



# GILA/PINAL WORKFORCE INVESTMENT AREA

**BUSINESS PLAN**  
**JULY 1, 2014 TO JUNE 30, 2017**

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

## B. Executive Summary

***At a minimum: counties covered; brief description of the characteristics of the local area; sector strategies area will focus on (include statewide sectors that exist in the local area plus local area specific sectors); educational information related to drop out rates and literacy information; vision and mission of the Local Workforce Area established by the Local Workforce Board; strategic plan critical issues, goals and strategies created by the Local Workforce Board.***

The Gila/Pinal Workforce Investment Mission Statement is:

- To act as a catalyst for change, utilizing community resources and building effective partnerships to improve the vitality of our economy, the quality of our workforce and the strength of our business community through economic development, education and employment opportunities.

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.

Gila County covers 4,796 square miles and is one of Arizona's most rural counties, where the principal economic activities are mining, healthcare, 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. Smaller communities in Gila County include: Young, Tonto Basin, Roosevelt, Strawberry, Pine, and Christopher Creek. Incorporated communities include: Globe, Hayden, Miami, Payson, Star Valley and Winkelman.

The Gila/Pinal Workforce Investment Area shall build a foundation of partnerships and collaboration in addressing the local area's education, workforce development and economic development needs. The WIB shall emphasize on building partnerships with business to identify skill needs and strategies for addressing those needs. There is also a need to continue collaboration among public entities to improve the service delivery system.

The Gila/Pinal Workforce Investment Area's shall bring key business leaders to the table with leaders of education, workforce, and economic development, to increase awareness of challenges facing business and the workforce system. This creates opportunities for innovation and development of successful strategies. The WIB's vision is to continue to improve in understanding and addressing the workforce needs of business and industry, target available resources to the local areas, and maximize the use of public and private resources invested in workforce development.

The Gila/Pinal Workforce Investment Board shall develop comprehensive workforce strategies which include:

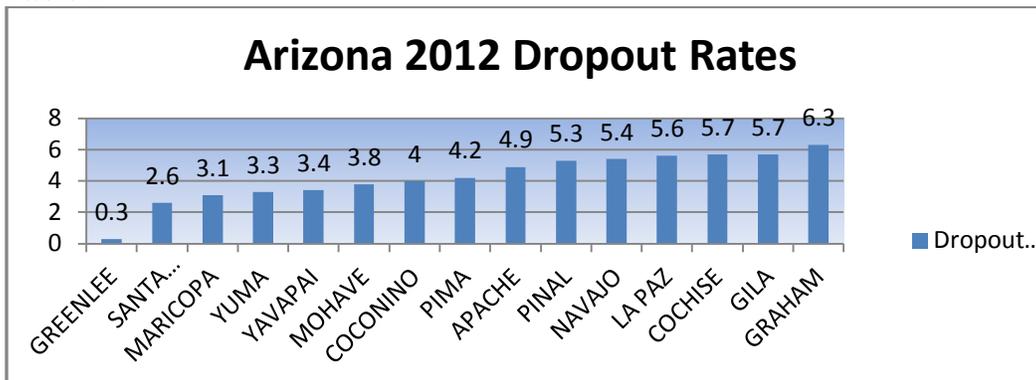
- strategies for collaboration and stronger partnerships;
- create conditions for economic vitality where the needs of employers and workers are met and prosperity can be achieved for all citizens and communities;
- focus on performance management and measures;
- review of the philosophies of partner agencies to ensure a common vision for the workforce development system;
- identification of best practices, quality programs, and innovative approaches that can be implemented across the two counties and increase collaboration and integration of workforce-development activities;
- continue working closely with the local elected officials to discuss new projects, training and job opportunities, and additional ways to leverage local resources and partnerships; and
- develop and implement continuous improvement plan.

The Gila/Pinal Workforce Investment Board has assembled a Sector Strategy Support Team which includes workforce development, economic development, industry association, and other partners. The WIB has selected the following sectors for Pinal County: Healthcare (emerging), Manufacturing (Active), and Hospitality (exploring); Gila County: Healthcare (active), mining (emerging), and Hospitality (exploring). The Pinal County Manufacturing Partnership held its first launch on October 1, 2013. Allied Health Care Advisory Committee in Gila County has met on June 19, 2013 and October 1, 2013.

Table 1 represents the dropout rate in Arizona for 2012. Dropout rates are reported for grades seven through twelve, and are based on a calendar year that runs from the first day of summer recess through the last day of school. A school’s total enrollment is used as the population figure against which dropouts are subsequently counted.

In order to lower dropout rates and increase the number of high school graduates equipped with the skills necessary to succeed in the 21<sup>st</sup> century, all students must have equal and adequate access to educational opportunities and resources.

**Table 1**

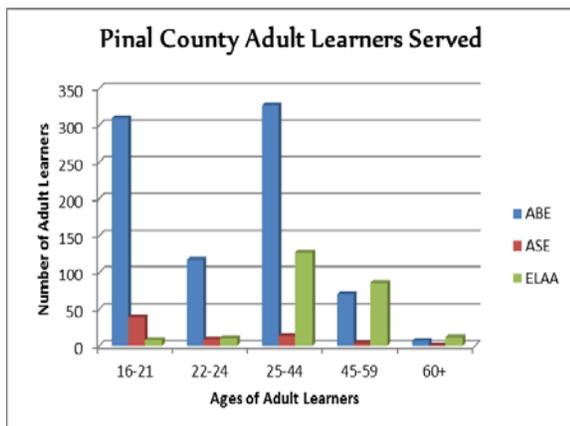


Improving an adult’s skills in reading, writing and/or math significantly increases his/her earning potential and ultimate contributions as a member of the workforce, a family, and the community for a lifetime.

**Program Year 2011-2012 Pinal County’s Adult Education Data\*:**

- Approximately 372,353 people living in Pinal County and 74% (274,389) are 18 years and older.
- 17% (46,186) of age 18 years and older lack a high school credential.
- 23% (4,209) of 16 to 19 years olds are not enrolled in school and do not have a high school diploma.
- 3% (6,932) live in “linguistically isolated” households (all members of the household 14 years and over have at least some difficulty with English).
- 1,140 adults are enrolled in Adult Education classes.
- 63% of enrolled students improved more than two grade levels.
- 84% who sought a high school equivalency credential passed the GED Tests and earned a diploma
- 96% who sought a job found employment.
- 89% who sought to retain or improve employment were successful.
- 89% who had a goal entering post-secondary education or training went on to further education.
- 30% of adult learners in Pinal County are between the ages of 25 and 44.

The U.S. Department of Labor-Bureau of Labor Statistics has determined the 2008 median annual earning difference between no diploma and a high school credential to be \$8,580. Individuals earning a GED in Pinal County represent a potential increase in taxable income of approximately \$11,497,200 per year.



ABE – Adult Basic Education – Instruction in reading, writing, & math through 8 grade level.

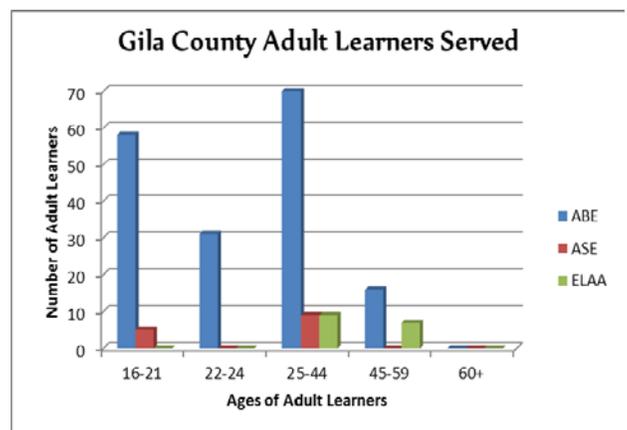
ASE – Adult Secondary Education- May lead to a high school equivalency diploma.

ELAA – English Language Acquisition for Adults – Instruction in listening, speaking, reading and writing for non-native English speakers.

**Program Year 2011-2012 Gila County’ Adult Education Data\*:**

- Approximately 53,405 people live in Gila County and 79% (42,899) are 18 years old and older.
- 17% (7,209) lack a high school credential.
- 32% (945) of 16 to 19 year olds are not enrolled in school and do not have a high school diploma.
- 2% of individuals 18 years and older (772) live in “linguistically isolated” households (all members of the household 14 years and over have at least some difficulty with English).
- 205 adults enrolled in Adult Education classes.
- 58% of enrolled students improved more than two grade levels.
- 48% who sought a high school equivalency credential pass the GED Test and earned a diploma.
- 50% who sought a job found employment
- 65% who sought to retain or improve employment were successful
- 29% who had a goal of entering post-secondary education or training went on to further education.
- 39% of adult learners in Gila County are between the ages of 25 and 24.

The U.S. Department of Labor-Bureau of Labor Statistics has determined the 2008 median annual earning difference between no diploma and a high school credential to be \$8,850. Individuals earning a GED in Gila County represent a potential increase in



taxable income of approximately \$1,081,080 per year.

\*Source: American Community Survey 2009-2011 3-Yr Estimate.

***Describe the involvement of the Chief Local Elected Official, the Local Workforce Investment Board 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 Gila/Pinal Business Plan. The following is the timeline for the development of the Gila/Pinal Business Plan.

<b>GILA/PINAL BUSINESS SERVICE WORK PLAN TIMELINE</b>	
September 17, 2013	First meeting w/Mary Ann Lawrence, Facilitator Review Process, assign teams/partners
September 25, 2013	Assign sections
October 2, 2013	Progress/update report
October 9, 2013	Progress/ update report
October 16, 2013	Team submit sections
October 23, 2013	Progress/update report
October 24, 2013	Final Draft
October 28, 2013	Submit for Public Notice
November 26, 2013	WIB Meeting to approve Business Plan
November 27, 2013	Submit plan to Pinal County BOS for review
December 4, 2013	Business Service Plan will be submitted through Agenda Quick for approval of Gila County Board of Supervisors
December 11, 2013	Pinal County Work Session
December 17, 2013	Gila County Board of Supervisors Meeting to approve Business Service
December 18, 2013	Pinal County Board of Supervisors Meeting
December 23, 2013	Submit Business Service Plan to State WIA

***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.***

The Gila/Pinal Business Plan public comment period is from October 28, 2013 through November 26, 2013. Notice of public comment shall be printed in various local newspapers throughout Gila and Pinal counties. Public Notice will also be posted on both Gila County and Pinal County websites. Any comments will be reviewed by the Workforce Investment Board and shall be addressed in the Business Plan.

Copies of the plan shall be made available at the following Gila/Pinal Workforce Investment Area’s Comprehensive One-Stop Centers:

Gila County Comprehensive One-Stop Center  
5515 S. Apache Avenue, Suite 200  
Globe, Arizona 85501

Pinal County Comprehensive One-Stop Center  
1015 E. Florence Blvd, Suite A-100  
Casa Grande, Arizona 85122

## C. Business Plan Narrative

**Local workforce system teams may choose to include additional information to provide more specific details as the Local Workforce Board deems appropriate. Graphics are encouraged to illustrate information or to provide fact-based data. Local Workforce Areas should ensure the local plan compliments and supports the State Integrated Workforce Plan and all applicable policies.**

**The Local Workforce Area Business Plan must describe the key strategies the Local Workforce Area intends to implement, based on its economic analysis, to achieve the governor’s vision and goals.**

***1. Cross-Program Strategies – The plan must discuss integrated cross-program strategies for specific populations and sub-populations identified in the Local Workforce Area’s economic analysis, strategies for meeting the workforce needs of the Local Workforce Area’s employers, and regional and sector strategies tailored to the state’s economy.***

The Gila/Pinal Workforce Investment Board has the responsibility to continuously identify workforce challenges and develop solutions to targeted industry workforce challenges. The WIB shall collaborate with industry sectors to address competitiveness issues by focusing on workforce development. Participation from employers, educational institutions, economic development organizations, labor organizations, and others ensure that a variety of stakeholder perspective are represented.

The following four key strategic goals with actions shall guide the activities of the local workforce system in alignment with the State goals:

- Goal #1 – Business and Industry: Meet the workforce needs of high demand industry sectors selected by the local area.
- Goal #2 – System Alignment and Integration: Support system alignment, service integration and continuous improvement.
- Goal #3 – Adults/Dislocated Workers: Increase the number of adults who obtain a marketable and industry-recognized credential or degree, with special emphasis on unemployed, underemployed, low skilled, low-income, veterans, individuals with disabilities and other at-risk populations.
- Goal #5 – Youth: Increase the number of youth, with emphasis on at-risk youth and those from low-income communities.

The Gila/Pinal Workforce Investment Board is committed to ensure that WIA funds allocated meet local workforce skill needs in identified industry sectors and workforce skill gaps area. Using data gathered on the local labor force and the major sectors in Gila and Pinal, the WIB will be able to determine the skill gaps and to align it with the latest employment trends, projections, and occupational staffing patterns to identify job opportunities.

**2. Partnerships – The plan must include a discussion of key strategic partnerships that are necessary to successfully implement the strategies, specify roles of specific Local Workforce Area entities and programs, and discuss how the strategies will meet the needs of employers and of each sub-population.**

Gila/Pinal Workforce Investment Act is building new partnerships and enhancing existing partnerships. These partnerships are formed with employers, economic development, and education. The vision of the Gila/Pinal Workforce Area is to render comprehensive services that will assist all customers in obtaining basic literacy, postsecondary education and industry-recognized credentials, and in securing employment in demand-driven occupations and industries. These services are designed to connect unemployed, under-employed, and dislocated workers to job commensurate with their demonstrated level of education or skill achievement.

One of the Gila/Pinal partnership initiatives is On-the-Job Training. This partnership with the local Workforce Investment Area and employers to improve job opportunities for individuals, specifically employed workers, and veterans.

Another partnership is with employers through the Business Service Team to identify employer needs, business recruiting, and informing employers as to the current skilled potential employees available through the One-Stop System.

Finally, one of the most effective and functional partnership tools available to use is streamlining of services and information sharing among the partners.

## **D. Planning Development**

*WIA section 118 requires that each Local Board, in partnership with the appropriate chief elected officials, develops and submits a comprehensive five-year plan to the Governor which identifies and describes certain policies, procedures and local activities that are carried out in the local area, and that is consistent with the State Plan.*

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

The planning process began through a series of meetings held weekly with invitations to all Gila/Pinal Workforce Investment Board, stakeholders, and other interested parties to provide an opportunity to comment and review on the Gila/Pinal Business Plan. See Timeline in Section B. Executive Summary.

***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.***

The Gila/Pinal Business Plan public comment period is from October 28, 2013 through November 26, 2013. Notice of public comment shall be printed in various local newspapers throughout Gila and Pinal counties. Any comments shall be reviewed by the Workforce Investment Board and address them in the Business Plan. Public Notice will also be posted on both Gila and Pinal County's website.

Copies of the plan shall be made available at the following Gila/Pinal Workforce Investment Area's Comprehensive One-Stop Centers:

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Pinal County Comprehensive One-Stop Center  
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Casa Grande, Arizona 85122

**Copies of the published notice, distribution list and comments are attached as Appendix A.**

***Identify the local self-sufficiency standards approved by the Local Workforce Board for employed adults and dislocated workers as a percentage of the Lower Living Standard Income Level (LLSIL). Describe how the LWIB ensures the self-sufficiency level is reflective of the current labor market information.***

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.

## D.1 Service Access Sites

*Provide the number and location (including address) of each of the following access sites including how the respective locations were selected:*

1. *Comprehensive One-Stop Center*
2. *Affiliate*
3. *Satellite*
4. *Access Points*

Both Comprehensive One-Stop Centers have been in operation for over five years. The criteria and the rationale for selection of the Access Points are selected by the One-Stop Committee and forward to the WIB for review. The One-Stop Committee meets monthly to discuss issues and review current Access Points and expanding Access Points.

### Gila/Pinal One-Stop Centers

1. **Comprehensive One-Stop Center** – The Comprehensive One-Stop Centers provide core services specified in Section 134(d)(2) of the WIA, and provide job seekers and employers access to partner services specified in Section 121(b)(1). WIA Adult and Dislocated Worker services and Wagner-Peyser labor exchange services are physically located in each comprehensive one-stop center in Gila and Pinal. Access to unemployment insurance services via phone is also available.

Arizona Workforce Connection  
1015 E. Florence Blvd, Suite A-100  
Casa Grande, AZ 85122

Gila County Community Services Division  
5515 S. Apache Avenue, Suite 200  
Globe, Arizona 85501

2. **Affiliate**  
N/A

3. **Satellite/Access Points** The Satellite One-Stop Center at a minimum shall provide technological access to service information and basic self-directed core services with significant staff involvement.

Arizona Department of Economic Security  
112 E. Highway 260  
Payson, AZ 85541

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

The local area is developing Service Access Sites. For the most current list, visit the Gila County Website.

