



Cochise County Business and Workforce Development Center
2600 E. Willcox Drive, Room H-106
Sierra Vista, AZ 85635

515 East 7th Street
Douglas, AZ 85607

Graham County Business and Workforce Development Center
1910 West Thatcher Blvd.
Safford, AZ 85546

Greenlee County Business and Workforce Development Center
558 N. Coronado Blvd.
Clifton, AZ 85533

LOCAL WORKFORCE DEVELOPMENT PLAN JULY 1, 2016 — JUNE 30, 2020

www.seazworkforce.org

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.



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EXECUTIVE SUMMARY

A high level summary of key points, including goals and strategies, partners, and implementation initiatives and describe the effort to connect local strategies to the State Plan.

The Workforce Innovation and Opportunity Act were signed into law on July 22, 2014 and became effective July 1, 2015. The Workforce Innovation and Opportunity Act of 2014 supersede the Workforce Innovation and Opportunity Act of 1998 and amend the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973. The Workforce Innovation and Opportunity Act is designed to help youth, job seekers and businesses. The Workforce Innovation and Opportunity Act require each Local Workforce Development Area to develop and submit to the Governor a comprehensive four-year local plan, in partnership with the Chief Elected Officials.

This 2016-2020 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 partners as required by the Workforce Innovation and Opportunity Act to meet the needs of jobseekers and employers in the tri-county area.

The Local Workforce Development Board's vision is Development tomorrow's workforce today by building partnerships and providing leadership in employment, education and training.

The Local Workforce Development Board's mission is to provide quality services to employers and job seekers, ensuring universal access to all customers, and promoting the concept of seamless delivery of services.

The Local Workforce Development Board's strategic goals are:

- Train local workforce to meet the needs of the business customers.
- Customer-centered design in Comprehensive and Affiliate Job Centers.
- Identify sector strategies in the tri-county area.
- Identify high demand occupations.
- Support core partner alignment to serve businesses and jobseekers.

The Local Workforce Development Board has reviewed the State Plan and plans to follow the strategies and goals in the plan.

ANALYSIS

a. Analysis of regional economic conditions

i. Counties covered; brief description of the characteristics of the local area and list of service access sites;

Arizona@Work-Southeastern Arizona is comprised of Cochise, Graham and Greenlee counties. July 1, 2012 the counties of Graham and Greenlee were merged with Cochise County into one local area.

The sites listed below were selected based on customer convenience and budgetary constraints due to the large amount of square miles in the three county areas. The libraries were chosen strategically due to the fact citizens know where libraries are located in their local areas. We provided some of the libraries with a computer to be utilized by job seekers only. The librarians and their staff are trained in each library on how to use the Arizona Job Connection website and other job seeker websites so they would be able to assist the job seekers.

Cochise County is a county located in the southeastern corner of the U.S. State of Arizona. The population was 131,346 at the 2010 census. This county borders southwestern New Mexico, southeastern Arizona, and northwestern Mexico's Sonora state. Aerospace and defense, healthcare, tourism and border security are the principal industries. Located in Cochise County are our comprehensive job center, one affiliate job center and numerous satellites as follows:

Comprehensive Job Center – Arizona@Work-Cochise Business and Workforce Development Center, 1843 Paseo San Luis, Sierra Vista, 85635 (Note: December 9, 2016 the comprehensive job center will relocate to 2600 E Wilcox Drive, Room H-106, Sierra Vista, 85635.)

Affiliate Job Center – Arizona@Work-Cochise Business and Workforce Development Center, 515 E. 7th Street, Douglas 85607.

Satellites – Willcox – Elsie Hogan Library, Career Advisor-1st and 3rd Thursday of each month at Department of Economic Security and Elsie Hogan Library, Huachuca City – Huachuca City Library, Bisbee Satellite Office, Bisbee – staffed every other Wednesday and every other Friday, Benson – Benson Public Library, Bisbee – Copper

Queen Library, Douglas – Douglas Public Library, Sierra Vista – The Sierra Vista Public Library, Pearce – Sunsites Community Library, Tombstone – Tombstone City Library.

Graham County is located in the southeastern part of the U.S. state of Arizona. As of the 2010 census its population was 37,220. Mining, agriculture and criminal justice are the principal industries. Located in Graham County is an affiliate job center and three access points as follows:

Affiliate Site – Arizona@Work-Graham Business and Workforce Development Center, 1910 W. Thatcher Blvd., Safford 85546.

Satellites – Safford – Graham County Chamber of Commerce, Safford – City of Safford Library, Pima – Pima Library.

Greenlee County is located in the southeastern part of the U.S. state of Arizona. As of the 2010 census its population was 8,437. The County is 120 miles long and 20 miles wide it covers 1,837 square miles. Mining and agribusiness are the principal industries. The copper industry has been an important industry in Greenlee County and the State of Arizona for more than 130 years. Located in Greenlee County is an affiliate job center and four satellites as follows:

Affiliate Site – Arizona@Work – Greenlee County Business and Workforce Development Center, 300 N. Coronado Blvd., Clifton, 85533. (Note: January 1, 2017 the affiliate site will be relocating to 558 N. Coronado Blvd., Clifton 85533.)

Satellites - Clifton – Clifton Library, Morenci – Morenci Library, Duncan – Duncan Visitor’s Center and Duncan Library.

ii. Existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations;

The Local Workforce and Development Board will focus on the following existing and emerging in-demand sectors and occupations; and the employment needs of employers in those industry sectors and occupations:

- Aerospace and defense
- Banking and finance
- Education
- Healthcare
- Manufacturing
- Marketing and tourism
- Retail
- Utilities

iii. The employment needs of employers in those industry sectors and occupations;

2014-2024 Balance of State Occupational Projections

SOC Code	SOC Title	Employment		10 Year Change		10 Year Openings		
		2014 Estimated	2024 Projected	Numeric	%	Due to Growth	Due to Separations	Total
11-2000	Advertising, Marketing, Promotions, Public Relations, & Sales Managers	1,223	1,389	166	13.6%	166	295	461
13-2000	Financial Specialists	4,675	5,430	755	16.2%	756	1,121	1,877
15-1100	Computer Occupations	12,123	15,745	3,622	29.9*	3,622	1,671	5,293
25-0000	Education, Training & Library Occupations	23,083	26,712	3,629	15.7%	3,629	5,010	8,639
29-0000	Healthcare Practitioners & Technical Occupations	26,698	30,893	4,195	15.7%	4,196	5,761	9,957
41-0000	Sales and Related Occupations	38,876	43,332	4,456	11.5%	4,471	12,486	16,957
49-0000	Installation, Maintenance, & Repair Occupations	17,376	19,793	2,417	13.9%	2,441	4,102	6,543
51-0000	Production Occupations	15,919	17,596	1,677	10.5%	1,864	3,403	5,267

Source: <https://laborstats.az.gov/sites/default/files/documents/files/ofor-BOS-2014to2024.pdf>

iv. Proposed Lower Living Standard Income Level (LLSIL) percentages and description of how the local area will ensure that the LLSIL level is reflective of the current labor market information;

The Local Workforce Development Board utilizes the Department of Labor's Poverty and 70 Percent Lower Living Standard Income Level (LLSIL) provided annually. The Local Workforce Investment Area is currently utilizing the Poverty and 70 Percent Lower Living Standard Income Level (LLSIL) for Program Year (PY) 2016 (July 1,

2016 through June 30, 2017). The guidelines are used to establish low-income status for WIOA Title 1B 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 Local Workforce Development Area (LWDA)
70% LLSIL, 100% LLSIL and Self-Sufficiency
Income Matrix for 2016

FAMILY SIZE	HHS Poverty Guidelines	70% LLSIL* Metro Area	100% LLSIL Used to Determine Self- sufficiency Metro Area	SELF- SUFFICIENC Y For Adults* 300% LLSIL Metro Area	SELF- SUFFICIENCY For Dislocated Workers* 300% LLSIL Metro Area
1	\$11,880	\$10,345	\$14,778	\$44,334	\$44,334
2	\$16,020	\$16,953	\$24,219	\$72,657	\$72,657
3	\$20,610	\$23,276	\$33,252	\$99,756	\$99,756
4	\$24,300	\$28,734	\$41,048	\$123,144	\$123,144
5	\$28,440	\$33,906	\$56,654	\$145,314	\$145,314
6	\$32,580	\$39,658	\$56,654	\$169,962	\$169,962
7	\$36,730	\$45,410	\$64,870	\$194,610	\$194,610
8	\$40,890	\$51,162	\$73,086	\$219,258	\$219,258
Additional Per Person > 8	\$4,160	\$5,752	\$8,216	\$24,648	\$24,648

*All figures represent annual figures.

