Arizona Workforce Connection

GILA/PINAL WORKFORCE INVESTMENT AREA

WORKFORCE INVESTMENT PLAN PROGRAM YEAR 2013

WORKFORCE INVESTMENT ACT GILA-PINAL WORKFORCE INVESTMENT BOARD

Equal Opportunity Employer/Program.
Auxiliary aids and services are available upon request to individuals with a disability

Program Year 2013 Gila/Pinal Workforce Plan has been modified. All additions, changes, etc. are italicized in the following Sections

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SECTION I

PLAN DEVELOPMENT

1. **Describe the involvement of the Chief Local Elected Official (CLEO), the Local Workforce Investment Board (LWIB) and stakeholders in the development of the Plan.**

   The planning process began through a series of meetings held with the Gila/Pinal Workforce Investment Board and all stakeholders and other interested parties to provide an opportunity to comment and review on the two-year plan. The planning process was reviewed with the full WIB in October 2007. The plan was sent out to all WIB members and One-Stop Committee to review and comment. The Gila/Pinal Board of Supervisors approved the plan in March 18, 2008.

2. **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. Describe measures taken to include or address all comments received within the review period. [A copy of the published notice should be included as Appendix A. (For internet publication, a screen print is acceptable.) Also include a copy of any distribution list used for notification of key stakeholders] Any comments related to the Plan should be included as Appendix B.**

   The Gila/Pinal Workforce Investment 2008-2009 Plan public comment period was February 13, 2008 through March 17, 2008. Notice of public comment was printed in various local newspapers (Appendix A). The WIB will review comments, where appropriate and address them in the plan. No comments (Appendix B)

   Copies of the plan were made available at the Gila/Pinal Workforce Investment Area's One-Stop locations, as well as the Gila County Division of Health and Community Services, 5515 S. Apache Avenue, Suite 200, Globe, Arizona.

   The PY2013 Gila/Pinal Workforce Investment Act Plan has been modified and the public comment period was February 20 through March 21, 2014. The Gila/Pinal Modification Plan was available at the following locations:

   Gila County Division of Health and Community Services
   5515 South Apache Avenue, Suite 200
   Globe, Arizona
   Hours - 8 am until 5pm, Monday through Friday

   Arizona Workforce Connection
   1015 E. Florence Blvd, Suite A-100
   Casa Grande, Arizona 85122
   Hours - 8:00 am until 5:00 pm, Monday through Friday

   Copies were also available on:
   http://www.gilacountyaz.gov/government/community/wid_wib.php

SECTION II

GOVERNANCE STRUCTURE

1. **Describe the role of the Chief Local Elected Official (CLEO) in the governance and implementation of WIA in the local area. In local areas consisting of more than one unit of government, indicate the decision making process between the local elected officials.**

   The Gila/Pinal Workforce Investment Board forwards its recommendations for appointment of members to the Gila and Pinal County Board of Supervisors for review, approval and appointment of individuals from within their respective jurisdictions.

   Gila County, as fiscal agent and grant recipient, approves and signs all contracts for the Workforce Investment Act. Gila and Pinal Board of Supervisors agreed that Gila County would act as Fiscal Agent for the local area. A resolution to designate Gila and Pinal Counties as a Consortium is included in Appendix C. Gila County Board of Supervisors also reviews and approves the Gila/Pinal Workforce Investment Area Two Year Plan.

2. **Identify the entity responsible for the administrative functions in the delivery of WIA services. Provide contact information for the administrative entity and a copy of the agreement between the CLEO and administrative entity reflecting the designation and responsibilities. Administrative entity contact information and copies of the agreement should be included as Appendix C.**

   In 2000 Gila County was designated the entity responsible for the administrative functions in the delivery of WIA services. The Gila County Board of Supervisors has given the authority of administering the funds to the Gila County Division of Health and Community Services by approving the Gila/Pinal Workforce Investment Plan in April 2000 (Appendix C). Contact information and Agreement designating Gila County as the administrative entity is included in Appendix C.

3. **Identify the entity responsible for the disbursal of grant funds, as determined by the CLEO. Provide contact information for this fiscal entity, as well as a copy of the agreement between the CLEO and the entity, which reflects the fiscal agent designation. Fiscal agent contact information and copies of the agreement should be included as Appendix D.**

   In 2000 Gila County was designated as the entity responsible for the disbursal of grant funds. The Gila County Board of Supervisors has given the Gila County Division of Health and Community Services the responsibility of the disbursal of grant funds by approving the Gila/Pinal Workforce Investment Plan in April 2000 (Appendix D). Contact information and Agreement designation of the Fiscal Agent is included Appendix D.

4. **Identify the One-Stop Operator. The Local Workforce Investment Board (LWIB) has two choices for establishing a One-Stop Operator. The One-Stop Operator can be selected through a competitive process or an agreement can be reached between the local WIB and a consortium of three or more One-Stop partners [WIA §117 (d)(2)(A) and §121 (d)(2)(A)]. Describe the process for selection and the relationship of the One-Stop Operator to the LWIB (i.e.: when and how the One-Stop Operator was selected.) As Appendix E provide one of the following:**

   - **If the One-Stop Operator was selected through a competitive process, provide a copy of the One-Stop Operator agreement (i.e.: contract), or**
   - **If the One-Stop Operator is a consortium of three or more One-Stop partners provide a copy of the most recent consortium agreement and/or a copy of the official LWIB meeting minutes in which the consortium was approved.**

   The One-Stop Operators in Gila and Pinal counties are selected and voted on during the approval of the Two Year Plan. The One-Stop Agreement designating the One-Stop Operators is included in Appendix E. Also, the Gila/Pinal Workforce Investment Plan includes the approval of the designated One-Stop Operators by the Gila/Pinal WIB.

5. **Provide an organizational chart (Appendix F) that delineates the relationship between the agencies involved in the workforce development system, including the CLEO, administrative entity, fiscal entity, One-Stop Operator and the required/optional One-Stop partner programs and lines of authority.**

   The attached chart (Appendix F) describes the relationship between the agencies and partners involved in the workforce development system for the Gila/Pinal Workforce Investment Area.

SECTION III

ECONOMIC INDICATORS

Provide a detailed analysis of the local economy, the labor pool, and labor market. The LWIB should use LMI resources such as the Training and Education Research Model (TERM), County Indicators for Arizona, etc.) The analysis must include:

1. **The current makeup of the local economic base by industry.**

   The Gila/Pinal Workforce Investment Area consists of two vastly different areas of local economic bases. Pinal County encompasses 5,371 square miles. In both economy and geography, Pinal County has two distinct regions. The communities of Mammoth, Oracle, San Manuel, and Kearny have traditionally been active in copper mining, smelting, milling and refining. Arizona City, Eloy, Maricopa, Picacho, Red Rock and Stanfield have agriculture based-economies. Apache Junction, Arizona City, Coolidge Eloy and particularly Casa Grande have diversified their economic base to include manufacturing, trade, and services. This expansion and diversification has been facilitated by their location in the major growth corridor between Phoenix and Tucson, except for Apache Junction which is to the east of Mesa. The southern ¾ of Pinal County and a small area in Apache Junction are designated as Enterprise Zones.

   Much of the local economic growth is generated from healthy population growth. The services and retail trade industries are responsible for much of the current strength in the local economy. Average unemployment rate in Pinal County in 2007 was 4.8%. Population of Pinal County in 2006 is 299,875 compared to 116,379 in 1990 and 179,727 in 2000. Strong migration from metropolitan counties like Maricopa and Pima has accounted for much of the growth. Housing affordability in Pinal County is considerably better than in Maricopa or Pima. In response to this increased migration into the county, there has been a flux of housing development projects in Pinal which has been a boom to local construction companies.

   The non-farm, private-sector economy in Pinal County is driven by certain manufacturing industries, tourism, and private prisons. Several correctional facilities are located in Pinal County. Some are privately run (the facilities support services industry), some are run by the state, and some are federal facilities. The state-funded facilities can be considered to be largely basic to the county economy. The federal facilities are basic to the county economies.

The following chart shows Non-Farm Employment by Sector in Pinal County in December 2007.

NON-FARM EMPLOYMENT BY SECTOR	
Services and Miscellaneous	42,325
Government	18,400
Trade, Transportation & Utilities	9,075
Education and Health Services	4,275
Leisure and Hospitality	4,000
Mining and Construction	3,500
Manufacturing	3,575
Professional & Business Services	3,350
Financial Activities	1,175
Information	300

Source: Arizona Workforce Informer

Gila County covers 4,796 square miles and is one of Arizona's most rural counties, where the principal economic activities are mining and tourism. Because of the tourism, the trade and service industries play an important and growing role in the county's economy. Payson is the largest and most rapidly growing town in the County and Globe is next largest. Gila County's population in 2006 is 56,800 compared to 40,216 in 1990. The average unemployment rate in 2007 is 4.5%.

The economic base is comprised of mining, tourism, government, mining and some forestry. The southern part of the County has identified tourism as its economic driver and has combined the local chamber of commerce with the local economic development organization to make better use of their resources. The northern part of the County has based its strategy on upper scale housing and recreation as a basis to attract new technology business. Portions of Gila County including parts of Payson, Hayden, and Winkelman have been designated as an Enterprise Zone. Another obstacle in attracting new businesses is that Gila County has a very small percentage of land in private ownership, which limits the options for development.

Mining remains the dominant driving force in Gila County economy. Mining was dominated by the high paying and export copper mining industry. Tourism, especially related to casinos, also helped drive the economy.

The following chart shows Non-Farm Employment by Sector in Gila County in December 2007.

NON-FARM EMPLOYMENT BY SECTOR	
Private Service Providing	4,925
Other Private Services	4,725
Goods Producing	2,950
Trade, Transportation & Utilities	2,425

Source: Arizona Workforce Informer

2. **Industries and occupations most critical to the Local Workforce Investment Area (LWIA) and which occupations are expected to grow or decline in the short term and over the next decade.**

The following charts indicate the industries/jobs to grow and decline in Gila and Pinal counties.

Gila County Growing Industries	2004-2007 Job Growth
Government	439
Building material and supplies dealers	131
Other specialty trade contractors	99
Building equipment contractors	94
Private households	60
Consumer goods rental	29
Remediation and other waste services	20
Other motor vehicle dealers	15
Gila County Declining Industries	**2004-2007 Job Growth**
Elementary and secondary schools	-148
Professional and similar organizations	-41
Accounting and bookkeeping services	-38
Employment services	-28
Civic and social organizations	-11
Cable and other program distribution	-10
Electronic equipment repair and maintenance	-5

Pinal County Growing Industries	2004-2007 Job Growth
Government	4,118
Limited-service eating places	792
Residential building construction	541
Employment services	322
Building finishing contractors	209
Clothing stores	176
Plastics product manufacturing	174
General freight trucking	167
Accounting and bookkeeping services	132
Consumer goods rental	94
Business support services	76
General rental centers	51
Lumber and construction supply merchant wholesalers	45
Commercial machinery repair and maintenance	32
Activities related to credit intermediation	27
Pinal County Declining Industries	**2004-2007 Job Growth**
Specialized freight trucking	-85
Machinery and supply merchant wholesalers	-80
Nursing care facilities	-66
Land subdivision	-35
Printing and related support activities	-29

Source: Arizona Workforce Informer

A TERM Report is not available for Gila and Pinal Counties. The Arizona Balance of State is being utilized.

OCCUPATIONAL PROJECTION				
SOC	**2008 Projected**	**2 Year Change**	**2014 Projected**	**10 Year Change**
Management	4,373	3.9%	24,632	34.2%
Business & Financial	1,851	4.3%	14,490	30.5%
Computer & Math	626	5.6%	5,695	39.7%
Architecture & Engineering	416	5.6%	5,307	28.5%
Life, Physical & Social Science	360	5.3%	4270	17.9%
Community & Social Service	1679	3.6%	6,925	49.3%
Legal Occupations	258	3.6%	2,258	43.6%
Education, Training, and, Library	599	3.8%	37,009	58.3%
Arts, Design, Entertainment	711	4.1%	6,038	27.6%
Healthcare Practitioners	3,689	7.8%	25,635	46.8%
Healthcare Support	1,839	9.2%	13,577	52.3%
Protective Service	2,969	2.7%	19,329	38.3%
Food Preparation	8,040	5.5%	52,175	41.9%
Building and Grounds Cleaning	3,658	5.3%	23,631	45.2%
Personal Care	4,665	5.6%	15,865	48.5%
Sales and Related	6,393	3.6%	47,474	20.0%
Office and Adm. Support	9,500	2.9%	69.421	23.1%
Farming, Fishing, and Forestry	6,214	6.3%	10,954	6.7%
Construction	6,214	6.2%	43,477	30.3%
Installation, Maint.	3,286	3.9%	21,270	29.6%
Production	2,138	4.6%	18,885	25.7%
Transportation	4,777	5.9%	27,462	26.0%

Source: Arizona Workforce Informer

SECTION IV

PLANNING AND EVALUATIONS

Note: Presently LWIBs self-define and self-declare comprehensive One-Stop sites; however the GCWP is in the process of developing Arizona's chartering process that will require modifications to local plans upon implementation.

1. **Describe the Arizona Workforce Connection system in your LWIA. Provide strategic information about the availability and coordination of Arizona Workforce Connection services, including:**
   a) **Number, type of sites (i.e.: comprehensive, affiliate, electronic access), and site locations.**
   b) **Factors used to assess the effectiveness of such configuration. Include factors for determining a location's business hours and the types of services offered.**

The primary goal of the Gila/Pinal Workforce Investment Area One-Stop Delivery System is to effectively respond to the needs of the employers, job seekers, and the community. The One-Stop Centers provides services to customers and employers that are unified in its approach and, also, serve to produce quality outcomes. The Gila/Pinal One-Stop System shall provide all customers access to workforce and labor market information in order to make informed decisions, utilize self-help and customer assisted services, and provide access to partner services and resources.

Services to customers shall be unified throughout all One-Stop locations, be tailored to the needs of each individual customer, allows customer choice, and meet the standards required to enter or grow in the local workforce demand occupation areas; and to build employer confidence in the One-Stop System. The Gila/Pinal Workforce Investment Area provides a "Menu of Services" that includes all services to be provided at the local one-stops.

Design and management of the centers and delivery of services will be specific to the needs of customers, and customer satisfaction will be a key measure of accountability and effectiveness. The One-Stop Partners agree to support each other in their respective provision of services and to facilitate joint provision of services consistent with the needs of their respective customers, the program goals of the partner organizations, and laws and regulations governing the programs they operate.

Overview of services includes the following:

- Core services will be available universally and will not require an eligibility determination. All customers, including those with special needs and barrier to employment, will have access to a core set of services at each access point in the One-Stop System. The One-Stop Centers are designed to provide information to make career and labor market decisions. Core services include: eligibility determination; outreach; intake, assessment; job search and placement; labor market information; and follow-up services.

- Individuals unable to obtain employment through core services and employed individuals who need services to obtain or retain employment that leads to self-

sufficiency are eligible for intensive services. The individuals must receive at least one core service. Intensive services include: individual counseling; group counseling; assessment; development of individual employment plan; adult education; pre-vocational services; internships; work experience; work readiness; case management; and supportive services.

- Occupational training services will be provided for adults and dislocated worker who have met eligibility requirements. Occupational training services must provide maximum customer choice in the selection of the training provider. To build a demand-driven system that provides more access to training, the Gila/Pinal Workforce Investment Area will partner with employers and businesses to design specific training programs that address specified skill shortages within the local area.