***How does the Local Workforce Board evaluate the needs of the community in determining that the locations and partner services meet the needs of jobseekers and the employer community?***

**Job Seeker:**

- The Gila/Pinal WIB is in the process of developing a website program that when a jobseeker first comes to the One-Stop data will be collected, which will determine their needs. In addition, the computers at the One-Stops shall have a link for participants to register with a log-in and password. This program will be able to tell which programs they could potentially be eligible (example Arizonaselfhelp.org). Gila/Pinal WIB will work to do this on the Kiosk at the one-stops, in addition to all the Access Point computers with questions set up such as (are you here for unemployment?) (are you interested in job training?) (what do you see as the biggest need in your community?).
- For their exit interview, Gila/Pinal is developing a survey that would allow the jobseeker to rate services being given and determine if all their needs were met. At this time, the WIB is reviewing avenues on how to administer the exit interview.

**Employer:**

- Gila/Pinal shall collect data from local businesses to assist their needs.
- This would be done through Chambers of Commerce and City License list and other lists that are compiled with businesses located in our area. This will help to forecast job trends and potential training needs.
- Information compiled by the One-Stop Manager will be brought to the One-Stop Committee to make recommendations to the full WIB.

**Partners:**

- Gila/Pinal shall create a report/survey for all partners to compile about their services and client needs being met. Survey will also be conducted through our website.
- All data would be turned into the One-Stop Manager monthly. The One-Stop Manager would organize the data and report to the Gila/Pinal WIB quarterly.
- The Gila/Pinal WIB will analyze the data to evaluate for any trend needs that are not being met. The WIB would then identify what services or partners are needed.

***How is it decided if additional services or partners are needed and how they will be incorporated into the existing access site structure?***

The local area is developing a website that would be used to survey our customers. We anticipate having it ready to go by the first year of the plan.

One-Stop Manager would compile the information into a report that would be presented to LWIB every two years to review. At this time, it will be determined if jobseekers, employers and partners needs are being met. If they are not being met, the LWIB will ask the One-Stop Committee to develop a plan to correct the problem and/or seek out more resources.

Once the service/partner has been identified, they shall be brought to the WIB along with the recommendation from the committee for approval. After approval they would be trained/educated on the other partners/service in the One-Stop along with policies and procedures. This training shall be done on an ongoing basis with the personnel changes that often happen to keep continuity in the one-stop.

***Describe how the Local Workforce Area will ensure that each site complies with the state chartering and certification policies.***

The Gila/Pinal Workforce Investment Area shall comply as set forth in Policy 04-2013 – One-Stop Certification Process. In order for a Comprehensive One-Stop Center to be certified, the Gila/Pinal shall follow the criteria below:

- Workforce Board’s Mission Statement is posted and visible to public.
- Full-Time Hours of Operation are posted on the door or in view of the outside entrance;
- Site manager has been assigned by the One-Stop Operator with a job description that is inclusive of overseeing the day-to-day operations of the Center as describe in the Service Integration Policy #01-2013.
- Welcome function, skill and career development function, and business services function shall be established according to the Service Integration Policy #01-2013.
- Staff development and capacity building to ensure individuals working with customers have the skill and knowledge needed to provide quality customer service.
- Provide the following core, intensive and training services under WIA:
  - Triage and Initial Assessment
  - Core Services without Significant Staff Involvement
  - Core Services with Significant Staff Involvement
  - Intensive Services
  - Training Services
- Partner programs are either co-located or virtually accessible, either directly or through referrals; and
- Business Plan shall be submitted to the State Administrative Entity where a set of proposed annual performance shall be listed.

There are no Affiliate One-Stop Centers in the Gila/Pinal Local Workforce Investment Area.

In order for Satellite One-Stop Center to be certified, these centers shall at a minimum, provide technological access to service information and basic self-directed core service.

***Describe emergency procedures to ensure the safety of individuals working and using the sites.***

Gila/Pinal Workforce Investment Area has established emergency procedures which includes installing a panic button in both Comprehensive One-Stop Center in Gila and Pinal. Partners and staff will be trained annually on emergency policies and procedures. Top priority will be on the safety of the partners and staff.

***Outline a marketing strategy for creating awareness of services provided and connecting with all job seekers and employers in the Local Workforce Area and steps to be taken to align with the state plan outreach strategies.***

Gila/Pinal Workforce Investment Area shall develop and execute a measurable, strategic marketing and media plan. Included in the plan will be the development of marketing and media materials targeted to key audiences, and strategies to utilize the materials to achieve key objectives.

The question becomes, “How does the WIB communicate the services available to the employers in Gila/Pinal Counties?” Develop an informative marketing approach focusing on the benefits to employers who partner with the Board while establishing a meaningful working relationship.

**Strategies to Promote Awareness of the Gila/Pinal Workforce Investment Area**

Promote One-Stop Services

- Strategy: Publicize the availability and proximity of Arizona Workforce Connection Centers, their services and success stories.
- Business Services Team – employer related functions and to promote one-stop services.
- Conduct outreach activities that include community service agencies, networking meetings, inner-agencies, etc.

Fill board vacancies with qualified, engaged members of the community.

- Strategy: Clearly position Arizona Workforce Connection-Gila/Pinal Counties’ services and programs as a system that provides services in a manner that is in line with the intended brand of the system.

Increase reports in customer satisfaction

- Strategy: Develop assessments of customer satisfaction.

Measure the success of the marketing and media campaign.

- Strategy: Track response rates and consistently monitor any changes in levels of contacts about Arizona Workforce Connection and participation in the One Stop partner programs.

### **Target Audience**

The target audiences of this campaign have been identified as:

- employers who seek qualified job applicants or training resources for existing employees. (This audience may include high-level decision-makers in small to medium sized firms, human resources professionals in larger firms, others with employee recruitment and/or retention responsibilities and trainers);
- economic development practitioners;
- job seekers;
- elected officials;
- one Stop partners; and
- service providers.

### **Brand**

The intended brand ‘personality’ attributes of Arizona Workforce Connection in Gila/Pinal Counties is:

- customer friendly;
- super-competent;
- adaptable with a large breadth of support;
- one Stop – comprehensive services;
- results-oriented – look towards the finished product
- professional; and
- easily identifiable – visible and consistent.

### **Key Strategies**

The following strategies will be developed for utilization awareness of the Gila/Pinal Workforce Investment Area and the Arizona Workforce Connection.

Demonstrate benefits/value to the business community:

- Workforce development and job training programs grow businesses in Gila and Pinal Counties.
- Arizona Workforce Connection programs focus on Arizona’s need to enhance its workforce.
- Arizona Workforce Connection programs focus on business needs to be financially competitive.
- Training grants, tax credits, quality services at no charge are available to businesses interested in developing their employee base.
- Develop productive, skilled, long-staying employees who know your industry and benefit your business.
- Tailor easy to apply-for programs that meet the needs of a company’s unique culture.
- Job training is available to enable companies to attract and retain the most valuable employees at competitive, self-sustaining wages.
- Effective training programs are directly related to increased revenues, retention of valuable employees and reduced turnover and legal costs.

### **Marketing the Gila/Pinal Workforce Investment Area**

Marketing tools to be identified to publicize the Arizona Workforce Connection identity to key audiences are listed below. Any communication materials will incorporate key messages to primary audiences and will simply and clearly provide information. These tools may include:

- develop brochures, flyers, etc. and update as necessary for all WIB members and WIB staff to use in their presentations. Develop documents that are factual but informative;
- develop a video and/or PowerPoint presentation and distribute to WIB members and WIB staff;
- create a newsletter that provides information of One-Stop services, recognition, success stories, and sent to stakeholder;
- develop a marketing calendar, which includes advertising and speaking engagements; and
- update website as needed.

## **E. Administrative Structure**

***Reference Local Governance Policy; One-Stop Delivery System Policy; One-Stop Certification Policy***

***The Local Workforce Board is appointed by the chief elected official(s) in the local area in accordance with State criteria established under WIA section 117(b), and is certified by the Governor every two years, in accordance with WIA section 117(c)(2).***

***Local Boards must designate an operator that will ensure seamless service delivery within each One-Stop Center. The operator must ensure seamless service delivery in all affiliate and comprehensive One-Stop Centers to include details of day-to-day functional supervision that may take the form of a site manager or other means as determined effective.***

### **E.1 Leadership Structure**

***Indicate who the One-Stop Operator is and describe how they were selected – competitively bid or a consortium of 3 or more partners. If a consortium – identify the partners.***

A consortium of partners consisting of the Arizona Department of Economic Security – Wagner-Peyser, Central Arizona Governments – WIA Adult, Gila County Community Services – Dislocated Worker have been designated by the WIB and Local Elected Officials as Operator of the One-Stop System and 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.

***Provide an organizational chart that delineates the relationship between the agencies involved in the workforce development system, including the Chief Elected Official, administrative entity, fiscal entity, One-Stop Operator and the required One-Stop partner programs and lines of authority.***

**Organizational chart is attached as Appendix B.**

***Describe the Local Workforce Investment Board structure and its relationship with the Chief Elected Official(s).***

The Gila/Pinal WIB shall be comprised of 51% of private business members and 49% public sector, who shall be appointed by the Gila and Pinal County Boards of Supervisors. Members shall be appointed for terms of 4 years and may serve unlimited terms. The Gila/Pinal WIB members recommend proposed members to the Boards of Supervisors for appointment. Once new members are voted on by a quorum of the WIB, names will be submitted to the Gila or Pinal County Board of Supervisors for review, approval and appointment of the individuals from within their respective jurisdictions. It is anticipated that the appointment by the Board of Supervisors shall take place within (60) days of the recommendation of appointment by the WIB.

Members of the WIB may seek new members for the WIB from businesses within Gila and Pinal County.

***Describe the role of the Chief Elected Official in the governance and implementation of WIA in the local area.***

The Gila/Pinal Workforce Investment Board forwards its recommendation for appointment of members to the Gila and Pinal County Boards 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.

***Identify the entity responsible for the administrative functions in the delivery of WIA services.***

Gila County has been designated the entity responsible for the administrative functions in the delivery of WIA Services. An Intergovernmental Agreement has been developed between Gila and Pinal County Boards of Supervisors designating Gila County as the Grant Recipient of funds.

***Identify the entity responsible for the disbursement of grant funds, as determined by the Chief Elected Official.***

Gila County as Grant Recipient was designated as the entity responsible for the disbursement of grant funds. Gila County has established fiscal control and fund accounting procedures as may be necessary to assure the proper disbursement of and accounts 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.

## **E.2 Youth Councils**

***Describe the Local Workforce Area Youth Council, its membership, meeting schedules, purpose, and relationship to the Local Workforce Investment Board.***

The Gila/Pinal Workforce Investment Area is in the process of re-organizing the Youth Council.

The purpose of the youth council is to provide expertise in youth policy and to assist the Local Board in:

- developing and recommending local youth employment and training policy and practice;
- coordinating youth activities;
- developing portions of the local plan related to eligible youth;

- establishing linkages with educational agencies and other youth entities;
- recommending eligible youth service providers subject to approval of the Local Board; and
- conducting oversight with respect to eligible providers of youth activities subject to the approval of the local board.

A youth council must be established as a subgroup within each Local Board.

The membership of each youth council may include:

- members of the Local Board, such as educators, which may include special education personnel, employers, and representatives of human service agencies, who have special interest or expertise in youth policy;
- members who represent service agencies, such as juvenile justice and local law enforcement agencies;
- members who represent local public housing authorities;
- parents of eligible youth seeking assistance under subtitle B of Title I of WIA;
- individuals, including former participants, and members who represent organizations, that have experience relating to youth activities;
- members who represent the Job Corps, if a Job Corps Center is located in the local area represented by the council; and
- youth councils may include other individuals, who the chair of the Local Board, in cooperation with the chief elected official, determines to be appropriate.

Members of the youth council who are not members of the Local Board must be voting members of the youth council and nonvoting members of the Local Board. Youth meetings shall be scheduled quarterly.

***Describe how the Local Workforce Area Youth Council will provide guidance and oversight to ensure the needs of youth are being met.***

LWIB staff shall report to the Youth Council on a quarterly basis to ensure provider is in compliance with all applicable laws and regulations in meeting the needs of the region. Monitoring reviews shall consist of fiscal and programmatic operations. LWIB Staff will evaluate the local youth provider by reviewing appropriate quarterly performance data for outcomes of performance measures.

Technical assistance will be available to those providers not achieving performance goals. Youth providers are required to provide updates on their program at all Board meetings. Also, procedure manuals are provided to the Youth Provider to ensure compliance with all applicable laws and regulations.

***Describe the role of the Youth Council in the procurement of youth services.***

The Youth Council shall utilize the Request for Proposal process to select eligible service providers for youth. After proposal review, the Youth Council will forward recommendations to

the WIB and then once approved by the WIB, the recommendation will be forwarded to the Board of Supervisors for final approval.

### **E.3 Procurement**

***Describe the competitive and non-competitive process used to award grants and contracts for activities under WIA Title 1B, 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 Youth 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 and third 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 so;
- negotiate necessary adjustments in proposed funding levels and program activities.
- fund agencies outside the order of rating recommendations; and
- direct sub-contractors to implement changes in accordance with State directives made to comply with the Workforce Investment Act and applicable regulations.

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

Youth Requests for 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, and 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; and

- Experience: Past performance: qualified staff, organization chart, staff job descriptions.

The following categories will serve as the Gila/Pinal Workforce Investment Board performance and reporting requirements during the contract period. These categories are subject to change. The following categories have been assigned points to be utilized to assess each contractor's progress toward the attainment of the requirements on a quarterly basis:

- attainment of Federal Performance Measures (20 points) and contractor has met or exceeded performance measures;
- expenditures (10 points) and expenditures are in-line with RFP and federal guidelines;
- service levels (10 points) and contractor has enrolled number of participants in contract;
- program monitoring outcomes (20 points) and contractor will be monitored by staff twice a year to ensure program compliance;
- fiscal monitoring outcomes (20 points) and contract will be monitored by staff twice a year to ensure fiscal compliance; and
- monthly/quarterly reports, etc. (20 points) and reports include at a minimum, but not limited to.

Other organizations not currently or previously providing youth services will be evaluated on information obtained from references submitted in the "Reference" section of the RFP. The reference source will be asked to provide an overall assessment of program performance and capabilities, including:

- actual performance vs. planned goals;
- type of program services funded;
- participant characteristics (number served, age, target group)
- geographic area served;
- grant amount and duration (including date(s) funded)
- fiscal accountability;
- reporting and record keeping performance/capabilities; and
- customer satisfaction.

The Gila/Pinal Workforce Investment Board expects that each provider will consistently improve performance from quarter to quarter, i.e. percentage increases. The WIB will provide technical assistance and training, based on individual agency need, to improve agency performance.

***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 Local Workforce Board or One-Stop Operator.***

The following is the Administrative Appeal Procedure for organizations/individual(s) who wish to file a complaint due to funding recommendation process for WIA programs.

### **Requesting an Appeal**

Appeals must be submitted in writing.

1. Appeals may be made only for an alleged violation of the proposal review process, which resulted in discrimination or unfair consideration.
2. When an appeal is made, the committee may make the following recommendations:
  - There was compliance with applicable procedural requirements.
  - Any deviation from applicable requirements was not substantive and did not significantly affect the results. A recommendation of changes to be adopted for future RFP review process is in order.
  - There was a deviation from applicable procedural requirements that may have significantly affected the outcome. Committee may recommend review or other appropriate action. The recommendation may be made to the Gila/Pinal Workforce Investment Board.
3. The written appeal request must be delivered to the Gila/Pinal Workforce Investment Board by the end of the second business day after the Committee makes its recommendations.

Submit to: Gila/Pinal Workforce Investment Board  
5515 S. Apache Avenue, Suite 200  
Globe, AZ 85501
4. The Appeals Committee will be composed of three (3) members. The Workforce Investment Board Chair will identify three (3) WIB members to hear appeals and two (2) members to stand as alternates in the event an Appeals Committee member is unable to participate. Representation of the WIB Appeals Committee should be reflective of as many diverse representative sectors as possible to minimize the possibility of conflicts of interest. If a representative of the organization/individual(s) requesting an appeal hearing is not present, the appeal request will be automatically denied.
5. In the event that an appeal is upheld, the Appeals Committee will forward their decisions(s) to the Youth Council for further consideration. Final recommendations will be forwarded to the WIB.

### **E.4 Communication**

*Describe how the Local Workforce Area will communicate performance results to stakeholders.*

The WIB Program Manager shall create a report quarterly that would reflect results of our performance. This report would be given to the Gila and Pinal County Board of Supervisors quarterly at a regular meeting. This would be posted on the Gila/Pinal Workforce Investment Area website.

*Describe how the Local Workforce Area will communicate financial information and service information to stakeholders.*

The WIB Program Manager shall report quarterly on financial, information, and performance to the Gila/Pinal WIB and Gila and Pinal County Boards of Supervisors and posting reports on the website.