Poverty Effective Date: 01/25/2016

LLSIL Effective Date: 03/25/2016

Graham Local Workforce Development Area (LWDA)
70% LLSIL, 100% LLSIL and Self-Sufficiency
Income Matrix for 2016

FAMILY SIZE	HHS Poverty Guidelines	70% LLSIL* Metro Area	100% LLSIL Used to Determine Self-sufficiency Metro Area	SELF-SUFFICIENCY For Adults* 300% LLSIL Metro Area	SELF-SUFFICIENCY For Dislocated Workers* 300% LLSIL Metro Area
1	\$11,880	\$10,228	\$14,611	\$18,994	\$21,917
2	\$16,020	\$16,762	\$23,946	\$31,130	\$35,919
3	\$20,610	\$23,014	\$32,877	\$42,740	\$49,316
4	\$24,300	\$28,406	\$40,580	\$52,754	\$60,870
5	\$28,440	\$33,526	\$47,894	\$62,262	\$71,841
6	\$32,580	\$39,209	\$56,013	\$72,817	\$84,020
7	\$36,730	\$44,892	\$64,132	\$83,372	\$96,198
8	\$40,890	\$50,575	\$72,251	\$93,926	\$108,377
Additional Per Person > 8	\$4,160	\$5,683	\$8,119	\$10,555	\$12,179

*All figures represent annual figures.

Poverty Effective Date: 01/25/2016

LLSIL Effective Date: 03/25/2016

Greenlee Local Workforce Development Area (LWDA)
70% LLSIL, 100% LLSIL and Self-Sufficiency
Income Matrix for 2016

FAMILY SIZE	HHS Poverty Guidelines	70% LLSIL* Metro Area	100% LLSIL Used to Determine Self-sufficiency Metro Area	SELF-SUFFICIENCY For Adults* 300% LLSIL Metro Area	SELF-SUFFICIENCY For Dislocated Workers* 300% LLSIL Metro Area
1	\$11,880	\$10,228	\$14,611	\$21,917	\$21,917
2	\$16,020	\$16,762	\$23,946	\$35,919	\$35,919
3	\$20,610	\$23,014	\$32,877	\$49,316	\$49,316
4	\$24,300	\$28,406	\$40,580	\$60,870	\$60,870
5	\$28,440	\$33,526	\$47,894	\$71,841	\$71,841
6	\$32,580	\$39,209	\$56,013	\$84,020	\$84,020
7	\$36,730	\$44,892	\$64,132	\$96,198	\$96,198
8	\$40,890	\$50,575	\$72,251	\$108,377	\$108,377
Additional Per Person > 8	\$4,160	\$5,683	\$8,119	\$12,179	\$12,179

*All figures represent annual figures.

Poverty Effective Date: 01/25/2016

- b. *An analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations (an existing analysis may be used, per sec. 108 © of WIOA);*

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 currently has a TAACCCT grant in advanced manufacturing. Enrollment in EAC's advanced manufacturing classes is at 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: www.onetonline.org

- c. *An analysis of the workforce in the region, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment;*

Current labor force employment and unemployment:

COCHISE COUNTY - Labor Force Status (2016)

	TOTAL	%
Labor Force	51,447	
Employed	44,136	85.79
Unemployed	2,712	5.27
In Armed Forces	4,599	
Not In Labor Force	49,389	

GRAHAM COUNTY - Labor Force Status (2016)

	TOTAL	%
Labor Force	13,697	
Employed	12,883	94.06
Unemployed	802	5.86
In Armed Forces	12	
Not In Labor Force	14,936	

GREENLEE COUNTY - Labor Force Status (2016)

	TOTAL	%
Labor Force	4,121	
Employed	3,800	92.21
Unemployed	321	7.79
In Armed Forces		
Not In Labor Force	3,262	

Source: Geographical Solutions – 2016

Labor market trends:

COCHISE COUNTY - Labor Force Status (2021)

	TOTAL	%
Labor Force	49,425	
Employed	42,324	85.63
Unemployed	2,618	5.3
In Armed Forces	4,483	
Not In Labor Force	47,622	

GRAHAM COUNTY - Labor Force Status (2021)

	TOTAL	%
Labor Force	13,184	
Employed	12,400	94.05
Unemployed	772	5.86
In Armed Forces	12	
Not In Labor Force	14,447	

GREENLEE COUNTY - Labor Force Status (2021)

	TOTAL	%
Labor Force	4,661	
Employed	4,294	92.13
Unemployed	367	7.87
In Armed Forces		
Not In Labor Force	3,734	

Source: Geographical Solutions 2016

Education and skill levels of workforce:

COCHISE COUNTY - Education Attainment (2016)

	TOTAL	%
Population Age 25+	86,458	
< Grade 9	5,502	6.36
Grade 9-12	6,299	7.29
High School	20,473	23.68
Some College	24,605	28.46
Associates Degree	9,133	10.56
Bachelor Degree	12,971	15
Graduate Degree	7,475	8.65

GRAHAM COUNTY - Education Attainment (2016)

	TOTAL	%
Population Age 25+	23,238	
< Grade 9	1,318	5.67
Grade 9-12	2,115	9.1
High School	7,864	33.84
Some College	6,694	28.81
Associates Degree	1,958	8.43
Bachelor Degree	2,028	8.73
Graduate Degree	1,261	5.43

GREENLEE COUNTY - Education Attainment (2016)

	TOTAL	%
Population Age 25+	6,129	
< Grade 9	295	4.81
Grade 9-12	615	10.03
High School	2,245	36.63
Some College	1,643	26.81
Associate Degree	571	9.32
Bachelor Degree	589	9.61
Graduate Degree	171	2.79

Source: Geographical Solutions 2016

Disability POPULATION Statistics for Cochise, Graham, Greenlee and Santa Cruz Counties, Arizona:

Labor Force Participation -- Ages 16-64	Total	% of Ages 16-64 w/ Disability	Total	% of Ages 16-64 w/o Disability	Total	% of Ages 16-64	Sample Size
Employed	6,130	32.8%	72,400	66.8%	78,530	61.8%	2,450
In Labor Force, Not Employed *	1,460	7.8%	5,880	5.4%	7,340	5.8%	191
In Labor Force	7,590	40.7%	78,280	72.2%	85,870	67.6%	2,641
Not in Labor Force	11,080	59.3%	30,100	27.8%	41,180	32.4%	1,278

Source:

http://disabilityplanningdata.com/site/county_population_table.php?cntyname=Cochise&state=arizona&submit=submit

- d. An analysis of the workforce development activities (including education and training) in the region, including an analysis of the strengths and weaknesses of such services, and the capacity to provide such services, to address the identified educational and skills needs of the workforce and employment needs of employers in the region.*

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 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 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 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 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 Partners' staff
18. Share best practices with Core Partners on strategies that benefit customers

Strengths, weaknesses, opportunities and threats of such services as outlined by local board:

<u>STRENGTHS</u>	<u>WEAKNESSES</u>
Great, Unified Staff Board is interested and active Open to change Out of box thinking Business support for dollars Community presence and outreach networking Non-profit agency and independence Merger allows us to serve more Business Outreach has raised awareness Strong leadership Strong return on investment Reputation Talent Visionary Goal Attainment Fiscally responsible Diversity of Board & Board of Supervisors	Distance between communities Need more communication with potential partners and clients Limited space Signage Technology (support system IT) Lack of education/communication with elected official and some large industries Better identify/engage sectors Learning curve Communication Too many hats Scheduling Challenges Limited staff

<u>OPPORTUNITIES</u>	<u>THREATS</u>
Community-small and receptive	Budget cuts
Now areas are all in the same legislative district	Small number of growth companies hiring
Border location	Business growth versus community
Can develop staff and teamwork with Core Program Partners and others	Infrastructure
Grants and other funding sources	Limited housing
Collaboration of community educators	Regional haze
Enhance/update staff skills sets-modernize	Border location
Leverage resources	Future of workforce
Build stronger/effective sector strategies	Business closings
Grants	Economy
Change people's lives	Program cuts
	Lack of buy-in
	Legislation

The capacity of the Local Workforce Development Board to serve the citizens of Southeastern Arizona is only limited by the funding we receive in WIOA funds for the adult, dislocated worker, youth and rapid response programs. In attempting to “stretch” our dollars further we partner with the core partners, Adult Education, Wagner Peyser, Vocational Rehabilitation, and other community partners in our local area. Partners may choose to enroll/co-enroll participants in their programs and offer funding to the participants. However, if the funding is limited we will follow the WIOA regulations priority of service.