The one-stop centers will provide: one-stop reception area; flexible hours of operation; Arizona Workforce Connection signage; ADA compliance; and resource room with computer with Internet access, access to copy, fax and printer.

Comprehensive Center
Arizona Workforce Connection
1015 E. Florence Blvd.
Casa Grande, AZ 85222
Hours of Operation: M-F, 8:00 a.m. – 5:00 p.m.

Comprehensive Center
Gila County Division of Health and Community Services
5515 S. Apache Avenue, Suite 200
Globe, Arizona 85501
Hours of Operation: M-F, 8:00 a.m. – 5:00 p.m.

Satellite/Access Point
Arizona Department of Economic Security
112 E. Highway 260
Payson, AZ 85541
Hours of Operation: M-F, 8:00 a.m. – 5:00 p.m.

Empowerment Systems, Inc.
2066 W. Apache Trail, Suite 116
Apache Junction, AZ 85220

City of Coolidge
Coolidge Public Library
160 W. Central Avenue
Coolidge, AZ 85128

2. **Describe any regional workforce development partnerships. Describe the purpose of these partnerships, the roles, goals and objectives along with the activities (such as regional planning, information sharing and/or coordination activities) that will help improve performance.**

The Gila/Pinal Workforce Investment Board, Central Arizona College and the local One-Stop Partners are committed to building a Comprehensive One-Stop Site in Pinal County. Central Arizona College has committed to renovate a 1200 square foot building to serve as the Comprehensive One-Stop Center and establish a skills center on site in conjunction with CAC's GED/ABE/ESL programming. *This One-Stop Center opened in May 2008 at 1015 E. Florence Blvd., Casa Grande.*

Arizona Shared Vision for Youth expanded their project in Gila and Pinal counties. This project targeted foster youth to provide employment and job training opportunities. Youth Service Provider has form a partnership with the Independent Living Program, a program contracting with the State to provide services to this target group.

A partnership with Eastern Arizona College/Gila Community College to provide a Work Readiness Academy for youth in the summer months has been accomplished. All youth will receive pre and post tests for Work Readiness Skills, as wells as a certificate of completion and college credits. Central Arizona College is working closely with WIA to provide a "Ready-Set-Go, program to provide life skills classes to all WIA participants to include certificate of completion and college credits.

A partnership with the Arizona Youth Partnerships, a non-profit agency, has developed a Youth Leadership Academy. The mission of this academy is to keep youth in school, keep you off o drugs and alcohol, reduce teen pregnancies, teen births, sexually transmitted diseases, and create safe, a drug-free community, and healthy environment for children, youth, and families in rural communities and Native American Reservations in Arizona.

The Gila/Pinal Workforce Investment Area recently supported the regional collaborative efforts of the Central Arizona Partnership for Regional Innovation (CAPRI) under the WIRED initiative. The WIRED initiative was between the City of Phoenix Community and Economic Development Department, Maricopa Workforce Connection and the Gila/Pinal Workforce Investment Board. The WIRED Proposal included: 1) support the Bio-Industry, Healthcare, and Advanced/Hi-tech Manufacturing sectors by developing career lattices from entry level to senior level positions, 2) institute a pipeline of qualified workers by implementing customized training, and 3) provide skills training to incumbent workers and unemployed workers, especially mature workers and recently separated veterans and those affected by the Base Realignment Commission project.

SECTION V

SERVICE DELIVERY

Delivery System

1. **Provide a description of the service delivery network; include the services provided by each partner agency.**

   The Gila/Pinal Workforce Investment Area through the One-Stop System shall provide a full range of services through designated one-stop partners. Services to customers and employers shall be unified in its approach and, also, serve to produce quality outcomes to both groups in the workforce development experience. The One-Stop Centers shall provide all customers' access to workforce and labor market information in order to make informed decisions, utilize self-help and customer assisted services and provide access to partner services and resources.

   The One-Stop System provides direct access to core services by different partners and linkages to intensive and training services. Customers can access local labor market information—making informed choices as they prepare for a first job, change careers or transition into new areas.

   Core, Intensive and Training services are provided through Comprehensive One Stop Centers or through other affiliated sites or specialized centers. Core services can be a self-service or staff assisted service, intensive services are provided to individuals unable to find work through core services, and training services are available to employed and unemployed adult and dislocated workers who have met the eligibility criteria for intensive services, who have received one intensive service and who are unable to obtain or retain employment through those services.

   Services to employers shall offer unified general services throughout out all One-Stop locations; meet the individual employer needs; provide assistance from knowledgeable staff, provide labor market information; and provide access to partner services and resources.

   The services provided by one-stop partners include:

   - WIB Title 1B: services for adults, youth, dislocated workers, rapid response and services to businesses. Services include orientation, workshops, assessment, job search, recruitment assistance, job fairs, training, and labor market information.
   - DES Employment Services, TAA, Unemployment Insurance, Migrant and Seasonal Farm Worker: Access to unemployment insurance, job referrals, labor market information, job search workshops, job matching, applicant recruitment, job fairs.
   - DES Veterans Services – Career counseling, job placement, assessment, labor market information.

- DES Vocational Rehabilitation – assessment, occupational skills training, counseling, support groups, and coordinating resources for the individuals.
- Title V Senior Community Service Employment Program –Title V program, authorized under the Older Americans Act, provides subsidized, part-time community service training opportunities to eligible low-income persons age 55 and over.
- Post Secondary – participants are referred to local community colleges for post secondary education.
- Manpower – Provides temporary and contract employment
- Native American Programs – Information and referrals to appropriate agencies.
- Adult Education – Individuals are referred to local literacy programs.
- Community Action Programs – Provides emergency utility assistance and eviction prevention assistance.
- Section 8 Housing Assistance – Provides Section 8 Housing Assistance to voucher holders.
- Job Corp – Individuals are referred to Job Corp as appropriate.

Dislocated Worker services are administered by the Gila County Reemployment and Pre-layoff Assistance Center (REPAC) Consortium. *Adult services are administered by Central Arizona Association of Governments (CAAG). Central Arizona College was selected under the Request for Proposal process to administer Youth services.* Core, intensive and training services are provided through Comprehensive One Stop Centers or through affiliated sites within the consortium geographic areas. Services are available to all dislocated workers, adult, youth, and include coordination with other WIA partner agencies.

2. Describe overarching service delivery strategies, including the following:

a) The strategy for seamless service delivery including: transition between core, intensive and training services and referral to partner services for both businesses and individual customers.

The Gila/Pinal Workforce Investment Area's strategy for a seamless delivery system begins with effective partnerships and communications with WIA and Non-WIA partners. Job seekers through a Comprehensive One Stop Center may access self-assisted services; all job seekers are required to complete a VOS Registration. Job seekers may self-register or receive staff assistance with the registration process. They may begin to utilize resources immediately or sign up for group orientation and workshops. Job seekers are provided a menu of services available through accessing the Comprehensive One-Stop Center.

Job seekers at time of registration may be referred to a WIA or non-WIA partner. All job seekers accessing services funded by WIA Title IB monies will be assigned to a Career and Employment Specialist (CES)/Case Manager (CM) to begin the enrollment process by enrolling in a core service. The CES/CM will administer an initial assessment to determine if individual would benefit from WIA programs.

Once this determination is made, the CES/CM will schedule the individual for the initial intake and eligibility. Intensive services are available to eligible adult and dislocated workers who have completed at least one core service and are unable to obtain employment through core services and determined in need of additional services to obtain or retain employment leading to self-sufficiency.

Customers who meet the eligibility requirements and are in need of training must complete other activities that help assess areas of interest and selection of a training program and provider. Once a decision has been made as to the training program, a request for training is submitted with required documentation for approval to WIA Program Manager. If training is approved, an Individual Training Account (ITA) is completed and forwarded to the eligible training provider authorizing individual to begin training. Long-term and short-term training is offered to individuals and is determined on a case by case basis.

Employers can access a menu of services through accessing the Comprehensive One Stop Center. Services may include posting of job openings, labor market information, and recruitment of prospective employees by searching through resumes posted in VOS or can request staff initiated job candidate referrals. Workshops and assistance with applicant recruitment and screening are available at no cost to the employer.

Customers will have choices in the mechanisms through which to access services and in the services themselves, based on their individual needs and preferences. Customers will have access to a multitude of career, skill, employment and training information to obtain the services and skills they need to enhance their employment opportunities.

Services to employers shall offer unified general services throughout out all One-Stop locations; meet the individual employer needs; meet the needs of the community; provide knowledgeable staff, provide labor market information; and to provide access to partner services and resources.

b) The type and availability of training and employment activities and supportive services available in the Local area. Include a description of how these were assessed/determined.

The Gila/Pinal Workforce Investment Area utilizes labor market information obtained from the DES Research and Administration to ensure that education and training opportunities meet the demands of businesses and their needs. The Gila/Pinal Workforce Investment Area has identified specific high growth and high demand jobs to target for skills training and employment to Healthcare, Construction, Mining, Government, Retail Services and Correctional Officers.

The Gila/Pinal WIA will partner with employers and businesses to design specific training programs that identify specified skill shortages within the local area. The

local area will establish methods to collaborate and entice new businesses and existing businesses to provide On-The-Job Training (OJT) or Customized Training through the One Stop System. Due to the rapid growth in Pinal County, the LWIB is continuously working to partner with high growth industries.

Training services, except On-the-Job Training and Customized, must be provided through certified eligible providers utilizing the ITA System to maximize customer choice. The mode of delivering training services must provide maximum customer choice in the selection of the training provider. Training must be linked to demand occupations.

To better assess skill gaps, the Gila/Pinal Workforce Investment Area will conduct workforce needs assessments and skills gap analysis to better target the skill gaps. Once the assessments are complete, staff will form working groups with post-secondary education and businesses to identify those skill gaps and provide customer access to quality education and training tailored to their individual learning and workplace needs.

All WIA participants will be provided supportive services as needed and shall be documented during assessment on the Individual Service Strategy or Individual Employment Plan. Supportive services will be provided depending on availability of funds. Supportive services include but are not limited to: transportation, daycare, work related tools, clothing, utilities, shelter, and rental assistance.

c) **Describe the coordination of Arizona Workforce Connection partner services Include a copy of the Memorandum of Understanding (Appendix G) between the LWIB and each partner in the local workforce investment system, as required in WIA Section 118(b)(2)(B).**

The Gila/Pinal Workforce Investment Board One-Stop Committee meets monthly to coordinate activities between the one-stop partners and to ensure all core services are available in the One-Stops. The One-Stop Committee is composed of one-stop partners and interested WIB members. This committee's duties include the oversight of all the One-Stops in the Gila/Pinal Workforce Investment Area.

Adults and Dislocated Workers

Describe any plans for transferring of funds between the Adult and Dislocated Worker programs. If planned, include the circumstances applicable to a transfer request, the measures to assure no loss of service to the original program population, and the expected impact on program performance.

In Fiscal Year 2012, the Dislocated Worker Program transferred $300,000 to the Tribal Adult Program and to Gila/Pinal Adult Program. The transfer did not impact services to the dislocated worker program and services will continue through the One-Stop Centers. No change

in performance outcomes for the dislocated worker program as REPAC has always met or exceeded all dislocated worker measures.

Effective October 1, 2013, the Gila County Re-Employment Pre-Layoff Assistance Center (REPAC) no longer serves as the Dislocated Worker Operator for the Nineteen Tribal Nations. REPAC is the dislocated worker program operator for the Gila and Pinal Counties.

Core Services

Describe how the LWIB ensures adults and dislocated workers have universal access to the minimum required core services. Describe how partner services are integrated to avoid duplication of core services.

The One-Stop System provides an integrated approach to the provision of services. Through the enhanced coordination and linkages between One-Stop Partners, information on adult and dislocated worker program services is made accessible to customers in Gila and Pinal Counties One-Stop.

The One-Stop System principles are universal access, empowering individuals, streamlining services, State and local flexibility, increased accountability, strong role for LWIB and private sector, and improved youth programs. The One-Stop System can provide a map to services available, coordinate services to develop skills of job seekers, enable employer needs to be voiced and communicated.

Core services will be available universally and will not require an eligibility determination. The core services applicable to any One-Stop Partner program include the following:

- Eligibility determination for available funding sources;
- outreach, intake (which may include worker profiling), and orientation to the information and other services available through the One-Stop System;
- initial assessment of skill levels, aptitudes, abilities, and supportive needs;
- job search and placement assistance, and where appropriate, career counseling;
- information on employment statistics and job information;
- performance information on eligible providers of training services;
- information on local area performance;
- information to assist in filing UI claims;
- assistance in establishing eligibility of financial assistance for training and education programs; and,
- follow-up services, including counseling, for individuals placed into unsubsidized employment for at least 12 months following placement.

All customers, including those with special needs and barriers to employment, will have access to a core set of services at each access point in the One-Stop System, designed to provide information to make career and labor market decisions. Core and intensive services will be made available at multiple locations. Training and support services will be accessed through initiating transactions at these access points

Intensive Services

1. **Describe measures taken to ensure intensive services are provided to adults and dislocated workers who meet the criteria in WIA Section 134(d)(3)(A).**

   Individuals unable to obtain employment through core services and employed individuals who need services to obtain or retain employment which leads to self-sufficiency are eligible for WIA Intensive Services. The individuals must receive at least one core service.

   Intensive services will be provided to those WIA adults and dislocated workers who have been determined by staff to be in need of more intensive services, in order to obtain and retain employment that leads to self-sufficiency.

   WIA Intensive services include:
   - individual counseling;
   - group counseling;
   - comprehensive assessment;
   - development of individual employment plan
   - adult education;
   - pre-vocational services;
   - internships;
   - work experience;
   - work readiness;
   - case management; and
   - supportive services.

   Intensive services for adults and dislocated workers will be delivered in Gila and Pinal through the designated One-Stop Operators.

2. **Describe your local co-enrollment process between WIA dislocated worker program and TAA.**

   Collaboration efforts between the REPAC Consortium Dislocated Worker Program and the Trade Adjustment Act (TAA) will be made to foster program communications, increase awareness and integrate service delivery for our mutual participants.

   Guidelines were developed jointly by REPAC and TAA to ensure the availability of services to individuals affected by a layoff due to foreign competition. REPAC determines eligibility in the WIA Dislocated Worker Program and TAA eligibility by information received from the participant or by accessing the website **www.doleta.gov/tradeact/** to verify employer has filed a petition and company has been certified. WIA dollars will be utilized first for participant, unless otherwise agreed to by both partners. REPAC C&E Specialist will contact TAA career counselors to discuss participant's employment plan. Services will be coordinated between WIA and TAA to avoid duplication of service from both funding streams.

Communication between REPAC C&E Specialist and TAA career counselors will be ongoing to leverage services. Upon successful completion of program, a Status at Exit form will be completed by REPAC C&E Specialist and copy mailed to TAA career counselor.

3. **Describe local policies regarding self-sufficiency, including the process for establishing, monitoring compliance with and updating policy. Identify the local self-sufficiency standards approved by the LWIB for employed adults and dislocated workers as a percentage of the Lower Living Standard Income Level (LLSIL). Describe how your LWIB ensures the self-sufficiency level in your area is reflective of the current labor market information available.**

   The Gila/Pinal Workforce Investment Board policy for determining self-sufficiency can be defined as 125% of poverty level for adults and 150% of poverty level for dislocated worker programs. The Gila/Pinal Workforce Investment Board staff reviews and analyzes data with respect to the self-sufficiency levels and recommendations are then forwarded to the WIB. Self-sufficiency is reviewed for compliance through the eligibility process.

