabilities, including staff training and support for addressing the needs of individuals with disabilities.

D. The roles and resource contributions of the one-stop partners as detailed in the MOU-IFA and One-Stop Operating budget. Include other leveraged funds such as donations and in-kind contributions.

Sierra Vista Comprehensive Job Center's One-Stop Partners include Title III-Wagner-Peyser and Title IV-Vocational Rehabilitation. Title III and Title IV's annual resource contributions are \$20,064 and \$11,648 respectively for infrastructure cost. Titles III and IV also contribute on an annual basis \$4,450 and \$2,747 respectively for cost of the receptionist for the job center.

Douglas Affiliate Center includes Title III-Wagner Peyser. Title III's annual resource contribution is \$12,806 for infrastructure cost.

E. Describe how the LWDB will ensure the service providers provide priority of service that conforms to WIOA and the State Plan for adult career and training services provided to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA Sec. 134(c)(3)(E) and 20 CFR 680.600.

The initial eligibility documents from training providers will be completed and filed through the AJC system (Arizona Job Connection). The local ETPL approver will pull documents from AJC system to review and make the decision with input from the Workforce Innovation and Opportunity Act staff to approve or disapprove the eligibility documents. If the application is approved the provider information is forwarded to the State ETPL Coordinator and the Coordinator approves/disapproves the training provider. The local workforce development board is informed about all of the applications for the ETPL.

If the local workforce area decides they need to do outreach to training providers to our sector strategy areas the executive director or deputy director or career advisors or ETPL approver will contact the training providers to ascertain if they are interested in

participating in the workforce innovation and opportunity act training programs. If the answer is yes, we will direct them to the Arizona Job Connection system to file an application to begin the process of becoming an eligible training provider.

The ETPL approver in the local area will follow procedures prescribed by the State to assist in determining the initial eligibility of other providers and programs. We will gather all required documentation per the State procedures needed for approval. Then once the provider and programs has been approved by the State ETPL Coordinator the staff will be notified by the ETPL approver the training provider services can be used. We inform the training provider how important it is to collect and enter their program's performance data or criteria into Arizona Job Connection system in order to remain eligible for the ETPL listing in subsequent years in meetings and phone calls we may have with them during the initial process of eligibility.

The local workforce area ETPL approver will monitor the training providers to make sure they are in compliance with the ETPL procedures approving local training providers and programs subsequent eligibility as outlined in the state policy.

The Local area Eligibility Training Provider List approver will communicate with the training provider cases where termination of an eligible provider is contemplated because inaccurate information has been provided or their training services are no longer being used.

The Deputy Director will notify the Eligibility Training Provider List ap the eligible provider information may be inaccurate or we are no longer utilizing the prover when training provider. The approver will contact the training provider to inform them the local workforce area will no longer use their services and the reason why.

F. Describe how the LWDB is implementing the waiver granted by the US Department of Labor to the State of Arizona to use individual training accounts for youth who are in school.

Southeastern Arizona local area has a procedure in place to utilize individual training accounts for youth who are in school. We are very cognizant of the 25% expenditure limit for youth who are in school and monitor the expenditure limit on a monthly basis. We, also utilize the ETPL listing in Arizona Job Connection for in school youth.

Section 5 – Performance and Continuous Improvement

- A. A description of how the ARIZONA@WORK Job Centers in the LWDA are implementing to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by one-stop partners (20 CFR 679.560(b)(20)).

Each Core, ARIZONA@WORK Program, Partner has a website available for information needed by the jobseeker or businesses to facilitate access to services provided through the ARIZONA@WORK system through the use of technology and through other means. The job seeker may use the Arizona Job Connection system to access services such as registering as a job seeker in the Arizona Job Connection system to create a resume for specific job openings. The job seeker will be able to see the open positions available for his/her career pathway and utilizing other on-line websites to find open positions available in their career pathway. The job seeker also has access to Microsoft Office Suite to prepare a resume and cover letter for a position they may want to apply. The employer may use the Arizona Job Connection to post their open positions in order to find qualified applicants. The employer may also use Arizona Job Connection to review job seeker resumes uploaded into Arizona Job Connection system for qualified applicants. Job seekers have access to the Arizona Job Connection system in the comprehensive job

Provide proposed local levels of performance for Title I-B Program Years 2020-2021 in the format provided in Appendix I and describe the economic conditions experienced in the LWDA and the characteristics of the actual individuals served supporting the proposed levels of performance.

See below

- B. Performance goals: Using the table and instructions provided in Appendix 1, include the local area’s expected levels of performance relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) of WIOA for Title I.

	Title 1-B - Adult Program			
	Program Year: 2020		Program Year: 2021	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)	71.4%	71.4%	71.4%	71.4%
Employment (Fourth Quarter after Exit)	67.5%	67.5%	67.5%	67.5%
Median Earnings (Second Quarter after Exit)	\$6,500	\$6,500	\$6,500	\$6,500
Credential Attainment Rate	59.9%	59.9%	59.9%	59.9%
Measurable Skill Gains	59.2%	59.2%	59.2%	59.2%

	Title 1-B – Dislocated Worker Program			
	Program Year: 2020		Program Year: 2021	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)	78.0%	78.0%	78.0%	78.0%
Employment (Fourth Quarter after Exit)	73.2%	73.2%	73.2%	73.2%
Median Earnings (Second Quarter after Exit)	\$8,646	\$8,646	\$8,646	\$8,646
Credential Attainment Rate	72.8%	72.8%	72.8%	72.8%
Measurable Skill Gains	50.0%	50.0%	50.0%	50.0%

	Title 1-B – Youth Program			
	Program Year: 2020		Program Year: 2021	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)	75.0%	75.0%	75.0%	75.0%
Employment (Fourth Quarter after Exit)	67.0%	67.0%	67.0%	67.0%
Median Earnings (Second Quarter after Exit)	\$4,500	\$4,500	\$4,500	\$4,500
Credential Attainment Rate	37.8%	37.8%	37.8%	37.8%
Measurable Skill Gains	52.8%	52.8%	52.8%	52.8%

Section 6 – Public Comment – 20 CFR 679.370, 679.560(19) and 670.560(21)(e)

- A. Describe the process used by the LWDB to provide no more than a 30-day public comment period through electronic and other means (such as public hearings or local media) prior to submission of the plan, including an opportunity to have input into the development of the local plan, particularly for representatives of businesses, education, and labor organizations (20 CFR 679.560(19)).

The process used by the LWDB to provide no more than a 30-day public comment period through electronic and other means prior to submission of the plan, including an opportunity to have input into the development of the local plan, particularly for representatives of businesses, education and labor organizations included posting the local plan on the arizonaatwork.com/southeasternarizona website. The LWDB also posted a copy of the local plan at each Job Center location for the general public to read and placed an entry on our Facebook page informing general public the local plan was available at each of the Job Centers.

- B. Include any comments received that expressed disagreement with the local plan. (20 CFR 670.560(21)(e)).