GOALS AND STRATEGIES

a. A description of the local board's strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), including goals relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) in order to support regional economic growth and economic self-sufficiency; and

Developing tomorrow's workforce today by building partnerships and providing leadership in employment, education and training is the Local Workforce Development Board's vision statement. The Local Workforce Development Board's mission is to provide quality services to employers and job seekers, ensuring universal access to all customers, and promoting the concept of seamless delivery of services. 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 occupations, work with the local economic development organizations, community colleges, employers and community organizations in the tri-county area and core 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 partners, the Board agrees to prioritize services as outlined by the WIOA and for individuals with barriers to employment. WIOA Section 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

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 adult program eligibility criteria and meet the criteria under WIOA Section 134(c)(3)(E).

b. Taking into account analyses described in subparagraphs (A) through (D), a strategy to work with the entities that carry out the core programs to align resources available to the local area, to achieve the strategic vision and goals described in subparagraph (E).

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. One-Stop 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.

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 their 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.

WORKFORCE SYSTEM AND PARTNERS

A description of the workforce development system in the local area that identifies the programs that are included in that system and how the local board will work with the entities carrying out core programs and other workforce development programs to support alignment to provide services.

The Workforce Innovation and Opportunity Act of 2014 (WIOA) stipulates that each required Partner will work collaboratively to provide a higher level of service quality through the delivery of education and workforce services in a “shared services model”. The required Partners are:

- A. Title I Programs: Adult, Dislocated Worker, and Youth
- B. Title II: Adult Education and Literacy
- C. Title III: Wagner-Peyser Programs and Veterans Program
- D. Title IV: Vocational Rehabilitation

This approach will foster system partnerships that build and sustain a shared vision and strategy that promotes seamless delivery of services that benefit the Southeastern Arizona communities. This improved framework will enhance the development of a more informed, educated, and skilled workforce and the development of effective career pathway systems.

In order to achieve this vision, the Arizona@Work- Southeastern Arizona Local Workforce Development Board 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 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 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 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 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 Partners' staff

18. Share best practices with Core Partners on strategies that benefit customers

Discuss how the LWDA will align policies, operations, administrative systems and other procedures to assure coordination and avoid duplication of the workforce programs and activities. Describe agreements and procedures in place or in progress, and describe how the local board will work towards WIOA compliance in regard to the selection of a one-stop operator and a funding mechanism for one-stop infrastructure costs (see WIOA sec. 121 and draft regulations Part 678). Also include a link to where policies and procedures are posted and provide copies of existing agreements in the appendix.

The purpose of the integrative system envisioned by the WIOA is to better align the workforce system with education and economic development in an effort to create a collective response to economic and labor market challenges at the local level.

The goal of the integrative system envisioned by the WIOA is to improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet skills requirements of employers, and enhance the productivity and quality of life of the residents of Southeastern Arizona.

The Core Partners and all Partners' staff promise to:

1. Put the customer first with the focus on individualized, quality customer services.
2. Follow-through on Cross-Partner Referrals and customer connections and do so on a timely basis.
3. Commit to continuous learning about Partner programs to better understand opportunities for partnership and linkages.
4. Recognize and respect the competencies and constraints of each Partner and tap their expertise for improvement.
5. Be transparent and honest.
6. Say what we will do and do what we say.
7. Exhibit openness to change.

The local board is working towards WIOA compliance in regard to the selection of a one-stop operator and a funding mechanism for one-stop infrastructure costs.

*a. An identification of the **entity responsible for the disbursement of grant funds** described in section 107(d)(12)(B)(i)(III), as determined by the chief elected official or the Governor under section 107(d)(12)(B)(i).*

The fiscal unit of the Arizona@Work-Southeastern AZ is responsible for the disbursement of grant funds as designed by contractual obligations with our Local Elected Officials. All checks require two signatures and are signed by at least one executive board member. The Board Finance Committee meets to review all financial activities and transactions. At each Local Workforce Development Board meeting the board members are provided the check registers and budget reports to review. An annual audit is conducted by an independent auditing firm and the annual audit is reviewed by the Local Workforce Development Board.

*b. A description of the **competitive process to be used to award the subgrants and contracts** in the local area for activities carried out under this title.*

- A) The process used to award grants and contracts for activities under WIOA Title 1B are as follows: Items between \$1,000 & \$5,000 require minimum competitive bidding. For procurement the following is required:
4. Written specification for services.
 5. Solicit a minimum of three verbal bids.
- B) Items \$5,000 to \$35,000 require the following:
1. Written specification for services.
 2. 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:
1. Written specification and criteria upon which the service decisions will be based.
 2. 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.
 3. 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

c. A description of the roles and resource contributions of the one-stop partners

WIOA Section 121(b)(1)(A) lists the responsibilities of all required Partners under WIOA. For consistency, **all Partners** will assume the responsibilities identified below, unless inconsistent with the federal law and regulations that authorize the Partners or as otherwise specified in this section. Partner's responsibilities include the following:

1. Compliance with WIOA and all federal, state, and local laws, regulations, rules, policies and plans applicable to parties in their respective roles under this MOU and as consistent with the rules that govern each Partner's respective program. Each Partner expressly agrees to notify the LWDB of any changes to the rules governing its respective program that impact the Partner's performance under this MOU. LWDB will communicate the changes to the One-Stop Delivery System and any other affected Partners.
2. WIOA Section 121(b)(1)(A)(iv) and §678.420(d) Partners actively engage in the operation of the Arizona@Work-Southeastern Arizona One-Stop Customer Service Delivery System in agreement with the stipulations in this MOU and with the requirements of authorizing laws.
3. Pursuant to WIOA Section 121(c) Partners must remain as a party of this Memorandum of Understanding throughout the Agreement period identified in Section 2 of this MOU in order to participate as an Arizona@Work-Southeastern Arizona One-Stop Partner.
4. Career services will be available under the Core Partners' program to individuals through the Arizona@Work-Southeastern Arizona One-Stop Customer Service Delivery System in agreement to this MOU.
5. Provide priority of services to veterans and covered spouses for any qualified job training program pursuant to the Jobs for Veterans Act as prescribed in 38 U.S. Code §4215.
6. Each Partner must ensure compliance by its staff members who work in the Arizona@Work-Southeastern Arizona One-Stop Delivery System with the one-stop policies and procedures. Should a conflict exist between the Arizona@Work-Southeastern Arizona One-Stop Delivery System personnel policies and a Partners' personnel policies, consensus will be arrived by all Partners to resolve conflict.

7. Use of common practices and procedures; forms and document; software systems or applications; and other forms of media as agreed to by all parties in the performance of the Arizona@Work One-Stop Delivery System.
8. Appropriately refer customers between the One-Stop Customer Service Delivery System and the Partners' agencies for services and activities.
9. Ensure access to services for individuals with barriers to employment, including individuals with disabilities.
10. Require cross training for the One-Stop Customer Service Delivery System staff.

The resource sharing agreement for contribution of the job center partners is currently being developed between the core partners.

*d. **Employment Service.** A description of plans and strategies for, and assurances concerning, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) and services provided in the local area through the one-stop delivery system, to improve service delivery and avoid duplication of services.*

The State Employment Service under the Wagner-Peyser Act is co-located in our Comprehensive Job Center in Sierra Vista (Cochise County), Affiliate Job Centers in Douglas (Cochise County) and Safford (Graham County). The State Employment Service staff travel to the Affiliate Job Center in Clifton (Greenlee County) twice a month to provide services to jobseekers and/or businesses.

The co-located 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 one-stop delivery 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 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 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 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 employees, State Employment Services employee and Vocational Rehabilitation employee

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:

- Quarterly 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 referral (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 funded training: Obtain skills, upgrade skills. Supportive services (clothing, equipment, supplies)
- 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.