Training Services – Adult and Dislocated Worker

1. **Describe local Individual Training Account (ITA) policy, including the current threshold for each ITA. Include procedures to ensure that exceptions to the use of ITAs, if any, are justified. Describe measures to leverage resource to provide increased access to training opportunities.**

   WIA funding for training is limited to participants who:
   - are unable to obtain grant assistance from other sources to pay the cost of the training; or
   - require assistance beyond what is available under grant assistance from other sources to pay the costs of such training.

   Service Providers must coordinate training funds available and must consider the availability of Pell Grants and other sources of grants to pay for training costs, so that WIA funds supplement other sources of training grants.

   The One-Stop System is the basic delivery system for adult and dislocated worker services. Through the One-Stop Systems, adults and dislocated workers in need of training will be provided an Individual Training Account and access to lists of eligible providers of training. The mode of delivering training services must provide maximum customer choice in the selection of the training provider.

   Individual Training Accounts allow customers to choose the provider of training service based on the specific information listed by the provider. Each One-Stop office must make available to customers the State List of Eligible Providers through the ArizonaHeat.

The amount of the Individual Training Account shall not exceed $4,300. Funding depends on the needs of the participants; however, funding, also, depends on the amount allocated for each participant. Length of training will be determined by WIA staff on a case by case basis. Upon receipt of funding allocations, the LWIB may establish limits on ITA's such as limitations on the dollar amount and/or durations. Training services shall be directly linked to occupations that are in-demand in the local area, or in another area to which an adult or dislocated worker receiving such services is willing to relocate.

2. **Describe how the Eligible Training Provider System is used to provide improvement of education and training opportunities in response to the needs of business and industry. Include the policies and procedures to determine eligibility of training providers, and processes to update or revise system information.**

The Gila/Pinal Workforce Investment Area follows the statewide process to identify and approve eligible training providers utilizing the Department of Education website ArizonaHeat. The types of training providers eligible for this list include, but are not exclusive to Post-Secondary Educational Institutions, Vocational Education Institutions, and Community-based Organizations who provide occupational training and Apprenticeship Programs through an application and approval process.

To be eligible to receive training funds, all training providers must submit applications online to the local boards in which they wish to provide services. The application must describe each program of training services to be offered.

The local board takes into consideration:

- The specific economic, geographic and demographic factors in the local area; and
- The characteristics of the population served by programs seeking eligibility, including the demonstrated difficulties in serving these populations;
- The ability of the training provider to provide training services;
- Cost effectiveness, and
- Gila/Pinal Demand Occupation List.

If provider application is approved by the LWIB, the application is submitted electronically to Department of Education. The LWIB shall determine, during the subsequent eligibility determination process, whether a provider's programs meet performance levels. If the program fails to meet levels, the program must be removed from the list.

Service to Specific Populations

Describe the local strategies to ensure availability of services and training to meet the needs of the following:

Dislocated Workers	Displaced Homemakers	Low-Income Individuals	Migrant Workers	Women and Minorities
Individual training for non-	Veterans	Public Assistance	Individuals with multiple barriers	Older Individuals

traditional employment		Recipients		
Persons w/limited English Proficiency	Persons with Disabilities	Ex-Offenders	TAA	Dropouts, High School Graduates with low functional levels

All One-Stop customers which include all of the above will receive universal access to core services without targeting anyone group. They will have access through a three-tiered service delivery system. A full array of information, including job applicant services, workforce information, employer services, and tax credit and other information, will be provided. Universal access to core services is available to all job seekers regardless of their employment status, income, education, or skill levels thus ensuring universal access.

- Dislocated Workers - Dislocated Worker program will be provided REPAC in Gila and Pinal Counties. Staff is located at the One-Stop Centers in both counties. Services to be provided to dislocated workers are core, intensive, and training. Training services must provide maximum customer choice. Also, the Rapid Response Team coordinates with the One-Stop Centers, Employment Services, Unemployment Insurance, TAA, and other partners to provide on-site presentation to the affected works to provide information on available services.
- Displaced Homemakers – Coordination between the One-Stop Operators, ADES Employment Services, ADES Family Assistance Administration, TANF Program, and local community based organizations will ensure qualified and appropriate referrals of the most-in-need clients.
- Low-Income Individuals – Low-income individual is identified by the local area as a "Local Priority of Service". Priority will be given to these individuals in providing intensive services. Low income is calculated by using the Lower Living Standard Income Level (LLSIL). The services may include the development of an employment plan, referral for supportive services, counseling, job referral and employment placement.
- Migrant Workers – Migrant Workers services are provided by ADES Employment Services in the One-Stop Centers.
- Women and Minorities – Women and minorities will be treated as stated in the Gila/Pinal EEO Policy. Core, intensive, and training shall be provided in the One-Stop Centers to and all individuals who qualified under WIA.
- Individual training for non-traditional employment – All training shall be provided through certified training providers utilizing the ITAs to maximum customer choice. The One-Stop staff shall support individuals in whatever employment they wish to enter.
- Veterans – The One-Stop Operators shall coordinate with the local ADES Employment Services to provide services to all veterans qualified in the Job for Veterans Act and provide training to staff on veteran services. Services will be provided to veterans and covered spouses. Staff will ensure veterans are provided "priority of service" which is defined as giving priority over non-veterans for the receipt of employment, training, and placement services.
- Public Assistance Recipients – One-Stop staff will coordinate with local agencies to determine the "most-in-need" and who can benefit from the program. Public Assistance

Recipients is identified by the local area as a "Local Priority of Service". The One-Stop staff will serves low-income, public assistance and other individuals for whom WIA services who are the "most-in-need".

- Individuals with multiple barriers – One-Stop staff are properly trained to provide referrals to one-stop partners and other agencies to provide the services required helping individuals with multiple barriers. Individuals with multiple barriers will have access to core services which orientation which explains partner services, community programs, and the appropriate eligibility criteria to make informed referrals.
- Older Individuals – One-Stop staff will provide referrals to the Senior Community Service Employment Program (SCSEP). The SCSEP provides unemployed low-income older adults (55+) employment opportunities with varies agencies and employers. SCSEP staff will be available at the One-Stop Centers to provide services.
- Persons w/limited English proficiency – The One-Stop Centers provide individual referrals to other agencies that can meet the needs of the individual. Individuals can also access software and programs in the One-Stop Resource Room.
- Persons with disabilities – A One-Stop Navigator will provide technical assistance and consultation regarding community resources and programs to assist individuals with disabilities who are seeking employment. One-Stop Partners will provide referrals to the Navigator for those in need of the services.
- Ex-Offenders - Each One-Stop Site has received the Inmate Employment Information Packet that Department of Commerce has published. This packet will guide the One-Stop staff in providing information to eligible inmates for employment and training related services under WIA. WIA can provide the skills, knowledge and training necessary to gain long-term employment.
- TAA – One-Stop Operators will work closely with ADES Employment Services to co-enroll participants who are eligible for the TAA Program.
- Dropouts – One-Stop sites coordinates with local educational agencies in order to work with youth before they drop out of school. Staff is trained in all resources that are available to these individuals. GED training is also provided on-line in the One-Stop Resource Room.
- High School graduates with low-functional levels – Each youth prior to enrolling completes an assessment in basic skills to determine if the youth is basic skills deficient. If basic skills deficient, it is mandatory to be enrolled in a basic skills class. High School graduates who come into the One-Stop can use the One-Stop Centers to access programs to increase their functional levels or to find resources necessary to assist the individual.

Staff shall be cross-trained to identify and provide core services to all customers. Individuals unable to obtain employment through core services are referred to intensive services and training services.

The LWIB established a process that gives priority for services to the recipients of public assistance, other low income individuals and those who meet the eligibility requirements of a dislocated worker or displaced homemaker. This will ensure a comprehensive approach to meeting the customers' employment and support needs.

Priority of Service

1. **Describe criteria to determine whether funds allocated for employment and training activities are limited and the process by which the Arizona Workforce Connection Operator will apply priority of service.**

   The Gila/Pinal WIB established a process that gives priority of services to the recipient of public assistance, low-income individuals and who meet the eligibility requirements of WIA. In order to identify those individuals who are eligible for and in need of intensive and training services, outreach and recruitment will be conducted at the One-Stop Centers.

   A determination of 'Priority of Service" recipient is an automatically moved into intensive services. Low income is calculated by using the Lower Living Standard Income Level (LLSIL) 70% 2007 figures. Public Assistance information is provided to the One-Stop staff by ADES FAA Administration for eligibility under the "Priority of Service".

   The main factor of the availability of WIA funds are for direct and training services for those customers who require and are determined in need of such services to achieve employment goals. The customers who are determined to be the "most-in-need" and who can benefit from the program will be selected for services. Availability of funds determines the amount of training dollars an individual may receive.

   Since funds are limited, these individuals have priority for intensive and training services and referral can made to other partner programs or other community organizations.

2. **Describe the LWIB's policies and procedures for priority of services for Arizona Workforce Connection Operators. Identify the priority groups established for Title 1B adult and dislocated worker services within you local area.**

   The LWIB established a process that gives priority for services to the recipients of public assistance, other low income individuals and those who meet the eligibility requirements of a dislocated worker or displaced homemaker. In order to identify those individuals who are eligible for and in need of intensive and training services, outreach and recruitment will be conducted by staff at the local One-Stop Center.

   Special coordination will be required between the One-Stop Operators and ADES Job Service, ADES Family Assistance Administration, ADES Rehabilitation Services Administration, and local community based organizations to ensure an adequate flow of qualified and appropriate referrals of the most-in-need client. Utilizing the inter-agency communications system established through the local "network" agencies, providers will coordinate the referral of eligible participants to the local One-Stop Centers.

   For adult services, the most-in-need include public assistance recipients, high school dropouts, single parents, and homeless.

For dislocated worker program, occupational and On-the-Job Training funds will be expended for customers in the following priority: high school dropout; high school graduate and above, excluding college graduates.

3. **Describe local strategies to ensure Jobs for Veterans Priority Compliance.**

The One-Stop Operators shall coordinate with the local DES Job Services to provide services to all veterans and spouses who qualify in the Job for Veterans Act and to train staff on policies.

The One-Stop Operators must provide the following to Veterans under the priority of service to veterans under the Jobs for Veteran Act:

- provide information and priority of service to Veterans (and covered spouses) regarding benefits and services that may be obtained through service providers or other organizations;
- ensure that each veteran (and covered spouse) who applies to or who is assisted by the program is informed of the employment-related rights and benefits to which veterans are entitled to under this act: and
- coordinate employment, training, and placement services for veterans and covered spouse with services provided under WIA and Wagner-Peyser Act.

Rapid Response (RR)

1. **Identify the local area's Rapid Response team and their roles and functions. Identify your local Rapid Response policies, including the minimum threshold number of affected workers your LWIB has approved for Rapid Response services to be provided to a company experiencing a layoff, reduction in force or closures.**

It REPAC Consortium Policy to provide Rapid Response Services to assist employers, employees and communities that are facing a plant closure, mass layoff, or a substantial layoff due to business curtailment created by foreign competition or economic slowdown.

REPAC is the lead agency for Rapid Response services and makes initial contact with the employer to initiate the process. An affected company is contacted within 48 hours of receipt of notification of a layoff or plant closure.

REPAC Consortium provides Rapid Response for Gila and Pinal Counties. At a minimum, REPAC Consortium Rapid Response Team consists of REPAC, DES Employment Services, and Unemployment Insurance. Dependent upon the nature of the layoff and requests from the employer, others may participate. Rapid Response activities may include a representative from the Veteran's Administration, DES Trade Adjustment Act, One-Stop Career Center, Union or other social service agencies.

Rapid Response services will be conducted when there is notice of an impending plant closure, or a substantial layoff. A substantial layoff must affect more than 10% of the workforce with a minimum of 10 employees.

2. **Provide a general project description of services to those affected by a mass lay off; include any overarching strategies and funding.**

When a plant closure or mass layoff cannot be averted, the Rapid Response team can help plan an effective and efficient layoff to help minimize lost productivity. The Team will contact the company representative in order to explain Rapid Response services that are available.

The REPAC Rapid Response Team is notified of a reduction in force by the Worker Adjustment and Retraining Notification (WARN) submitted by the employer to the state, news media, employer contact, or word-of-mouth. The affected company is contacted within 48 hours of receipts of notification.

After initial contact, the employer will determine the Rapid Response services that are necessary. The Rapid Response Team secures and coordinates all the request services to be delivered. Generally, services are offered on-site but can also be arranged off-site.

REPAC Consortium will respond to employers confirmed to be in need of assistance and provide them with informational services, define the employer's role and obligations prior to provision of services, identify services required and the number to be served.

The Rapid Response Team coordinates with the local One-Stop Career Center, DES Employment Services, Unemployment Insurance, and other WIA Partners as determined. The Rapid Response team will recognize participating agencies and their roles in the pre-layoff activity, establish an agenda, identify the dates(s) for the activity and confirm with the affected employer.

REPAC Rapid Response Team will meet with local "network" agencies to inform them of the scope of layoff or closure and discuss the services to be provided. The team will identify local organizations that can provide assistance in a pre-layoff situation. The team will identify agencies that will participate in the pre-layoff activity, identify their role, establish an agenda, identify the date(s) for the activity and confirm with the affected employer.

The on-site presentation to the affected workers includes information from the recognized WIA partners and services available through the Dislocated Worker Program. Additional services offered can include: workshops on job search, techniques, interviewing, resume writing, and career and job fairs.

Follow-up with the Employer will be provided to assure that services provided were successful.

Youth

1. **Describe the strategy to ensure eligible youth have the opportunity to develop and achieve career goals through education and workforce training. Include discussion regarding youth most in need, such as: out-of-school youth, homeless youth, youth in and aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farm worker youth, and other at-risk youth.**

   The Gila/Pinal Workforce Investment Board is committed to helping economically disadvantaged youth ages 14 through 21 achieve and complete high school, access jobs and higher education opportunities and gain the skills needed to progress in well-paying careers. The WIB is also dedicated to providing youth development services for older youth who have graduated from high school who are skills deficient, unemployed or underemployed. The WIB seeks partnerships with organizations and agencies that can demonstrate a measurable impact on youth by building a network that helps Gila/Pinal youth succeed in school, at work, and as members and leaders of their communities.

   Youth development principles are woven throughout the Workforce Investment Act and guide the WIB's approach to administering WIA youth programs. Youth Providers shall incorporate youth development strategies and principles into programs that support high school completion, skill acquisition, gainful employment and productive citizenship for young people.

   Youth Providers shall identify effective approaches to providing comprehensive services that include collaborations and partnerships among youth services agencies and relevant partners. Effective partnerships and collaborations include strategies that link community colleges and other vocational training programs to businesses and industry partners to prepare and place youth in career path programs.

   Since all youth served with WIA funds have barriers, they will have special needs. Joint collaboration with other youth providers in the community is imperative. This, in conjunction with adequate funds for supportive services/special needs of participants, and quality case management, should result in successful outcomes.

   Stronger partnership is needed to engage and retain "hard-to-serve-youth. Partnerships with all youth agencies need to be cultivated to provide all youth the potential to become self-sufficient.