***Describe the communication protocol and how the Local Workforce Board, local elected officials, partners and all staff are informed on a regular basis regarding activities, performance outcomes, and budgets with at least one joint meeting held annually between the Chief Elected Officials and the local board.***

- Local elected officials shall be updated quarterly at a regular board meeting by WIB Program Manager.
- Partners and staff shall be kept up to date by the One-Stop Manager with a monthly or as needed meeting to discuss needs for clients along with any changes in their programs. Partners shall report to the WIB at each quarterly scheduled meeting on service information, needs or changes.
- WIB Program Manager would coordinate a work session annually with the Board of Supervisors.

***Describe in detail how the local board will resolve conflicts that may arise (but not limited to) between the following:***

- **Board Members**  
Any grievance/conflict will be submitted in writing to Chairman\*. The Chairman would then try to resolve the issue. If Chairman cannot resolve conflict an outside mediator would be brought in to resolve conflict and give board a recommendation if board action is necessary. If grievance/conflict is with Chairman, the Vice Chair would follow the same procedures but would be the first contact.
- **Service Delivery Partners**  
Any grievance/conflict must be submitted in writing to the One-Stop Manager. The One-Stop Manager would notify the Chairman\* and work together to resolve the grievance/conflict. If grievance/conflict is with One-Stop Manager, the Chairman will work with the Executive Committee to try to resolve the grievance/conflict. If they can't resolve the conflict, an outside mediator would be brought in to resolve conflict and give board a recommendation if board action is necessary.
- **Consortium Partners**  
Any grievance/conflict must be submitted in writing to the WIB Program Manager. The WIB Program Manager shall notify the Chairman of the WIB. The WIB Program Manager and One-Stop Manager shall work together to try to resolve the grievance/conflict. (They shall keep the Chairman\* of the WIB informed. If necessary, the Chairman can be asked to help resolve the grievance/conflict.) If they can't resolve the conflict, an outside mediator would be brought in to resolve conflict and give the WIB a recommendation if board action is necessary.

\*If Chairman is not available or has a conflict of interest they may appoint another board member on the LWIB.

## **F. Equal Opportunity and Affirmative Action**

***Reference Local Governance Policy; One-Stop Delivery System Policy; One-Stop Center Certification Policy.***

***A system that includes compliance with WIA Section 188, Title IV of Civil Rights Act of 1964, Section 504 of Rehabilitation Act of 1973, Age Discrimination Act of 1975 and Title IX of the Education Act of 1972, and the current State of Arizona Method of Administration.***

***Describe how each access site identified in D.1 will ensure compliance with the State's Methods of Administration (i.e., Equal Opportunity and Americans with Disabilities Act requirements).***

Gila/Pinal Workforce Investment Act One-Stop Comprehensive Career Centers fully complies with the Americans with Disability Act, Section 504 of the Rehabilitation Act of 1973 (amended) Section 188 of the WIA of 1998, Age Discrimination Act of 1975, Title IX of the Education Act of 1972, and 29 CFR Part 37. This applies to any recipient, programs and activities that are part of the One-Stop delivery system and that are operated by One-Stop partners listed in section 121(b) of the WIA, to the extent that the programs and activities are being conducted as part of the One-Stop delivery system, and the employment practices of a recipient and/or One-Stop partners, provided in 29 CFR 37.2.

Gila/Pinal Workforce Investment Act is committed to making all services, facilities, and information accessible for individuals with disabilities. This applies to all programs, activities, and services provided by or made available to potential employees, volunteers, contractors, service providers, licensees, clients, and potential clients within the Gila/Pinal One-Stop Comprehensive Centers. To reinforce this commitment, all recipients and service providers are required to provide written assurance in their agreements, grants, and contracts they are committed to and will comply with the requirements of the WIA, Americans Act with Disability (ADA), Rehabilitation Act or 1973, and with 29 CFR and Part 37.

Gila/Pinal Workforce Investment Act has established a communication system that is accessible to all registrants, applicants, eligible applicants/registrants, applicants for employment, employees and interested member of the public, making them aware of the WIA One-Stop's obligation to operate its programs and activities in a nondiscriminatory manner, and the extent of the rights of members of these groups to file complaints of discrimination.

***Provide contact information and identification of the Local, State, and Federal EO Officers available in all facilities used to conduct WIA Title 1 funded activities or trainings.***

Gila/Pinal EO Officer  
Christina Throop  
5515 S Apache Ave. Suite 200  
Globe, AZ 85501  
Phone: 428.425.7631 - Fax: 928.425.9468  
[Cthroop@gilacountyaz.gov](mailto:Cthroop@gilacountyaz.gov)

Arizona WIA EO Officer  
Lynn A. Nedella  
Employment Administration  
Department of Economic Security  
1789 W. Jefferson Site Code 920Z  
Phoenix, AZ 85507  
Phone: 602.542.3957  
Fax: 602.542.2491  
TTY/TDD: 7-1-1  
[LNedella@azdes.gov](mailto:LNedella@azdes.gov)

Civil Rights Center Director  
Naomi M. Barry-Perez  
U.S. Department of Labor  
200 Constitution Avenue NW  
Room N-4123  
Washington DC 20201  
Phone: 202.693.6502  
Fax: 202.693.6505  
TTY: 202.693.6516

## G. Evaluation and Market Analysis

*Reference Local Governance Policy; One-Stop Delivery System Policy, Balanced Scorecard*  
**The Local Workforce Area Business Plan must describe the labor market and economic context in which the local workforce system (including all the programs in the State Integrated Workforce Plan) is operating, based on accurate and timely labor-market, demographic, and economic information, with particular attention given to high-need, under-served, under-employed, and/or low-skilled subpopulations.**

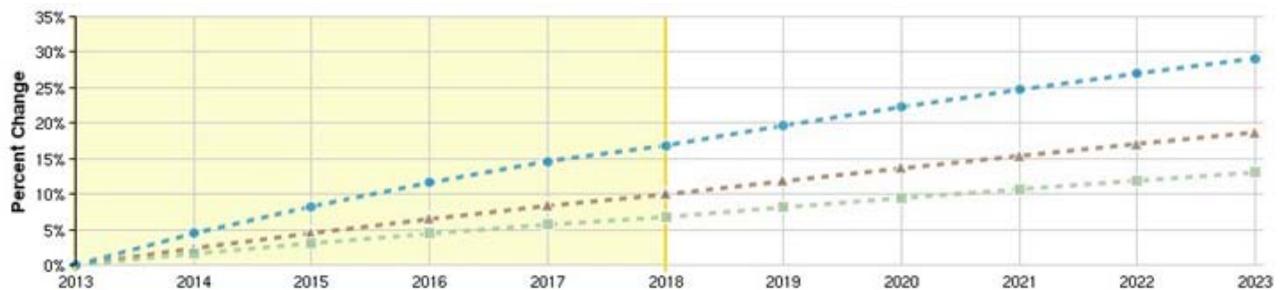
*The Local Workforce Area Business Plan must include the following specific information:*

**1. An assessment of the current situation and projected trends of the Local Workforce Area's economy, industries and occupations, including major economic regions and industrial and occupational sectors.**

**Current Situation:** The State of Arizona and the Gila Pinal Workforce Investment Area were hit hard in the recession resulting in a decline of jobs to the region. A higher proportion of jobs are now in the government sector and construction took the biggest hit in the region. In the past year, there has been a modest rebound in construction and home values, especially in the economic region neighboring Metropolitan Phoenix.

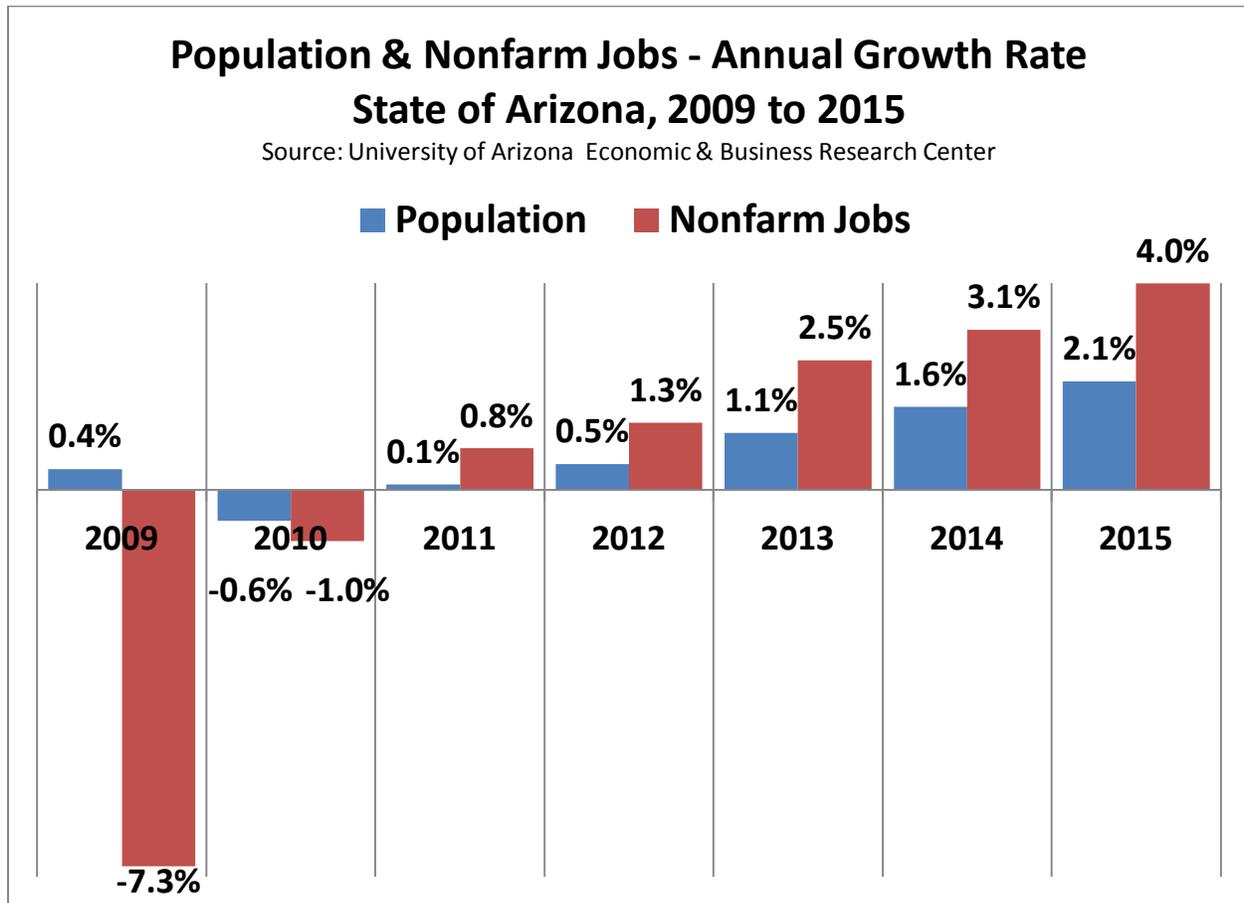
- Currently there are 103,814 people employed in the Gila Pinal Workforce Investment Area with 12,618 unemployed as of May, 2013.
- The annual wage per job in Gila County is \$39,223 and Pinal County is 39,723, as compared to the Arizona average of \$45,396.

**Projected Trends:** Economic Modeling Specialist International has projected a gradual increase in jobs at a rate faster than the State and the US (see Table below).



Region	2013 Jobs	2018 Jobs	% Change
<b>A</b> Pinal-Gila	103,814	121,300	16.8%
<b>B</b> Nation	182,432,348	194,763,145	6.8%
<b>C</b> State	3,395,115	3,732,426	9.9%

- By 2015, University of Arizona Economic and Business Research Center predicts that the Population in Arizona will increase 2.1% a year and Jobs will be increasing at 4.0 percent a year (see Table below).
- By 2018, EMSI projects that there will be 121,300 people employed in the Gila Pinal Workforce Investment Area, a 16.8% increase from 2013.



**Economic Regions, Industrial and Occupational Sectors:**

- Copper Corridor (Globe, Miami, Superior, Kearney, Winkelman, Hayden and Mammoth) – Government, Mining, Healthcare and Retail
- Northern Gila County (Payson, Star Valley, Strawberry and Pine) – Government, Retail, Healthcare, Hospitality and Real Estate
- Metropolitan Phoenix Growth Area ( Maricopa, Casa Grande, San Tan, Queen Creek and Apache Junction) – (Over 50% of population works in Maricopa County) Government, Retail, Healthcare, and Manufacturing, Transportation, and Wholesale Trade
- Metropolitan Tucson Growth Area (Marana, Oracle and Oracle Junction)– (Over 50% of population works in Pinal County) Government, Healthcare, Retail, and Manufacturing and Professional / Technical Services

- Central Pinal County (Florence, Coolidge, Eloy, Arizona City and Casa Grande) – Majority of residents work in Pinal County; Government, Retail Trade, Administrative and Support, Health Care, Manufacturing, Transportation, and Wholesale Trade.

**2. *An assessment of the workforce skills and knowledge individuals need to find current and future employment in the local area, particularly those skills and knowledge identified by employers as necessary for economic growth in the Local Workforce Area.***

### **Largest Openings/Completions Gaps**

<b>Occupation</b>	<b>Related Completions (2012)</b>	<b>Annual Openings (2013)</b>
<b>Elementary School Teachers</b>	<b>20</b>	<b>87</b>
<b>Personal Financial Advisors</b>	<b>0</b>	<b>56</b>
<b>Secondary School Teachers</b>	<b>1</b>	<b>50</b>
<b>Securities, and Financial Services Sales Agents</b>	<b>0</b>	<b>48</b>
<b>General and Operations Managers</b>	<b>18</b>	<b>65</b>

The Gila/Pinal Workforce Investment Board shall develop and implement an Employer Needs Survey. Target date for completion is anticipated by the first year of completion of the plan. The survey shall be conducted to gain knowledge of business needs, barriers and challenges businesses face in accessing the workforce system and challenges faced by employees to become self-sufficient.

**3. *A description of the characteristics and employment-related needs of the Local Workforce Area’s population, and diverse sub-populations, including those from racial, ethnic, linguistic groups, older persons, and individuals with disabilities.***

**Information for this section is attached in Appendix C.**

Some of the data points to local needs based on our regional population and attainment characteristics. These needs are:

- Attainment by Disability - There is not enough data at the local level to analyze how individuals with disabilities are underserved in our region, but 11.8% of Arizona residents with disabilities are employed in the occupation group Production, Transportation and Material Moving, compared to 16.3% of the national population indicating they have a disability, a decrease of 38%.

The Industry most underserved in Arizona is Manufacturing with 7.2% of Arizona residents but 10.6% of federal respondents are employed in this industry, drop off of 47%.

- Educational Attainment – For the population over 24 years of age, educational attainment is very similar for Gila County, Pinal County, Arizona and the United States. In the population from 18 to 24 years of age, Gila and Pinal County residents are considerably lower than for Arizona and the US.

Population 18 – 24 Years				
Education Level	US	AZ	Gila	Pinal
Less than HS Graduate	16.7%	20.8%	29.7%	31.5%
Bachelor’s Degree or Higher	9.3%	6.8%	2.0%	3.6%

In the population from 25 years of age and over, education attainment in Gila and Pinal County are lower than that for Arizona and the US.

Population 25 Years and Over				
Education Level	US	AZ	Gila	Pinal
Less than HS Graduate	6.1%	6.6%	5.1%	6.0%
Bachelor’s Degree or Higher	17.7%	16.8%	9.4%	12.2%

- Earnings by Gender – For the population 25 years and older, Gila County residents have a lower median earning than US, AZ or Pinal County residents. Females are lower in all groups but lower still in Gila County.

All residents	US	US	AZ	AZ	Gila	Gila	Pinal	Pinal
	Male	Female	Male	Female	Male	Female	Male	Female
25 years or older	41,661	29,422	39,873	29,589	33,693	23,817	40,663	29,397

- Transportation – The Gila Pinal Workforce Region covers approximately the same square miles as the state of Maryland, yet there are very few public transportation options. Gila County populations are clustered in regions that are very far from other economies to work in and the commute tends to be shorter. In Pinal County, many of the residents are commuting out of county or to other communities in the region. The average commute is quite a bit longer than the state and federal average and is one of the biggest challenges to the region.

Mean travel time to work	US	AZ	Gila	Pinal
	25.4 minutes	24.7 minutes	19.3 minutes	32.1 minutes

- Older Persons – The employment status of the population over 65 has some variation across the comparison groups. 15.8% of the US population over 65 is still in the workforce. The state of Arizona is 13.8%, Pinal County is 11.2% and Gila County is 10.3%. It may look like these numbers only vary slightly, but the difference between the

percentage in the workforce between the US and the local region is significant. The economy relies on serving part-time and full-time retired residents, but when a larger percentage of the senior population is retired, capital is not reinvested and there is a shortage of workers that have the most experience working in and managing businesses.

In Labor Force	US	AZ	Gila	Pinal
	15.8%	13.8%	10.3%	11.2%

- Race and Ethnicity – While Gila County is much like the United States in general, Pinal County resembles the state of Arizona as far as population that is Hispanic or of Latino origin. Both have English as a second language issues as well.