*e. **Adult Education.** A description of how the local board will coordinate Workforce Innovation and Opportunity Activities carried out under this title in the local area with the provision of adult education and literacy activities under title II in the local area, including a description of how the local board will carry out, consistent with subparagraphs (A) and (B)(i) of section 107(d)(11) and section 232, the review of local applications submitted under title II. (was #13)*

1. **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
 - a. **Assist adults to become literate and obtain the knowledge and skills for employment and economic self-sufficiency.**
Workers and job seekers have access to basic skills instruction relevant to employment through the One-Stop Delivery System. Education is provided in the context of industry-specific needs that involve employers and is integrated with occupational skills training to achieve the best outcomes for participants. Programs use career pathways, integrated education and training, and workforce preparation activities as hallmarks of excellent work-relevant instruction.
 - b. **Support the educational and skill achievement of parents and family members to participate in the educational development of their children and improve economic**

opportunities for families. Programs provide parents and family members with foundational skills that boost their knowledge and confidence to support the educational development of, and to become educational advocates for, their children. Parents and family members are able to improve their skills to achieve readiness for postsecondary education or training, job advancement, and economic self-sufficiency. Programs are designed to make sustainable improvements in the economic prospects for a family and to better enable the family to support their children's learning needs.

- c. **Assist immigrants and English learners in improving their English and math proficiency and understanding of the rights and responsibilities of citizenship.** English learners have access to services to help them achieve competence in reading, writing, speaking, and understanding English. These competencies allow them to obtain secondary school credentials and succeed in further education and training. Immigrants acquire an understanding of what it means to be a citizen and to participate in civic responsibilities. Programs are designed to provide high-quality math instruction, evidence-based English language instruction and civics education that is responsive to, and respectful of, the diversity of immigrants and English learners.
- d. **Assist incarcerated individuals in Cochise County in strengthening their knowledge and skills to promote successful re-entry into society.** Individuals who are incarcerated have access to educational services provided by Cochise College Adult Education that prepare them for employment, economic self-sufficiency, family roles, and responsible citizenship upon their release. Incarcerated individuals can access adult education and literacy activities that support post-release transition to higher levels of education and training, as well as meaningful employment. Programs are designed to support incarcerated and formerly incarcerated individuals' access to life-expanding career pathways opportunities that include approaches such as dual enrollment, peer tutoring, and transitions to re-entry services designed to facilitate post-release success and reduce recidivism

*f. **Vocational Rehabilitation.** A description of the replicated cooperative agreements (as defined in section 107(d)(11)) between the local board or other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State*

unit administering programs carried out under title I of such Act (29 U.S.C. 720 et seq.) (other than section 112 or part C of that title (29 U.S.C. 732, 741) and subject to section 121(f)) in accordance with section 101(a)(11) of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

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 in compliance 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

*g. **Programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006** (20 U.S.C. 2301 et seq.), that support the strategy identified in the State plan under section 102(b)(1)(E).*

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.

***h. Secondary and Postsecondary Education.** A description of how the local board will coordinate education and Workforce Innovation and Opportunity Activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services.*

The local board will coordinate education and Workforce Innovation and Opportunity Activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services by working with Cochise College and Eastern Arizona College's Deans of Extended Learning. The eligible training provider listing will be updated when new programs are available and when the programs presently on the eligible training provider listing change or need updating. The local board will also work with other postsecondary education institutions such as University of Arizona South and New Horizons Learning Group.

The local board partners with the Cochise College Title II program by giving presentations to the Adult Education students at the beginning of each 8 week period. The presentation includes our services available in our Job Centers, plus training opportunities available in high demand occupations. The Adult Education Success Coach transports the Adult Education students to the Job Center to actually see what services are offered. At that time we, again inform the students of our services and available training opportunities. If the Adult Education student is interested in training we determine if the student is eligible for the WIOA program and the training requested is in a high demand occupation. Once enrolled in a training program Cochise College Adult Education and WIOA will assist the student with financial and other needs they may have to be successful in their chosen career pathway.

Our youth contractor in Cochise County and our youth career advisors in Graham and Greenlee counties partner with the secondary education programs to provide services for eligible in-school youth. We work with the counselors in the schools to identify potential eligible in-school youth. In Cochise County we continue to provide the “Launch into Life” program which is a simulation program of what a job and “real life” mean after secondary education programs. We are in the process of seeing if the same type of program is offered in Graham and Greenlee counties. If not, we hope to expand the “Launch into Life” program to those two counties.

I. Transportation. *A description of how the local board will coordinate Workforce Innovation and Opportunity Activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area.*

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. The other cities/towns in Cochise County, Graham and Greenlee counties do not offer public transportation to the general public. We will provide supportive services to clients in the local area by purchasing bus passes in the City of Sierra Vista. In the other parts of the tri-county area we will reimburse clients for transportation costs enrolled in eligible training programs.

ACCESS

A description of how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals,

*a. Particularly eligible individuals with **barriers** to employment,*

All Core Partners agree to prioritize services as outlined by the WIOA and for individuals with barriers to employment. WIOA Section 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 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 adult program eligibility criteria and meet the criteria under WIOA Section 134(c)(3)(E).

The Local Workforce Development Board will work with core 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 programs. After the referral form is given to the client the core program staff is called to inform them that we are sending a referral over to them.
- Core 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 Partners have formed a WIOA Partners Group in Cochise County which meets every other month. The Core Partner, Adult Education, is the lead partner of the group.
- Core Partners may co-enroll clients in each other's programs.
- Core Partners' staff are given information (presentations) of the services each partner offers to clients.

*b. A description of how the local board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the **use of technology and through other means**;*

Each Core Program Partner has a website available for information needed by the jobseeker or businesses to facilitate access to services provided through the one-stop delivery 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 center, affiliate centers and satellites mostly located in local libraries. The library satellites have computers dedicated to job seekers only. Some of the computers were donated by Arizona@Work-Southeastern Arizona at the library satellites.

Visitors to our Job Centers requesting information to the Title II are informed Title II services are available at Cochise College in Cochise County. In Graham and Greenlee Counties they are informed of the providers available in the local area. Referral forms between the core partners are being developed in the WIOA Partners meetings attended by all partners in Cochise County. Title IV program is co-located in our Sierra Vista office. When their services are requested by telephone or in person we refer the person to Title IV staff. In Graham and Greenlee Counties the Title IV staff is located in the Department of Economic Security office in Safford. Again, we refer the person to Title IV staff for information regarding their services.

c. A description of how entities within the one-stop delivery system, including one-stop operators and the ARIZONA@WORK partners, will comply with section 188, if

applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities;

The Arizona@Work- Southeastern Arizona Local Workforce Development Board and the 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 1 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 1 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.

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. The following assistive technology equipment is available at the Job Center for persons with disabilities:

- Adjustable desk
- FM System for Audio Amplification

- High Visibility Keyboard/Ergonomic
- Physical Access
- Printer material in large format
- Sign Language interpreter
- Track Pad
- Track ball selective device
- Telephone Typewriter (TTY) System

i. Describe a system that includes compliance with Workforce Innovation & Opportunity Act (WIOA) Section 188, Title IV of Civil Rights Act of 1964, Section 504 of Rehabilitation Act of 1973, Age Discrimination Act of 1975 and Title IX of the Education Act of 1972, and the current State of Arizona Method of Administration (MOA);

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- Track Pad
- Track ball selective device
- Telephone Typewriter (TTY) System

ii. Reference policies in process;

The current State Workforce Innovation and Opportunity Act Section provided Equal Opportunity is the Law posters in English and Spanish which we have posted in each Job Center for public viewing. When clients are enrolled in Workforce Innovation and Opportunity Act training programs (adult, dislocated worker, youth and rapid response) sign a copy of the Equal Opportunity is the Law document and the grievance procedure document. The client is given a copy for their files and the original signed document is placed in the client's file. On the next two pages are the Equal Opportunity is the Law posters in English and Spanish.

iii. Describe how each access site identified in the plan will ensure compliance with all elements in the State's MOA (i.e., Equal Opportunity and Americans with Disabilities Act requirements, including meeting LEP communication requirements);

The access sites identified in our local plan are public facilities required to be in compliance with the Equal Opportunity and Americans with Disabilities Act requirements, including meeting LEP communication requirements. The access sites are operated by local or county governments (i.e. City of Sierra Vista library.) Most of the access sites have Spanish speaking employees or are able to call a Spanish speaking person for assistance. Each access site has the WIOA EEO posters in English and Spanish, including the LEP communication requirements displayed for the public to see and read.

iv. Provide contact information and identification of the local, state, and federal EO Officers. Explain how it's available in all facilities that are used to conduct WIOA Title I funded activities or trainings;

Equal Opportunity is the Law documents in English and Spanish are posted in the comprehensive job center and the affiliate sites in all public areas and in staff offices. The documents have the contact information and identification of the local, state, and federal EO officers. The EEO is the law documents are included in the appendices.

v. Include a discrimination complaint process that ensures that no individual is excluded from participation in or with a WIOA Title I funded activity, training or employment for any reason.