   The following barriers need to be addressed:
   - Individuals who are school dropouts;
   - individuals who are basic skills deficient;
   - individuals with education attainment that is one or more grade levels below the grade level appropriate to the age of the individuals;
   - individuals who are pregnant or parenting;
   - individuals with disabilities, including learning disabilities;
   - individuals who are homeless or runaway youth; and

- individuals who are offenders.

Youth Providers shall provide comprehensive services which:

- Improve academic achievement for youth, including youth who are basic skills deficient.
- Prepare youth for success in employment (work-readiness).
- Expose youth to careers in identified industry clusters and foster awareness of career pathway opportunities (e.g. workshops, guest speakers, job shadowing, tours, vocational training and referrals, and other related activities).
- Provide youth with relevant work experience/internship opportunities.
- Provide youth with skills necessary to job search and assistance with job placement; and
- Ensure necessary supportive services for youth to achieve successful outcomes.

2. **Describe local efforts to promote collaboration between the public workforce system, education, human services, juvenile justice, and others to better serve youth that are most in need and have significant barriers to employment. Additionally, describe local efforts to successfully connect youth to the education and training opportunities that lead to successful employment.**

The Gila/Pinal Workforce Investment Area will emphasize coordination and communication with local educational agencies, juvenile justice, human services, and other youth agencies. Partnering with local agencies will develop productive working relationships to achieve shared objectives. These partnerships must continue to strengthen relationships to serve youth in both counties.

The following strategies are intended to guide the Gila/Pinal Workforce Investment Board activities in providing youth services:

- The LWIB ensures that WIA services provide youth participants with appropriate tools to become economically and personally self-sufficient.
- The LWIB ensures to direct resources to areas where existing resources are inadequate to meet the needs, and to prioritize critical services and areas where the gaps between existing resources and service needs are greatest.
- The LWIB has the responsibility to ensure that the LWIA meets the performance standards required for youth under the law and defined by the State.
- The LWIB recognizes the need for workforce development services throughout Gila and Pinal Counties.
- The LWIB intends that WIA services be linked with economic development initiatives and plans developed by local business, governments, and educational entities, as well as directed towards the needs of the youth participants.
- Services provided by WIA funds will be linked with current youth programs. The LWIB does not intend to duplicate services that are already available within the community and intends to encourage collaboration among youth service providers.

3. **Describe the strategy to provide initial intake, objective assessment, case management, individual service strategies and eligibility assessment for youth.**

Applicants must meet specific eligibility criteria to be registered and receive services from a WIA Youth Program. Before the start of the eligibility screening, it must be determined that the applicant is a citizen or resident alien with a right to work status, and males, 18 to 21 years of age, must be registered with Selective Service. The applicant's status (age, barrier, school status) does not change throughout his/her participation. The applicant is considered a WIA youth participant at the first WIA funded activity, which is always Objective Assessment. Eligibility is tracked and verified utilizing the Virtual One-Stop (VOS) System and participant's case file.

Orientation to the program will be conducted individually or in groups and will consist of an overview of the enrollment process, assessments, training programs, attendance requirements while in training, and information regarding financial aid and support services. Not everyone is enrolled in the program; however, alternatives will be explored with each orientation attendee. If the youth is not enrolled at this time, a referral will be made for youth we are not going to serve.

After eligibility is determined, enrollment into the youth program is accomplished by creating an activity in the Virtual One-Stop System. The youth provider must begin the first activity (objective assessment) within 45 days of the eligibility date. The official participation date is the date of the first WIA funded activity/service.

Active participant engagement leads to positive outcomes. In addition, specific program elements have direct impacts on WIA outcome measures. Thorough assessment of each individual's needs will increase successful program outcomes. Tracking youth participation will help manage the process of keeping participant on track for completion of short-term skill attainment goals and preparation to move into long-term employment, education, or training.

Objective Assessment – a comprehensive assessment of skill levels and activity/service needs including diagnostic testing or other assessment tools, and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals

The youth provider and the participant are to develop an Individual Service Strategy which identifies employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to reach the goals. The ISS should be based on the objective assessment and should reflect the expressed interests and needs of the participant. The goals identified must be mutually agreed upon between the youth provider and the participant to ensure positive performance.

Individual Service Strategies should be developed to include career, educational, and developmental goals, both short-term and long-term. ISS goals and strategies should be updated as short-term goals are achieved or the youth's needs change. Career goals for younger youth are age appropriate and may identify a career interest that can be

developed into a career goal. Goals may change as a youth ages and interests broaden as a result of participation in workforce development activities, and must be reflected in ISS revision and documented in VOS case notes.

Skill attainment goals should be established for all younger in-school and out-of-school youth needing basic skills, work readiness skills and/or occupational skills training, which is determined by objective assessment, presumptive need and TABE.

The ISS is the basis for the entire case management strategy. The ISS shall be developed in partnership (mutually agreed) with the participant and reflect the needs indicated by the objective assessment and the expressed interests and desires of the participant. The ISS is the framework for justifying decisions concerning the appropriate service mix and sequence of services.

The Workforce Investment Act adheres to a case management approach to service delivery. Integral to this approach is the maintenance of comprehensive services for each program participant. Case notes are one of the comprehensive tools that document the participant's journey throughout the duration of the program.

Case notes are used as a tool to help youth program service providers organize and analyze the information gathered on participants and to plan case management strategies. Recording case notes is critical because it weaves each service element into a comprehensive service plan. Youth providers shall utilize case notes to document the decisions and service strategies that determine the assessment, planning resources, support services, and follow up that are designed to move participants to self-sufficiency.

4. **Describe the design framework for youth programs that includes the following components.**

- **Preparing youth for post-secondary education:**
  Post-secondary education will be provided to eligible and may be referred to certified training providers to provide post-secondary education to overcome barriers to employment. Post-secondary training may be for a specific occupation related to the local labor market demand or according to the needs identified by local employers. Training leads to a credential in the field of study (certificate or degree). High demand and industry cluster occupations must be reviewed and explored with participating youth. Career path programs will be utilize for all post-secondary training when appropriate.
- **Connecting academic and occupational learning;**
  Basic Education Skills is provided to youth to prepare for post-secondary education. Youth who are basic skills deficient are mandated to increase their basic skills prior to enrolling in occupation learning training. Connecting youth to academic and occupational learning clearly emphasizes the development of skills, knowledge, and competencies that lead to jobs and careers. Key strategies include linkages to apprenticeships, community colleges and employers;

transition services; and how participants will gain academic credit and skill credentials.

- **Preparing youth for unsubsidized employment opportunities; and**
  All youth will be provided work readiness training to gain exposure to the world of work and its requirements. Youth providers shall develop work experiences that help youth acquire the personal attributes, knowledge, and skills needed to obtain a job and advance in employment. Work Experiences can provide the youth with opportunities for career exploration and skill development not exclusively to benefit the employer and shall focus around high demand occupations and industry cluster.
- **Connecting youth to the business community through intermediary entities.**
  The Gila/Pinal WIB requires youth providers to provide collaboration/partnerships with a description of how the specific types of services will be provided to enhance the delivery of service to youth and how these services relate to the outcome of the service delivery. Involving the local community means developing formal and meaningful partnerships among educational institutions, employers, community-based organizations, private sector employers, and/or other organizations and members of the community interested in youth. Youth providers are encouraged to access resource from these partnerships and use them in the program to provide quality youth opportunities.

The Gila/Pinal Workforce Investment Area secures youth services through a competitive bidding process in accordance with applicable laws and regulations. *Central Arizona College has provided youth services in Gila and Pinal counties since July 1, 2012.*

Program design includes: objective assessment, individual service strategies, services that prepare youth for post secondary educational opportunities, link academic and occupational learning, prepare youth for employment, and provide connection to intermediary organizations linked to the job market and employers.

5. Describe strategies to incorporate the required youth program elements within the design framework. Elements to include are:

In the Youth Request for Proposals process, priority is given to those proposals that identify effective approaches to providing comprehensive services which include collaborations and partnerships among youth services agencies and relevant partners. Bidders can bid on one or a group of elements.

Organizations responding to the youth request for proposal must propose and be able to provide comprehensive services that include the following:

- Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies -- If the services needed are unavailable by current programs, new and expanded services may be expanded through the One-Stop Center.

- Alternative secondary school, as appropriate -- Out-of-school youth will be enrolled in existing literacy programs and also may be referred to a Charter School. Instruction may be provided in conjunction with occupational skills training, so that academic skills are taught in relation to hands-on activities.

- Summer employment opportunities directly linked to academic and occupational learning -- The summer youth element is not a stand-alone program. Other elements may be provided, as appropriate to serve the needs and goals of the participants. Youth who are enrolled in the summer youth component will continue with the program throughout the year.

- Paid and unpaid work experiences, including internships and job shadowing, as appropriate -- Work experiences are a planned, structured learning experience that may take place in the workplace for a limited time period.

- Occupational Skill Training -- Eligible youth may be referred to certified training providers to provide vocational training, basic education and post secondary education to overcome barriers to employment.

- Leadership Development Opportunities -- May include such activities as positive social behavior and soft skills, decision making, and team work.

- Supportive Service -- Supportive services will be provided to those in need of service. Case Managers will assist participants in obtaining services based on the ISS. Supportive services for youth as defined in WIA Section 101(46) may include the following: linkages to community services; assistance with transportation; assistance with child care and dependent care; assistance with housing; referrals to medical services; and assistance with uniforms or other appropriate work attire and work-related tools, including such items as eye glasses and protective eye gear. (WIA Section 129 (c) (2) (G).) (Provided to 14 – 21 years)

- Adult Mentoring -- Youth will be linked with other agencies with volunteers who act as mentors for youth.

- Follow-up services -- Follow-up services may include: leadership development and supportive services; regular contact with a youth participant's employer, including assistance in addressing work-related problems that arise; assistance in securing better paying jobs, career development and further education; work-related peer support groups; adult mentoring; and tracking the progress of youth in employment and training. All youth participants must receive some form of follow-up services for a minimum duration of 12 months. The types of services provided and the duration of services must be determined based on the needs of the individual.

- Comprehensive guidance and counseling, including drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth -- Case Managers will interview eligible youth and refer to programs that will assist them for these services. Referrals will be based on need. (Provided to 14 – 21 years)

6. **Identify the additional 5% non-economically disadvantaged youth barrier, include the process and criteria used to determine "serious barriers to employment", and the local process to track enrollment of non-economically disadvantaged youth per Workforce Guidance Letter #04-05.**

   The Gila/Pinal Workforce Investment Board acknowledges "not more than 5% of participants" may be individuals who do not meet the minimum income criteria to be considered eligible. Tracking of the 5% enrollments are per Workforce Guidance Letter #04-0.

   The Gila/Pinal Workforce Investment Board has identified "Occupational Skills Deficient" (less than four months full-time, same employer, lack of transferable skills) as the 5% non-economically disadvantage youth barrier. Each youth provider will prepare a monthly youth participation list which identifies all youth under the 5% window of eligibility including carry-overs and exits. Each youth provider will maintain a youth participant list which will be made available during monitoring reviews.

   Since all youth served with WIA funds will have barriers and have special needs, joint collaboration with other youth providers in the community is imperative. This, in conjunction with adequate funds for supportive services/special needs of participants, and quality case management, should result in successful outcomes.

   Stronger partnership is needed to engage and retain "hard-to-serve-youth". Partnerships with all youth agencies need to be cultivated to provide all youth the opportunity to become self-sufficient.

   The following barriers need to be addressed:
   - Individuals who are school dropouts;
   - individuals who are basic skills deficient;
   - individuals with education attainment that is one or more grade levels below the grade level appropriate to the age of the individuals;
   - individuals who are pregnant or parenting;
   - individuals with disabilities, including learning disabilities;
   - individuals who are homeless or runaway youth; and
   - individuals who are offenders.

7. **Identify the local process that is used to track out-of-school youth enrollments and expenditures to meet the 30% out-of-school youth minimum expenditure requirement.**

The Youth Providers track 30% out-of-school youth enrollments through monthly and quarterly reports submitted to the WIB. Youth enrolled are also tracked using the Virtual One-Stop System. Expenditures are submitted monthly by the youth provider in order to review monthly expenditures on out-of-school youth.

8. **Identify the 6% youth barrier(s) for "individuals (including youth with a disability) who require additional assistance to complete an educational program, or to secure and hold employment," as identified by the LWIB.**

Eligibility criteria for youth served under WIA will be based on the following definitions:

- Is not less than 14 and not more than age 21;
- is a low-income individual; and
- is an individual who is one or more of the following:
    1. deficient in basic literacy skills (English, reading, writing or math at or below 8.9 grade level);
    2. a school dropout;
    3. homeless, a runaway, or a foster child;
    4. pregnant or a parent; and
    5. offender.

The LWIB identified the 6th Youth Eligibility Criteria:

6. Occupational skills deficient (less than four months full-time, same employer, lack of transferable skills).

Business Services

1. **Describe the role and responsibilities of your Business Service Representative/Team in your local area. Include active local business partnerships and established collaborations with Employment Service staff, local economic development entities and the community colleges.**

Within the scope of the overall mission of the Gila/Pinal One-Stop System, the Business Service Team is the employment and training information link, which provides workforce solutions that promote stability and growth for the local business community.

The Business Service Team under the guidance of the Gila/Pinal Workforce Investment Board and the One-Stop Committee strives to exceed the goals set forth by the Board. Goals of the Business Service Team include:

- A pre-determined number of business contacts (a contact is the face-to-face meeting with key staff at an area business).
- A pre-determined number of quality business contacts (a quality contact is achieved when an employer agrees to utilize one or more of the services offered by the One-Stop which is then documented in a business service plan for the employer.

- Employer satisfaction shall be measured by a survey administered by the Business Service Team.
- The Business Service Team shall coordinated training services with the Arizona Job Training Program through Arizona Department of Commerce.

The Business Service Team members are comprised of DES Employment Services staff, local economic development entities, WIA adult, dislocated worker, youth programs, community college, TANF, and DES Vocational Rehabilitation.

The Business Service Team are brokers who listen, learn and assess business needs and match employers with appropriate One-Stop services designed to specifically address the employer's need. The Team will thoroughly research all inquires and design a plan for the employer that will incorporate a variety of options or suggestions.

Customer satisfaction is the only acceptable outcome and formal follow-up and personal contact will be completed within 30 days of the initial contact. The guaranteed response time to any employer service request will be within one business day.

The Team will actively recruit new businesses through an assertive outreach campaign. The Team will maintain a high level of community visibility by being involved in area Chamber of Commerce or other business organization events. Active participation in community and business events will create constant exposure of the One-Stop service. Contact will also be maintained with related business and fraternal organizations including government funded economic development groups.

2. **Describe what is being done to place job seekers in positions within Arizona's Industries of Opportunity and outline the specific goals established to increase the number of placements in targeted industries.**

The Business Service Team will market the Arizona Job Training Program and invest in workforce solutions in the Arizona Industries of Opportunity Clusters. The specific goals are as follows:

- Investment of workforce development resources and support for private and public sector partnerships to ensure the development of workers' skills in demand occupation based on industry needs.
- Increase integration of community and technical college efforts with business and the public workforce system activities to meet the skills training needs of high growth industries.
- Increased opportunities for employers to combine on-the-job training and academics, to ensure a pipeline of skilled workers.
- Provide worker with paths to career enhancing opportunities in the Arizona Industries of Opportunity.