Hispanic or Latino Origin	US	AZ	Gila	Pinal
	16.1%	29.4%	17.8%	28.8%

***4. Based on the assessments above, an analysis of the skill and education gaps for all individuals within the Local Workforce Area, particularly for those individuals by the programs included in the Local Workforce Area’s Business Plan.***

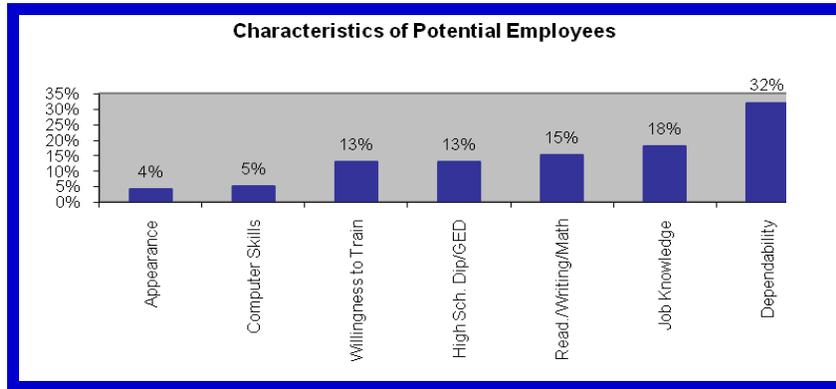
Skill and education gaps for Gila and Pinal counties are lower percentage wise than the State of Arizona and the US.

The Gila/Pinal Workforce Investment Board believes that the primary customer of the workforce development system is the employer. As such, significant efforts are made to ensure that the needs of the primary customer are understood and addressed. Understanding and addressing these needs is critical to the success of the Gila/Pinal Workforce Investment Area.

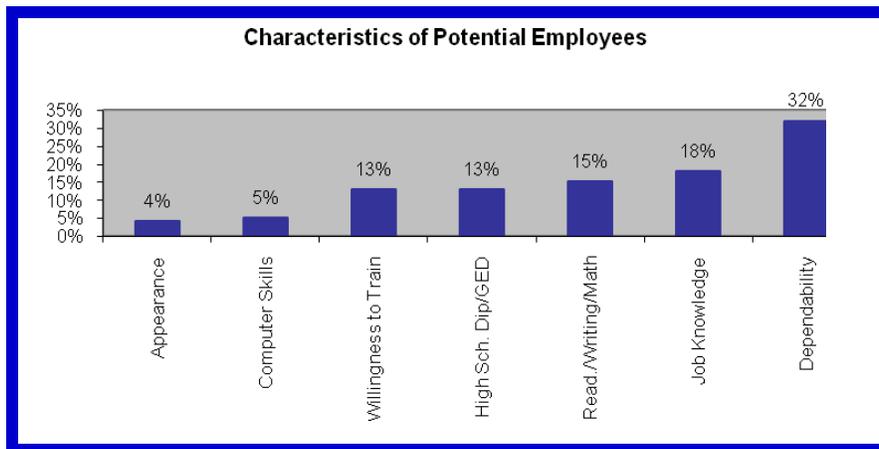
A survey was conducted in Gila and Pinal to gain knowledge of business needs, barriers and challenges businesses face in accessing the workforce system, and challenges faced by employees to become self-sufficient. Preparing job seekers with exactly what local employers need means sharing up-to-date and reliable information about the county’s labor market with businesses, education and training providers, community and government leaders. Providing pertinent information and data ensures that more informed decisions can be made about staffing strategies, educational programs and curricula, workforce policy and career choices.

The following charts represent the employer survey of “Characteristics of Potential Employees”:

### Pinal County



### Gila County



**5. An analysis of the challenges associated with the Local Workforce Area’s population attaining the education, skills, and training needed to obtain employment.**

**Transportation** - In the previous section, transportation was identified as an area of need that has to be considered by the Gila Pinal Workforce Investment Region. This is also true when it comes to the education and training needs of the population. Many in our region do not have access to reliable transportation. This is a systemic issue that needs to be addressed. (Please see Appendix 5: COMMUTING CHARACTERISTICS, for more information about transportation issues.)

**Distance and Remote Locations** - In addition, the distances associated between population centers within the region, some residents do not have the same educational opportunities available to them. The breadth of programs is limited in the more remote areas of the two-

county service area because of distances and access to trained professionals. One way to mitigate this education and training gap is to take advantage of on-line and interactive TV options. Care has to be taken in making sure that these are truly opportunities for all of our sub-populations.

**Developmental Needs** – Central Arizona College reports that of incoming students that take the required statewide placement exam, over 75% do not meet the requirements for college level mathematics and 55% need to take remedial reading. This ill preparedness puts an extra burden on our workforce investment programs.

***6. A discussion of the ability of Local Workforce Area Workforce programs to meet the skill needs of employers in the state and close any skill gaps.***

At the time of eligibility, assess are conducted to identify the skill gaps and appropriate Individual Employment Plan is developed to address the needs of the participant. The Sector Strategy meetings will identify the skill needs of the employer. Through the partnership of the Business Services Team and the WIA programs will work towards closing the skill gaps.

*The Workforce Investment Act under 134(d)((4)(E) states that in the event that funds allocated to a local area for adult employment and training activities are limited, priority for intensive and training services funded with Title 1B adult funds must be given to recipients of public assistance and other low-income individuals in the local area. In the federal regulations 20 CFR663.600, the U.S. Department of Labor (DOL) further specifies that funding is generally limited and therefore directs states and local areas to assure that low-income adults receive priority unless the availability of other funds can be demonstrated.*

*Describe the criteria to be used by the Local Board, under 20 CFR 663.600, to determine whether funds allocated to a local area for adult employment and training activities under WIA sections 133(b)(2)(A) or (3) are limited, and the process by which any priority will be applied by the One-Stop operator.*

The Gila/Pinal Workforce Investment Board has declared that funds allocated to the area for adult employment and training activities are limit. Gila/Pinal has 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 Centers.

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.

***What changes are anticipated in the regional economy and local workforce that will have workforce development implications?***

**Urbanization** – continued expansion into suburban Phoenix and Tucson. Bedroom Communities (construction) that develop their own economy after the population grows to support trade (retail, healthcare, education, professional services).

**Phoenix Mart** - Located in the City of Casa Grande, Arizona, PhoenixMart, covering more than 550 acres of commercial and residential development is the first regional sourcing center in the Western Hemisphere. This unique commerce design provides tenants with a singular distribution point that connects worldwide buyers to the greatest selection of goods from all 50 U.S. states complimented by NAFTA and other major international brands. During the construction and upon completion of PhoenixMart, this comprehensive economic development is estimated to generate more than 7,000 new jobs for the state of Arizona and an estimated 3,000 direct jobs to the region (wholesale, retail, distribution).

Dairy Production and Processing – Two new dairy production facilities have been built in Western Pinal County that process dairy products into Greek yogurt and cottage cheese. It is anticipated that there will be 200-400 new jobs in the industry in the next two years.

**Apache Gold Casino** – Copper Corridor, Southwest corner of San Carlos Apache Tribe that is actually closer to residents of Northern Tucson than the casino in Pima County. The new Casino and its amenities anticipate to employ 300 people by 2014. (Retail, IT)

***What industries are growing? Declining?***

- Distribution Centers – Growing in both Gila and Pinal Counties
- Healthcare – Growing in all economic regions
- Mining/Advanced Mining – Currently growing but cycles with copper pricing
- Construction – had really declined and is actually growing but in relative terms, is still lagging from peak in 2005.

***Identify existing and/or emerging industry sectors in which the local area will focus its workforce efforts. Identify those that are statewide chosen sectors as outlined in the State Plan.***

- Currently in State Plan - Healthcare
- ACA and DES facilitated Strategy not yet in State Plan - Manufacturing
- Emerging – Mining, Regional Sourcing (PhoenixMart), and Hospitality

*Using the most current Labor Market Information provide the percent of jobs that exist in each sector in the local area and the number that are projected to exist in the next five years.*

**Pinal Gila Jobs by Industry (March 2013):**

NAICS	Industry	Jobs
11	Agriculture, Forestry, Fishing and Hunting	3,358
21	Mining, Quarrying, and Oil and Gas Extraction	3,537
22	Utilities	320
23	Construction	4,605
31	Manufacturing	4,918
42	Wholesale Trade	1,638
44	Retail Trade	10,793
48	Transportation and Warehousing	2,193
51	Information	980
52	Finance and Insurance	3,143
53	Real Estate and Rental and Leasing	4,656
54	Professional, Scientific, and Technical Services	3,912
55	Management of Companies and Enterprises	62
56	Administrative and Support and Waste Management and Remediation Services	8,707
61	Educational Services (Private)	1,468
62	Health Care and Social Assistance	8,750
71	Arts, Entertainment, and Recreation	1,602
72	Accommodation and Food Services	6,673
81	Other Services (except Public Administration)	5,709
90	Government	26,746
99	Unclassified Industry	44

**Pinal Gila Job growth by Occupation:**

Occupation	Change in Jobs (2013 - 2018)
Retail Salespersons (41-2031)	569
Real Estate Sales Agents (41-9022)	421
Combined Food Preparation and Serving Workers, Including Fast Food (35-3021)	363

**Pinal Gila Job Growing Industries:**

Industry	Change in Jobs (2013 - 2018)
Local Government, Excluding Education and Hospitals (903999)	1,611
Elementary and Secondary Schools (Local Government) (903611)	995
Facilities Support Services (561210)	897

***Identify the level of educational attainment needed for the sectors selected and the recognized credentials that can be expected to be attained.***

Healthcare	CNA, LPN, RN,
Manufacturing	OSHA, Apprenticeship, Certification
Mining	MSHA, Apprenticeship, Certification

***Identify the resources available for training in the workforce development area, including primary and secondary education systems, colleges, adult workforce centers, private training providers, local one-stop centers, etc.***

Listed below are the resource available for training in Gila and Pinal Counties:

**Gila County – Primary Schools**

- Globe Unified School District
- Hayden-Winkelman Unified School District
- Miami Unified School District
- Payson Unified School District
- Pine-Strawberry Elementary District
- Tonto Basin Elementary District
- Young Elementary District

**Gila County – Secondary Schools**

- Globe High School
- Hayden-Winkelman High School

- Miami High School
- Payson High School

**Gila County – Charter Schools**

- Destiny School, Inc.
- Liberty High School
- Payson Center for Success
- The Shelby School
- Globe Education Center
- Payson Education Center

**Pinal County – Primary Schools**

- Apache Junction Unified School District
- Casa Grande Elementary District
- Coolidge Unified District
- Eloy Elementary District
- Florence Unified School District
- J O Combs Unified School District
- Mammoth-San Manuel Unified District
- Maricopa Unified School District
- Mary C O’Brien Accommodation District
- Oracle Elementary District
- Picacho Elementary District
- Ray Unified District
- Red Rock Elementary District
- Santa Cruz School District
- Stanfield Elementary District
- Superior Unified School District
- Toltec Elementary District
- CVIT – Superior High School

**Pinal County – Charters**

- Akimel O Otham Pee Posh Charter School, Inc.
- American Charter Schools Foundation
- Athlos Traditional Academy
- Casa Verde High School
- Eduprize Schools
- Graysmark Schools Corporation
- Leading Edge Academy Maricopa
- Legacy Traditional Charter School
- Pinnacle Education
- Sierra Oaks School
- Toltec District Charter Schools
- Imagine Prep

### **Pinal County – Secondary Schools**

- Casa Grande Union High School
- CAVIT – Casa Grande High School
- CAVIT – Central Arizona Valley Institute of Technology
- CAVIT – Coolidge High School
- CAVIT – Florence Unified
- CAVIT – Maricopa Unified
- CAVIT – Poston Butte High School
- CAVIT – San Tan Foothills High School
- CAVIT – Santa Cruz Valley Union High School
- CAVIT – Vista Grande
- Coolidge High School
- Combs High School
- Desert Winds High School
- Eloy High School
- Florence High School
- Maricopa High School
- San Manuel High School
- Poston Butte High School
- Ray High School
- San Tan Foothills High School
- Superior High School
- Vista Grande High School

### **Universities/Community Colleges/Other**

- Northern Arizona University
- Central Arizona College
- Eastern Arizona College
- PPEP
- Goodwill
- SCSEPT (Senior Program)

### **G.1 Waivers**

**Describe how state approved waivers will be used by the Local Workforce Areas delivery of services including methods of evaluation of effectiveness of the waivers.**

The Gila/Pinal Workforce Investment Area will utilize the following state approved waivers:

- Adult-Dislocated Worker Funds Transfer  
Gila/Pinal shall monitor the Adult and Dislocated Worker Programs quarterly to see if training demand has increased for each program. By transferring funds, the local area can continue to ensure a more effective delivery of WIA services.

- **Competitive Procurement for Youth Program Elements**  
The Gila/Pinal Workforce Investment Area uses the Request for Proposal process to procure the Youth Program every three years. By procuring the Youth Program, local areas can maximize quality-training opportunities and identify eligible providers and awarding contracts based on recommendation of the Youth Council.
- **Initial Eligibility, Program Performance and Cost Waiver for Eligible Training Providers**  
The local area Eligible Training Provider Approve shall work with the state and providers to ensure an understanding of how to gather and report performance outcomes on established policies and procedures.
- **Common Measures**  
The Gila/Pinal Workforce Investment Area shall negotiate with the State every year for performance goals under the Common Measures. Monitoring of the programs shall be quarterly for progress and to provide technical assistance, if needed.
- **Incentive Funds**  
The Gila/Pinal Workforce Investment Area, if qualifies for Incentive Funds, shall utilize the waiver to provide the WIA require activities. Monitoring of funds shall be done quarterly.

## H. Integrated Service Delivery

*Reference: Service Integration Policy; One-Stop Delivery System Policy; One-Stop Certification Policy; Adult and Dislocated Worker Policy*

*The Workforce Arizona Council policy will require three (3) Functional Teams in Comprehensive One-Stop Centers:*

- **Welcome Team:** that greets and directs customers, conducts a triage assessment, collects registration information, and refers internally or externally for assistance. (Entry, Resource Room)
- **Skills and Career Development Team:** that does skills analysis, facilitates assessment and testing, identifies support needs, provides career guidance, arranges for soft skills training, and refers to program specific occupational training. (Resource Room, Case Management, Pre-Employment Training)
- **Business Services Team:** that provides services to job ready customers and to employers including job clubs, facilitating on-the-job training arrangements, job development, business development, job matching and customized recruitment efforts.

### H.1 Workforce Area Program Alignment

*Describe the nature of the business conducted in the one-stop centers and include the Local Workforce Investment Board's vision, mission and core values. This portion of the Local Area Business Plan must describe the LWIB's strategic vision for the LWIA's economy and overarching goals for the LWIA's workforce system. This vision should provide the strategic direction for the LWIA workforce system and guide investments in workforce preparation, skill development, education and training, and major initiatives supporting the State Integrated Workforce Plan.*

*The Local Area Business Plan also must specifically address the LWIB's vision for aligning efforts among workforce development partners to achieve accessible, seamless, integrated, and comprehensive service, and how programs and activities described in the plan will support the LWIA's economic development needs and the employment and training needs of all working-age youth and adults in the service delivery area.*

***Describe how subject matter experts for each funding source will be identified.***

Subject matter experts for each funding source consist of the managers and supervisors within the local area for each of the partners. They possess the knowledge and expertise in their areas of responsibility based on work history and experience.

Management level staff is able to assess the needs of workforce staff and work to implement practices related to their area of expertise to enhance services to customers of the workforce system.

***Describe how training and capacity building will enhance service delivery.***

In order for customers 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. Cross-training shall be provided by partners in the system. All partners need to achieve specific program goals and by cross-training and teamwork, partners shall achieve their goals. 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 the local area to provide service delivery in response to identified capacity building needs.

Staff will be mandated to take the core competencies training approved by the State Workforce Board. The training will consist of annual refreshers and customer services per State Policy #04-2013.

***Describe how the Site Manager will be determined for each comprehensive center and the roles and responsibilities of the Site Manager.***

The Site Manager for the Casa Grande Comprehensive One-Stop Center has already been selected. The Gila/Pinal Site Manager shall be called the One-Stop Manager. The Globe Comprehensive One-Stop Center Site Manager will be selected by 6/30/2014. The roles and responsibilities of the Site Manager will be the oversight for the day to day operations in the all One-Stop centers.

Responsibilities include, but are not limited to:

- staffing plans that provide adequate coverage at all time;
- ensure all staff adhere to internal policies and procedures;
- ensure all staff present a professional and positive image;
- ensure consistent communication procedures are followed;
- train staff on compliance with emergency procedures;
- train staff on customer complaints/unusual incidents;
- coordinate workforce staff meetings which includes monthly partner meetings;
- develop and implement plans, programs, procedures that enhance operational efficiency;
- report local performance standards and outcomes;
- coordinate office recruiting, job fairs, and hiring events;
- distribute monthly activity calendars to all partners;
- develops and coordinates training, recruitment, and job placement resources, procedures and materials;
- serves as Coordinator for the One-Stop Center. Coordinates One-Stop training to include cross training of staff;
- tracks and monitors all visitors to One-Stop Centers;
- coordinates scheduling of conference rooms, interview rooms, and resource rooms for the partners, employers and the community;

- schedules and conducts tours of the facility, coordinates reception area to ensure quality client flow;
- evaluate One-Stop effectiveness and recommend improvement; and
- communicate with service access sites..

**Provide information on staff job titles and roles and responsibilities.**

**Gila/Pinal LWIA – established sites include Casa Grande, Globe and Payson**

**WIB Program Manager - 1**

Oversees the planning, development and implementation of WIA Programs in Gila and Pinal Counties to enable adult, youth, and dislocated workers to obtain gainful employment in accordance with State and Federal guidelines and regulations, Workforce Investment Board, and the Board of Supervisors guidelines; evaluates program needs and recommends appropriate actions; develops and implements policies and procedures to carry out program; develops, coordinates and administers Workforce Investment Act; coordinates and manages activities required of the One-Stop Partners. Develops and implements program operating plans. Hires, supervises and monitors the performance of assigned personnel; coordinates employee training; ensures compliance with contractual requirements, departmental policy and procedure, and regulations governing community services activities; provides technical guidance to staff as required. Administers program budgets; monitors and controls expenditure. Monitors and evaluates the effectiveness of program services; develops and implements continuous improvement system for workforce programs. Provides technical program assistance to service providers. Coordinates the development and implementation of the board Two-Year Strategic Plan. Provides orientation and ongoing training of board members as required. Writes and develops grants; administers grant funding; Analyzes and prepares departmental/program reports. Develops and coordinates new job training programs; coordinates special projects as required. Performs data input for all WIA documentation; ensures documentation meets compliance requirements. Prepares program operating manual for service providers. Recruits board members from Gila and Pinal Counties; schedules board meetings; prepares meeting agendas and maintains meeting minutes.

**One-Stop Manager – 2**

Promotes workforce and career development through marketing and partnership with employers. Partners with local Chamber of Commerce to promote the Workforce Investment System and accomplish job training, recruitment and placement. Develops and maintains relationships with local and potential business and business owners to promote economic development, workforce and employment opportunities, and to help meet the needs of businesses and potential employees. Develops and coordinates training, recruitment, and job placement resources, procedures and materials. Serves as Coordinator for the One-Stop Center. Coordinates One-Stop training to include cross training of staff. Coordinates development of common intake and orientation sessions and develops a One-Stop Presentation. Conducts satisfaction surveys and interviews One-Stop Customers for quality service. Tracks and monitors all visitors to One-Stop Centers. Coordinates scheduling of conference rooms, interview rooms, and resource rooms for the partners, employers and the community. Schedules and conducts tours of the facility,

coordinates reception area to ensure quality client flow. Assists in overseeing the operation of assigned programs.

### **Dislocated Worker Program - Career & Employment Specialist – 3**

Plans and implements orientation, eligibility and intake for Gila/Pinal WIA Title I Dislocated Worker Program; interviews, advises, and guides a diverse population of clients to ascertain employability; interprets and explains regulations, rules, policies, and procedures to clients; may determine client eligibility for services; ensures that applications and other forms are completed accurately and thoroughly. Assesses client's education, work experience, skills, abilities, qualifications, and job interest; assesses client readiness for job referral, classroom training, on-the-job training, and/or support services; attempts to match clients with available employment, training, or other opportunities/services. Analyzes information obtained from interviews, tests, and other sources to develop short- and long-term client goals; develops and implements individual employment plans. Contacts public and private employers, community resources, local Department of Economic Security (DES) offices and other organizations in order to develop on-the-job training and/or direct job placement for clients; maintains cooperative relationships with employers, academic and vocational training institutions, and support service and community resource agencies; maintains an awareness of local job market and opportunities to assist in providing guidance to clients; may attend job fairs, conduct special workshops, presentations, group orientations, or perform other training and outreach activities. Monitors and evaluates client's progress through program components; monitors service providers through reports and site visits; resolves any problems or provides guidance and counseling; may make phone calls or conduct field visits to investigate clients' progress in various programs designed to assist clients in preparing for and obtaining employment; establishes and documents program participant eligibility. Provides ongoing case management for active clients; coordinates support services including gas vouchers, vehicle maintenance, and Local/State support services; assists clients with unemployment insurance and identifying/contacting training institutions. Responds to public inquiries via telephone and in person; refers callers to appropriate programs or support providers/services. Provides assistance in Local Resource Center as required; provides assistance with rapid response activities. Drafts and monitors Local On-The-Job Training (OJT) agreements and individual training account vouchers for colleges and trade schools. Prepares and submits reports in accordance with program reporting requirements. May conduct workshops regarding employment, resumes and applications, and interviewing.

### **Dislocated Worker Program - MIS Specialist – 1**

Responsible for verifying and maintaining participant files and data in the state database. Perform quality control audits to ensure accuracy, completeness, or proper usage of program funds and data. Prepare MIS procedures manuals to assist employment specialists to operate more efficiently and effectively in capturing data. Compile, sort and verify the accuracy of data before it is entered. Compare data with source documents. Store completed documents in appropriate locations. Locate and correct data entry errors, or report them to Career & Employment Specialists and Program Manager. Maintain spreadsheets of activities and completed work. Generate data queries based on validation checks or errors and omissions identified during data entry to resolve identified problems. Design forms for receiving, processing, or tracking data. Process data including receipt, entry verification, or filing of information. Monitor work productivity or quality to ensure compliance with state and federal

regulations. Prepare status reports by collecting, analyzing, and summarizing information and trends. Develop and implement records management for filing, protection, and retrieval of records and assure compliance with program policies. Review forms and reports and confer with program manager and case managers about format, distribution, and purpose, and to identify problems and improvements. Design, evaluate, and recommend changes to the MIS process.

**CAG – Adult Program – WIA Program Coordinator/Follow-Up Specialist - 1**

Responsible for training of WIA adult program staff and oversight of WIA adult program. Ensures compliance to federal/state program regulations at provider and administrative entity level. Negotiates performance based and fixed unit contracts for the Executive Director's signature. This position is responsible for the preparation and presentation of numerous reports. Attends meetings of the Workforce Investment Board and its sub-committees. Coordinates local job training activities with other related programs (i.e. social services, economic development). Acts as liaison between staff and educational institutions, related state agencies, federal agencies, CAAG's elected officials, municipal staff, and citizen advisory groups. Develops and implements program budgets. Provides budget oversight to CAG for social service programs to ensure sufficient program funds are available to meet goals. Other duties to include special projects, grant writing, and designing of training programs related to WIA program needs. This position is responsible for setting an example for other CAG staff regarding CAG procedures as described in the Employee Manual. Provide quality assurance of client files by reviewing client files maintained by each case manager as well as files entered in State's data collection program, AJC. Files will be selected at random and reviewed no less than four times per year. Work with Gila County staff regarding AJC issues and corrections. Prepares financial and program reports for submission to program director on a monthly basis. Ensure that Job Clubs and Youth Meetings are scheduled by staff on a monthly basis for Globe-Miami, Copper Basin area, Payson and Apache Junction. Work with staff, if necessary regarding topics or speakers as well as approve agendas. Maintains records and prepares One Stop Performance quarterly reports for submission to Program Director. Prepare bi-monthly financial draws to be submitted to CAG fiscal department. Assist staff with client recruitment efforts to ensure contract goals are met. Provide oversight of Globe office by ensuring office coverage and supervision of local staff. Approve and sign timesheets and leave of absence requests from Globe area staff. Attend interagency meetings in local area to keep abreast of new programs and funding as well as to promote WIA program. Review and approve all Individual Training Accounts and Letter for payment of tuition and books issued by the Globe Office. Review and approve all Work Experience positions and contracts issued by the Globe office. Maintain list of individuals interested in enrolling in WIA program; schedule orientation meetings; assist staff with recruitment efforts to ensure contract goals are met.

Responsible for provides follow-up services to all WIA clients who have been exited from the WIA active program to ensure employment, job retention, and wage gains. Maintain accurate and complete case notes to outline client progress and to provide reference for any staff who may be involved with case file. Maintain monthly and quarterly logs for verification that required contact and follow-up has been completed. Accurate entry of data into State's data collection program. Provide information to clients to resolve problems, motivate and encourage the client. Provide information to clients regarding possible employment opportunities.

### **CAG – Adult Program – Case Manger II**

In conjunction with the client, formulates an Individual Service Strategy (ISS) which identifies vocational goals, barriers to employment and supportive service needs. In cooperation with the client, determines appropriate course of action to overcome identified barriers and records information on the ISS. Meet with clients approximately every two weeks to assess on-going training and/or supportive service needs. Review ISS, on a regular basis, to ensure continued progress in training or job search program. Maintain accurate and complete case notes to outline client progress and to provide reference for all staff involved with the client. Provide counseling to clients to furnish information, resolve problems, motivate and encourage the client. Assist Program Coordinator with supervision of Case Manager. This Position is responsible for setting an example for other CAG Staff regarding CAG procedures as described in employee manual. Coordinate with various public service agencies, throughout the satellite office's area, to establish effective networking linkages and to gather referral information necessary for clients. Prepare supportive service forms for approval by WIA Program Coordinator and review data submitted by Case Managers. Collect information necessary in the preparation of case files. Contact clients to provide information regarding possible employment opportunities. Conduct workshops, orientations and youth meetings. Ongoing data entry into state's data collection program.

### **CAG – Adult Program – Case Manager - 3**

In conjunction with the client, formulates an Individual Service Strategy (ISS) which identifies vocational goals, barriers to employment and supportive service needs. In cooperation with the client, determines appropriate course of action to overcome identified barriers and records information on the ISS. Meet with clients approximately every two weeks to assess on-going training and/or supportive service needs. Review ISS, on a regular basis, to ensure continued progress in training or job search program. Maintain accurate and complete case notes to outline client progress and to provide reference for all staff involved with the client. Provide counseling to clients to furnish information, resolve problems, motivate and encourage the client. Coordinate with various public service agencies, throughout the satellite office's area, to establish effective networking linkages and to gather referral information necessary for clients. Prepare supportive service forms for approval by WIA Program Coordinator. Collect information necessary in the preparation of case files. Contact clients to provide information regarding possible employment opportunities. Conduct workshops, orientations and youth meetings. Ongoing data entry into state's data collection program.

### **CAC – Youth Program – Coordinator II - 1**

Ensure youth program is in compliance with federal, state, and CAC policies, rules and regulations. Develop and coordinate program development activities. Maintain all required budget records and prepare required financial reports. Oversee and manage the grant budget. Ensure project meets the performance measures required by the funding agency. Supervise Case Management Specialists and maintain the required lines of authority and communication. Confer with case managers regarding training needs of clients. Formulate training policies, programs, and schedules, based on knowledge of identified training needs of clients. Coordinate local job training activities with other related programs (e.g., social services, economic development programs). Collaborate with and assist CAC marketing staff with developing project marketing and promotional literature for distribution, such as press releases, articles,

newsletters, brochures and flyers. Develop project evaluation. Create and administer surveys and other instruments to assess project progress and outcomes. Maintain all required records, files, and databases. Complete required evaluative and progress reports.

### **CAC – Youth Program - Secretary - 1**

Perform the full-range of administrative support duties in the assigned department. Confer with supervisor to discuss work processes, plans, actions to be taken and appropriate work assignments/schedules for office, provide information, and receive instruction and guidance. Maintain supervisor and/or department calendar, schedule appointments and meetings. Arrange travel and lodging support for division members when appropriate. Manage multiple priorities and tasks simultaneously and makes decisions according to established guidelines and procedures. Perform administrative support duties in support of the area assigned, including dictation and transcription, composing correspondence, collect and compile research information, prepare/process reports and verify accuracy as required. Maintain assigned annual budget using appropriate control mechanisms to ensure accuracy

### **Youth Program - Case Manager Specialist – 3**

Identify youth participant issues and challenges that may impede progress and success through active interaction. Link participants with appropriate professionals and/or supporting resources as needed. Meet with designated clients on a regular basis to assess on-going training and/or supportive service needs. Provide counseling to clients to furnish information, resolve problems, motivate, and encouragement. Formulate Individual Service Strategy (ISS) that identifies vocational goals, barriers to employment and supportive service needs. Review ISS, on a regular basis, to ensure continued progress in training or job search program. Document the delivery of services, progress toward goals, and goal attainment through ISS development and revision, and case notes maintained online through the WIA Case Management System and the participants' hardcopy files. Facilitate study skills workshops and work readiness workshops. Organize other workshops as required. Maintain accurate and complete case notes to outline client progress and to provide reference for all staff involved with the client. Ensure participant eligibility using established requirements and procedures. Document eligibility using required documentation protocol. Provide guidance and direction to the success coaches. Ensure success coaches maintain required contact with peers and document meetings, issues, and challenges. Provide 12 month follow-up and retention activities to ensure youth are provided with the necessary support and services following program completion and transition to post-exit status. Work with participants to identify barriers prohibiting self-reliance and productive citizenship. Employ required retention/post-exit strategies. Maintain regular contact with participants, supervisors, and/or training/education providers to monitor the youths' status, identify and provide necessary supports, and intervene as needed. Perform scheduled contact attempts and the retrieval of current status back up documentation. Coordinate follow-up activities to enhance post-exit services, to increase retention-related performance.

### **ES Area Manager**

Manages and evaluates the daily activities of staff in an independent, full-service employment service offices; monitors productivity and procedures to ensure Employment Service program that include, Trade Adjustment Assistance (TAA), Reemployment Services Program (RSP), Employer Relations, and Migrant Seasonal Farm Worker (MSFW) program are initiated and

operated in compliance with Department of Labor, State and Administration rules, laws, and regulations, and mandated goals; Responsible for the delivery of employment services to the public and business community within the Workforce Development System, One-Stop Career Centers; recommends disciplinary personnel actions; hires and trains staff; authorizes payroll, time sheets, travel vouchers, leave and training requests; conducts performance evaluations; provides instructions and determines solutions in assigned program area; provides technical assistance and direction based on research, analysis and interpretation of program rules and regulations; resolves and reports complaints and or issues from customers; prepares reports and develops action plan to correct deficiencies; maintains relationship with community resources to coordinate program services; confers with program management officials; travels to attend management meetings and training; represents the Agency in a variety of meetings; delivers program presentations to groups; conducts special projects.

#### **Employment Services Supervisor – 1**

Supervise and evaluate the daily activities of staff within the Employment Service office(s); responsible for meeting all program goals and objectives, responsible for the delivery of employment services to the public and business community within the Workforce Development System/One-Stop Career Centers. Conduct outreach to educate the community on Employment Service; promote, market and maintain positive relationships with One-Stop Career Center workforce partners, community organizations and other agency personnel; develop and/or write employer job orders in compliance with Federal and State rules and regulations; assist employers with recruitment of qualified candidates to fill their job openings; host on-site recruitment, job fairs and other hiring events; and develop/conduct employment related workshops.

Monitors processes and procedures to ensure all programs are initiated and operated in compliance with the Department of Labor, State and Administration rules, laws and regulations. Responsible for personnel actions; provides technical assistance and direction based on research, analysis and interpretation of program rules and regulations; resolves and reports complaints and/or issues from customers; prepares reports and develops action plans to correct deficiencies as needed; attends meetings and trainings; delivers presentations and may be assigned to special programs.

#### **Business Services Liaison – 1**

Develops and markets business assistance programs. Establishes partnerships with the business community and community based organizations. Serves as a liaison for the LWIA by providing information about the workforce system, trends, market changes and initiatives related to the One-Stop Center. Attends networking functions in the LWIA that includes community, county, Chamber of Commerce, and economic development to provide employer awareness to the business community.

#### **Local Veteran’s Employment Representative (LVER) Supervisor – 1**

Responsible for administering and training office staff on veterans programs; insure veterans receive priority of service over non-veterans; comply with federal and state rules and regulations pertaining to veteran programs; provide job development for all veterans that are job ready, conduct outreach services to organizations to promote hiring of veterans, maintain contact with Federal job programs and other entry level employment programs for targeted groups; market

and promote Work Opportunity Tax Credit to employers, coordinate veteran referrals for job training to WIA staff and develop and conduct employment related workshops. LVERs are responsible for supervising Disabled Veterans Outreach Program Representatives and/or Veteran Work Study participants.

**Disabled Veterans Outreach Program (DVOP) Case Manager – 1**

Responsible for administering veterans' programs in the local office; provide a one-on-one assessment for all veteran applicants entering the One-Stop to assess skills, knowledge and abilities, work history and interests while maintaining client confidentiality; make appropriate referrals to job openings; refer veterans to supportive services; ensure veterans receive priority of service over non-veterans; comply with federal and state rules and regulations pertaining to veterans programs; develop employer relations program to secure job placements for veterans; visit veterans organizations to provide outreach to veterans in need of services; and develop and conduct employment related workshops.

**Employment Specialists (Program Service Evaluator) - 4 Casa Grande - 2 Globe – 2 Payson**

Provides a wide range of staff assisted employment services to job seekers and the business community which includes: one-on-one interviewing, provide labor market information, resume assistance, develop an individual employment plan, job development, job matching and placement assistance; make referrals to employer openings, training opportunities; conduct employment related workshops; deliver program presentations at orientations; and resolve customer issues/complaints.

Assist employers by writing job orders; assist employers with recruitment of qualified candidates to fill their job openings; and host on-site recruitment, job fairs and other hiring events.

**Migrant Seasonal Farmworker Outreach (MSFW) Worker – 1**

Responsible for providing services to Migrant and Seasonal Farmworkers (MSFW) and employers with agricultural employment.

Ensure MSFWs are aware of other DES services available as well as Community Based Organizations concerned with the welfare of MSFWs. Provide information relative to the Employment Services complaint system and actions he/she may take with regard to violations. Must be bilingual English/Spanish to communicate with the MSFW population.

Write employer job orders; assist employers with recruitment of qualified candidates to fill their job openings; conduct follow-ups to verify and document referral results on the automated data base system; provide Labor Market Information, deliver program presentations at orientations; resolve customer issues and complaints; respond to customer inquiries and explain program services; prepare and submit program related activity reports to supervisor. Conduct housing inspections and prevailing wage/practice surveys as required for the H-2A Program.

Provide customer service to job seekers and business community; maintain positive working relationships with One-Stop Career Center Workforce partners, community organizations and other agency personnel.

Provide daily, weekly, and monthly reports to management concerning activities. Report any violations concerning the treatment of farmworkers to the appropriate enforcement agencies.

***Describe the local approach to ensuring cross-training exists as needed for functionally aligned services including staff development and capacity building to ensure staff working with customers have the skills and knowledge needed to provide exemplary customer service.***

All staff will be required to attend cross-training on each partner programs in the One-Stop Centers. A Comprehensive One-Stop Information Guide has been developed and will be utilized for each site in Gila and Pinal. This Guide provides partner information on all partner programs which includes eligibility, services offered, and contacts.

Customer Service Training will be developed to ensure we are provided exemplary customer service.

***Describe reward and recognition strategies for staff and partners.***

Gila/Pinal will recognize staff and partner performance. A “You Shine Award” will be given out periodically to staff when they go above and beyond their normal work scope. At the WIB’s Annual Meeting, recognition of staff and partners will be presented.

***Provide the staffing plan for each center along with functional alignment roles and responsibilities and protocols.***

The staffing plans for Gila and Pinal Comprehensive One-Stop Centers will include the Welcome Team, Skill and Career Development Team and Business Service Team functions include the following:

#### **Welcome Team Functions**

- Workforce staff located in the Centers will be cross-trained on program services and rotated as scheduled.
- Customers new to the Centers shall have the opportunity to receive an evaluation of the services needed and get an orientation to the services available in the facility.
- Conduct an initial assessment to determine what services are needed.
- Check the Arizona Job Connection (AJC) to see if they are a member.
- The customer will be routed to the appropriate workforce partner or to the resource room.
- Make appropriate referrals to other community services as identified in the assessment.
- Job seekers will receive a Gila/Pinal VIP card upon completion of their membership in the AJC system identifying them as a member of the workforce system.

#### **Skill and Career Development Team Functions**

Workforce Staff will provide services as determined by the Welcome Team:

- assist job seekers with the completion or updating of their membership in AJC;

- provide a one-on-one session to provide core services to job seekers who need the extra assistance for their job search;
- complete a job match and make appropriate referrals to employers;
- complete a job development contact if there are no appropriate referrals for the job-seeker;
- make appropriate referrals to workforce partners for education/training opportunities
- conduct REA EUC (UI Claimants) orientations and complete appropriate services/referrals;
- conduct RSP (UI Claimants) orientations and complete appropriate services/referrals;
- assist with providing skills and interest testing through O'Net; and
- provide case management services as determined by eligibility criteria.

**Business Service Team Function**

Workforce Center staff that are involved in business services will coordinate together throughout the local area to ensure quality service is provided to businesses. Services may include:

- assistance with developing and writing job orders in the Arizona Job Connection;
- may conduct resume search for immediate referral to job openings;
- schedule outreach activities to employers;
- organize job fairs, in-office recruitments and specialized hiring events;
- attend community meetings as appropriate;
- coordinate and facilitate job clubs and job search workshops;
- attend weekly Business Service team meetings;
- facilitate the collaboration with One-Stops Partners and employers; and
- market the one-stops.

*Describe supervision of each center. Local Workforce Area one-stop operators will be required to present a plan of how each will address formal and functional supervision that does not violate any merit staff requirements, but provides a customer-focused service delivery methodology.*

Workforce area management will maintain established responsibilities per job description. The Site Manager will coordinate the day-to-day operations to ensure office coverage and scheduling among all partners. Management staff will report concerns and issues to the Site Manager in order to ensure effective delivery of services to customers.

*Describe how the required teams (Welcome, Skills and Career Development, and Business Services) will be configured within each comprehensive center.*

The Welcome Team will consist of the receptionist and the assigned workforce center staff.

The Skills and Career Development Team will consist of all workforce center staff as identified for appropriate services to AJC members requiring specialized assistance for their job search and training needs.

The Business Services Team will consist of local area workforce staff whose key role is to conduct outreach to the business community and provide services to new and existing employers through the Arizona Workforce Connection.

***Provide a customer flow chart for job seekers and employers for each comprehensive center.***

**Customer Flow Chart is attached in Appendix D.**

***Provide a plan on how the Local Workforce Area will move toward a single point of contact for a business customer and provide a tiered approach to recruitment, screening, assessment and referral that meets the needs and expectations of its business customers.***

The Local Workforce Area will have a business service center at each comprehensive one-stop centers in Gila and Pinal for the business customers that will include an email address as well as an area specific phone number that can be called to reach a Gila/Pinal Business Service Team representative. Business customers will be able to work with the designated team at the single point of contact for each area to address their needs. The single point of contact for the Local Workforce Area will help business customers get through the system effectively and efficiently by being served by business subject matter experts.

The Business Services Team will be able to provide the following services through the single point of contact approach:

- job fairs;
- specialized recruitments;
- rapid Response;
- recruitment services;
- training Programs;
- on-the-Job Training;
- tax credit information;
- labor market information; and
- special population recruitment assistance.

The Business Services Team will set up employer accounts through a tiered approach by analyzing the employer's use of the Arizona Workforce Connection system. This will be done in the first year of the new plan and employers will be assigned to a level of service as described below:

- **Platinum Level** – frequent use of services throughout the year determined by three or more services per quarter
- **Gold Level** – frequent use of service that include two services per quarter
- **Silver Level** – use of the service that includes one service per quarter
- **Bronze Level** – use of services one per year

The tiered approach also allows for the types of contact needed to assist the business customer by understanding their needs and the frequency of contact needed to provide excellent customer service to the business employer. The Business Services Team will gather information on the

employers approach to recruitment, screening and appropriate screening tools necessary to make a quality match for referral and placement.

***If applicable, describe how the Local Workforce Area will use the Rubrics process to assess and teach the soft skills employers are looking for when hiring quality talent.***

Not applicable/not developing at this time.

***Describe how job seekers, youth, and employers will be provided an orientation to the workforce system and the local access points.***

Orientation to the workforce system will be conducted individually or in groups by the Welcome Team. Also, an Orientation PowerPoint presentation will be set up in the resource room as well as the lobby which will be used to inform customers on the various services offered by the one-stop. Access Points have been trained by one-stop staff to provide orientation.

***Describe each level of service, core/intensive/training, and the specific steps describing the activities and services available under each, who will qualify for each and how screening will occur to ensure suitability and eligibility for each. Break out services by adult, dislocated worker and youth.***

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 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 Gila/Pinal Workforce Investment Area's strategy for an integrated 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 an AJC 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 AJC 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.

### **Adult and Dislocated Workers**

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.

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.

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.

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 Arizona Job Connection website.

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.

### **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.

*Include a comprehensive menu of partner services available as described in the One-Stop Certification Process Policy.*

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 following services will be offered at the Comprehensive One-Stop Centers in Gila and Pinal County:

1. **Triage and Initial Assessment** – to identify whether the individual is in crisis, has basic needs, or is ready to work and/or get on a path toward a career.
2. **Core Services Without Significant Staff Involvement** – shall be offered:
  - Resource Room
  - Job Match
  - Job Search

- Labor Market Information
  - Standardized Skills Assessment
  - Jobseeker Workshops
    - Self-Directed/Computer-Based
    - Group Workshops
  - Follow-up Contact After Job Placement
- 3. Core Services With Significant Staff Involvement – shall be offered:**
- Resource Room
  - Job Match
  - Job Search
  - Staff-Administered and Interpreted Skills Assessment
  - Job Referral when combined with Staff Help in Decision Making Process
  - Scheduling Appointments with appropriate Community Based Organizations
- 4. Intensive Services – shall be offered:**
- Individual Employment Plan
  - Case Management
  - Structured Job Search
  - Staff-Administered Skills Development Strategies
  - Career Planning
  - Research on Training Options
  - Pre-Employment Workshops
  - Group Counseling
  - Short-Term Pre-Vocational Services such as Adult Basic Education, English as a Second Language, Basic Computer Literacy, Interviewing Skills, Soft Skills.
- 5. Training Services – shall be offered:**
- Occupational Training is funding through individual training accounts (ITA's)
  - On-the-Job Training
  - Programs that Combine Workplace Training with Related Instructions
  - Skill Upgrading and Retraining
  - Adult Education and Literacy Activities when Integrated with Other Training Services
  - Customized Training
  - Registered Apprenticeship Programs

## H.2 Business Services

*Describe the role and responsibilities of the Business Service Representatives in the Local Workforce Area. Include active local business partnerships and how collaborations between the Local Workforce Area and Employment Service Staff will be synthesized to coordinate business and employer services.*

The expertise of the different partners within the local area has provided the opportunity to do some targeted outreach with businesses. The Business Services Representatives will coordinate their outreach activities to include the development of jobs for Veterans, Dislocated Workers and job-seekers entering the One-Stops and Access Points throughout the local area. A designated

Business Liaison for the local area has recently been hired and will work closely with the other Business Service Representatives.

The Business Service Representatives will be identifying and developing relationships with the different Economic Development organizations, Chambers of Commerce, and other community programs throughout the local area in order to ensure that Arizona Workforce Connection (AWC) services are recognized and utilized by businesses. The Workforce Staff already attend and present at different community and business functions on the services available through the AWC.

Workforce Staff make presentations to new employers coming to the area as well as existing employers and coordinate job fairs, special recruitments and event presentations. Future plans include the continued practice of Chamber Business before Hours, Chamber luncheons, Economic Development quarterly meetings, and other city/county events that will provide the opportunity to promote AWC to the business community.

***Describe how the Local Workforce Area will coordinate efforts of the multiple programs included in the plan to meet the needs of business customers of the One-Stop system in an integrated fashion, such as hiring plans, training needs, skill development, or other identified needs. The Local Business Plan should also describe how the Local Workforce Area will use program funds to expand the participation of business in the local/regional workforce investment system.***

The Business Service Team will consist of One-Stop and community partners for the sole purpose of coordinating and promoting workforce activities to business customers throughout the local area. Team members will have high-level knowledge of each programs service in order to be able to promote services in a seamless fashion. Coordination between the subject matter experts for those business customers requiring special services will be made in order to meet their needs. In order to serve business customers effectively the Business Services Team will need to ensure the following:

- coordinate efforts between the partners for recruitment activities;
- attend meetings that involve economic development, chamber activities and community college initiatives;
- organize and participate in job fairs with community partners, community college sites, tribal areas and Veterans special activities;
- conduct outreach activities with targeted employers as identified in the local area sector strategy plan;
- analyze employer information that includes hiring trends, services provided, products, and use of the Arizona Workforce Connection services;
- develop a business service tracking system that will store information on business customers in order to produce reports and outreach plans for the local area; and
- availability of the team to address and assist business customers with workforce issues and assist with resolution of those issues.

***Describe how the Local Workforce Area will utilize on-the-job-training (OJTs) to engage businesses in WIA training and hiring of participants.***

Business Service Representatives, as well as the Business Service Team will promote on-the-job training that is available through the different programs to business customers who express an interest in partnering with the Arizona Workforce Connection. The need to “sell not tell” about program participants will be emphasized and incorporated into the marketing of OJT funding

The Business Service Representatives and Business Service Team will be kept informed by the different partners (with OJT funding) on the availability of funds in order to effectively promote the use of on-the-job training opportunities. Partners will provide information on specific WIA participants whose training plan includes OJT funding so targeted job development outreach activities will be conducted to obtain an OJT contract for the participant’s job goal.

Each program will utilize on-the-job training to engage businesses and WIA in training and hiring WIA participants. This service will meet the needs of the business and participants. Also, will coordinate on-the-job training with employers and participants to find and recruit qualified workers.

### **H.3 Training Services (Adult and Dislocated Workers)**

***Describe local Individual Training Account (ITA) policy, including the current threshold for each ITA. Include procedures to ensure the exceptions to the use of ITA’s, if any, are justified.***

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.

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 AZJobConnection.

***Describe the process for determining an approved level of Individual Training Accounts costs and the levels established by the local workforce board.***

The amount of the Individual Training Account shall be based on a case by case basis. 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.

***Describe measure to leverage resources to provide increased access to training opportunities.***

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.

***Describe how the Local Workforce Area will ensure that training providers consider the availability of other sources of grants to pay for training costs such as Welfare-to-Work, State-funded training funds, and Federal Pell Grants, so that WIA funds supplement other sources of training grants.***

The Dislocated Worker, Adult, and Youth Program participants requesting training services are required to apply for a Pell Grant to pay for tuition. Participants are also required to submit the Pell Grant award or denial letter for each semester attending WIA approved training. Participants must notify and submit documentation to the case manager if they are co-enrolled in any other program.

***Describe the process for determining how training is approved or denied for each eligible participant.***

The case manager will identify participants who have participated in core and intensive services and are still not able to secure employment and would benefit by and be able to accomplish identified training. The training program must be a demand occupation in the local area, meet the priority of services, and match the career assessment measures, and WIA approved program of study. If the participant is eligible for training services, the request is submitted to the Program Manager for approval or denial.

***Describe the grievance policy established for participants denied requested training.***

The Dislocated Worker, Adult, and Youth programs grievance policy for participants denied training services are as following: All participants receive and sign a complaint procedure at enrollment and they have the right to file a grievance in writing for denial of training services. The complaint is made to the case manager and must be submitted within thirty days of denial. The participants may appeal the case manager's decision to the WIB Program Manager. If the participants want to appeal the Deputy Program Manager's decision, then the complaint goes to the Program Manager. All decisions made by the Program Manger are final.

#### **H.4 Training Services (Eligible Training Providers)**

***Describe how the Local Workforce Board will:***

***Accept applications for initial eligibility from certain postsecondary institutions and entities providing apprenticeship training;***

The Gila/Pinal Workforce Investment Area follows the statewide process to identify and approve eligible training providers. To be eligible to receive training funds, all training providers must submit applications online utilizing the ETPL through the AJC website.

***Carry out procedures prescribed by the State to assist in determining the initial eligibility of other providers;***

Gila/Pinal shall carry out procedures set forth by the State and WIA Guidance Letter #02-13. The Training Program Credential Checklist shall be used by the local area when evaluating programs for inclusion on the ETPL.

***Carry out procedures prescribed by the State to assist in determining the subsequent eligibility of all providers;***

Gila/Pinal shall adhere to the State Policies in determining the subsequent eligibility of all providers. The local shall contact the providers and review and provide guidance when determining the subsequent eligibility of all providers.

***Compile a local list of eligible providers, collect the performance and cost information and any other required information relating to providers;***

Gila/Pinal shall compile a list of eligible providers utilizing the Arizona Job Connection website. Staff will work with providers to establish and collect performance and cost information and any other required information that will be required by State policy.

***Consult with the designated State Administrative Agency in cases where termination of an eligible provider is contemplated because inaccurate information has been provided.***

The local area's Eligibility Training Provider approver shall consult with the designated State Administrative Agency where termination of an eligible provider is contemplated because inaccurate information has been provided.

## **I. Service Delivery to Target Populations**

***Reference: One-Stop Delivery System Policy; One-Stop Certification Policy, Adult and Dislocated Worker Policy***

***The LWIA Business Plan must describe how all the programs described in the plan will work together to ensure that customers who need a broad range of services receive them.***

### ***I.1 Priority of Service***

***In the event that adult funds are determined to be limited, the Local Workforce Board must have a priority of service policy in place. The policy, at a minimum, must grant priority to individuals who are receiving public assistance or are classified as “low income” in accordance with 20 CFR 663.600 (a). Veterans and covered entrants meeting low-income guidelines must receive priority of service.***

***Establishing a priority does not prohibit the Local Workforce Board from serving other eligible participants as well. Additional priorities may also be set for specific populations, such as individuals with significant barriers to employment. Information regarding priority of service must be outlined in the LWIA strategic plan.***

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 automatically moved into intensive services. Low income is calculated by using the Lower Living Standard Income Level (LLSIL) 70% 2012 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.

Under “Priority of Services for Veterans”, the following services shall be provided at the Gila/Pinal One-Stop Centers:

- 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 veterans (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 under this act; and
- coordinate employment, training, and placement services for veterans and covered spouse with services provided under WIA and Wagner-Peyser Act.

**Describe how the LWIA will coordinate with workforce system partners to ensure job seekers receive a broad range of services for the following target populations:**

- **unemployment insurance claimants;**
- **long-term unemployed;**
- **under-employed;**
- **dislocated workers; (including trade-impacted dislocated workers and displaced homemakers);**
- **low-income individuals (including recipients of public assistance);**
- **migrant and seasonal farmworkers;**
- **veterans;**
- **individuals with limited English proficiency;**
- **homeless individuals including veterans;**
- **ex-offenders;**
- **older workers;**
- **individuals training for nontraditional employment; and**
- **individuals with multiple challenges to employment.**

All One-Stop Customers which include all of the above will receive universal access to core services without targeting any one group. Customers will have access through a three-tiered service delivery system. A full array of information, including job applicant services, and workforce information will be provided regardless of customer's employment status, income, education, or skill levels thus ensuring universal access.

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

***Describe strategies and partnerships that will focus on serving individuals with disabilities.***

The One-Stop Centers need to be inclusive of all customers to be effective. A universally accessible system requires meeting the diverse customer needs that exist within the local service delivery area, which includes the needs of individuals with disabilities, people of different cultures, and persons with barriers to employment.

Priority will be given to assuring that throughout Gila and Pinal One-Stop Centers, persons with physical, mental, cognitive, and sensory disabilities will have programmatic and physical access to all One-Stop services and activities. The commitment to adequately serving persons with disabilities extends beyond the services of vocational rehabilitation.

Gila/Pinal Workforce Investment Area commitment to universal access to automated labor exchange services are required to ensure that any job seeker with disabilities having difficulty using computer-based labor exchange services will be provided assistance. Gila/Pinal Comprehensive Center has accessible software for person with disabilities.

Partnerships with Vocational Rehabilitation and community-based organizations shall continue to provide employment support to persons that are disabled.

## ***1.2 Dislocated Workers***

***The purpose of WIA Title IB dislocated worker program is to provide services to individuals who have been terminated or laid off, or have received notice of termination or layoff, from employment generally due to plant closures or downsizing; and who meet the dislocated worker definition of a displaced homemaker.***

**Describe how the Local Workforce Area coordinates the delivery of services to eligible dislocated workers.**

The Gila/Pinal Workforce Investment Area through the One-Stop Delivery System shall provide services to eligible dislocated workers or to individuals who meet the definition of a displaced homemaker. Through the One-Stop centers, dislocated workers can access a full range of services through designated one stop centers, co-locations, access points and partners. The One-Stop Center staff will ensure that each customer who comes into the one stop center for employment and training services receives at a minimum, staff assisted core services through a coordinated approach among partner agencies.

The One-Stop System provides direct services to core services by other partners and linkages to intensive and training services. Job Seekers are required to register in the Arizona Workforce Connection (AJC) system. To help job seekers through this process, computers are available solely for AJC registration or for accessing services and maximizing seamless delivery of services for job seekers. Once registered, job seekers are provided with information and methods to directly access or learn more about available services. The program provides three levels of service.

Core services or self help services are available through the One-Stop Centers and Access Points. WIA staff will provide new customers with an orientation to services available and identify needs. The customer will choose to access services independently or request additional staff assistance. Staff assisted core services are provided on an individualized basis and include a great level of staff intervention and core services. Staff assisted core services are a greater level of services for individuals who are unsuccessful at achieving their employment goals through core services and for individuals to present barriers to attaining employment such as transferrable skills that may lead them to full time employment and self sufficiency.

Job Seekers requesting staff assisted services meet with a Career & Employment Specialist to complete an eligibility process. Specific documentation is collected to provide the basis of determining eligibility and services needed. The One-Stop Delivery System is the basis for

providing customers with labor market information and access to workforce system partner services and resources.

Intensive services will be provided to WIA dislocated workers who have received at least one staff assisted core service. Intensive services for dislocated workers will be delivered in Gila and Pinal through the One-Stop Centers. Collaboration efforts between the dislocated worker program and partners will be made to foster program communications, increase awareness and integrate service delivery for our mutual participants.

Training services for dislocated workers will be delivered in Gila and Pinal through the designated One-Stop centers. Training services are available to WIA dislocated workers who have received at least one intensive service and whose assessment results and training justification demonstrate that training services will lead to full time employment and self sufficiency.

### ***1.3 Rapid Response***

***Rapid Response is a required activity designed to assist workers who are facing loss of employment through a permanent closure or mass layoff, or a natural or other disaster that results in mass job dislocation to obtain reemployment as soon as possible.***

***Identify the Local Rapid Response Coordinators who are responsible for connecting dislocated workers to WIA Title I-B resources.***

Christina Throop  
Rapid Response Team Leader  
5515 S. Apache Ave. Suite 200  
Globe, AZ 85501  
Phone: 928.425.7631  
Fax: 928.402.4350

***Identify how the Local Rapid Response Coordinators work with additional stakeholders through integrated partnerships to for Rapid Response Teams.***

WIA Dislocated Worker Program provides 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.

The Rapid Response Team Leader coordinates with the local One-Stop Career Center, DES Employment Services, Unemployment Insurance, and other WIA Partners as determined. 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, Union or other social service agencies.

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, confirm with the affected employer, and present agencies program information to employees at the work-site.

***Identify the local area's Rapid Response team and their roles and functions.***

The Dislocated Worker Program is the lead agency for Rapid Response services in the Gila/Pinal Workforce Investment Area. At a minimum, the Rapid Response Team consists of Dislocated Worker, DES Employment Services, and Unemployment Insurance. Other agencies may be added to the team as needed.

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.

***Identify your local Rapid Response policies, including the minimum threshold number of affected workers the LWIB have approved for Rapid Response services to be provided to a company experiencing a layoff, reduction in force or closure.***

Dislocated Worker Policy is 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.

The Dislocated Worker Program 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.

After initial contact, the employer will determine the Rapid Response services that are necessary.

The Rapid Response Team secures and coordinates all the requested services to be delivered. Generally, services are offered on-site but can also be arranged off-site.

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

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. If a substantial layoff is less than 10 employees in a very rural area, the Deputy Program Manager can approve the Rapid Response.

***Describe services to be provided to those affected by a mass layoff including planned strategies for incumbent worker training focusing on layoff aversion.***

The Dislocated Worker 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 receipt of notification.

When the Rapid Response Team is notified of a plant closure or mass layoff, 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.

Dislocated Worker Program 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. This includes an assessment of the potential for averting the layoff(s). Layoff Aversion is planned activities and services between the Rapid Response Team and employers. There are numerous benefits to the employers, affected workers, the community and the workforce system when layoffs can be averted.

Dislocated Worker Program 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.

On-site presentations offer information specific to the layoff/closure, and the One-Stop Career Center to the affected workers. Services may include, but not limited to, the following:

- dislocated worker program;
- register for employment services;
- unemployment insurance filing information;
- Trade Adjustment Act;
- local area job postings; and
- COBRA.

#### **I.4 Apprenticeship Program**

*Registered Apprenticeship includes on-the-job learning from an assigned mentor combined with technical training provided by apprenticeship training centers, technical schools, community colleges, and institutions employing distance and computer-based learning systems. At the end of the apprenticeship, all apprentices receive a nationally recognized credential. Some apprenticeship programs offer interim credentials as apprentices achieve important milestones during their apprenticeship.*

***Describe how the Local Workforce Area will coordinate efforts with the State Apprenticeship Program.***

The Gila/Pinal Workforce Investment Area, through the one stop delivery system, will make available to dislocated workers information on Registered Apprenticeship Programs in various locations. Apprenticeship Programs will provide opportunities for on-the-job training and related classroom instruction in which workers learn the practical and theoretical aspects of a skilled occupation. Partnerships will be coordinated with employers who utilize apprenticeship trainees in their labor force.

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

The Gila/Pinal Workforce Investment Area has not funded any apprenticeship programs in past years. WIA staff will offer to eligible dislocated workers apprenticeship programs utilizing the Registered Apprenticeship List, [www.doleta.gov](http://www.doleta.gov). Apprenticeship programs will be funded with WIA Title 1B Dislocated Worker funds on an individual case by case basis.

***1.5 Trade Adjustment Assistance (TAA)***

***The Arizona Trade Adjustment Assistance (TAA) program will provide seamless services to participants through a coordinated and functionally aligned effort between the Workforce Investment Act (WIA) and Wagner-Peyser (WP).***

***Describe how TAA services will be delivered. LWIAs must describe how they will ensure enrollment of TAA participants into the WIA Title 1B Dislocated Worker Program.***

Workforce Center staff will work together to provide trade-affected workers with opportunities to obtain new job skills, resources and the support they need to successfully become employed. Potential TAA customers may be identified at the Welcome Team process or in the Career and Skills Development process. Workforce staff will receive training so they are able to identify this targeted population in order to ensure they are scheduled an appointment with the appropriate subject matter expert. The workforce staff person who begins the process will be the lead case manager for services and will ensure that coordination is made with the appropriate partner to ensure the customer receives the full benefit of being enrolled in WIA Dislocated Worker and TAA services.

Collaboration efforts between the WIA Title 1B 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. Individuals certified for Trade Adjustment Act (TAA) must be co-enrolled in the Dislocated Worker Program.

***1.6 Reemployment Services***

***Employment Services (ES) targets Unemployment Insurance (UI) claimants who are most likely to exhaust benefits before getting a job. All UI claimants who report as scheduled for orientation to ES via the Re-Employment (RES) program receive the five mandatory core services:***

- **Assessment of skills, interests, abilities, and supportive service needs;**
- **Registration in the Arizona Job Connection (AJC) System;**
- **Labor market information;**
- **Job search and placement assistance; and**
- **Development of an employability plan.**

***Describe how Reemployment Services will be coordinated within the operations of the One-Stop Centers.***

Re-Employment Service orientations are conducted on a weekly basis in Casa Grande, Globe and Payson. Workforce staff provides information on services available through the Arizona Workforce Connection as well as expectations for UI program compliance as it relates to Reemployment Services.

Gila and Pinal Counties have a One-Stop Career Center where workforce services will be coordinated through the staff. Reemployment Service customers will be screened for their potential eligibility for Dislocated Worker Services during their one-on-one session following the orientation. Those that are potentially eligible will be given an application for services and scheduled with the workforce center staff person for eligibility determination and program information.

The Payson Satellite site is located at the DES Office where workforce services are limited but the same information is provided to Reemployment Service customers. Workforce staff will also screen for potential eligibility for the Dislocated Worker Services, provide an application, and schedule an appointment with appropriate staff either in person or over the telephone.

#### ***1.7 Migrant Seasonal Farmworker Outreach Program (if applicable)***

***Employment Administration(EA) and Employment Service (ES) provides services through the One-Stop Career Center/Labor Exchange System to empower Migrant and Seasonal Farm Workers and limited English proficient (LEP) individuals in: making career and labor market decisions; achieving economic self-sufficiency; and improving their living and working conditions.***

***Where provided, describe how Migrant Seasonal Outreach Program services will be delivered and coordinated within the operations of the One-Stop Centers.***

The Pinal County One-Stop Center is a designated site for a Migrant Seasonal Farmworker (MSFW) Outreach Program due to the agricultural activities that are part of the areas industry. The MSFW Outreach Worker provides information to MSFW's and their families on services available through the One-Stop Career Center partners. Referrals are made to services based on the needs identified by the job-seeker customers and may include:

- Arizona Job Connection registration and job referrals;
- Referrals to Portable Practical Employment Program for eligibility and training assistance; and
- Referrals to the WIA Program.

Project PPEP is also a partner in the One-Stop and is able to provide training/educational services to migrant and seasonal farm workers.

## ***1.8 Senior Community Service Employment Program (SCSEP)***

***The Senior Community Service Employment Program (SCSEP) fosters useful part-time, work-based training opportunities (community service assignments) for unemployed low-income persons who are 55 years of age or older who have poor employment prospects.***

***Describe how the local workforce system will ensure integration of the Senior Community Service Employment Program (SCSEP) into the Local Workforce Area business plan.***

The purpose of the Senior Community Service Employment Program (SCSEP) is to serve older workers with poor employment prospects, to provide hands-on training through part-time work at community service agencies (called a Host Agency), to assist with the transition of participants to unsubsidized employment, and to provide supportive services to assist participants to obtain and maintain employment. SCSEP also provides (depending on funding) On the Job Experience (OJE) designed to lead to unsubsidized employment with a public or private employer.

Eligible participants must be 55 years of age or older, have a family income of no more than 125% of the Federal Poverty Level, be unemployed at time of the application and throughout the program, and live in Arizona at the time of enrollment (homeless persons can qualify).

The first priority for selection of participants is veterans or a spouse of a veteran then...

1. 65 years of age or older
2. Has a disability
3. Has limited English proficiency
4. Has low literacy skills
5. Resides in a rural area
6. Has low employment prospects
7. Failed to find employment after using WIA Title I
8. Homeless or is at risk of homelessness

Participant services provided through SCSEP include:

1. Assessment services
2. Case management
3. Individual Employment plan
4. Community Service Assignment with wages
5. Referral to One-Stop for employment
6. Job search assistance and counseling
7. Orientation
8. Supportive services

Supportive services are also provided to assist participant in successful participation in the community service assignment and to help participant gain and keep a job. Supportive services can include reasonable costs (depending on funding) for but not limited to: shoes, uniforms, glasses, transportation, hand tools, emergency car repairs, etc.

The Gila/Pinal Workforce Investment Area in collaboration and coordination with the One Stop Delivery System shall provide services to eligible and non-eligible SCSEP applicants/participants. Services could include but not limited to:

- assessments;
- dual enrollment in WIA programs;
- labor market information;
- job placement;
- job clubs;

- information/referrals of older workers to SCSEP;
- referral process for non-eligible applicants;
- job search assistance;
- available job readiness classes;
- intensive/training service for which they meet eligibility;
- display SCSEP signs and brochures; and
- outreach to employers promoting older workers.

The Gila/Pinal Workforce Board and the One Stop System understands that older workers are a vital resource for employers and in an effort to increase the percentage of workers over 55 participating in Arizona’s workforce. The One Stop staff will ensure that each customer, regardless of age, who comes into the one stop center for employment and training services receives at a minimum, staff assisted core services through a coordinated approach among partner agencies.

### ***1.9 Youth Services***

***Each Local Workforce Investment Area (LWIA) coordinates with community partners to offer services to youth, especially youth with significant barriers to employment. In collaboration with their partners, strategies are developed by the LWIAs to provide initial intake, objective assessment, case management and individual service strategies and eligibility assessment.***

***Describe the strategies to be used to incorporate the required youth program elements within the design framework. Youth program elements consist of:***

1. Tutoring, study skills training and instruction leading to the completion of secondary schooling including dropout prevention strategies;  
The Youth Program partners work with local school districts and other entities to ensure that youth have access to tutoring, study skills and additional instruction when needed. We also utilize Central Arizona College tutoring services when a need is established. Case Managers provide dropout prevention strategies when a youth is at risk of dropping out.
2. Alternative secondary school services;  
Case Managers are familiar with alternative secondary options in their area and will explore options that meet the needs of the youth.
3. Summer employment opportunities directly linked to academic and occupational learning;  
Summer employment opportunities are matched to the interest of the youth and their career goals when available. Youth have the opportunity to develop and demonstrate soft skills in their summer employment.
4. Paid and unpaid work experiences including internships and job shadowing;  
Work Experiences are offered to youth when it benefits them and is focused on their career interest based on their field of study and/or O’Net interest profiler survey results.
5. Occupational skill training;  
Case managers assist youth in selecting occupational skills training that will provide them with future employment opportunities. They also assist youth in enrolling, completing FAFSA and provide financial support as needed.

6. Leadership development opportunities; Opportunities are available through work readiness classes, workshops and success coaches.
7. Supportive services: Supportive services are available to youth to provide assistance for needs that help them to be successful in completing their educational program and help them obtain employment.
8. Adult mentoring for a duration of at least twelve months that may occur during and after program participation: Youth are provided adult mentoring through their case manager and first year college students are assigned a success coach which is a more experienced college student.
9. Follow up services for not less than 12 months after the participant completes the program; Case managers provide follow up support to participants for one year after exiting the program.
10. Comprehensive guidance and counseling, including drug and alcohol counseling and referral to counseling. Case managers provide guidance and counseling and refer to community agencies when additional counseling needs arise.

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

Participants are invited to an orientation to learn about the WIA Youth services. Case managers determine eligibility in an intake appointment and proceed with objective assessment with TABE testing and also complete the O'Net interest profiler at the time of enrollment. Case managers provide intensive case management to each participant which is minimally one contact per month and create the ISS with participant input to meet the participant's goals.

***Describe how the Local Workforce Area will deliver comprehensive services for eligible youth, particularly youth with significant barriers to employment. The discussion must include how the Local Workforce Area coordinates youth activities, including coordination of WIA Youth activities with the services provided by the Job Corps (if applicable) program in the state.***

Comprehensive services are provided to eligible and enrolled youth. Intensive case management services assist participants in overcoming the barriers to employment. Case managers utilize youth program support services and community agencies to assist participants with barriers including Job Corps as needed.

***Identify the additional 5% non-economically disadvantaged youth barrier, including the process and criteria to be used to determine "serious barriers to employment," and the process to track enrollment of non-economically disadvantaged youth.***

In order to enroll a 5% non-economically disadvantaged youth, case managers will assess the youth's situation during intake and establish what "serious barrier to employment" exists. Case manager will provide explanation to program coordinator making the case of why youth should be enrolled for approval. Some criteria may include:

- school dropout;
- basic skills deficient;
- 1 or more grade levels below the grade level appropriate to age;

- pregnant or parenting;
- possess one or more disabilities including learning disabilities;
- homeless or runaway;
- offender; and
- Local Policy: Occupational skills deficient – less than 4 months full time, same employer, lack of transferable skills.

It is tracked by the Youth Coordinator on the Master Client list.

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

Out of school youth enrollments are tracked by Coordinator on the Master Client List and expenditures are tracked in the accounting system under different budget codes and monitored by Coordinator on a monthly basis.

***Identify the sixth youth barrier(s) for “individuals (including youth with a disability) who required additional assistance to complete an educational program, or to secure and hold employment,” as identified by the Local Workforce Board.***

- Local Policy: Occupational skills deficient – less than 4 months full time, same employer, lack of transferable skills

***Describe in detail strategies to identify, recruit and engage youth to comply with the Literacy and Numeracy Gains performance measure.***

Case managers track youth that are in the Literacy Numeracy denominator and regularly review their progress and post-test as needed. Incentives are being considered for those youth that make a gain on Literacy Numeracy and are included in the denominator.

***Describe in detail how the Local Workforce Area will conduct monitoring of Youth Program providers to ensure compliance with the program objectives.***

It is the policy of the Gila/Pinal Workforce Investment Area to require annual monitoring and oversight to ensure the integrity of the WIA program operations and functions, to review performance, assess compliance with applicable laws and regulations and identify successful practices to enhance the system as a whole through continuous improvement.

Monitoring of electronic and hard copy participant files will be conducted twice in a program year. Twenty percent (20%) of the contracted service levels will be monitored for the program year. Staff will conduct file review through AJC quarterly. Thirty days prior to the start of monitoring, a monitoring schedule will be sent to the youth provider.

The monitoring process is comprised of the desk review and the on-site review. The desk review primarily focuses on program operations. Correspondingly, the on-site review focuses on specific programmatic functions and includes the following components:

- entrance and exit interview;
- case file reviews;
- review policies, processes and procedures; and
- participant, training supervisor and staff interviews.

The purpose of the on-site monitoring visit is to verify or disprove information derived from the Desk Review that may lead to identification of areas that are in non-compliance and/or requires corrective actions. The on-site review will follow a standardized guide that is designed to assist the monitoring team in accomplishing a comprehensive evaluation.

### ***1.10 Veterans***

***The primary objective of the Veterans Program is to develop and support programs that increase opportunities for veterans to obtain employment and job training in Arizona. Eligible veterans are entitled to receive priority services in job referrals and training as well as other employment-related services.***

***Describe strategies that will ensure compliance with the priority of service procedures and how Veterans will be served.***

Gila/Pinal Workforce Investment Area strategies will ensure that individuals are made aware of Veteran's Priority of Services at the point of entry or who access virtual service delivery programs or website. The One-Stop Centers will implement priority of services covered under the 20 CFR 1010.

The One-Stop Centers will have policies and procedures for providing veterans and eligible spouses of veterans with the highest quality of service at every step of services offered. These services can range from basic functions of the One-Stop system, such as assistance with job search and identification of needed skills, to more customized strategies for veterans to advance their careers in high growth sectors in the local area.

The veteran priority of services will be monitored to ensure that veterans are made aware and provided priority of services.

***Describe in detail strategies to be implemented to identify and enroll eligible veterans in the Dislocated Worker Program.***

The Workforce Investment Act Dislocated Worker Program provides priority of services for veterans (and spouses) who meet the program eligibility requirements for participation. Veterans will receive priority in intake and enrollment. Registration procedures will identify veteran status for all customers who enter the One-Stop Center. Veteran status can be determined immediately upon entry to the One-Stop Center or via pre-registration in AZJobConnection. One-Stop Centers will provide an opportunity to integrate veteran's priority into services by cross-training staff.

**J. Desired Outcomes**

**Reference: One-Stop Center Certification Policy; One-Stop Delivery System Policy; Adult and Dislocated Worker Policy; Balanced Scorecard**

*The Local Business Plan must describe and provide specific quantitative targets for the desired outcomes and results for the programs included in the plan and how these were determined.*

**Identify who will negotiate performance measure goals on behalf of the local board.**

The Community Services Director along with the Workforce Investment Board Program Manager will negotiate with the State regarding adjustments and local performance standards under WIA.

**A description of the local levels of performance negotiated with the State to be used by the Local Workforce Board for measuring the performance of the local administrative and fiscal agent (where appropriate), eligible training providers, and the local One-Stop delivery system.**

Department of Labor has granted Arizona’s request to replace the 17 existing measures with 3 Adult and Dislocated Worker and 3 Youth Common Measures. The following chart indicates Program Year 2013 Performance Measures and Negotiated Levels accepted by Gila/Pinal Workforce Investment Area.

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

*The plan should also describe any additional established indicators and system measures, beyond those required by programs’ authorizing statutes.*

Staff will review quarterly with each program the following statutory measures that are being tracked by the State during the Program Year.

<b>Adult</b>	<b>Target</b>
Employment/Credential	66.6%
<b>Dislocated Worker</b>	
Employment/Credential	72.0%
<b>Older Youth</b>	
Entered Employment	74.0%
Employment Retention	82.0%
Earnings Change	\$4,050
Cert/Credential Rate	55.0%
<b>Younger Youth</b>	
Diploma/Equivalent	68.0%
Retention	65.0%
Skill Attainment	83.0%

*Describe the State approved balanced scorecard measures and how you plan to measure and track progress – include additional measures chosen by your local area that will be included on your balanced scorecard.*

The proposed Workforce Arizona Council Committee recommendations on Balanced Scorecard Measures shall be implemented when passed by the WAC. Staff, partners, and the WIB will work together to prioritize the following indicators: Financial Success Indicators, Customer Success Indicators, Internal Business Process Success Indicators, and Growth and Learning Success Indicators.

*Describe the State required data management system and how partners will interact to provide needed information and to get information from the system needed to manage the local workforce system.*

The Arizona Job Connection which is the WIA state database will be utilized by WIA, EA, Veteran’s, and TAA tracking system for job seekers and individuals enrolled in WIA activities. This is the reporting system to the state and Department of Labor. The reports also review and monitor local activities associated with the Common Measures negotiated levels.

***Describe the role technology will play in accessing services and tracking information to enhance service delivery.***

The Casa Grande and Globe Comprehensive One-Stop Centers will be using computer technology with interactive computer systems at the receptionist desk are to secure basic client information and reason for visit. The database will provide statistics and provide continuous delivery of services within the two one-stop facilities.

***How will you measure customer satisfaction and what will you do to use the results for enhancements?***

The Gila/Pinal Workforce Investment Area will utilize surveys to measure participant satisfaction to the overall satisfaction with services being provided by the Adult, Youth, and Dislocated Worker Programs.. Satisfaction indicators have been established to show the progress of the program in order to promote continuous improvement.

## **K. Agreements, Policies and Procedures**

*Reference: Local Governance Policy; One-Stop Delivery System Policy*

*The plan must discuss how the LWIA will align policies, operations, administrative systems, and other procedures to assure coordination and avoid duplication of workforce programs and activities outlined in WIA Section 121(b).*

### **In accordance with State policy; attach the following:**

- Fully executed Chief Local Elected Official Agreement (both county boards) clearly identifying the administrative and fiscal entity and reflecting the responsibilities of each. (**Appendix E**)
- Chief Local Elected Official and Local Board Partnership Agreement (both county boards & Partner Membership) (**Appendix F**)
- Local Board and Designated Operator Agreement (Partner Membership & fiscal Agent) (**Appendix G**)
- Fully executed Memorandums of Understanding between the One-Stop Operator and each partner agency. (Due April 1, 2014) (**Appendix H**)
- Fully executed Resource Sharing Agreement outlining how services and operating costs of the local system will be funded; methodology for cost sharing and invoicing and payment processes. (Due April 1, 2014) (**Appendix H**)

*Provide in detail how the Local Workforce Board and Chief Local Elected Official will ensure that One-Stop Operator Agreement will be adhered to and the institutional controls that will be implemented to ensure adherence to the Agreement with respective roles and responsibilities of each party with respect of the operation of the One-Stop system.*

A consortium of partners consisting of the Arizona Department of Economic Security Wagner/Peysner, Central Arizona Governments – Adult Program and Gila County Community Services Division – Dislocated Worker Program have been designated by the WIB and the LEO as Operator of the One-Stop System. In accordance with Section 121 of the WIA and Section 662.400 of the WIA Rules and Regulations, the consortium of partners shall agree 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. State Policy 3-2013 shall be adhered. The One-Stop Operator agrees to provide and make accessible to its customers services as required by the WIA.

*Describe the monitoring process and oversight criteria and procedures utilized to move the workforce investment system toward the Local Workforce Area goals.*

WIA Section 117(d) (4) requires local workforce investment boards to conduct comprehensive monitoring of the one-stop delivery system using standardized tools and procedures to ensure WIA programs are in compliance with the mandates of Title I for federally funded workforce development services. Annual monitoring will validate the quality of the delivery of services through the one-stop system, advocate improvements when indicated, and require actions to correct formal findings of non-performance with federal regulations.

Annual monitoring and oversight shall ensure the integrity of the WIA program operations and functions, to review performance, assess compliance with applicable laws and regulations and identify successful practices to enhance the system as a whole through continuous improvement.

Monitoring of electronic and hard copy participant files will be conducted once a year in a program year. Twenty percent (20%) of the contracted service levels will be monitored for the program year. Thirty days prior to the start of monitoring, a monitoring schedule will be sent to the providers. The monitoring process is comprised of the desk review and the on-site review. The desk review primarily focuses on program operations. Correspondingly, the on-site review focuses on specific programmatic functions and includes the following components:

- entrance and exit interview;
- case file reviews;
- review policies, processes and procedures; and
- participant, training supervisor and staff interviews.

The purpose of the on-site monitoring visit is to verify or disprove information derived from the Desk Review that may lead to identification of areas that are in non-compliance and/or requires corrective actions. The on-site review will follow a standardized guide that is designed to assist the monitoring team in accomplishing a comprehensive evaluation.

Staff shall meet quarterly with program staff to review their individual current participant status as well as review the most current performance information for that provider's program.

***Describe how the Local Workforce Area identifies areas needing improvement and any processes in place to address identified deficiencies.***

A Corrective Action Plan shall be requested from providers in need of improvement found in the Annual Monitoring Review. A finding/corrective action is a situation where either Federal Law, State or Local Policies and Procedures are not followed. If not corrected immediately, most findings/corrective action lead to a non-allowable activity or disallowed cost, requiring reimbursement back to the County from non-federal funds. There may be situations where a finding/corrective action can be corrected at the time of identification; however, it will be noted as a finding/corrective action in the program review outcome. Examples leading to a finding/corrective action include, but are not limited to:

- inaccurate or incomplete eligibility determinations;
- application signed after Date of Participation (first enrollment into a WIA Activity);
- services, as documented in case notes, were provided prior to eligibility date;
- inaccurate or incomplete verification and file documentation of any required field used to determine eligibility;
- missing, incomplete, outdated, and/or unsigned Individual Service Strategy (ISS);
- incomplete Youth Skill Attainment documentation and setting of youth goals for basic skills, occupational skills, and work readiness skills;
- failure to include documentation regarding coordination of occupational training with FASFA or Pell Grant Awards;

- assessment not documented in hard copy file or in case notes;
- failure to justify expenditures for Supportive Services or other need-related payments
- more than 90 days of no services has occurred;
- lack of, incomplete or incorrect client dates of service entered into AJC; and
- failure to provide hard copy documentation of credential or certificate

The Gila/Pinal Workforce Investment Board shall review all Corrective Action Plans to ensure all identified deficiencies have been corrected and/or how the provider shall develop and implement a procedure to ensure the requirements of the local area are met.

***Provide a copy or a URL link to all local operational and programmatic policies.***

[http://www.gilacountyaz.gov/government/community/arizona\\_workforce\\_connection.php](http://www.gilacountyaz.gov/government/community/arizona_workforce_connection.php)

## L. Complaints, Grievances

*Reference: Local Governance Policy; One-Stop Delivery System Policy*

*Each local area, and direct recipient of funds under title I of WIA, except for Job Corps, must establish and maintain a procedure for grievances and complaints. In addition, Local Workforce Areas must provide information about the content of the grievance and complaint procedures to participants and other interested parties affected by the local Workforce Investment System, including One-Stop partners and service providers.*

*Describe in detail the Local Workforce Area's process, procedures and local policy to address formal and informal complaints from job seekers and business customers.*

The Gila/Pinal Workforce Investment Area Grievance Procedures, Complaints and State Appeals Process has been established in accordance with requirements of P.L. 105-220 and its related regulations contained in 20 and 29 Codes of Federal Regulations (CFR) per WIA Guidance Letter #06-06.

### **Local Procedures**

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:

- A. Grievances, Complaints and Appeals
  - 1. A grievance or complaint is a written description of an alleged violation of the WIA, dated and signed by an interested party.
  - 2. 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.
  - 3. The freedom to file a complaint or appeal may not be limited or interfered with in any way.
  - 4. Representation of interested parties in connection with complaints or appeals may not be limited or interfered with in any way.
  - 5. 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.
- B. Right to Grieve, Complain or Appeal
  - 1. Any interested person has a right to file a grievance or complaint.
  - 2. Any complaint relating to a term or condition of employment shall be filed under the employer's established grievance procedures.
  - 3. All other complaints shall be initiated at the recipient level.
- C. Time Limitations

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

D. Time Computation, Filing and Receipt

1. For purposes of these procedures, any compliant, appeal, applications, request, notice, objection, petition, report or other information is considered received and filed timely:
  - a. 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
  - b. If not postmark or postage meter marked, or if the mark is illegible, on the date it is actually received.
  - c. If transmitted by any means other than the United States Postal Service on the date it is actually received.
  - d. 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 manager equitable to the complainant.
2. 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.

E. Hearings

An impartial Hearing Office will hear complaints at the local level.

**Formal Complaint Process**

Upon receipt of the complaint, the following process will be initiated:

- A. Before appeal process starts, informal resolution of the complaint will be attempted whenever possible.
- B. If the complaint is not resolved, the complainant will be given the opportunity to request a hearing before an impartial hearing office. Such hearing shall be scheduled within thirty (30) days of the filing of the complaint.
- C. A formal complaint log must be maintained to indicate date received, hearing date, summary of resolution and date resolved.
- D. 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.
- E. If the complainant receives a decision or does not receive a decision within 60 days which he or she finds unsatisfactory, the complainant may request a review of the complaint by the Arizona Department of Economic Security (DES) State WIA EEO Officer, 1789 West Jefferson (Site Code 920Z), Phoenix, AZ 85007.
- F. 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.

**Process for Resolving Appeals to the State**

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.

- A. The appeal must be filed within ten days of the receipt of an adverse decision; or
- B. The appeal must be filed within ten days from the date a decision should have been issued; or
- C. Any appeal filed after the tenth day following the decision is null and void.

***Describe in detail the Local Workforce Area’s process, procedures and local policy to address formal grievances from job seekers and business customers and training providers.***

The Gila/Pinal Workforce Investment Area Grievance Procedures, Complaints and State Appeals Process has been established in accordance with requirements of P.L. 105-220 and its related regulations contained in 20 and 29 Codes of Federal Regulations (CFR) per WIA Guidance Letter #06-06. See above.

***Describe and provide a copy or electronic link to the local programmatic policies for the delivery of integrated services as described in the local Business Plan.***

[http://www.gilacountyaz.gov/government/community/arizona\\_workforce\\_connection.php](http://www.gilacountyaz.gov/government/community/arizona_workforce_connection.php)