1. Complaints and Grievances

A process which allows an individual alleging a labor standards violation to submit the complaint or grievance to a binding arbitration procedure, if a collective bargaining agreements covering the parties to the complaint or grievance;

A complaint or grievance is a written description of an alleged violation of the WIOA, dated and signed by an interested party and shall be filed with the local EO Officer, at the state level, or with DCR (Directorate of Civil Rights) within 180 days from the date of the alleged discrimination.

Ana Polakowski

Arizona@Work-Southeastern Arizona

900 Carmelita Drive, Sierra Vista, AZ 85635

(520) 439-3541; TTY: (520)-452-7667; Fax: (520) 417-9910

Email: apolakowski@cpic-cas.org

- a. An investigation will take place and informal resolution will be attempted where practical;
- b. If an informal resolution is not achieved, the complaint shall be provided a hearing, before an impartial hearing

officer, within 30 days of the receipt of a written complaint. All parties of interest shall receive a written notice of the hearing within 10 days of the hearing date;

- c. The EO officer will issue a determination of the case within 60 days of the complaint or grievance. If complainant does not receive a decision within 60 days, or receives a decision unsatisfactory to the complaint or grievance, the complainant may request a review of the complaint or grievance by contacting:

Vada Phelps - Hearing Officer
Arizona@Work-Southeastern Arizona
900 Carmelita Drive, Sierra Vista, AZ 85635
(520) 439-3541; TTY: (520)-452-7667; Fax: (520) 417-9910
Email: vphelps@cpic-cas.org

The freedom to file an appeal may not be limited or interfered with in any way.

2. Time Computation, Filing and Receipt

- a. Complaints or grievances under this section shall be filed within 180 days of the alleged discrimination;
- b. For purposes of these procedures, any complaint or grievance, appeal, application request, notice, objection, petition, report or other information is considered received and filed timely;
- c. If transmitted via the United States Post Service on the date it is mailed as shown by the postmark, or in the absence of the postmark the postage meter mark, on the envelope in which it is received; or
- d. If complaint or grievance is submitted by any means other than United States Postal Service on the date it is actually received; and
- e. If a delay in filing is due to an error or misinformation by the organization or person with whom the complaint, grievance or appeal is filed, the time limitation shall be adjusted in a manner equitable to the complainant.

3. Appeal Process

- Any party who has filed a complaint or grievance through the local level has the opportunity for an appeal to the State when no decision is reached within 60 days or either party is dissatisfied with the local hearing decision;
- An appeal is any written, dated and signed communication by an interested party expressing their intent to appeal any action or inaction with respect to a complaint or grievance to a higher level. Any action pursuant to the original decision is stayed until a final decision is made by the Arizona@Work-Southeastern Arizona;
- The appeal must be filed within ten business days of the receipt of an adverse decision; or
- The appeal must be filed within ten business days from the date a decision should have been issued; and
- Any appeal filed after the tenth day following the decision is null and void.

EMPLOYER ENGAGEMENT / COORDINATION WITH ECONOMIC DEVELOPMENT

Provide a description of how the local board/local area will:

- a. *Coordinate Workforce Innovation and Opportunity Activities carried out in the local area with **economic development activities** carried out in the region in which the local area is located (or planning region)*

Members: 4-Workforce Innovation and Opportunity Act employees, 3- Department of Economic Security 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.
 - 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.
 - Utilize current technology to advertise our services
 - Follow all rules and regulations
 - Utilize the marketing toolkit
 - WIOA Business Outreach Coordinators 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.

*b. Focus on **sector strategies** (include a description); include statewide sectors that exist in the local area plus local area specific sectors;*

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 has 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: www.onetonline.org

- c. *Facilitate **engagement of employers**, including small employers and employers 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.

- d. *Support a local workforce development system that meets the needs of businesses in the local area;*

Employers Services are 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 make contact with 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 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.
- e. *That may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies, designed to meet the needs of employers in the corresponding region in support of the strategy described in paragraph (1)(F).*

The Core Program Partners and local Community Partners collaborate together to provide the following services to meet the needs of employers in the tri-county area:

1. **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.
2. **Entrepreneurial Skills Training** provides the basics of starting and operating a small business. Training must develop the skills associated with entrepreneurship such as: take initiative; creatively seek out and identify business opportunities; develop budgets and forecast resource

needs; understand various options for acquiring capital; and communicate effectively and market oneself and one's ideas.

3. **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.
4. **Occupational Skills Training** – Organized program of study that provides specific vocational skills that lead to proficiency in performing tasks and technical functions required by a certain occupational fields at entry, intermediate or advanced levels of employment. Occupational skills' training includes training for nontraditional employment. Providers of occupational skills training must be listed on the Eligible Training Provider List (ETPL) and the specific training program must be listed as WIOA approved.
5. **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.
6. **Skills Upgrading and Retraining** is a short-term or part time intervention designed to upgrade skills in the workplace and provide re-training to enhance current skills for modern technology.
7. **Transitional Jobs** - WIOA allows local areas to allocate up to 10 percent of Title I funds to transitional jobs for individuals with barriers to employment. The local area is working with the business community to discuss the possible opportunities for subsidized work experiences for individuals who are chronically unemployed, possess limited work experience and have barriers to employment. These activities will help the individual to establish a solid work history and attain new occupational skills that lead to entry into unsubsidized employment.
8. **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.

- *Strengthen linkages between the one-stop delivery system and **unemployment insurance programs**;*

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.

PROGRAMS AND SERVICE DELIVERY

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

- a. *A description and assessment of the type and availability of **adult and dislocated worker** employment and training activities in the local area.*

All individuals who are eligible to work in the United States may be served through Individualized Career Services. All employers may use individualized career services.

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 to adults and dislocated workers who are not able to obtain employment or who remain underemployed after utilizing basic career services. Individuals may be employed but need these services in order to obtain or retain employment that allows for self-sufficiency.

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
- Adult Education and Literacy Activities when Integrated with Other Training Services Customized Training
- Entrepreneurial Skills Training
- Skills Upgrading and Retraining
- Transitional Jobs

- Registered Apprenticeship Programs

If an individual is working with a partner in the Job Center such as an Employment Service staff person and requests training the individual will be referred to a Workforce Innovation and Opportunity Act Job Center Coordinator to receive information regarding the training options available and the eligibility requirements for the Workforce Innovation and Opportunity Act training program.

Job Seeker Services: The affiliate Job Center must offer basic career and individualized career services as defined under WIOA. 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
- b. *A description of how the local board will coordinate Workforce Innovation and Opportunity Activities carried out in the local area with statewide **rapid response** activities, as described in section 134(a)(2)(A).*

WIOA 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 assistant Arizona@Work-Southeastern Arizona Rapid Response Coordinator is Career Advisor, Tammy Windsor-Brown. The Rapid Response Coordinator and/or Assistant Rapid 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 makes contact with 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 State Workforce Innovation and Opportunity Act section, Employment Service, 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 employers 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 additional funds may be warranted. Business Services Function team members provide the appropriate information to the State Workforce Innovation and Opportunity Act Section and a grant application is completed and forwarded to the 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, Southeastern Arizona Workforce Connection 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 issue 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. We have averted the layoff of approximately 42 employees by investing Rapid Response funds in the needed training.

*c. A description and assessment of the type and availability of **youth** Workforce Innovation and Opportunity Activities in the local area, including activities for youth who are individuals with disabilities, which description and assessment shall include an identification of successful models of such youth Workforce Innovation and Opportunity Activities. Please indicate which youth services are provided through competitively secured providers, sole sourcing, or other means. Describe the process for selecting youth providers on a competitive basis, including criteria used to identify youth providers (see WIOA sec. 123, draft regulations 681.400, and the WIOA State Plan section VI.c.). Include a list of services and providers in the appendix.*

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
 - (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).

(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 1B 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 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). 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.