The Gila/Pinal Workforce Investment Board is partnering with Eastern Arizona Health Education Center and Empowerment Systems, Inc. to coordinate and identify potential

participants interested in pursuing education in the Governor's Industries of Opportunities clusters of health care field. These partnerships have been established with Allied Health to provide aid for participants in the health care training. Also partnership with Central Arizona College HB1 Grant has been established to provide training in the health care field. At the completion of training, participants are placed in positions available in the community through the partnership with the health care industry. Healthcare has become one of the priorities for the Gila/Pinal Workforce Investment Area. Biotech and construction has been targeted to increase the awareness of educational programs being offered to participants. Participants will work with career guidance specialist to ensure awareness of the benefits and encourage individuals to look at these careers for future employment.

3. **Describe current and/or planned use of WIA Title 1B funds for apprenticeship training.**

   Due to funding decreases, there is no plan at this time to use WIA Title 1B funds for apprenticeship. Information will be available for individuals interested in apprenticeship opportunities in Arizona.

4. **Describe the approach for coordinating training services with the Arizona Job Training Program in your local area and what strategies are in place to connect with local businesses.**

   The Business Services Team plan is to create a communication mechanism to provide continual information about the Arizona Job Training Program and information about the workforce investment system and its services for One-Stop partners, affected and interested agencies, and the community as a whole. The plan includes the following strategies to connect with local businesses:

   - Create an ongoing forum with employers that include a comprehensive feedback system for the Board.
   - Create stronger linkages with Chambers of Commerce and other business groups, and gather information regularly regarding employer needs, wants, concerns, and customer satisfaction.
   - Provide information on training "credits" to new employers as incentives for them to locate in the area, whereby training would be available to upgrade new employees.
   - The Business Service Team will assist employers in providing information on the Arizona Job Training Program.

Faith-Based and Community Organizations

1. **Describe service coordination with faith-based and community organizations.**

   Coordination with faith-based and community organizations is an on-going process. The local service providers work with these organizations to provide supportive service to the

WIA participants. The Gila/Pinal Workforce Investment Area will continue to coordinate with faith-based and community organizations for the betterment of our participants in WIA.

Involvement in the monthly meetings of the Interagency Network in both counties has provided communication with the Faith-Based organizations and Community Based organizations. These meetings provide information on programs on the different types of supportive services and training programs that are available in the community. Faith-based and community based organizations provide services which addresses barrier to employment, such as clothing, transportation, life skills training, which complements the services available though the One-Stop Centers. Faith-based and community organizations can benefit from referring their community members or clients to the One-Stop to receive help with skills assessment, career counseling or hard-skills training.

On-going partnerships with Salvation Army, St. Vincent DePaul's, Catholic Church and various community based organizations such as Community Action Program and Community has provided services to all participants in WIA.

2. **Describe activities designed to create and strengthen your local area's partnerships with faith-based and community-based organizations and their customers. Provide specifics on the organizations with whom you coordinate and/or partner.**

It is clearly advantageous for One-Stop staff to become familiar with the broad range of services available from these organizations so that they can refer their clients as appropriate. Outreach by the One-Stop Centers can help identify potential organizations who might want to collaborate with the One-Stop. Organizations are invited to speak at the WIB meeting on information of their programs. Also, the monthly network meetings provide the opportunity to introduce the workforce system to all members/contacts and use the meeting to survey organizations about what FBO/COB services are available.

The Adult, Youth, and Dislocated Worker Programs coordinate with the Salvation Army, Catholic Church, St. Vincent DePaul's, and local churches to provide supportive services to participants in the program. Community based organizations include CAHRA, Gila County Community Action Program, Gila and Pinal Counties Section 8 programs which include housing and weatherization programs. Supportive services include, but are not limited to: shelter, transportation, clothing, food baskets, and utilities.

SECTION VI

ADMINISTRATION

Program Administration

1. **Describe any local policies or guidelines implemented to support WIA Title 1B program operations that are not addressed elsewhere in the Plan. Include information regarding the purpose, development, implementation, and monitoring of such policies.**

   N/A

2. **Describe the local process and procedures that will be utilized to monitor sub-recipients (including OJT contractors) for program and EO compliance.**

   Monitoring and oversight shall be conducted semi-annually by staff to ensure compliance with all applicable laws and regulations. Monitoring reviews shall consist of fiscal and programmatic operations. The Gila/Pinal Workforce Investment Area Technical Guide, EEO Monitoring Guide, and Fiscal Guide are forwarded to service providers prior to monitoring. Exit interview will be conducted at the conclusion of the on-site visit with contractor and monitor to discuss findings and if a corrective action plan is applicable.

   On-the-Job monitoring occurs twice within the contract period. The OJT Monitor Review Form is completed by the employer and is reviewed by staff to discuss the progress of the OJT trainee's plan. At the end of the contract, staff will meet with the employer to complete paperwork and review all documents to see if all OJT goals are met. Employers will complete two On-the-Job Monitor Reports to review for compliance. First Monitor Report will be done when the OJT is halfway complete. The final monitor report will be filled out when the OJT is completed. Staff shall discuss the progress of the OJT and discussion at the end of the OJT to review goals for completed successful.

Fiscal Administration

1. **Describe the administration of WIA funds used by the LWIB. Include oversight responsibilities for WIA funds, Arizona Workforce Connection and other workforce development resources.**

   The WIA funds are administered by the Fiscal Department of Gila County Division of Health and Community Services. The Gila/Pinal Workforce Investment Board oversees all funding of WIA. Fiscal Department conducts semi-annual reviews of all providers. This ensures that all WIA compliance is met within the One-Stop System. Fiscal administration of WIA funds shall be in accordance with Gila County Fiscal Policies, applicable state and federal policies, regulations and guidance.

2. **Describe measures to eliminate duplicative administrative costs being used by the LWIB.**

   The Gila/Pinal Workforce Investment Board is under the Gila County administrative umbrella; therefore eliminating duplication of administrative costs. The LWIB uses the County payroll department and purchasing department to track and process employee payroll and purchases. By using the County's accounting system, it eliminates having to reconcile two separate accounting systems. In addition, the LWIB comes under the county's single audit as one of their major programs; thereby eliminating the need for separate audit costs. Also, all issues and questions on contracts are reviewed by the county attorney.

Procurement

1. **Describe the competitive and non-competitive process used to award grants and contracts for activities under Title 1B of WIA, including how potential bidders are made aware of the availability of grants and contracts. Include the process to procure training services that are made as exceptions to the ITA process.**

   The Gila/Pinal Workforce Investment Area will utilize the Request for Proposal process to select eligible service providers for youth. The process will be open and competitive utilizing approved procurement procedures. The RFP is approved by the local WIB and Gila County Board of Supervisors, and is released for Public Notice and Advertising.

   After the proposal review process, funding recommendations shall be based on the total score from individual ranking sheets. Once approved by the WIB, funding recommendations will then be forwarded to the Gila County Board of Supervisors for approval. Funding of any and all proposals is subject to funding availability and level of funding by the U.S. Department of Labor.

   The Gila/Pinal Workforce Investment Area reserves the right to:

   - Renew contract(s) for a second year without issuing an RFP for the second year.
   - Accept or reject any or all of the proposals received and to cancel in part or in its entirety this request if it is in the best interest of the counties to do.
   - Negotiate necessary adjustments in proposed funding levels and program activities.
   - Fund agencies outside the order of rating recommendations.
   - Direct sub-contractors to implement changes in accordance with State directives made to comply with the Workforce Investment Act and applicable regulations.

2. **Describe the criteria used for awarding grants for youth activities, including criteria used to identify effective or ineffective youth activities and providers of such activities.**

Proposal evaluations will be ranked based on criteria in the Scope of Work. Criteria to be used in awarding youth providers shall include:

- Executive Summary: Target Population; Service Site: Facility; Outreach/Marketing: Cost Effectiveness; Performance Standards
- Needs/Community Assessment: Geographical Area; Statistics; Needs of the targeted area; Maps and tables to support the narrative
- Design and Delivery: Activities/services for the different targeted areas and clear definitions of activities; Quality and innovative approaches; Outcomes meet or exceed performance; Partnerships; Retention of youth
- Composition of the Collaborative/Partnership: Specific responsibilities of each partner; Written agreements; Partner services clearly stated
- Experience: Past performance; Qualified staff; Organization chart; Staff Job Descriptions

The Gila/Pinal Workforce Investment Area's last Youth Request for Proposal was issued in 2006.

Appeals Process

Describe the procedures established for providers of youth or training services to appeal a denial of eligibility, a termination of eligibility or other action by the LWIB or One-Stop Operator.

The Gila/Pinal Workforce Investment Area's process for dealing with grievances and complaints from participants, employees, and other interested parties affected by statewide Workforce Investment program includes:

Grievances, Complaints and Appeals

- A grievance or complaint is a written description of an alleged violation of the WIA, dated and signed by an interested party.
- 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 grievance or complaint to a higher level. Any action pursuant to the original decision is stayed until a final decision is made by the State.
- The freedom to file a complaint or appeal may not be limited or interfered with in any way.
- Representation of interested parties in connection with complaints or appeals may not be limited or interfered with in any way.
- The local area will make reasonable efforts to assure that the information will be understood by affected participants and other individuals, including youth and those who are limited-English speaking individuals. Such efforts will comply with the

language requirements specified in 29 CFR 37.35 regarding the provision of services and information in languages other than English.

Right to Grieve, Complain or Appeal

- Any interested person has a right to file a grievance or complaint.
- Any complaint relating to a term or condition of employment shall be filed under the employer's established grievance procedures.
- All other complaints shall be initiated at the recipient level.

Time Limitations

- Complaints under this section shall be filed within one year of the alleged occurrence.

Time Computation, Filing and Receipt

- For purposes of these procedures, any compliant, appeal, applications, request, notice, objection, petition, report or other information is considered received and filed timely:

  If transmitted via the United States Postal Service on the date it is mailed as shown by the postmark, or in the absence of a postmark the postage meter mark, on the envelope in which it is received; or

  If not postmarked or postage meter marked, or if the mark is illegible, on the date it is actually received.

  If transmitted by any means other than the United States Postal Service on the date it is actually received.

  If a delay in filing is due to an error or misinformation by the organizations or person with whom the complaint or appeal is filed, the time limitation shall be adjusted in a manner equitable to the complainant.

  Any reference to "days" is interpreted as calendar days. In computing any period of time, the date of the act, event or default is not included. The last day of the period computed is counted, unless it is a Saturday, a Sunday, or a legal holiday, in which case the period runs until the end of the next day which is not a Saturday, a Sunday, or a legal holiday.

Hearings

- An impartial Hearing Officer will hear complaints at the local level.

Before appeal process starts, informal resolution of the complaint will be attempted whenever possible. If the complaint is not resolved, the complainant will be given the opportunity to request a hearing before an impartial hearing officer. Such hearing shall be scheduled within thirty (30) days of the filing of the complaint.

A formal complaint log must be maintained to indicate date received, hearing date, summary of resolution and date resolved. Following the hearing and within sixty (60) days of the filing of the complaint, all parties of interest will receive a copy of the final decision which will include the reasons for the decisions.

If the complaint receives a decision or does not receive a decision with sixty (60) days which he or she finds unsatisfactory, the complainant may request a review of the complaint by the Arizona Department of Economic Security.

Any party who has filed a grievance or complaint below the State 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. The appeal must be filed within ten days of the receipt of an adverse decision; or the appeal must be filed within ten days from the date a decision should have been issued; or any appeal filed after the tenth day following the decision is null and void.

The State of Arizona, consistent with the philosophy of WIA, encourages the resolution of grievance and complaints at the lowest level. In stances when a grievance or complaint is submitted directly to the State, but could be heard by the local area without compromising the opportunity for a fair hearing, the State may remand the matter to the local area for hearing under the local area's grievance process. Nothing shall preclude a complainant's right to appeal to the State later.

Equal Opportunity and Affirmative Action

1. **Describe the system to assure compliance with all applicable federal and state laws and regulations including those regarding debarment, tax liabilities or delinquent obligations, the Federal Lobbying Act, Minority and Women in Business, discrimination or harassment.**

   The Gila/Pinal Workforce Investment Area will not discriminate against any County employee, client, or any other individual in any way because of race, age, creed, color, religion, sex, disability or national origin. The local area agrees to comply with all applicable provisions of federal and state laws, as currently amended, and any regulations adopted pursuant to such laws concerning nondiscrimination, including, but not limited to:

   - Title VI of the Civil Rights Act of 1964, which prohibits the denial of benefits of or participation in federally assisted programs on the basis of race, color, or national origin;
   - Title VII of the Civil Rights Act of 1964, as amended, which prohibits employment discrimination on the basis or race, color, or national origin.
   - Age Discrimination in Employment Act of 1975, as amended, which prohibits discrimination on the basis of age;
   - Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination in the employment or advancement in employment of qualified persons because of physical or mental handicap;
   - Fair Labor Standards Act of 1938, as amended, which prohibits wage discrimination on the basis of sex;
   - Title IX of the Education Amendments of 1972, which prohibits discrimination on the basis of sex;
   - The Arizona Civil Rights Act;

- The Americans with Disabilities Act of 1990, which prohibits discrimination against qualified individuals who have a physical or mental disability and requires reasonable accommodation to be made for such individuals; and
- Arizona Executive Order 75-5, as amended by Executive Order 99-4, which mandates that all persons, regardless of race, color, religion, sex, age, national origin or political affiliation, shall have equal access to employment opportunities.

As a condition to the award of the Workforce Investment Act funds, Gila County, as the grant recipient, assures that it will comply with the provisions in Appendix I.

2. **Provide contact information for the Equal Opportunity (EO) Office in the local area.**

Christina Throop
Gila/Pinal EO Officer
5515 S. Apache Avenue, Suite 200
Globe, Arizona 85501

3. **Describe how the identity of the EO Officer and appeal process are made available.**

Upon being determined eligible, each participant is informed of the Complaint Procedures Policy. The Complaint Procedure Form will be signed by applicant and staff acknowledging that the case manager has reviewed the policy with the applicant. If applicant is under the age of 18, the parent or guardian must sign the Complaint Procedure Form. The applicant is given a copy of the Complaint Procedures Form and a hard copy is placed in the applicant's file. The identity of the EO Officer is listed on the Complaint Procedure Form.

The Complaint Procedure Policy and Equal Opportunity Is the Law Poster is posted in all One-Stop Centers in Gila and Pinal counties with all contact information related to equal opportunity and appeals.

4. **Describe the appeal process for assuring that no individual shall be excluded from participation, denied benefit or employment, nor subjected to discrimination under or in connection with, any program or activity for any reasons, including but not limited to: race, color, religion, national origin or citizenship, age, disability, political affiliation or belief.**

Complaints alleging discrimination on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief may be filed either with the local workforce area, the state, or Director of Civil Rights (DCR). Such complaints must be in writing within 180 days of the alleged violation, unless an extension is granted by the Director of DCR. Non-criminal complaints must be filed within one year of the alleged violation.

When contacted, the EEO Officer will set up an appointment with the complainant to discuss the problem. At the time of the appointment, a complaint may be filed. All complaints must be in writing. Assistance in preparing the complaint will be provided if necessary.

Informal resolution of the complaint will be attempted whenever possible. If the complaint is not resolved, the complainant will be given the opportunity to request a hearing before an impartial hearing officer. Such hearing shall be scheduled within thirty (30) days of the filing of the complaint. Following the hearing, and within 60 days of the filing of the complaint, all parties of interest will receive a copy of the final decision which will include the reasons for the decisions.