Professional Youth Quest in Cochise County and in-house Career Advisors in Graham and Greenlee Counties targets Workforce Innovation and Opportunity Act, Title 1B 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 is 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 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 in-house 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 1B 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 believes referrals are needed they will be made to the appropriate resources in order for 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.

*d. A description of how **training** services under chapter 3 of subtitle B will be provided in accordance with section 134(c)(3)(G), including, if contracts for the training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter and how the local board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.*

Arizona@Work-Southeastern Arizona has very flexible policies and are only limited by our allocation of funds. Looking at the needs of the client and various funding sources has allowed us to provide just about any Individual Training Accounts required by our clients. The Local Workforce Development Board intends to adhere to the law with regard to exceptions set forth. Exceptions may include on-the-job training, customized individual training where there is insufficient number of eligible training providers, or when a special participant population facing multiple barriers to employment has been identified. Such exceptions to training will be linked to occupations in demand. These exceptions will be based on an individual case-by-case assessment and may include inter-agency staffing with appropriate One-Stop partners and community human service agencies.

Entities interested in being considered for eligibility as a training provider are requested to submit curriculum information and performance data on each training program under consideration by completing on-line Arizona Job Connection eligible training provider section with all supporting documentation. Each training provider continued eligibility is reviewed every two years. Names of selected training providers will be forwarded to the Designated State Agency for the provision of certification service resulting in contracts for placement on the State-approved list.

Cochise, Graham and Greenlee counties are rural areas and it is anticipated that contracts rather than Individual Training Accounts may be used when deemed

appropriate. These exceptions will be based on an individual case-by-case assessment and inter-agency staffing when appropriate.

The exceptions to the Individual Training Account system for training services recognized in the Cochise, Graham and Greenlee counties Workforce Investment Area are those noted exceptions in the Workforce Innovation and Opportunity Act:

- On-the-Job training
- Customized training and/or
- A training service program of demonstrated effectiveness offered by a community based organization or private organization to serve special participant populations facing multiple barriers to employment.

These training services may be provided through a contract for service process. The established contracting process will ensure that these exceptions are justified by requiring approval of the Local Workforce Development Board of Southeastern Arizona.

Upon receipt of funding allocations, the Local Workforce Development Board will establish a dollar and time limit policy, based on individual need, determined through objective assessment, and available funding. Individual Training Account amounts will be established during the annual budget process. Individual Training Accounts will be available for tuition, books, and training related supplies and materials (i.e. uniforms, tools, etc. if required for all students).

Based on individual assessment and funds available, an Individual Training Account may be awarded to eligible adults and/or dislocated workers. The maximum Individual Training Account award will be a maximum of \$3,000 unless otherwise approved by the Deputy Director and/or Executive Director. The maximum funding level is determined based on the average cost of training programs we are currently utilizing and the three year history of the cost of the programs we have been using for training programs.

During client interviews for enrollment in training career advisors are required to verify the client has applied for other funding sources including Pell grants, scholarships, Temporary Assistance for Needy Families programs or any other programs. This verification needs to be completed to avoid any duplication of effort and to leverage resources.

Workforce Innovation and Opportunity Act, Title 1B clients requesting training are required to apply for other sources of grants to pay for training costs. WIOA clients are also required to obtain a copy of the approved or disapproved other sources of grants for their files. Workforce Innovation and Opportunity Act, Title 1B clients are required to inform the Job Center staff and the career advisors if they are co-enrolled in any other type of training program or receiving training funds.

Through our Job Center, clients will be evaluated to determine whether or not they need training. A training proposal is available for those interested in training. WIOA staff is trained to inform clients the selection of the training program is customer choice. WIOA staff instructs clients to review the eligible training provider listing on Arizona Job Connection to make a decision. Also, in the training proposal process a client is required to interview the training provider to see if they would like to attend courses offered at the school. A client must complete a proposal and return it to the Job Center staff with the information requested. The Job Center staff will refer clients to the career advisors. The Job Center staff or any other staff member covering the Job Center should inform clients to apply for Pell Grants when looking for education or training opportunities. Education and training must be directly linked to occupations that are currently in demand in or local area. The career advisors will interview and assess the client deciding if they are eligible for our program, the training is in a high demand occupation and they are committed to our program requirements. If the career advisors find the client is eligible for our program they will send a staffing form for approval to the deputy director. Based on a number of factors the deputy director will approve or disapprove the clients request for training. The factors include: 1) program training funding levels, 2) training requested in high demand occupation, 2) client meets program eligibility requirements, 4) client commitment to program requirements, 5) assessment testing results, 6) other factors, if applicable.

*e. How the local board will facilitate **co-enrollment**, as appropriate, in core programs.*

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

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

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 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?

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

The local board will facilitate the development of career pathways by working with the Core 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 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.

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

The 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.

PERFORMANCE AND CONTINUOUS IMPROVEMENT

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

	<u>PY16</u>	<u>PY17</u>
<u>WIOA ADULTS</u>		
Employed 2 nd quarter after exit	75.0%	78.0%
Employed 4 th quarter after exit	71.6%	72.6%
Median wage	\$4,159	\$4,459.30
Credential	60.0%	60.0%
Measurable Skills Gain	Baseline	Baseline
<u>WIOA DISLOCATED WORKER</u>		
Employed 2 nd quarter after exit	57.9%	60.9%
Employed 4 th quarter after exit	70.0%	72.0%
Median wage	\$5,333	\$5,633.24
Credential	55.0%	58.0%
Measurable Skills Gain	Baseline	Baseline
<u>WIOA Youth (14-24)</u>		
Employed, in education, or in Occupation skills training 2 nd Quarter after exit	68.5%	69.5%
Employed, in education, or in Occupational skills training 4 th Quarter after exit	60.0%	67.0%
Median wage	Baseline	Baseline
Credential	62.0%	65.0%
Measurable Skills Gain	Baseline	Baseline

*b. A description of the actions the local board will take toward becoming or remaining a **high-performing board**, consistent with the factors developed by the State board pursuant to section 101(d)(6). (was #18)*

The local board continues to remain a high-performing board due to working with the City leaders in the local area, Community Colleges and University of Arizona South with focus groups and surveys to determine if we should continue certain actions or implement new actions. Our Business Outreach staff will continue to work with sector strategy partners to find out and assist them with their needs.

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

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

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 the 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 library satellites. The library satellites have computers dedicated to job seekers only. The computers were donated by Arizona@Work-Southeastern Arizona in some of the library satellites. If the library satellites did not request a donated computer the library satellites provided their own dedicated computer for job seeker access.

Title II and Title IV programs use different case management systems other than the Arizona Job Connection system utilized by Title I and Title III. In order to prevent duplication of effort by client participating in Title II and Title IV programs Career Advisors and Workforce Specialist from Title I and Title III, respectively will work hand in hand with the core partners to refer participants to the respective programs.

COMPLAINT AND GRIEVANCE PROCEDURE FOR CLIENTS

Complaints about Workforce Innovation and Opportunity Act, Title 1 programs and activities will be accepted from an individual provided that:

- 1) The complaint is made in writing and the complaint is made within thirty days of the alleged occurrence. All participants have a right to file a grievance for denial of training services as follows:
 - 1) If the individual wants to appeal the decision of denial of training services the individual in writing may appeal the decision to the Career Advisor.
 - 2) If the individual wants to appeal the Career Advisor's decision of denial of training services the individual in writing may appeal the decision to the Program Manager (Deputy Director).
 - 3) If the individual wants to appeal the Program Manager's (Deputy Director) decision of denial of training services the individual in

writing may appeal the decision to the Executive Director. All decisions made by the Executive Director are final.

Upon receipt of a complaint Arizona@Work-Southeastern Arizona the participant will receive within 30 days of filing the written notice of the decision by the appropriate individual.

Vocational Rehabilitation Grievance Procedures

All grievances related to the provision of a Vocational Rehabilitation service will follow the policies and procedures set forth by the Arizona Rehabilitation Services Administration program as required by federal regulations.

Section 3.1- Overview of Appeals

A. Definitions

1. **“Administrative Review”** means an investigation of laws, regulations, and policies that apply to the situation as well as any options available to resolve the concerns of the client by the AZRSA Administrator or their designee.
2. **“Client Assistance Program”** or "CAP" means a program established by Federal Regulation and is intended to advise, inform, assist, and advocate for clients and applicants in order for them to participate in programs.
3. **“Electronic Case File”** or "ECF" means the portion of the client record of service created and/or stored in an electronic case management system.
4. **“Extended Support Services”** or "ESS" means ongoing support services, usually provided by an entity not a part of AZRSA, which are needed to support and maintain an individual in supported employment after Vocational Rehabilitation services through AZRSA are completed.
5. **“Individualized Plan for Employment”** or "IPE" means a written program of services developed with the client that comprehensively documents the purpose, goals, responsibilities, and services necessary for a client’s successful rehabilitation.
6. **“Fair Hearing”** means a process by which an impartial Administrative Law Judge or ALJ will review the case and evidence provided by both the client and the agency in order to provide a written decision with regard to the disagreement.

7. **“Informal Review”** means review of the client case and the associated disagreement by the AZRSA local office supervisor.
8. **“Mediation”** means an informal resolution process which utilizes a qualified and impartial individual who is appointed by the State Attorney General’s Office to assist in the resolution of the disagreement.
9. **“Ombudsman”** means a representative assigned by the Administrator of AZRSA whose duties include assisting the applicant, client, and AZRSA in investigating and addressing complaints and guiding the client and agency through the complaint resolution process.
10. **“Post-Employment Services”** or “PES” means those services which may be provided within 1 year of successful closure from VR services if:
 - a. The client was successfully employed as a result of services provided by the Vocational Rehabilitation program, and
 - b. The client’s case has been closed with Vocational Rehabilitation.
11. **“Request for Review of Determination”** means a form provided to the client, or their representative, which serves as a written notice of appeal rights regarding decisions made by AZRSA personnel.

B. Policy

1. Anytime a decision which affects the provision of Vocational Rehabilitation services that has been made by AZRSA staff, AZRSA staff will provide the following information to the client or their representative:
 - a. Advise the client of their right to request a review of the determination,
 - b. Provide a written notice of client rights and appeals options by utilizing the Request for Review of Determination form; and
 - c. Advise the client of the availability and right to utilize the Client Assistance Program (CAP).
2. Notice of client rights and written notice of appeals will be provided in writing by utilizing the Request for Review of Determination form to the client, and their representative if appropriate, at the following times:
 - a. When the client applies for services;
 - b. When AZRSA staff makes an eligibility decision;

- c. When AZRSA staff determines placement into an Order of Selection (OOS) category;
 - d. When a client is placed on the Extended Support Services (ESS) waitlist;
 - e. When Individualized Plan for Employment (IPE) is developed;
 - f. Any time that AZRSA staff makes a decision or intends to reduce, suspend, or terminate planned services and/or goods being provided;
 - g. AZRSA staff notifies the client of intent to close a case for any reason; and
 - h. Upon denial of Post-Employment Services (PES).
3. AZRSA staff will advise the client of the following appeals processes available to them.
- a. Informal Resolution;
 - b. Administrative Review;
 - c. Mediation; and/or
 - d. Fair Hearing.
4. If a decision is being disputed, AZRSA staff will ensure that the client, or their representative if appropriate, is aware that a formal request for review of a determination must be submitted within 15 calendar days of the date that the written decision letter was mailed.
5. Formal written requests are acceptable in the following formats:
- a. Utilizing a Request for Review of Determination; or
 - b. Any other written communication which will include:
 - i. An explanation of the issue(s) under contention;
 - ii. Client, or their representative if appropriate, signature and date;

- iii. An indication whether the client is willing to resolve the issue(s) through an informal review, administrative review, mediation, or formal due process hearing.
6. AZRSA staff will direct clients who request assistance in completing a written appeal to the AZRSA Ombudsman or local CAP office.
7. The AZRSA Ombudsman will schedule a Fair Hearing to occur within 60 days of submitting a Request for Review of Determination regardless of resolution options chosen.
8. AZRSA staff will work with the client and the AZRSA Ombudsman throughout the appeal process until a final resolution is provided.

C. Procedure

1. AZRSA staff will advise the client in writing of any decisions made which affects VR service provision and provide the client with a Request for Review of Determination.
2. AZRSA staff will advise the client of the Client Assistance Program (CAP) and provide the client with CAP contact information when issuing a written decision letter.
3. AZRSA staff will accept any written request for review and date stamp the request.
4. AZRSA staff will scan the written request for review of determination and load into the client's ECF.
5. AZRSA staff will forward the written request for review electronically or via interoffice mail to the AZRSA Ombudsman within 2 business days of receipt of document.

PLAN DEVELOPMENT

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

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

Arizona@Work-Southeastern Arizona's strategic local workforce development plan represents the collaborative effort of a variety of stakeholders who have an interest in the development of a local workforce investment system that provides high quality services to employers, employees and job seekers. The local area had representation at the statewide meetings where the Governor's vision for the workforce system was discussed. The planning guidance was reviewed and statewide technical assistance was provided.

The workforce development system in Southeastern Arizona will continue to use technology to meet the needs of Southeastern Arizona employers and job seekers. The Arizona@Work-Southeastern Arizona Local Workforce Development Board is committed to a process of continuous quality improvement. Ongoing assessment and analysis of program performance will be continued, effectively monitoring programs using an integrated review approach that includes outcomes, cost-effective results and customer satisfaction. Ongoing regular performance will be reviewed on a scheduled basis, using customer and stakeholder input and satisfaction identified through surveys and other appropriate feedback. The three counties Board of Supervisors will be informed via the three County Managers of program performance. Arizona@Work-Southeastern Arizona is developing tomorrow's workforce today by building partnerships and providing leadership in employment education and training.

The Chief Local Elected Officer provides operational and fiscal oversight, appoints Local Workforce Development Board members and reviews and approves the four year plan.

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

Copies of the proposed four year plan were available on the Arizona@Work-Southeastern Arizona organization's website: www.seazworkforce.org. A public notice was posted on our website: www.seazworkforce.org on November 1, 2016 through November 30, 2016. See a copy of the public notice in appendices.

We received no comments from the public during the 30 day public hearing period.

APPENDIX 1

Screen print of published notice on our website begins on the following page.

Arizona @ Work

Cochise Graham Greenlee

[Home](#) [About Us](#) [Services](#) [Our Centers](#) [Resource Links](#) [Post a Job](#)

Developing tomorrow's workforce today by building partnerships and providing leadership in employment, education and training.



[LOGIN OR BECOME A MEMBER NOW](#)



The Southeast Arizona Business and Workforce Development Center team promotes and supports a workforce system that offers employers, workers and communities across Cochise Graham and Greenlee Counties workforce solutions that achieve and sustain economic prosperity. is a 501(c)(3) private, non-profit corporation federally funded and governed by a [Board of Directors](#).

Announcements

PUBLIC NOTICE Nov 1, 2016

Public comment on the Arizona@Work-Southeastern Arizona Local Workforce Development Plan July 1, 2016-June 30, 2020.

[View or download](#) the public notice

Now Serving Greenlee County, and Graham County!

We are so pleased to announce there are 2 new One Stop offices open and we have reorganized into a bigger and better Service Provider for Southeastern Arizona!

Current Job Listings for Graham and Greenlee County can be found at the [Arizona @ Work Business and Workforce Development Center website](#)



Veterans Services

We now have special services available to Veterans. [Go to our veterans page](#) for an overview of resources and eligibility guidelines.



Sierra Vista Center

1843 Paseo San Luis
Sierra Vista, Az 85635
TEL: (520) 458-9309
FAX: (520) 458-4786
TTY: (520) 452-1667

Douglas Center

515 E. 7th Street
Douglas Az 85607
TEL: 520-364-8906
FAX: (520) 364-8926

Graham & Greenlee Centers

1910 W Thatcher Blvd
Safford, Az
TEL: (928) 432-6932

300 N Coronado Blvd
Clifton, AZ
TEL: (928) 439-4632

Helpful Links

Our [Board of Directors page](#) has board meeting schedule, agendas and meeting minutes.

[Public Notice: Board Meeting Thursday, March 24, 2016 10:00 am](#)

[Agenda - Board Meeting Thursday, March 24, 2016](#)

[Equal Opportunity Is the Law](#)

[Igualdad de Oportunidad es la Ley](#)

PUBLIC NOTICE

Issue Date: November 1, 2016

ARIZONA@WORK-SOUTHEASTERN ARIZONA LOCAL WORKFORCE DEVELOPMENT BOARD
PUBLIC COMMENT ON THE ARIZONA@WORK-SOUTHEASTERN ARIZONA LOCAL
WORKFORCE DEVELOPMENT PLAN
JULY 1, 2016 – JUNE 30, 2020

The ARIZONA@WORK-SOUTHEASTERN ARIZONA LOCAL DEVELOPMENT BOARD requests public comment on the above referenced plan.

A copy of the proposed plan is available for public inspection on the ARIZONA@WORK SOUTHEASTERN ARIZONA website at the link below:

<http://www.seazworkforce.org>

The ARIZONA@WORK-SOUTHEASTERN ARIZONA will accept written comments on the plan sent to any of the following addresses:

Email: Vickie.Simmons@cpic-cas.org

Fax: (520) 458-9308

Mail: Arizona@Work-Southeastern Arizona
ATTN: Vickie Simmons
1843 Paseo San Luis
Sierra Vista, Arizona 85635

Written comments should be sent so that the Arizona@Work-Southeastern Arizona will receive them before 5:00 PM NOVEMBER 30, 2016, and should include contact information for the person providing comments, as well as the name of any organization that person represents. Questions may be directed to Vickie Simmons at (520) 458-9309.

THIS DOCUMENT IS AVAILABLE IN ALTERNATIVE FORMAT BY CONTACTING VICKIE SIMMONS AT (520) 458-9309 OR AT THE ADDRESS SPECIFIED ABOVE. REQUESTS SHOULD BE MADE AS EARLY AS POSSIBLE TO ALLOW TIME TO ARRANGE THE ACCOMMODATION.

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.

Equal Opportunity Is the Law

It is against the law for the State of Arizona, as a recipient of Federal financial assistance, to discriminate on the following bases:

- Against any individual in the United States, on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief; and
- Against any beneficiary of programs financially assisted under Title I of the Workforce Innovation and Opportunity Act of 2014 (WIOA), on the basis of the beneficiary's citizenship/status as a lawfully admitted immigrant authorized to work in the United States, or his or her participation in any WIOA Title I-financially assisted program or activity.

The State of Arizona must not discriminate in any of the following areas:

- Deciding who will be admitted, or have access, to any WIOA Title I-financially assisted program or activity;
- Providing opportunities in, or treating any person with regard to, such a program or activity; or
- Making employment decisions in the administration of, or in connection with, such a program or activity.

What to Do If You Believe You Have Experienced Discrimination

If you think that you have been subjected to discrimination under a WIOA Title I-financially assisted program or activity, you may file a complaint within 180 days from the date of the alleged violation with either:

The Local Office

Ana Polakowski
Local Area EO Officer
Arizona Workforce Connection
900 Carmelita Drive
Sierra Vista, AZ 85635
Phone: (520) 439-3541
Fax: (520) 417-9910
apolakowski@cpic-cas.org
TTY/TTD: 520-452-7667

State of Arizona

Lynn A. Nedella
State WIOA EO Officer
Employment Administration
Department of Economic Security
1789 West Jefferson, Site Code 920Z
Phoenix, Arizona 85007
Phone: (602) 542-3957
Fax: (602) 542-2491
TTY/TDD: 7-1-1
Email:
WIOAStateEOOfficer@azdes.gov

Or

Civil Rights Center

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

Or

- If you file your complaint with the State of Arizona, you must wait either until the State of Arizona issues a written Notice of Final Action, or until 90 days have passed, (whichever is sooner), before filing a complaint with the Civil Rights Center (see address above).
- If the State of Arizona does not give you a written Notice of Final Action within 90 days of the day on which you filed your complaint, you do not have to wait for the State of Arizona to issue that Notice before filing a complaint with CRC. However, you must file your CRC complaint within 30 days of the 90-day deadline (in other words, within 120 days after the day on which you filed your complaint with the State of Arizona).
- If the State of Arizona does give you a written Notice of Final Action on your complaint, but you are dissatisfied with the decision or resolution, you may file a complaint with CRC. You must file your CRC complaint within 30 days of the date on which you received the Notice of Final Action.

Igualdad de Oportunidad es la Ley

Es contra la ley que el Estado de Arizona, siendo recipiente de asistencia financiera federal, discrimine por las siguientes razones:

- En contra de cualquier individuo en los Estados Unidos por razón de raza, color, religión, sexo, edad, impedimento mental o físico, origen nacional, afiliación política o credo; y
- En contra de cualquier beneficiario de programas asistidos financieramente bajo el Título I del "Workforce Innovation and Opportunity Act" del 2014 (WIOA), por razón del estado legal de ciudadanía siendo un inmigrante legalmente autorizado para trabajar en los Estados Unidos o de su participación en cualquiera de los programas o actividades financieramente asistidos por el Título I de WIA

El Estado de Arizona no discriminará en ninguna de las siguientes áreas:

- Decidiendo quien será admitido o tendrá acceso a cualquiera de los programas o actividades asistidos financieramente por el Título I de WIOA;
- Proveyendo oportunidades en o el trato de cualquier persona con relación a dicho programa o actividad; o
- En la toma de decisiones sobre el empleo en la administración de, o en conexión con dicho programa o actividad.
-

¿Que hacer si usted cree que ha experimentado discriminación?

Si usted cree que ha sido objeto de discriminación bajo cualquiera de los programas o actividades asistidos financieramente por el Título I de WIOA, usted puede presentar una querella dentro de los primeros 180 días después de la alegada violación, a través de:

La Oficina Local

Ana Polakowski
Local Area EO Officer
Arizona Workforce Connection
900 Carmelita Drive
Sierra Vista, AZ 85635
Phone: (520) 439-3541
Fax: (520) 417-9910
apolakowski@cpic-cas.org
TTY/TTD: 520-452-7667

o El Estado de Arizona

Lynn A. Nedella
State WIOA EO Officer
Administración de Empleo
Departamento de Seguridad
Económica de Arizona
1789 West Jefferson (Site Code 920Z)
Phoenix, AZ 85007
Phone (602) 542-3957
Fax (602) 542-2491
TTY/TDD: 711
Email: WIOAStateEOOfficer@azdes.gov

o El Centro de Derechos Civiles

Naomi M. Barry-Perez
Director
Centro de Derechos Civiles
Departamento de Trabajo
de los Estados Unidos
200 Constitution Avenue NW
Room N-4123
Washington, DC 20210
Phone: (202) 693-6500
Fax: (202) 693-6505
TTY: (202) 693-6516

- Si usted presenta una querella ante el **Estado de Arizona**, deberá esperar hasta que el **Estado de Arizona** extienda una Notificación de Acción Final por escrito o hasta que pasen 90 días de haber iniciado la querella (lo primera que suceda), antes de presentar su querella ante el Centro de Derechos Civiles (vea la dirección arriba).
- Si el **Estado de Arizona** no le provee una Notificación de Acción Final por escrito durante los 90 días de la fecha en que usted presentó su querella, usted no tiene que esperar que el **Estado de Arizona** expida la notificación para presentar su querella al CRC. Sin embargo, usted deberá presentar su querella durante los 30 días después de expirar la fecha límite de 90 días (en otras palabras, 120 días después de haber presentado la querella ante el **Estado de Arizona**).
- Si el **Estado de Arizona** le emite una Notificación de Acción Final por escrito respondiendo a su queja pero usted no está satisfecho con la decisión o resolución, usted puede presentar su querella al CRC. Su queja deberá ser presentada al CRC durante los 30 días a partir de la fecha en que usted reciba su Notificación de Acción Final del **Estado de Arizona**.

APPENDIX 2

Key Stakeholders Distribution List

APPENDIX 3

Public Notice Comments

No public comments were received.

APPENDIX 4

Youth Providers and Services

Youth Provider – Cochise County

Professional Youth Quest (PYQ)

515 E. 7th Street

Douglas, AZ 85607

2600 E. Willcox Drive

Room H-106

Sierra Vista, AZ 85635

Youth Provider-Graham and Greenlee Counties

Services provided by Arizona@Work-Southeastern Arizona staff

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 shall provide elements consisting of—

(A) 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
- (iv) On-the-job training opportunities;

(B) 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).

(C) Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;

(D) Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate;

(E) Supportive services;

(F) Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months;

(G) Follow-up services for not less than 12 months after the completion of participation, as appropriate;

(H) Financial literacy education;

(I) Entrepreneurial skills training;

- (J) 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
- (K) Activities that help youth prepare for and transition to postsecondary education and training.