If the complainant does not receive a decision within 60 days or receives a decision which he or she finds unsatisfactory, the complainant may request a review of the complaint by Arizona Department of Economic Security. Such request must be submitted in writing within ten (10) days of receipt of the final decision or of the expiration of the sixty (60) day period.

SECTION VII

PERFORMANCE

Performance Management

1. **Describe the monitoring process and oversight criteria and procedures utilized to move the workforce investment system toward LWIA goals.**

   Monitoring and oversight shall be conducted semi-annually by staff to ensure compliance with all applicable laws and regulations. Monitoring reviews shall consist of fiscal and programmatic operations. The Gila/Pinal Workforce Investment Board will evaluate the local providers of services by reviewing appropriate quarterly performance data from each specific program.

   Technical assistance will be available to those providers who are not achieving performance goals. Corrective action plans will be negotiated between the applicable provider and the WIB.

2. **Describe how the LWIA identifies area needing improvement and any processes in place to address deficiencies.**

   The Operational, Management and Planning Committee meets quarterly to evaluate the WIA programs and to discuss any deficiencies that might come up within the program. The WIB reviews all quarterly report in regards to the performance measures. Staff will meet with provided to discuss any concerns on performance measures to devise possible solutions to alleviate the problems. If needed technical assistance will be available to those providers not achieving performance goals. Corrective action plans will be negotiated between the applicable provider and the WIB.

Negotiated Performance

1. **Describe how levels of negotiated performance ensure and support the LWIA vision.**

   Operational, Management and Planning Committee meet every year to discuss the negotiated levels, as well as the programs, to ensure the WIB's vision of sound academic and workplace skills are being delivered to participants in the local area. Prior to negotiating performance levels, WIB will review significant changes in local, regional and statewide economic conditions, unemployment rates, demographics, and other resources to prevent non-performance and to maintain the LWIA vision.

   The LWIB recognized that workforce preparation is improved by an education system that focuses on achievement of sound academic and workplace skills, which continues throughout a person's lifetime. This vision anticipates life-long learning supported by a fully integrated workforce system.

In order to meet future industry demands, workers need to continue to further their education skill levels. Local programs will focus on providing the basic and advanced skills that will meet employer needs while providing future and current workers a career path and access to, as well as opportunities for success and advancement.

The LWIB recognizes the strong need for education and its impact on providing a highly-skilled workforce for businesses to compete in the global economy. Training priorities are better positioned with the demand-driven needs of business under the renewed local vision. Through comprehensive assessment, remediation, and training, supply is better aligned with business demand.

2. **Provide a listing of the PY2013 performance standards for the Adult, Dislocated Worker, and Youth Programs negotiated with the State WIA Section, as Appendix H, in the Plan.**

   See Appendix H.

APPENDIX A

>>Manual Search >>Smart Search

Public Notice

County: Gila
Printed In: Arizona Silver Belt (Globe-Miami)
Printed On: 2008/02/13

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Public Notice:

PUBLIC NOTICE
The Gila/Pinal Workforce Investment Area 2008-2009 Plan for Gila and Pinal Counties is now available for public review and comment.
Reference: P.L. 105-220, Sections 118 (b)(3) and 136(c)(1)(2)(3) of the Workforce Investment Act dated August 7, 1998; 20 CFR, Part 652 et.al, Section 661.350(a)(4) and Subpart C, Sections 666.300 and 666.310 of Workforce Investment Act Final Rules dated August 11, 2000.
The plan may be reviewed at the Gila County Division of Health and Community Service, located at 5515 S. Apache Avenue, Suite 2000, Globe, Arizona during the hours from 8:00 a.m. until 5:00 p.m, Monday through Friday. This facility is handicapped accessible.
Copies of the plan may be requested by contacting Denise Dickison in writing at 5515 South Apache Avenue, Suite 2000, Globe, Arizona 85501 or by tele-phone at (928) 425-7631, Ext. 8650.
Verbal and written comments will be received until March 17, 2008 at which time the comments and plan will be submitted to the Gila/Pinal Workforce Investment Board (March 20, 2008) and Gila County Board of Supervisors (March 25, 2008).
Published in the Arizona Silver Belt on 2-13-2008, and 2-20-2008, No. 6543
Belt

Public Notice ID: 6948140.HTM

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APPENDIX B

NO COMMENTS ON GILA/PINAL TWO YEAR PLAN 2008-2009

APPENDIX C

GILA/PINAL WORKFORCE INVESTMENT AREA
ADMINISTRATIVE ENTITY CONTACT

Malissa Buzan, Director
Gila County Community Service Division
5515 S. Apache Avenue, Suite 200
Globe, AZ 85501
(928) 425-7631
FAX: (928) 425-9468

APPENDIX D

GILA/PINAL WORKFORCE INVESTMENT AREA
FISCAL AGENT CONTACT

Nick Montague
Division Fiscal Manager
Gila County Community Service Division
5515 S. Apache Avenue, Suite 200
Globe, AZ 85501
(928) 425-7631
FAX: (928) 425-9468

APPENDIX E

INTERGOVERNMENTAL AGREEMENT BETWEEN GILA COUNTY AND PINAL COUNTY REGARDING THE ADMINISTRATION OF THE GILA/PINAL WORKFORCE INVESTMENT AREA

This Intergovernmental Agreement ("Agreement"), hereinafter, referred to as, "Agreement", is entered into between Gila County, a body politic and corporate of the State of Arizona ("Gila") and Pinal County, a body politic and corporate of the State of Arizona ("Pinal") to establish the fiscal and administrative responsibilities for the Gila/Pinal Local Workforce Investment Area.

WHEREAS, the Workforce Investment Act (WIA) of 1998, hereinafter referred to as the Act of Public Law 105-220, 20 USC 9201, and federal rules and regulations (20CFR Part 652) was developed to implement the WIA, and authorize the expenditure of federal funds for job training programs in locally determined Workforce Investment Areas; and

WHEREAS, Gila and Pinal Counties Boards of Supervisors, respectively, established Gila and Pinal Counties as the Gila/Pinal Local Workforce Investment Area Consortium for the purpose of Section 116 of Workforce Investment Act (Public Law 105-220), hereinafter referred to as, "WIA" enacted on August 7, 1998;

THEREFORE, in consideration of the agreement of the parties hereinafter set forth, the Counties agree to the following:

SECTION ONE: Grant Recipient, Fiscal Agent, and Administrative Entity

1. Gila and Pinal Counties, through their boards of supervisors, respectively approve the designation of Gila County as Grant Recipient, Fiscal Agent, and Administrative Entity of the Gila/Pinal Workforce Investment Area with liability for said funds, pursuant to Section 117 (d)(3)(B)(I)(II) and (III) Workforce Investment Act (WIA).
2. The Gila County Board of Supervisors and the Pinal County Board of Supervisors shall appoint the board members of the Gila/Pinal Local Workforce Investment Area within their respective jurisdictions as required by the Workforce Investment Act.
3. Gila County, as Grant Recipient shall, under the authority of the Gila County Board of Supervisors and the Gila/Pinal Local Workforce Investment Board, develop program and grant budgets within the constraints of WIA and implement the same through contracts and subcontracts as is appropriate and necessary. Gila County provides services to Gila and Pinal Counties through the Gila County Division of Health and Community Services.
4. Gila County as Grant Recipient shall establish fiscal control and fund accounting procedures as may be necessary to assure the proper disbursal of, and accounting for, Federal funds allocated to all programs, and said procedures shall ensure that all financial transactions carried out are conducted and records maintained in accordance with generally accepted accounting principles. Gila County, as Grant Recipient, shall comply with all applicable uniform cost principles and administrative requirements for grants and agreements included in the appropriate circulars and rules as promulgated by the federal

Office of Management and Budget, United States Department of Labor and the State of Arizona, Department of Economic Security (ADES), as applicable.

5. Gila County, as Grant Recipient shall provide services in Gila and Pinal Counties to ensure effective programs which provide the most beneficial mix of services to eligible residents and private employers within the Gila/Pinal Local Workforce Investment Area, pursuant to Section 117 (d)(3)(B)(I)(II) and (III) Workforce Investment Act (WIA).

SECTION TWO: Modification and Termination

Gila County has been the Grant Recipient, Fiscal Agent and Administrative Entity since July 1, 2000, and shall remain in Grant Recipient for an indefinite period until either party to the Agreement, with the other's concurrence, desires to modify the Agreement.

Either party may terminate the Agreement with 90 days notice to the other party. In the event that the existing Gila/Pinal Workforce Investment Area shall cease to exist or shall be terminated, this Agreement shall also be terminated as of the effective date of the termination of the Consortium between the Counties.

SECTION THREE: Governing Law

All matters governed by the Agreement shall be subject to the conflict of interest provisions of A.R.S. 38-501 through A.R.S. 38-511, as well as, such other relevant provisions in A.R.S. that are applicable to the planning, implementation and delivery of WIA services in the Gila/Pinal Workforce Investment Area and contained in the Strategic Two Year Local Workforce Investment Plan.

IN WITNESS WHEREOF, the parties hereto have affixed their signatures to this Agreement on the dates below.

GILA COUNTY
BOARD OF SUPERVISORS

José M. Sanchez, Chairman 6/24/08

ATTEST:

Steven L. Besich, Clerk

APPROVED AS TO FORM:

Bryan Chambers, Deputy County Attorney

PINAL COUNTY
BOARD OF SUPERVISORS

David Snider, Chairman 6/18/08

ATTEST:

Sheri Cluff, Clerk

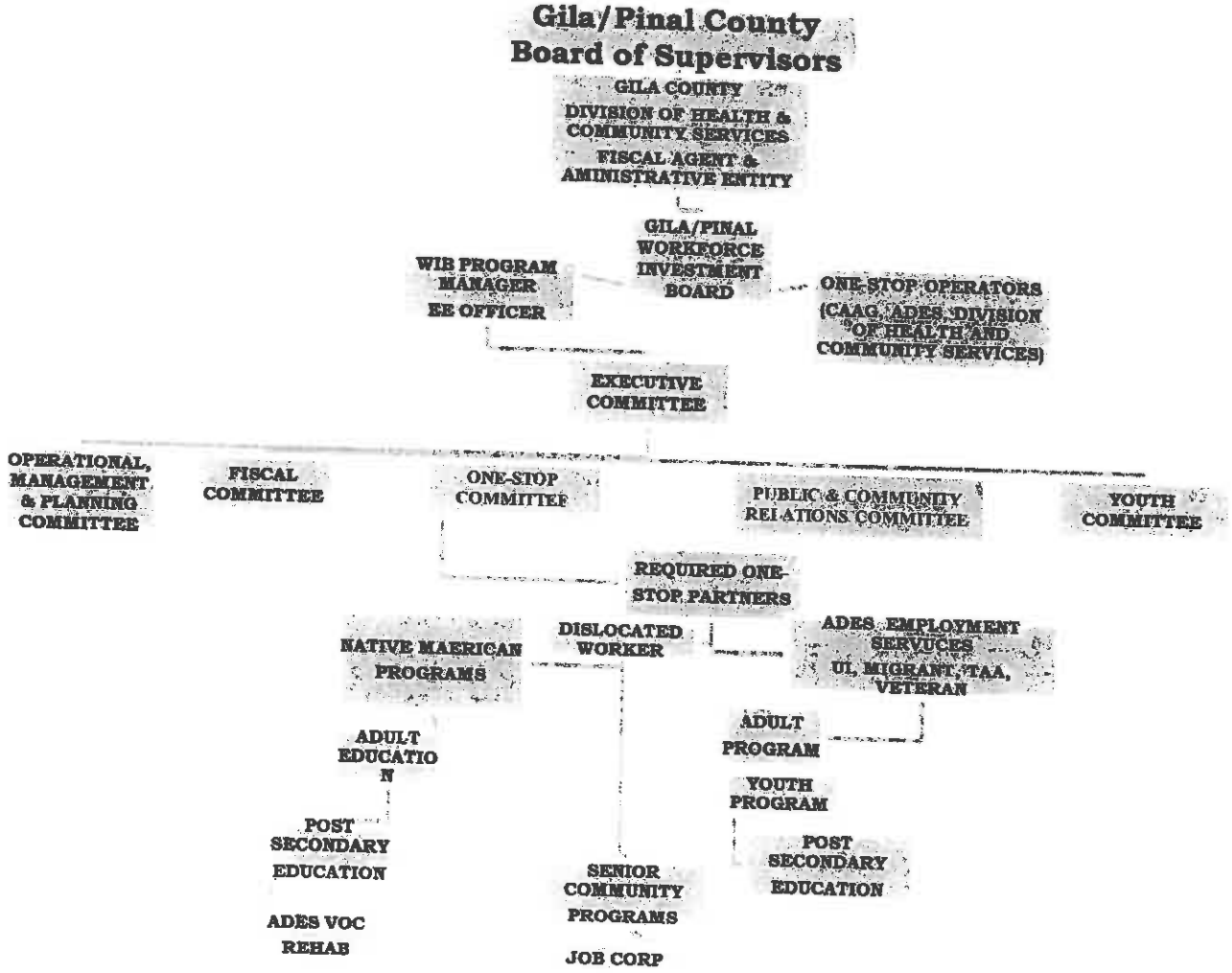
THE SEAL OF PINAL COUNTY ARIZONA 1875

APPROVED AS TO FORM:

Joe Albo, Deputy County Attorney

APPENDIX F

GILA/PINAL WORKFORCE INVESTMENT BOARD



APPENDIX G

One-Stop Operator Agreement
Gila/Pinal Workforce Investment Area

WHEREAS, the Gila/Pinal Workforce Investment Board ("WIB") has been appointed by the Gila County Board of Supervisors, which is the Local Elected Official ("LEO") for the Gila and Pinal Counties Workforce Area for purposes of the Workforce Investment Act of 1998 ("WIA"); and

WHEREAS, in accordance with Section 121 (ii) of the WIA and Section 662.400(c) of the WIA Rules and Regulations, the undersigned agree to form a consortium of partners to act as the One-Stop Center Operator; and

WHEREAS, a consortium of partners consisting of the Arizona Department of Economic Security, Employment Administration, Central Arizona Association of Governments, Gila County Division of Health and Community Services and have been designated by the WIB and the LEO as Operator of the One-Stop System; and

WHEREAS, all parties have agreed that the purpose of this agreement is to define the respective roles and responsibilities of each party with respect to the operation of the One-Stop System,

NOW, THEREFORE, THE PARTNERS AGREE AS FOLLOWS:

1. **DURATION OF AGREEMENT**
   This agreement shall commence on July 1, 2008 for an initial term of one year and shall renew each succeeding July 1 unless the Partners terminate this agreement by mutual consent and with at least 30 days notice to the WIB and LEO.

2. **ONE-STOP SYSTEM OVERVIEW**
   As key stakeholders in the ultimate design of the Gila/Pinal Workforce Investment System, all parties having been designated by the WIB as the One-Stop Operator agree that the vision of the One-Stop System and the One-Stop Career Centers is to provide labor market information, business service, career development opportunities and education services for its customers – the job seeker and the employer community. That as the designated One-Stop Operator, all parties hereto ensure that their customers will benefit from an integrated network of partnership services that strive to understand and respond to the needs of its customers to improve and enhance the economic prosperity of Gila and Pinal Counties.

3. **ONE-STOP OPERATOR SERVICES**
   As a consortium, the One-Stop Operator agrees to provide and make accessible to its customers the following programs, as required or suggested under WIA:

   a. Programs offered under WIA Title IB for Adult, Youth and Dislocated Workers

b. Programs offered under WIA Title II; Adult and Family Literacy and Postsecondary Vocational Education Activities for the Carl D. Perkins Career and Technical Education Improvement Act of 2006.

c. Programs offered under WIA Title III; Wagner –Peyser, Unemployment Insurance, Veterans Employment and Training Programs and the Trade Adjustment Act.

d. Programs offered under WIA Title IV

e. Programs offered under Senior Community Service Employment Program of the Older Americans Act of 1965

f. Programs offered under WIA Title ID, Sec. 166 Native American Programs

g. Programs offered under WIA Title IC, Job Corps

To ensure full integration of all programs' services stated above, the Operator further agrees to coordinate the following program services of the system for its customers at One-Stop Centers:

Job Seeker Services including, but not limited to:

- Access to the One-Stop Career Center's Resource Room for initial assessment, career planning and job seeking activities
- Labor market information, listings of job vacancies and skills necessary for in-demand occupations and employment trends
- Self-directed and minimal staff assistance for job search and placement assistance
- Information on the full array of occupational and vocational training programs available locally and Statewide
- Assistance in filing claims for unemployment benefits, and financial aid
- Information and referral for child care, transportation, and other needed supportive services

Employer Services including, but not limited to:

- Posting of current job openings for access by local, state or national job seekers
- Employee recruitment assistance
- Employee skills assessment and job tasks analysis
- Local, state and national labor market information, economic development opportunities and worker training grants
- Employer tax credits, on-the-job training, upgrade training, and customized training programs
- Local and state training providers information

4. CUSTOMER SERVICE STANDARDS

The One-Stop Operator assures that:

- Customers will have easy access to programs provided at the One-Stop Centers and affiliate sites locations
- Customers will be provided assistance in accessing the services offered by the local Workforce Investment System
- Customers will be given accurate information and clear expectations about all system programs and services

- Customers will only be referred to programs and services where they might be eligible and where resources exist

5. **REFERRAL ARRANGEMENTS**

The systematic referral process available at the One-Stop Centers will connect the customer (both Job Seeker and Employer) to the existing workforce investment system of services through a cross referral arrangement between the system Partners and the Operator using a confidential "One-Stop Customer Referral Form".

The Operator agrees to participate with the system Partners in an ongoing cross referral workgroup to:

- Provide feedback on the success of cross referral arrangements
- Further develop agency cross training activities with the system Partners and respective staff for the purpose of promoting customer access to a 'no wrong door' system
- Ensure cross training for respective staff
- Consider co-enrollment options and practices
- Consider the effect of cross-referrals on mutual performance standards and outcomes and
- Continuously improve the joint delivery of services for all customers

6. **INFORMATION SHARING**

The WIB and the Operator agree to utilize a common data base system, i.e. Arizona Virtual One-Stop, or a subsequent approved system, as its primary case management / labor management information system and to ensure the confidentiality of all sensitive personal information through appropriate data security and sharing agreements.

7. **CONTINUOUS IMPROVEMENT**

The Operator will develop data collection methods for the purpose of determining the number of customers being served by the system and for the purpose of collecting customer feedback information on improving system services.

8. **REPORTING REQUIREMENTS**

The Operator agrees to provide the following reports to the WIB on a quarterly basis;

- Report on training activities that have taken place between and among center partners and system stakeholders
- Report on the number of people using the One-Stop Centers and the number of Job Orders placed, as well as the number of job-seekers referred for employment
- Report progress in meeting performance standards among all center partners and system stakeholders

9. **MODIFICATION**

This Agreement may be modified, altered or amended by the parties hereto, at any time, in whole or in part, by mutual written consent of all parties, by the issuance of a written amendment, signed and dated by all parties.

Amendments shall take affect 30 days after notice is given in writing to the WIB and LEO.

10. SEVERABILITY

If any part of the Agreement is found to be null and void, or is otherwise stricken, the rest of the Agreement shall remain in full force and effect.

11. APPLICABLE LAW

This Agreement shall be governed by, construed and enforced in accordance with the applicable Federal laws and regulations governing the Workforce Investment Act of 1998, and other appropriate Federal and Arizona laws and statutes.

12. AUTHORITY AND SIGNATURES

The individuals signing below have the authority to commit the party they represent to the terms of this Agreement, and do so by affixing their signatures:

Gila County Attorney As to Form — Date 5-7-08	Gila County Attorney
Chairman — Date 05-13-08	Gila County Board of Supervisors
Rochelle L. Webb Employment Administrator — Date 4/24/08	Wagner-Peyser, Unemployment Administration, Veterans Employment and Training Programs, and Trade Adjustment Act Programs Arizona DES, Employment Administration
Maxine Leather Executive Director — Date 5/2/08	Central Arizona Association of Governments
Dave Fletcher — Date 5/7/08	Gila County Division of Health and Community Services

Workforce Investment Act One Stop Partner

Memorandum of Understanding with the

Gila/Pinal Workforce Investment Board

I. Introduction

This Memorandum of Understanding (hereinafter "MOU") establishes the terms and conditions among the undersigned partners within the **Gila/Pinal Workforce Investment Area** One-Stop Career Center System, (hereinafter "Partner (s)") in their efforts to establish a cooperative working relationship between the parties and to define roles and responsibilities of all interested parties with respect to implementation of a One-Stop Career Center Project.

II. Purpose of the Agreement

The purpose of this Memorandum of Understanding (MOU) is to provide a framework for the delivery of comprehensive workforce development services to job seekers and employers of the region. Further, the purpose of this agreement is to establish an agreement between the above mentioned regarding their respective roles and responsibilities for implementation of the provisions of Section 1219(c) (2) of Title I of the Workforce Investment Act of 1998. The local Workforce Investment system has been designed to promote collaborative employment & training strategies reflecting the particular needs of the area's local and regional economies. The system is built upon a framework of service delivery through comprehensive and affiliate One-Stop Career Centers and a collaborative network of Partner Organizations.

To ensure these services are of the highest quality and meet the expressed needs of Workforce customers, the Gila/Pinal Workforce Investment Area has established the following mission, goals and responsibilities for Workforce Development services:

The Gila/Pinal Local Workforce Investment Board (LWIB) vision of the WIA statewide workforce investment system will help the local area attain its strategic goals and to use the WIA as a catalyst for change.

The Board's vision is that all state-funded and federally funded programs serving similar clients, not just those encompassed by the WIA, would be coordinated through the WIB. This will be accomplished through the reduction of duplicative organizational structures, governing bodies, redundant and conflicting reporting and management information system, and integration of service delivery at the local area level.

One-Stop Career Centers will be utilized as a catalyst for the local level One Stop delivery system. One Stop customers will have access through a three-tiered service delivery system. A full array of information, including job applicant services, workforce information, employer services, and other information will be provided.

Individual Training Accounts (ITAs) are a component of the One Stop Service Delivery System. ITA's allow adult customers to "purchase" the training they determine to be best for them. Training can be obtained through this market-driven system to enable customers to acquire the skills and credentials needed to succeed in their local labor market. Training can be utilized to learn new skills or upgrade existing skills. Adult

education and literacy programs are also available.

Locally designed, customer focused, market-driven service delivery will enable customers to acquire the skills and credentials they need to succeed in their local labor market utilizing apprenticeship programs and on the job training in conjunction with classroom training.

Another component of the customer service delivery system is local Youth Councils. Encompassing a broad-based membership, local Youth Councils will play a significant role in developing programs and services for youth. The LWIB relies on the Youth Council's expertise and guidance in the development of youth employment and training policy and practice including the development of a complete system of educational opportunities for youth.

The ultimate responsibility for the overall philosophy and oversight for the Gila/Pinal One-Stop Career Center System organizational processes, services and accomplishments will rest with the Gila/Pinal Workforce Investment Board.

The effective implementation, service delivery processes and the success of the One-Stop Career Center reside with the One-Stop Operator and the various System Partners. The effective operation of the One-Stop Center shall be the responsibility of the One-Stop Operator and shall not be in conflict with Partner agency policies and/or regulations. The Gila/Pinal Workforce Investment Board shall be responsible for the following:

- to develop and establish the One-Stop Center philosophy;
- to develop and establish One-Stop Center policies; and
- to ensure the effective oversight of the One-Stop System.

The **Gila/Pinal County Workforce Investment Board** enters into this agreement to ensure that the following principles of the Workforce Investment Act of 1998 are implemented.

- **Universal Access**: All customers, including those with special needs and barriers to employment, will have access to a core set of services at each access point in the One-Stop Career Center System, designed to provide information to make career and labor market decisions. Core and intensive services will be made available at multiple locations. Training and support services will be accessed through initiating transactions at these access points.

- **Integrated Services**: Delivery of services will be enhanced through the integration of planning processes, the coordination of activities and services, and the sharing of information and participant data.

- **Individual Choice:** Customers will have choices in the mechanisms through which to access services and in the services themselves, based on their individual needs and preferences. Customers will have access to a multitude of career, skill, employment and training information to obtain the services and skills they need to enhance their employment opportunities.

- **Program Quality/Accountability**: Design and management of the centers and delivery of services will be responsive to the needs of customers, and customer satisfaction will be a key measure of accountability. The partners agree to support each other in their respective provision of services and to facilitate joint provision of services consistent with the needs of their respective customers, the program goals of the partner organizations, and laws and regulations governing the programs they operate.

The establishment of a system of one-stop career centers and access points is designed to accomplish the following:

- To facilitate the coordination of resources so as to eliminate unwarranted duplication of services, reduce administrative costs, and enhance participation and performance of customers served through the system.

- To establish guidelines for creating and maintaining a cooperative working relationship, to facilitate joint planning and evaluation of services, and to develop more efficient management of limited financial and human resources.

III. Geographic Area Covered by the Agreement

The areas of Gila and Pinal counties shall be served, exclusive of the Indian Reservations.

IV. One-Stop Center Locations and Operational Infrastructure

Please include information regarding the following:

Locations of comprehensive and affiliate centers and hours of operation

Comprehensive Center
Arizona Workforce Connection
1015 E. Florence Blvd.
Casa Grande, AZ 85222
Hours of Operation: 8:00 a.m. – 5:00 p.m.

Affiliate Centers
Gila County Division of Health and Community Services
5515 S. Apache Avenue, Suite 200
Globe, Arizona 85501
Hours of Operation: 8:00 a.m. – 5:00 p.m.

Arizona Department of Economic Security
605 South 7th Street
Globe, Arizona 85501
Hours of Operations: 8:00 a.m. – 5:00 p.m.

Arizona Department of Economic Security
1155 N. Arizona Blvd.
Coolidge, Arizona 85222
Hours of Operations: 8:00 a.m. – 5:00 p.m.

Arizona Department of Economic Security
112 E. Highway 260
Payson, AZ 85541
Hours of Operations: 8:00 a.m. – 5:00 p.m.

Central Arizona Association of Governments (CAAG)
1720 East Ash Street
Globe, Arizona 85501
Hours of Operations: 8:00 a.m. – 5:00 p.m.

Central Arizona Association of Governments (CAAG)
414 B N. Marshall Street
Casa Grande, Arizona 85222
Hours of Operations: 8:00 a.m. – 5:00 p.m.

- **Site Management and Supervision Parameters**
  Each site has staff that will provide site management for the One-Stop Centers. Specific program supervision will be handled by the respective partner.

- **One Stop Management Team**
  The Gila/Pinal Workforce Investment Board has a One-Stop Committee comprised of One-Stop Partners representative co-located in each of the respective Centers. This One-Stop Committee will oversee One-Stop logistics and activities and make recommendations to the Workforce Investment Board staff on policies and procedures. The One-Stop Committee will be chaired by a partner appointed by the Chair of the Local Workforce Investment Board.

- **Information Sharing Provisions**
  One-Stop partners will continue to provide information for the enhancement and integration to benefit our common clients. The One-Stop Committee will explore opportunities for joint tracking to assist in the attainment of partner goals.

V. Cost Sharing

The contribution must be "proportionate" to the use of the system by individuals attributable to "the partner's program (20 CFR §662.270). The individual resource sharing and referral agreement is attached and is referenced as attachment A.

a. Identification of Operating Budget for One-Stop Delivery System

The One-Stop Administrator will meet individually with each partner to discuss One-Stop Operation costs and propose a cost allocation method for the shared costs. The methodology will be based on the cost allocation considerations discussed below.

b. Cost Allocation and Resource Sharing Methodology

The partners will comply with the Federal Cost Principles set forth in the applicable Office of Management and Budget (OMB) Circulars. The following lists the circulars and corresponding entities:

- OMB Circular A-21 – Cost Principles for Educational Institutions.

- OMB Circular A-87 – Cost Principles for State, Local and Indian Tribal Govts.
- OMB Circular A-122 – Cost Principles for Nonprofit Organizations.

The allocation methodologies used will be based on a measure of relative benefit received that will produce an equitable allocation of costs to the programs.

Measuring benefit received is the critical requirement and central task to be performed in allocating costs. Established cost allocation principles dictate that costs are allocable to a particular cost objective based on benefits received by that cost objective. The cost allocation process that is adopted will be fully documented. The structure and capabilities of the partners' accounting systems will be considered in designing an operable cost allocation process. Each partner must contribute a fair share of the operating costs based on the use of the one-stop delivery system by individuals attributable to the partner's program. There are many basis for allocation to choose from, and the best base is one that allocates costs equitably to all of the partners. There may be multiple allocation bases used within a center and for system costs.

Service delivery will be the prime factor driving operational planning - not cost accounting. However, cost accounting considerations will be part of the planning process. Federal funding sources and good management practices require costs to be accumulated in an organizational structure to control budgets, measure the efficiency of operations and report financial information. The LWIB will negotiate each partner's share of the costs in a way that promotes the principles of proportionate cost sharing. To accomplish this, the LWIB will support the fairness of the negotiated amounts through the use of cost allocation methods or bases.

The LWIB has some latitude for discretion in determining how to share costs, as long as the basis used for cost sharing is compatible with the governing provisions of WIA, other partners' legislation, and the applicable OMB Circulars. Current federal regulations do not provide for "range of tolerance" flexibility. Each partner is accountable for paying costs based on its share of benefit derived. Monthly monitoring of operating reports will allow the partners to see when actual benefits derived and/or actual expenditures vary from their projections. Financial and/or service plans will be adjusted accordingly. As actual expenditures are made, offset plans will be monitored and adjusted so that partners do not owe money at the conclusion of the partnership agreement. Adjustment requests will be reviewed no less than quarterly, more frequently if the variances are large.

Payment System and timeline

The payment system for those shared costs to operate the One-Stop Center is to be paid within thirty days from the first of the month due date to the One-Stop administration.

Alteration provisions
Should the partner want to alter the cost sharing arrangement based on benefits derived, as indicated above there will be a minimum quarterly opportunity for re-negotiation.

Audit Responsibilities
Each partner will have its program audited as required by its own legislative mandates and regulations. If a comprehensive audit is agreed to by the partners, each partner agrees to bear a proportionate share of the audit responsibilities based on their respective dollars contributed; otherwise, the partners with the record keeping responsibility shall bear the cost of the audit.

VI. Supportive Services

The partners agree to coordinate supportive services for the individual and their families within the boundaries of their respective capacities. This will be tracked and accounted for in the case management process.

VII. Business services

The local One-Stop agrees to provide the listed services below to all employers within the One-Stop jurisdiction.

- Recruitment, orientation and referral of qualified job seekers to job vacancies
- Employment service employment information
- Labor market information
- Information regarding the Arizona Job Training Program
- Connection to economic development resources
- Rapid response and plant closure assistance
- Resource referral

VIII. Customer Satisfaction

The accountability system should measure the success of the One-Stop Delivery system in ensuring employers and workforce development participants are highly satisfied with workforce development services. This will be done with surveys within an agreed upon two week period every quarter and the results will be shared and posted within the One-Stop Center in addition the actions taken as a result will also be posted.

IX. Continuous Improvement

All partners will participate on the Continuing Improvement Committee (CIC) by designating a representative to serve on this committee. This designee will attend the bi-monthly meetings in an effort to help improve our services through evaluation and customer feedback. Partners will actively participate in any staff meetings conducted for the purpose of operation of the One Stop System or specific One Stop Career Centers.

X. Performance Accountability

All partners agree to **meet quarterly to exchange information** about performance goals and the attainment of those goals by the partners. Partners will develop strategic plans on how to assist each other in meeting those performance goals whenever possible. The shared data collection system will be the primary source of shared program performance

data once all partners implement it. Partner agencies will be held accountable for performance as specified within their scope of work.

All partners in the One-Stop Delivery system will:

- Adhere to prescribed reporting schedules
- Provide required performance data in a compatible format to the Local Workforce Investment Board on a quarterly basis
- Agree to work toward the development of common performance goals and measures that will be in alignment with the stated goals of the Local Workforce Investment Board (LWIB) system.

XI. Referral Process/Methods Between Organizations

The partners agree to provide value-added referrals for customers for additional services with other partner agencies when those customers are deemed in need of such additional services. It is agreed the One-Stop Delivery system partners of this signed MOU will conduct referral for services in the following manner. All customers referred for services will:

1. Receive a written referral or electronic form with the date, time, and place of the appointment.
2. All appointments will be scheduled within three working days.
3. The individual making the appointment will follow-up with the customer within three working days of the scheduled appointment date.

Referral Point of Contact for each organization

The partners agree to provide a referral point of contact including name, title, and associated phone number, e-mail address and fax number for the referral point. The partner organizations agree to provide this information within two weeks of the official signing of this MOU. The partners further agree to keep this information current should changes be necessitated.

Co-enrollment

The partners agree to co-enroll participants in multiple partner programs whenever appropriate and as eligibility and other program regulations allow. The objective of such co-enrollment is to broaden the service options for participants and to respond to unmet training, supportive service, and placement support needs. Furthermore, co-enrollment allows the partners to share credit for outcomes. All partners agree to:

- Review and revise enrollment procedures to facilitate co-enrollment whenever possible and appropriate.
- Cross-train partner staff in enrollment procedures and requirements to facilitate co-enrollment as needed; and allowable under each program's regulations and policies.
- 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.

Appointment Scheduling

The partners agree to coordinate appointment scheduling activities to facilitate customer flow and service among the partners.

XII. Capacity Building

Partners to the MOU agree to a high level of professional standards related to One-Stop staff competencies and protocols, as well as a professional environment for customers of the affiliate site(s). In order for the "universal" customer to receive seamless services in a true One-Stop environment it is imperative that all partners in the system understand each partner organization, their services and their goals. Each partner agrees to provide training to the other partners in the system. Where feasible and appropriate, each partner also agrees to attend training given by other organizations within the One Stop System.

It is understood all organizations participating need to achieve specific program goals and that by supporting each other through training and team work, the One Stop System will result in increased goal achievement by all of the partners. As with all aspects of joint planning, capacity building efforts shall be examined in the context of adaptability to needed change, customer service and continuous improvement. The partners agree to work continuously to ensure collaboration with State and regional efforts to provide service delivery in response to identified capacity building needs.

XIII. Marketing and Outreach

The partners to the MOU agree to collaborative marketing strategy informing job seekers, employed individuals, employers, and the community at large about the services available through the local One-Stop system. The cost for the development, production and distribution will be a part of the cost allocation plan based on benefit received.

The following resources are or may become available to enhance joint marketing efforts:

- Web site development
- Public education/information
- One Stop brochures/flyers
- Television or radio
- Newspapers

DES/Employment Administration will contribute by providing marketing information for the programs it administers. DES/Employment Administration will not contribute funds to secure advertising and marketing unless those costs are specifically approved and allowed by the Department of Labor.

XIV. Duration of the Agreement

This MOU will commence on July 1, 2008 and shall remain in effect through June 30, 2010 with an amendment clause of 30 days. It will have an automatic two-year renewal unless the local Workforce Board extends, amends, or terminates it.

XV. Confidentiality

The partners agree to share customer information only for the benefit and with the expressed and informed consent of the participant and- if applicable-the participant's parent or guardian. Informed consent will be documented on the "Release of Information" form attached to this agreement.

XVI. Dispute Resolution Process

It is expected one-stop partners will function by consensus. In instances where consensus cannot be reached at the lowest level and the functioning of the one-stop system is impaired, those one-stop partners who are parties to the dispute shall submit to the following dispute resolution (complaint) procedures if state or federal law and regulations allow it:

- If the partners are unable to resolve a dispute to the satisfaction of the members who are parties to the dispute, the complaint shall be submitted in writing to the local One-Stop Committee within 15 days of the initial dispute.

- The local One-Stop Committee shall evaluate the merits of the dispute and may attempt to resolve the dispute through mediation. However, in all cases, the One-Stop Committee shall prepare a response to the complaint within 30 days.

- If any party to the dispute is not satisfied with the decision of the local One-Stop Committee, the dispute shall be referred to a five person hearing panel, chosen by the parties to the dispute, for resolution. The panel shall be requested to make a determination within 30 days. The decision of the panel shall be final and binding on all parties to the dispute.

When state and federal laws and regulations are applicable, the grieving parties agree to the decision of the state or federal agency with jurisdiction over the dispute.

XVII. Indemnification/Hold Harmless

Each party hereby agrees to indemnify, defend and hold harmless all other parties identified in section 7 above of this MOU from and against all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

XVIII. Non-participation by a required partner

If a required partner elects not to participate, that partner may not be represented on the local WDB. All efforts must be made to meet and confer and to come to agreement on the issue(s) involved. Alternative representative(s) must be sought which represent the required partner or funding stream.

XIX. Severability Clause

If any part of this MOU is found to be null and void, or is otherwise stricken, the rest of this MOU shall remain in full force and effect. This Agreement shall be binding upon and

inure to the benefit of the parties hereto and respective successors and assigns where permitted by this Agreement.

XX. Insurance

All parties agree to maintain in full force and effect during the term of this MOU and any extension thereof, commercial general liability insurance, or self-insurance, with limits of not less than $1,000,000 single limit coverage per occurrence for bodily injury, personal injury and property damage. Upon request from any other party, a party shall provide an appropriate certificate evidencing such insurance, or self-insurance, to the requesting party.

XXI. Assurance and Non-Discrimination Clause

The WIB and the identified partners herein described as parties to this MOU accept the assurances and certifications identified in this section. Through the signing of this MOU, the parties agree to the provision contained in each of the documents identified below and incorporated by reference into this agreement.

A. Assurances - Non-Construction Programs
B. Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Transaction
C. Certifications Regarding Lobbying, Debarment, Suspension, Drug-Free Workplace
D. Certification of Release of Information
E. Nondiscrimination of Equal Opportunity Requirements of WIA

Specifically during the performance of this MOU, the parties shall not discriminate against any person because of race, color, religion, sex, national origin, ancestry, physical or mental disability, medical condition, marital status or sexual orientation. The parties also agree to abide by the provisions of Executive Order 11246 on nondiscrimination and, accordingly, will take affirmative action to ensure that applicants are employed without regard to their race, color, religion, sex, disability or national origin.

Nothing herein shall be construed as obligating the parties to expend funds or be construed as involving the parties in any contract or other obligation for the future payment of money in excess of appropriations authorized by law and administratively allocated for these purposes. This MOU in no way restricts any of the parties from participating in similar activities or arrangements with other public or private agencies, organizations, or individuals.

XXII. Whole Document

There are no other agreements or understandings, written or oral, between the undersigned other than as set forth herein. This MOU shall not be modified or amended except by a written document executed by both parties to this MOU pursuant to the terms for amending the document set forth herein above.

XXIII. Disabilities Services

Pursuant to 29 CFR Part 37.7 through 37.10, the parties to this agreement will assure that the following is provided, to the extent possible, in the One-Stop delivery system.

a. One-Stop center facilities that are programmatically and architecturally accessible;
b. Program access for individuals with disabilities
c. Reasonable accommodations for individuals with disabilities

XXIV. Data Access

Records of common clients who receive services funded through Wagner-Peyser, Title 1B or other USDOL-funded employment programs, who also receive services from a Partner program, will be maintained in a workforce case management and reporting system provided by the Department of Economic Security.

Partners who wish to obtain access to workforce case management and reporting system may do so under the terms and conditions of this Memorandum of Understanding if the following conditions are met:

1. The Partner is responsible for all costs associated with data access (e.g. hardware and software, phone lines, monthly connection charges, fees for usage).
2. The Partner agrees to adhere to state and local policies governing confidentiality, data usage, and standards for data entry.
3. Each Partner staff member who requires access will follow the security access procedures established by the Department of Economic Security and sign the appropriate data access forms prior to receiving access.

XXV. Signatures

Partner is an entity which receives a grant or administers a program for job seeker or employer participants of the Workforce Investment system, whether at a One-Stop Center or at another location. Required Partners are entities designated by Section 121 of the Workforce Investment Act of 1998 and by CFR§662.200. Additional Partners to this Agreement may be so designated by the local Workforce Investment Board.

Signature of Partner Organization:	Representing:
DES/Employment Administration Rochelle L. Webb, Administrator	o Employment Service (Wagner Peyser Act Programs) o Unemployment Insurance o WIA Title I, Section 167 Migrant & Seasonal Farm worker programs o Trade Adjustment Assistance o WIA Section 121(b)(1)(B)(i) Veterans Workforce Programs
DES/Employment Administration Non-Mandated Programs Rochelle L. Webb, Administrator	o Jobs Program o Food Stamp Employment Program o Alien Employment Certification Programs (H-2A/H-2B) o Grant Diversion Program o Work Opportunity Tax Credit Program o Shared Work Program o Federal Bonding Program

Signature of Partner Organizations:	Representing:
Diana A. Russell	Programs authorized under WIA Title I serving Dislocated Workers

Signature of Partner Organization:	Representing:
Rex Critchfield	Senior Community Service Employment Program of Title V of the Older Americans Act of 1965

Signature of Partner Organization:	Representing:
	WIA Title II Adult Education & Literacy Programs
	Postsecondary Vocational Ed. Activities of the Carl D. Perkins Career and Technical Education Improvement Act of 2006

Signature of Partner Organizations:	Representing:
Mark T. Leather	Programs authorized under WIA Title I serving Adults and Youth Programs

Signature of Partner Organizations:	Representing:
	Job Corps Programs

Signature of Partner Organizations:	Representing:
Mark T. Leitner	Programs authorized under WIA Title I serving Adults and Youth Programs

Title IB Operator

Barbara Valencia
Signature

Date 3-7-08

Barbara Valencia
Gila/Pinal WIB Program Manager
Gila County Division of Health
and Community Services
5515 S. Apache Avenue, Suite 200
Globe, Arizona 85501
(928) 425-7631
(928) 425-9468
bvalencia@co.gila.az.us

Chair Local Workforce Investment Board

Clifford C. Potts
Signature

Date 3-7-08

Cliff Potts, Branch Manager
Prudential Arizona Properties
609 South Beeline Hwy.
Payson, Arizona 85541
(928) 474-2337, Cell (928) 978-2960
cliff.potts@pruaz.com

APPENDIX H

Common Measures	Final PY13 Negotiated Level
Adult	
Entered Employment	74.5%
Employment Retention	84.9%
Average Earnings	$13,000
Dislocated Worker	
Entered Employment	83.0%
Employment Retention	87.5%
Average Earnings	$16,4000
Youth	
Placement in Employment/Education	62.5%
Attainment of Degree/Certificate	60.5%
Literacy/Numeracy Gains	43.0%

APPENDIX I

GILA/PINAL WORKFORCE INVESTMENT AREA
ASSURANCES

1. That it will establish, in accordance with Section 184 of the Workforce Investment Act (WIA), fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for funds paid to the local area through the allotments made under Section 128 and 133.
2. That veterans will be afforded employment and training activities authorized in Section 134 of the Workforce Investment Act, to the extent practicable. (112)(b)(17)(B).
3. That it will comply with the confidentiality requirements of Section 136(f)(3).
4. That no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing (Section 181(b)(7).)
5. That it will comply with the nondiscrimination provisions of Section 188, including an assurance that a Methods of Administration has been developed and implemented (Section 188.)
6. That it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of Section 188 (Section 185).
7. That it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at Section 189© of the Act which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will specify the required terms and conditions and assurances and certification, including, but not limited to the following:
   - General Administrative Requirements;
     29 CFR part 97 – Uniform Administrative Requirements for State and Local Governments (as amended by the Act)
     29 CFR part 96 (as amended by OMB Circular A-133) – Single Audit Act
     OMB Circular A-87 – Cost Principles (as amended by the Act)
   - Assurances and Certifications: SF 424 B – Assurances for Non-construction Programs; 29 CFT part 31, 32 – Nondiscrimination and Equal Opportunity Assurance (and regulation)
     CFR part 93 – Certification Regarding Lobbying (and regulation)
     29CFR part 98 – Drug Free Workplace and Debarment and Suspension Certifications (and regulations)
   - Special Clauses/Provisions:
     Other special assurance or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.
8. That the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator.

9. That it developed, and will continue to develop this Plan in consultation with local elected officials, the local workforce board, the business community, labor organizations and other partners.
10. That it will meet the regulatory requirement to procure youth services by a competitive process as outlined in the WIA Regulations and State Youth Procurement Guidelines.
11. That the LWIB will meet a minimum of four times per year, or once each quarter.
12. That all LWIB business will be conducted in accordance with the Arizona Open Meeting Law.
13. That it will comply with the nondiscrimination and equal opportunity provisions of the following laws:
    - Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title 1 financially assisted program or activity:
    - Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color, and national origin.
    - Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
    - The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
    - Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs. The grant recipient also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant recipient's operation of the WIA Title 1-financially assisted program or activity, and to all agreements the grant recipient makes to carry out the WIA Title 1-financially assisted program or activity. The grant recipient understands that the United States has the right to seek judicial enforcement of this assurance.

- That program services will be provided and funds will be spent in accordance with the Workforce Investment Act and Wagner-Peyser Act legislation, regulations, written Department of Labor and State of Arizona guidance, and all other applicable Federal and State laws. Local plan contents cannot override the legislative and regulatory requirements of the Workforce Investment Act/or the Wagner-Peyser Act.

APPENDIX J

LOCAL PLAN SIGNATURE PAGE
PROGRAM YEAR 2013
WIA TITLE 1B

We, the undersigned, do hereby approve and submit this Local Plan for the Workforce Investment Act (WIA) Title 1B Programs for the:

GILA/PINAL WORKFORCE INVESTMENT AREA

Submitted on behalf of the Gila/Pinal Workforce Investment Board (LWIB) and Chief Local Elected Official(s) for this Local Workforce Investment Area

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Approved on behalf of the State of Arizona: