



SOUTHEASTERN ARIZONA

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

## LOCAL WORKFORCE DEVELOPMENT PLAN MODIFICATIONS (2020-2023)



Chiricahua National Monument

Local Plan is posted on [www.arizonaatwork.com](http://www.arizonaatwork.com) and is available for review at the LWDB quarterly board meetings and the Southeastern Arizona Business and Workforce Development Centers.

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

# **ARIZONA@WORK-Southeastern Arizona**

## **LOCAL WORKFORCE DEVELOPMENT PLAN MODIFICATIONS (2020-2023)**

### **TABLE OF CONTENTS**

<b>Section Descriptions:</b>	<b>Page No.</b>
<b>Section 1 - Infrastructure</b>	<b>1-5</b>
<b>Section 2 – Strategic Planning Elements</b>	
<b>Part a – Economic, Workforce, and Workforce Development Activities Analyses</b>	<b>5-22</b>
<b>Part b – Strategic Vision, Goals and Strategies</b>	<b>22-24</b>
<b>Section 3 – ARIZONA@WORK System Coordination</b>	<b>24-69</b>
<b>Section 4 – ARIZONA@WORK Job Center Delivery Description</b>	<b>69-75</b>
<b>Section 5 – Performance and Continuous Improvement</b>	<b>75-77</b>
<b>Section 6 – Public Comment</b>	<b>78</b>
<b>Attachments</b>	<b>79-105</b>

## Section 1 – Infrastructure

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

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

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

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

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

Location & Land: Cochise County, in the southeast corner of the State of Arizona, has a land mass of more than 4 million acres, or 6,219 square miles. Private land ownership accounts for roughly 40 percent, with the State of Arizona holding about 35 percent, and the Federal government (USFS and BLM) holding about 22 percent. Source: <https://www.sierravistaaz.gov/i-want-to/move-sierra-vista/living-here/cochise-county-surrounding-communities/>

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

The history of the area has three major themes.

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

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

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

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

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

Tourism is an ever-growing industry in Greenlee County and a variety of attractions are offered. Fishing, hiking, birding, biking, backpacking, sight-seeing, hunting, and rock hounding are some of the more popular pursuits available. Source: <http://www.greenleecountyhistory.org/>

This 2020-2023 local plan provides information on how the ARIZONA@WORK - Southeastern Arizona will continue its track record of providing high quality

workforce services to the citizens of Cochise, Graham, and Greenlee counties. This local plan will also detail the integration of the core ARIZONA@WORK partners as required by the Workforce Innovation and Opportunity Act to meet the needs of jobseekers and employers in the tri-county area. Our mission, vision and values:

### MISSION

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

### VISION

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

### VALUES

Integrity	Teamwork	Initiative
Self Sufficient	Commitment	Respect
Individual responsibility for team success		

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

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

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

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

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

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

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

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

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

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

(iv) Identify the one-stop operator; - 20.CFR 682.40)  
The One Stop Operator is James E. Mize for ARIZONA@WORK-Southeastern Arizona.

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

CPIC, Inc., Community Services Department – Adult, Dislocated Worker and youth (Graham and Greenlee counties) program.  
Professional Youth Quest (PYQ) – Youth program – Cochise County

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

(i) Fiscal:

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

(ii) Equal opportunity; and

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

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

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

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

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

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

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

## Section 2 – Strategic Planning Elements

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

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

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

Southeastern Arizona is comprised of Cochise, Graham, and Greenlee County. The area's economy includes a wide range of industries offering opportunities for individuals seeking employment of all types.

Several positive economic and workforce trends were recorded in Southeastern Arizona including:

- Labor force participation grew in 2018, increasing by 1,131 people from 2017.
- In 2018, nine of the ten major industry sectors recorded positive year-over-year employment growth.
- From 2017 to 2018 private sector employment gains in Southeastern Arizona were led by Construction, which grew by 255 jobs or 6.6 percent, and Professional and Business Services, which grew by 198 jobs or 2.6 percent.
- Two of the three counties in Southeastern Arizona (Graham and Greenlee) had employment growth from 2009 to 2018.
- Within Southeastern Arizona, total employment is projected to increase by 0.5 percent annually from Q3 2018 through Q2 2020.
- From 2017 to 2018, the median household incomes increased in Graham and Cochise County increased.
- Two of the three counties in Southeastern Arizona (Graham and Greenlee) are projected to have population growth from 2019 to 2022.

Other less favorable economic and workforce challenges were recorded in Southeastern Arizona including:

- In 2018, one of the ten major sectors did not report any year-over-year growth (Education and Health Services).

- Cochise County and Graham County had higher rates of families in poverty when compared with the state.
- Southeastern Arizona experienced negative population growth from 2013 to 2018.

### Southeastern Arizona In-Demand Industries

NAICS Code(s)	Industry Title
554	Aerospace and Defense
54	Banking and Finance
61	Education
31-33	Manufacturing
54, 56	Marketing and tourism
44-45	Retail
22	Utilities
62	Healthcare

Source: Arizona Office of Economic Opportunity

### Southeastern Arizona In-Demand Occupations

SOC Code	Occupation Title	NAICS Code	Industry Title
15-1122	Information Security Analysts	54	Information Technology
15-1121	Computer Systems Analysts	54	Information Technology
11-3031	Financial Managers	54	Professional and technical services
13-2072	Loan Officers	54	Professional and technical services
43-3031	Bookkeepers	54	Professional and technical services
43-3071	Bank Tellers	54	Professional and technical services
25-2031	Secondary School Teachers	61	Educational Services
25-2022	Middle School Teachers	61	Educational Services
25-2021	Elementary School Teachers	61	Educational Services
29-1141	Registered Nurse	62	Health Care & social assistance
29-2061	Licensed Practical and Licensed Vocational Nurses	62	Health Care & social assistance
31-9092	Certified Medical Assistant	62	Health Care & social assistance
29-2052	Pharmacy Technician	62	Health Care & social assistance
31-1014	Certified Nursing Assistant	62	Health Care & social assistance
47-5049	Mining Machine Operators, All Other	31-33	Manufacturing
11-2021	Marketing Managers	54	Marketing and Tourism
41-2031	Retail Salespersons	44-45	Retail trade
17-3029.07	Mechanical Engineering Technologists	22	Utilities
43-4051	Customer Services Representatives	22	Utilities
47-2111	Electricians	22	Utilities

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

**Southeastern Arizona Projected Industry Employment, 2021-2023**

Area	Projected Employment (2021)	Projected Employment (2023)	Projected Numeric Growth (2021-2023)	Annualized Percentage Growth (2021-2023)
Construction	2,486	2,907	421	8.1%
Education and Health Services	10,426	10,992	566	2.7%
Financial Activities	1,110	1,178	68	3.0%
Government	7,733	8,012	279	1.8%
Information	484	510	26	2.7%
Leisure and Hospitality	4,939	5,619	680	6.7%
Manufacturing	922	926	4	0.2%
Natural Resources and Mining	7,163	7,346	183	1.3%
Other Services	1,245	1,276	31	1.2%
Professional and Business Services	5,234	5,635	401	3.8%
Self Employed	3,387	4,040	653	9.2%
Trade Transportation and Utilities	9,077	9,485	408	2.2%

Source: Office of Economic Opportunity,

Job skills are constantly evolving with the emergence of new technologies and changing consumer habits. Job seekers can better prepare themselves by gaining skills within industries projected to have large employment needs.

- In Southeastern Arizona, Construction is projected to record the largest growth rates, increasing annually by 8.1 percent through 2023.
- Through 2023, manufacturing is projected to experience the slowest increase in growth.

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

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

The below in-demand industry sectors and occupations were included due to their industry rankings in the Southeastern Arizona Workforce Area per Arizona Office of Economic Opportunity. (Source: OEO In-Demand Industries and Occupations Report Southeastern Arizona, February 12, 2020).

**Aerospace and Defense** – This sector strategy is concentrated in Cochise County due to the U.S. Army Post Ft. Huachuca being located in the county. Knowledge and skills requirements: Computers and Electronics, English Language, Administration and Management, Engineering and Technology, Telecommunications, Reading Comprehension, Critical Thinking, Active Listening, Complex Problem Solving and Speaking. If employed by a subcontractor to the federal government working on Ft. Huachuca most of these occupations also require a secret or top-secret security clearance.

**Banking and finance** – Occupations in banking and finance may include being employed in the banking industry, mortgage industry or other miscellaneous financial occupations. Job titles may include financial managers, business teachers, postsecondary, financial analysts, loan officers, bookkeepers, bank tellers, etc. Depending on the level of the occupation in the industry the education level required will be from a high school education to a master's degree. Knowledge and Skills requirements: Economics and Accounting, Administration and Management, Mathematics, Customer and Personal Service, English Language, Active Listening, Critical Thinking, Monitoring, Reading Comprehension and Speaking.

**Education** – may include teachers in K-12, administrative positions or postsecondary education. The occupation has the advantage to teach students basic academic, social and other informative skills in public or private schools or specialize in other areas such as science, mathematics, special education, engineering, etc. The education level required is a bachelor's degree, masters' degree or doctorate degree. Knowledge and Skills requirements: Education and training, English language, Mathematics, Psychology, Computer and electronics, Instructing, Speaking, Learning Strategies, Active listening, critical thinking.

**Healthcare** – Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree or bachelor's degree. Some of the recognized credentials may be obtained are: Certified Nursing Assistant, Pharmacy Technician, Certified Medical Assistant, Licensed Practical Nurse and Registered Nurse. Knowledge and Skills requirements: Medicine, customer and personal service, psychology, English language, education and training, active listening, social perceptiveness, service orientation, speaking and coordination.

**Manufacturing** – Manufacturing due to the mining sector in Graham and Greenlee Counties is a high demand occupation in Southern Arizona. The education level may include a high school diploma, on the job training, associate’s degree or bachelor’s degree depending on the type of manufacturing career pathway the student wishes to pursue. Knowledge and Skills requirements: Mechanical, production and processing, law and government, education and training, operation and control, operation monitoring, equipment maintenance, critical thinking and troubleshooting.

**Marketing and tourism** – research market conditions in local, regional, or national areas, or gather information to determine potential sales of a product or service, or create a marketing/tourism campaign. They may also gather information on competitors, prices, sales, methods of marketing and distribution and tourism in other areas comparable to our local area. Depending on the level of the occupation 11 in the industry the education level required will be from a high school education to a master’s degree. Knowledge and Skills requirements: Sales and marketing, English language, Administration and management, Customer and personal service, Communications and media, active learning, active listening, critical thinking, reading comprehension and social perceptiveness.

**Retail** – include salespersons required to have excellent customer service skills to greet customers and ascertain what each customer wants or needs, describe merchandise, recommend merchandise, compute sales prices and answer questions regarding the store and its merchandise. The retail occupation may only require a high school diploma depending on the level of employment. Knowledge and Skills requirements: Sales and marketing, Customer and personal service, English language, Administration and management, mathematics, Persuasion, Active listening, Service orientation, Speaking, and Negotiation

**Utilities** – this is a high demand occupation in the local area due to employees of the utilities (i.e. electric, gas, power plant operators) retiring in the next two to five years. There is a bright outlook for customer service representatives, electricians, mechanical engineering technologists, inspectors, testers, sorters, etc. Depending on the level of the occupation in the industry the education level required will be from a high school education to a master’s degree. Knowledge and Skills requirements: Customer and personal service, English language, Clerical, Computer and electronics, Public safety and security, Mathematics, Active listening, Speaking, Service orientation, Reading comprehension and critical thinking

Source: O\*NET Online: [www.onetonline.org](http://www.onetonline.org).

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

Below are Labor Force Participation Rate charts for Cochise, Graham and Greenlee counties prepared by the Arizona Department Economic Security describing labor

force population, participation rate percentage, participation rate by race, by gender, by age, by education, by poverty and by disability:

# ARIZONA

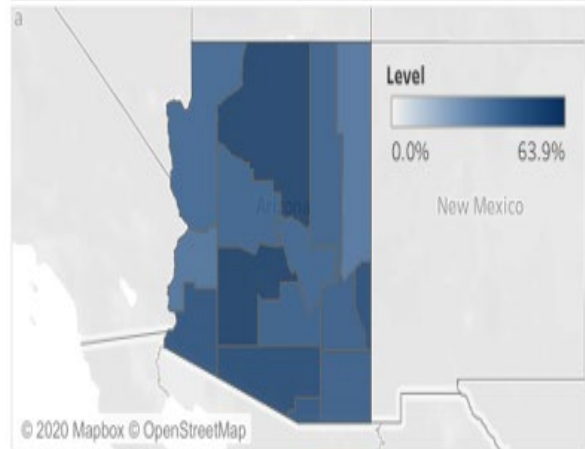
OFFICE OF ECONOMIC OPPORTUNITY

Arizona State or County:  
Cochise County

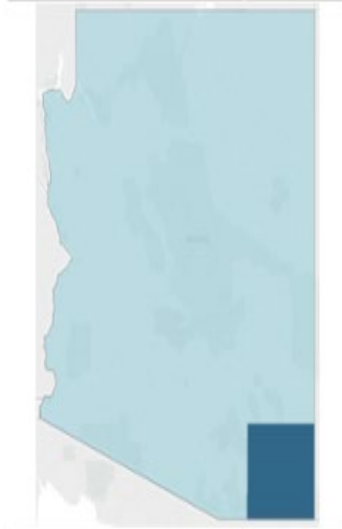
Year:  
2018

Survey Type:  
5-year estimates

## County Comparison - Labor Force Participation Rate



### Cochise County



#### Labor Force Population

50,142

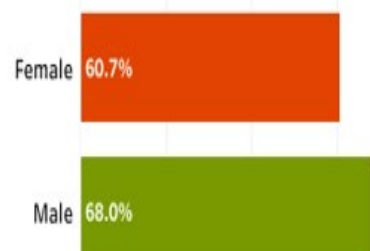
#### Labor Force Participation Rate

49.5%

#### Labor Force Participation Rate by Race

White	48.8%
Black or African American	54.7%
Asian	53.3%
Some other race	58.4%
Two or more races	54.9%

#### Labor Force Participation Rate by Gender



#### Labor Force Participation Rate by Age

16 to 19 years	39.5%
20 to 24 years	45.5%
25 to 34 years	32.3%
35 to 54 years	70.1%
55 to 64 years	26.0%
65+ years	10.5%

#### Labor Force Participation Rate by Education

Less than High School Graduate	42.4%
High School Graduate	56.8%
Some College or Associate's Degree	67.5%
Bachelor's Degree or Higher	75.1%

#### Labor Force Participation Rate by Poverty

At or Above Poverty Level	73.8%
Below Poverty Level	49.0%

#### Labor Force Participation Rate by Disability

With Any Disability	38.6%
---------------------	-------

# ARIZONA

OFFICE OF ECONOMIC OPPORTUNITY

Arizona State or County:

Graham County

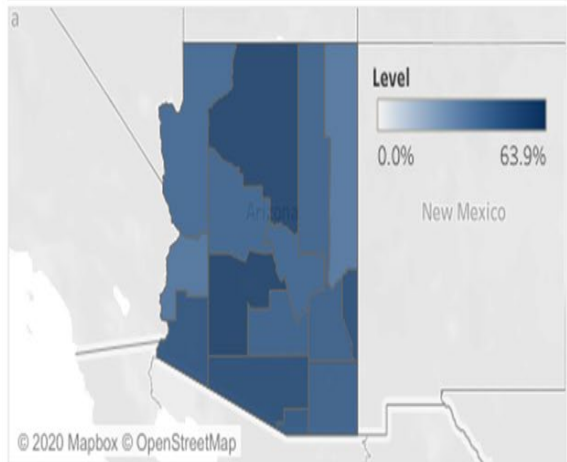
Year:

2018

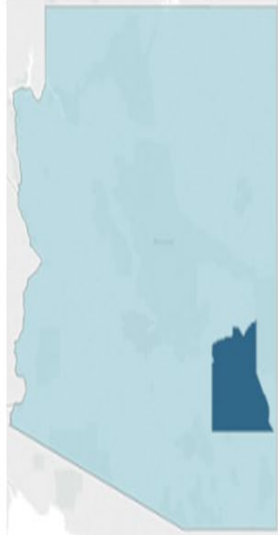
Survey Type:

5-year estimates

## County Comparison - Labor Force Participation Rate



### Graham County



### Labor Force Population

14,166

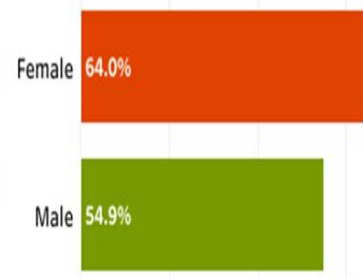
### Labor Force Participation Rate

49.3%

### Labor Force Participation Rate by Race

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

### Labor Force Participation Rate by Gender



### Labor Force Participation Rate by Age

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

### Labor Force Participation Rate by Education

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

### Labor Force Participation Rate by Poverty

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

### Labor Force Participation Rate by Disability

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

# ARIZONA

OFFICE OF ECONOMIC OPPORTUNITY

Arizona State or County:

Greenlee County

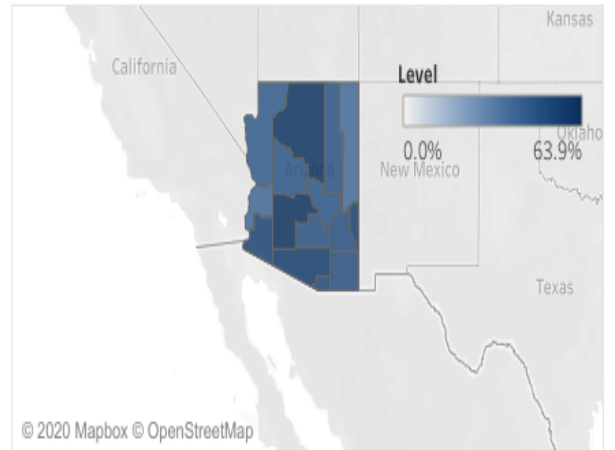
Year:

2018

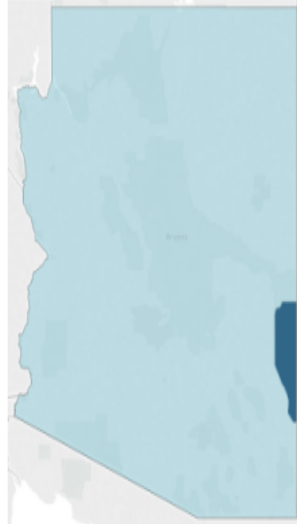
Survey Type:

5-year estimates

## County Comparison - Labor Force Participation Rate



### Greenlee County



#### Labor Force Population

4,094

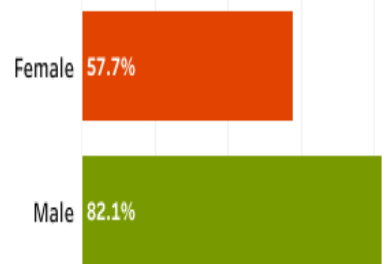
#### Labor Force Participation Rate

57.5%

#### Labor Force Participation Rate by Race

White	55.9%
Black or African American	70.1%
Asian	100.0%
Some other race	69.9%
Two or more races	22.2%

#### Labor Force Participation Rate by Gender



#### Labor Force Participation Rate by Age

16 to 19 years	27.4%
20 to 24 years	58.3%
25 to 34 years	36.2%
35 to 54 years	72.7%
55 to 64 years	27.9%
65+ years	7.3%

#### Labor Force Participation Rate by Education

Less than High School Graduate	18.7%
High School Graduate	75.8%
Some College or Associate's Degree	69.0%
Bachelor's Degree or Higher	86.9%

#### Labor Force Participation Rate by Poverty

At or Above Poverty Level	75.0%
Below Poverty Level	38.2%

#### Labor Force Participation Rate by Disability

With Any Disability	47.2%
---------------------	-------

Below are charts for Cochise county showing the unemployment, unemployment rate, employment and labor force from 2011 to 2019:

Area:  
Cochise County

Date: **i**  
April 2020

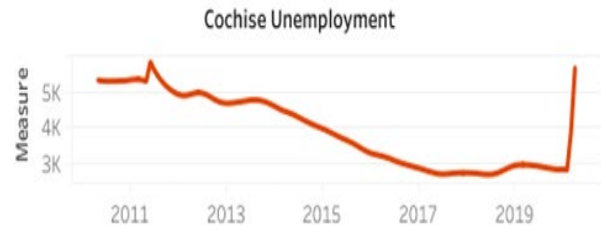
Seasonally Adjusted  
 No **i**  
 Yes

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

Select Measure:  
Level

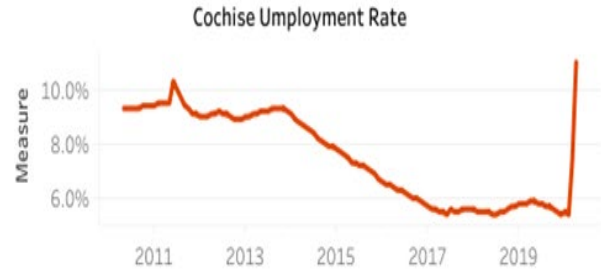
**Unemployment**

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



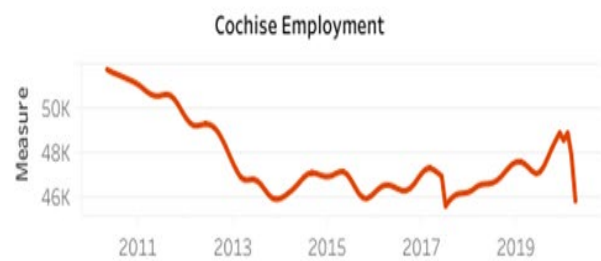
**Unemployment Rate**

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



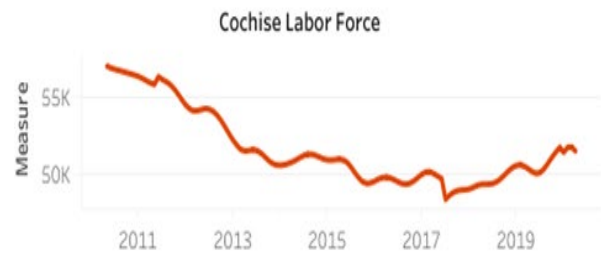
**Employment**

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



**Labor Force**

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



Source: Arizona Office of Economic Opportunity

Below are charts showing Graham and Greenlee counties unemployment from 2012 to 2020 not seasonally adjusted:

Graham County Unemployment Rate 2011 to 2020 – Not Seasonally Adjusted



### Greenlee County Unemployment Rate 2011 to 2020 – Not Seasonally Adjusted



### Southeastern Arizona Projected Industry Employment, 2021-2023

Source: Office of Economic Opportunity

Area	Projected Employment (2021)	Projected Employment (2023)	Projected Numeric Growth (2021-2023)	Annualized Percentage Growth (2021-2023)
Construction	2,486	2,907	421	8.1%
Education and Health Services	10,426	10,992	566	2.7%
Financial Activities	1,110	1,178	68	3.0%
Government	7,733	8,012	279	1.8%

Information	484	510	26	2.7%
Leisure and Hospitality	4,939	5,619	680	6.7%
Manufacturing	922	926	4	0.2%
Natural Resources and Mining	7,163	7,346	183	1.3%
Other Services	1,245	1,276	31	1.2%
Professional and Business Services	5,234	5,635	401	3.8%
Self Employed	3,387	4,040	653	9.2%
Trade Transportation and Utilities	9,077	9,485	408	2.2%

Source: Office of Economic Opportunity

Job skills are constantly evolving with the emergence of new technologies and changing consumer habits. Job seekers can better prepare themselves by gaining skills within industries projected to have large employment needs.

- 

- In Southeastern Arizona, Construction is projected to record the largest growth rates, increasing annually by 8.1 percent through 2023.
- Through 2023, manufacturing is projected to experience the slowest increase in growth.

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

Include a current analysis of:

1. Workforce development activities, including education and training activities in the region; and

Workforce development activities, including education and training activities in the region consist of working with our two Community Colleges, Cochise College and Eastern Arizona College. We attempt to work together proactively instead of reactively. Both colleges make every effort to update their ETPL listing on an ongoing basis. Title I-B will refer potential students to the colleges and the colleges will refer potential participants to the Title I-B program. We work with the participants and Colleges to make sure the participant will succeed in their post-secondary programs. We also, work with other training providers on the ETPL so our participants will have a choice to attend their training facility instead of a post-secondary institute. The participants may want short term stackable credentials for employment purposes.

We work with the participants during their eligibility determination, objective assessment and individual employment plan either for enrollment into a training activity and/or employment. We do administer the TABE testing to see if they are

basic skills deficient. We also, will utilize the Arizona Readiness Credential and in depth interviewing of the client to see if they basic skills deficient.

2. Strengths and weaknesses of the workforce development activities to address the education and skill needs of the workforce, including:

i. Individuals with barriers to employment, and

The LWDB offers various workshops to assist individuals with barriers to employment.

K.E.Y.S. (Keep Enhancing Your Success) Program

Monday	Tuesday	Wednesday	Thursday	Friday
Introduction 9:00AM	Introduction 9:00AM	Introduction 9:00AM	Introduction 9:00AM	Introduction 9:00AM
Interviewing with Confidence	Resume Coaching 10:00 – 11:30AM	Computer Basics 10:00 – 11:00AM	Interviewing with Confidence	Resume Coaching 10:00 – 11:30AM
10:00 – 11:30AM			10:00 – 11:30AM	
Effective Job Search 1:00 – 2:00PM	Job Applications 1:00-2:30PM		Effective Job Search 1:00 – 2:00PM	Job Applications 1:00-2:30PM

**Class Descriptions**

**Introduction** Learn: about services in the Job Center and what ARIZONA@WORK can do for you.

**Interviewing with Confidence** Learn: Four parts of an Interview; basic interview practices; how to negotiate and ace the interview; first impressions count/dress to impress; attract vs. distract.

**Effective Job Search** Learn: How to submit resumes and applications online; networking, and pluses of assertive job search techniques.

**Resume Coaching** Learn: The Role of the Resume in your Job Search Activities; choose a format- Which is best for you? resume guidelines, and target your resume to the job desired.

**Job Applications** Learn: Etiquette-Do’s and Don’ts; discover how to successfully answer sticky questions; successfully complete on-line applications, and how to email your application and submit attachments.

**Computer Basics** Learn: Computer hardware; understand how internet works; to use the internet, and mouse tutorials.

The LWDB also utilizes social media, Facebook, Twitter and Instagram, to inform the public about open job positions, workshops, events happening at the local Job Centers. Staff do participate in various groups to assist individuals with barriers to employment. Staff have given presentations at a local homeless shelter in Bisbee to improve their soft skills.

The LWDB has found the various workshops are doing well and the attendance at the Introduction, Interviewing with Confidence, Effective Job Search and Resume Coaching is very

good so that means the participants are finding value in attending the workshops. The least attended workshop is computer basics as most people have basic computer skills. Our workshop instructs participants on the components of computer, for example: “This is a mouse” and the instructor picks up the mouse. We have found few people attend the job applications workshop as most complete the job applications online at a company’s website.

ii. **The employment needs of businesses.**

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

The LWDB engages businesses and learn about their needs by meeting with businesses in numerous ways:

- Serving on local economic development boards
- Membership in numerous civic clubs (i.e.: Rotary clubs)
- Membership in local Chambers of commerce in the local area
- Meets business owners in their industry they are employed in
- Partners with Cochise College’s Small Business Development Center

The Local Workforce Development Area has two Business Services Representatives (BSR) (one in Cochise County and One in Graham and Greenlee counties). The BSR’s engage businesses by meeting with owners and staff at their place of business to learn about their needs and what we can do for them. The BSR’s host various events throughout the local area such as career fairs with numerous employers and educational partners, individual business job fairs. We do utilize social media to inform job seekers of open positions, workshops, etc.

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

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

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

16. The Core ARIZONA@WORK Partners will apply their knowledge and talent through diverse collaborative models to benefit the residents of Southeastern Arizona

17. Design and implement cross-training initiatives for the One-Stop Customer Service Delivery System and core ARIZONA@WORK Partners' staff

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

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

Strengths:

- Independent Thinkers
- Staff Contributions
- Passion for the Mission
- Staff Knowledge of Services and the Communities
- Out-of-the Box Thinking

Weaknesses:

- Communication
- Institutional Knowledge due to Exiting Board Members and Staff
- Demand Industry Understanding
- Demand Industry Business Representation on Board
- Public Awareness

Opportunities:

- Apprenticeships and Pre-Apprenticeships
- Marketing and Communications
- Border – Port of Entry
- Immigrants as Workers
- Retraining/Retooling

Threats:

- Funding
- Regulations and Policy Changes
- Bureaucratic Policy Erratic Changes and Regulations
- Large Employer Dependence
- Legal Issues with Water

D. Vision to Support Growth and Economic Self-Sufficiency (20 CFR 679.560(a)(5)):  
Describe the LWDB's strategic vision to support regional economic growth and economic self-sufficiency, to include goals for preparing an educated and skilled workforce (including

youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on performance indicators.

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

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

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

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

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

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

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

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

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

1. Provide meaningful access of “**career services**” to all customers,
2. Meet the needs of job seekers and businesses who engage with the public workforce system
3. Adapt the services and resources throughout the network to meet the needs of an evolving economic climate
4. Strengthen awareness of network services and resources to all Southeastern Arizona workforce Core Partners by supporting system alignment and continuous improvement efforts
5. Design career pathway systems across Partners aligned with business demand to facilitate a “**seamless progression**” from one pathway to another
6. Help customers improve foundational and more advanced skills resulting in successful transition to postsecondary education and training for individuals with barriers to employment
7. Assist low-income individuals to achieve economic self-sufficiency through support services, labor market driven credentialing, and employment
8. Serve more customers effectively and improve customer service through cross-program referrals and the implementation of seamless, integrated service delivery strategies
9. Empower individuals through access to information on programs, services, and outcomes available through the One-Stop Customer Service Delivery System

10. Support Core ARIZONA@WORK Partner programs in achieving success with the performance indicators and assure accountability of performance and customer satisfaction
11. Work in unison toward common goals and objectives of the One-Stop Customer Service Delivery System
12. Practice honest and open communication, and promote easy access to information
13. Create meaningful linkages between workforce stakeholders by providing aligned, integrated, and seamless services to customers that will assist them reach their goal
14. Provide training to One-Stop Customer Service Delivery System staff to strengthen business relationships, increase knowledge of labor market relevance, employer needs, job seeker needs, disability awareness and identifying the client's functional limitations and types of accommodations needed
15. Strive to create deep and enduring relationships with customers by discovering their needs and delivering the most relevant services
16. The Core ARIZONA@WORK Partners will apply their knowledge and talent through diverse collaborative models to benefit the residents of Southeastern Arizona
17. Design and implement cross-training initiatives for the One-Stop Customer Service Delivery System and core ARIZONA@WORK Partners' staff
18. Share best practices with Core ARIZONA@WORK Partners on strategies that benefit customers

The core programs will work together to accomplish the goals of the shared services model.

The core partners meet on a monthly basis with the One Stop Operator, James Mize, to make certain we are all working together to attain our goals in the shared services model. All partners have a common goal when assisting clients. As we are working with the clients we want the clients to accomplish their goals. The core partners have weekly staff meetings (Huddles) to discuss goals for the week, refer clients to each other's programs and upcoming events. We are currently working on a referral system so clients can have a "warm handoff" to the next partner.

## **Part b – Strategic Vision, Goals and Strategies**

## F. Statewide Strategy Assurances

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

## G. Statewide Strategy Support

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

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

The purpose of the Memorandum of Understanding (MOU) is to describe the cooperative workforce training, employment, and economic development efforts of ARIZONA@WORK-Southeastern Arizona and core ARIZONA@WORK Partners and the actions to be taken by each to assure the coordination of their efforts in accordance with the State issued requirements in order to establish and maintain an effective and successful "One-Stop" Customer Service Delivery System.

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

The parties to the MOU agree to coordinate and perform the activities and services described herein within the scope of legislative requirements governing the parties'

respective programs, services, and agencies. The LWDB will work with the State of Arizona Department of Economic Security WIOA Section and Core Partners to carry out the statewide strategies. The LWDB and staff will attend meetings whether in person or virtual such as the Operations, Directors, Workforce Arizona Council etc. in order to obtain knowledge of statewide strategies and bring the strategies back to the local area to implement if applicable.

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

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

### **Section 3 – ARIZONA@WORK System Coordination**

- A. Describe how the LWDB will work with the entities carrying out the core programs (Titles 1 through IV), - (20 CFR 679.560(b)(2)) to:
1. Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;

All Core ARIZONA@WORK Partners agree to prioritize services as outlined by the WIOA Title I-B and for individuals with barriers to employment. WIOA Title I-B Section 3 (24)

defines the term “individual with a barrier to employment” as a member of one (1) or more of the following populations:

1. Displaced Homemakers
2. Low-income individuals
3. Indian, Alaskan Native, and Native Hawaiians
4. Individuals with disabilities
5. Older individuals
6. Ex-offenders
7. Homeless individuals
8. Youth who are in or have aged out of the foster care system
9. Individuals who are English Language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers
10. Eligible migrant and seasonal farm workers

11. Individuals within 1 year of exhausting lifetime eligibility (for TANF) for the state of Arizona. (Note: federal government has instituted a 5-year time limit and the State of Arizona a 12 month limit)
12. Single parents (including single pregnant women)
13. Long-term unemployed individuals
14. Other groups as the Governor determines to have barriers to Employment

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

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

- Core Partners utilize a referral form to refer clients between the core ARIZONA@WORK programs. After the referral form is given to the client the core ARIZONA@WORK program staff is called to inform them that we are sending a referral over to them.
- Core ARIZONA@WORK Partners are co-located in the comprehensive and affiliate Job Centers with the exception of Title II, Adult Education. By being co-located we are able to verbally communicate with core partners regarding individuals that may be eligible for their program. We communicate with our Adult Education partners via telephone, email and in person at core partners meetings. Our Title II Adult Education core partners are Cochise College Adult Education (Cochise County) and Gila County ESA Adult Education Program (Graham and Greenlee counties).
- Core ARIZONA@WORK Partners have formed a WIOA Partners Group in Cochise County which meets every other month. The Core ARIZONA@WORK Partner, Adult Education, is the lead partner of the group.
- Core ARIZONA@WORK Partners may co-enroll clients in each other's programs.
- Core ARIZONA@WORK Partners' staff are given information (presentations) of the services each partner offers to clients.

## 2. Facilitate the development of career pathways;

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

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

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

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

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

The local board will improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable) by analyzing historical program data, in-demand occupations, sector strategies and working with business and industry leaders to see what their needs are. The local board will also work with private and public postsecondary educational institutions concerning training that may be needed to fit the needs of the businesses and industries in the local area. We work with Cochise College in Cochise County and Eastern Arizona College in Graham and Greenlee counties to assure their students have access to Title I-B programs. The local board will work with Core Partners to refer and co-enroll participants in Title I-B

services. For example, the local board will work with Title II to assist people to obtain their high school equivalency and will work with Title III to work with participants who have been dislocated from their job. Staff in Cochise county give presentations to nursing students and allied health students to inform them about our Title I-B programs. In Graham and Greenlee counties staff attend College Career night at Eastern Arizona College to inform students about our Title I-B services. We also, utilize Facebook, Twitter and Instagram to “get the word out” about our services. We are hosting podcasts and Facebook Live sessions on social media to inform the public of our services. Our Business Services Representatives engage employers to tell them about our services. We also, do on-the-job trainings, work experiences and internships at various businesses in the tri-county area to assist our participants to gain experience in the field they are interested in and enroll in the community colleges to earn the credentials.

Industry-recognized credentials are awarded in recognition of individual attainment of measurable technical or industry/occupational skills necessary to obtain employment or advance in an industry/occupation. Additionally, they are an attestation of qualification or competence issued to an individual by a third party (such as an educational institution or an industry or occupational certifying organization) with the relevant authority or assumed competence to issue such a credential. Training programs that result in industry-recognized credentials may be listed on the ETPL.

Industry-recognized credentials are obtained after completing a training that has been determined by the LWDA to not result in a industry-recognized credential, but which is determined of value due to its being required by local employers and to result in employment.

Types of Acceptable Credentials: The following are acceptable types of credentials that count toward the credential attainment indicator:

- Secondary School diploma or recognized equivalent
- Associate’s degree
- Bachelor’s degree
- Graduate degree for purposes of the VR program
- Occupational licensure
- Occupational certificate, including Registered Apprenticeship and Career and Technical Education educational certificates
- Occupational certification
- Other recognized certificates of industry/occupational skills completion sufficient to qualify for entry-level or advancement in employment.

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

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

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

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

Cochise College Adult Education program is currently training individuals for a Retail Certification (IET) along with obtaining their GED. We are in the process of developing a formalized communication plan (tracking system) for all WIOA core partners to facilitate a "warm" hand off for participants to the other core partners. The communication plan will allow us to be aware of Title II, III and IV participants that are ready for work when we are engaging businesses in conversation of what their needs are or will be in the future as far as employees.

To ensure data on Serving Employer Effectiveness Measures is available in our system of record, Arizona Job Connection (AJC) services to employers will be tracked and recorded in AJC.

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

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

1. **Applicant Pre-screening** consists of assessing candidates according to the employer's requirements and hiring needs; referring candidates based on their knowledge, skills, and abilities relative to the employer requirements.
2. **Employer Needs Assessment** evaluates employer needs, particularly future hiring and talent needs.
3. **Employer Referral System** is a provision of information on topics of interest to employers such as services available in the community, local training providers, federal laws and requirements, tax information, and apprenticeship programs.

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

3. **Better coordinate workforce development programs and economic development;**

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

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

unemployment; build and maintain contact with recruiters, training and education partners to the best of our ability.

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

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

- Contact businesses via: cold calls, emails, phone, in-person
- Partner with other non-profits & community-based organizations (CBOs)  
Conduct services presentations to: employers, CBOs, Chambers, local government agencies
- Follow-Up – Follow up with businesses
- Constant communication with employers
- Satisfaction survey provided after every hiring event, job and resource fair
- Conduct quarterly performance surveys
- Visit Cochise College Adult Education Program and Gila Adult Education Program orientations and classes
- Coordinate referrals between core WIOA partners with a tracking system in order to give a “warm” hand-off of participants to other core WIOA partners.

**Advertisements** – Advertise our services to the community.

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

**Job Orders** – Enter job orders.

- The staff member who enters the job in Arizona Job Connection will be responsible for the following:
- Sharing the job information with a Business Services Function member
- Closing the job in Arizona Job Connection when appropriate
- Informing a Business Services Function member when a job has closed
- Inform Title II, III and IV of “new” job orders in Arizona Job Connection so the partners can inform their participants.

**Hiring Assistance**

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

- Provide the information to job seekers and encourage them to attend to include Title II, III and IV participants.

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

- Coordinate and facilitate employment related workshops
- Work with employers to develop On-the-Job Trainings (OJTs) and Apprenticeships within their organization
- Co-enroll Title II GED participants in OJTs, WEXs and post-secondary training.

**Meetings** – Attend community and function meetings as appropriated.

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

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

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

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

To strengthen linkages between the One Stop Customer Service Delivery System Partners and unemployment insurance programs we may assist claimants with accessing unemployment website at [www.azui.com](http://www.azui.com) to file a new claim for unemployment compensation, file a weekly claim, or check the status of existing claim when they come into our job center. Staff will be well trained on filing unemployment insurance claims and claimants' rights and responsibilities. In the comprehensive job center and the affiliates "ring down" phones that ring directly to the unemployment call center to assist claimants with their unemployment claims are available. We also, will assist claimants to fully register in the Arizona Job Connection system and assist with resume building, job search assistance and WIOA Title I-B training programs, if eligible.

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

- **Incumbent worker training programs;**  
**Incumbent Worker Training** is designed to assist the local areas employer's workforce obtain the skills necessary to retain employment and avert layoffs. The training activities are carried out with employers or a group of employers

(which may include employers in Partnership with other entities for delivering such training) for the purpose of assisting such workers in obtaining skills necessary to retain employment and avert layoffs. Title II providers are included in incumbent worker training if the employer's workforce has employees in need of a GED in addition to the skills necessary to retain employment and avert layoffs. Title II providers are invited along with other core partners to give a presentation to employers requesting incumbent worker training.

- **Customized training programs;**

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

- **Industry and sector strategies;**

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

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

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

**Healthcare** – Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree or bachelor's degree. Some of the recognized credentials may be obtained are: Certified

Nursing Assistant, Pharmacy Technician, Certified Medical Assistant, Licensed Practical Nurse and Registered Nurse.

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

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

**Retail** - include salespersons required to have excellent customer service skills to greet customers and ascertain what each customer wants or needs, describe merchandise, recommend merchandise, compute sales prices and answer questions regarding the store and its merchandise. The retail occupation may only require a high school diploma depending on the level of employment. Cochise College Adult Education is currently doing an IET Retail educational program as the same time they are doing GED classes for participants.

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

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

- **On-the-job training programs;**

**On-The-Job Training (OJT)** is provided under a contract with an employer who is reimbursed a percentage of the hourly wage. The participant being trained will be engaged in a job to help them prepare for long term unsubsidized employment. An OJT is intended to provide the knowledge or skills essential to meet the full and adequate performance of the job. Title II

providers refer their participants to us (Title I-B) for co-enrollment to complete an on-the job-training program.

- **Registered apprenticeships;**

**Registered Apprenticeship** is an industry-driven model that combines on-the-job learning with job-related instruction. Apprenticeship is a flexible training strategy that can be customized to meet the needs of any business.

- **Work experience programs; and**

Work Experience Programs for adults, dislocated workers or youth are a planned, structured, time-limited learning experience that takes place in a workplace. The work experience programs may be paid or unpaid and may be provided in the private for-profit, non-profit, or public sectors. The Youth work experience programs must include academic and occupational education. Title I-B provider does co-enroll Title II participants to complete work experiences while completing their GED.

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

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

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

The ETPL approver in the local area will follow procedures prescribed by the State to assist in determining the initial eligibility of other providers and programs. We will gather all required documentation per the State procedures needed for approval. Then once the provider and programs has been approved by the State ETPL Coordinator the staff will be notified by the ETPL approver the training provider services can be used. We

inform the training provider how important it is to collect and enter their program's performance data or criteria into Arizona Job Connection system in order to remain eligible for the ETPL listing in subsequent years in meetings and phone calls we may have with them during the initial process of eligibility.

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

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

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

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

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

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

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

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

- Outreach – conduct outreach to community, businesses and education facilities to share what services we offer.
  - Contact businesses via: cold calls, emails, phone, in-person
  - Partner with other non-profits & community-based organizations (CBOs)

- Conduct services presentations to: employers, CBOs, Chambers, local government agencies
  - Follow-Up – Follow up with businesses.
  - Constant communication with employers
  - Satisfaction survey provided after every hiring event, job and resource fair Conduct quarterly performance surveys
- Advertisements – Advertise our services to the community.
  - Utilize current technology to advertise our services
  - Follow all rules and regulations
  - Utilize the marketing toolkit
  - WIOA Title I-B Business Services Representatives will handle all advertising
- Job Orders – Enter job orders.
  - The staff member who enters the job in Arizona Job Connection will be responsible for the following:
    - Sharing the job information with a Business Services Function member
    - Closing the job in Arizona Job Connection when appropriate
- Informing a Business Services Function member when a job has closed
- Hiring Assistance
  - Prescreen & interview at employer’s request
  - Work with employers to obtain interviews for job seekers
  - Assist employers with filling positions based off of their specific needs
  - Ensure job seekers have an Arizona Job Connection referral
  - Recruiting Events – Attend and host various recruiting events  
Consists of: Resource Fairs, in-Office Recruitments, Hiring Fairs, Virtual Job Fairs, and Job Fairs
  - Will have at least one representative from each division present when possible at each event.
  - Provide the information to job seekers and encourage them to attend.
- Training and Development – Provide information and facilitate training and development services.
  - Coordinate and facilitate employment related workshops
  - Work with employers to develop On-the-Job Trainings (OJTs) and Apprenticeships within their organization
- Meetings – Attend community and function meetings as appropriated.
  - Attend community meetings as appropriated
  - Business Services Function Team Captain will communicate updates with other One Stop functions weekly.
- Coordination with Other Functions

- Assist with Rapid Response services upon request from the Career and Training Function Team
- Will work with the Youth Services Function as requested
- Recruiting will be done in coordination with the Welcome Function
- Training and Development will be done in coordination with the Career Development Function.

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

How viable is the business sector of interest?

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

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

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

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

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

- G. The One Stop System Memorandum of Understanding With the ARIZONA@WORK- Southeastern Arizona Local Workforce Development Board is available at <https://arizonaatwork.com/sites/default/files/media/MOU%20OneStop%20System%20with%20LWDB%202017-2020.pdf>.

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

All individuals who are eligible to work in the United States may be served through Basic Career Services. Individuals must also meet priority of service requirements, and be either unemployed or underemployed, per the LWDA definition to receive individualized career services through the WIOA Title I-B Adult Program. For dislocated worker, eligibility does not take into consideration income, unless the applicant has returned to work after layoff. Individuals must meet the definition of underemployed if the applicant has returned to work after layoff if new employment is considered stop gap employment, and if the individual can be served as a dislocated worker, to receive the individualized career services through the WIOA Title I-B Dislocated Worker Program. The Arizona Job Connection, a web-based system, allows anyone to access job openings. Persons physically accessing a local job center may use any and/or all of the following resources: the information library, fax, phone, computers, copier, and may request assistance with preparing a resume.

The following Career Services are available to anyone seeking employment:

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

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

- a. Determination of whether individuals are eligible to receive assistance.
- b. Outreach, intake and orientation to the information
- c. Initial assessment of skill levels, aptitudes, abilities and supportive service needs.
- d. Job search and placement assistance
- e. Provision of employment assistance information, including the provision of accurate information leading to local, regional and national labor market areas.
- f. Provision of performance information and program cost information on eligible providers of training services, eligible providers of youth activities, providers of adult

education activities, provides of postsecondary vocational education activities and providers of vocational rehabilitation program activities.

- g. Provision of information regarding how the local areas are performing on local performance measures,
- h. Provision of accurate information relating to the availability of supportive services including child care and transportation.
- i. Provision of information regarding filing claims for unemployment compensation.
- j. Assistance in establishing eligibility for programs of financial aid for training and education that are not funded under the Act.
- k. Follow-up services for not less than 12 months, for participants who are placed in unsubsidized employment.

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

Individuals who are underemployed may include:

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

**Individualized career services** may include:

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

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

- On-the-Job Training (not required to be listed on the ETPL)
- Programs that Combine Workplace Training with Related Instruction
- 
- Job Readiness Training
- Entrepreneurial Skills Training
- Skills Upgrading and Retraining (Incumbent Worker Training) (not required to be listed on the ETPL)
- Transitional Jobs (not required to be listed on the ETPL)

- Registered Apprenticeship Programs
- Adult Education and Literacy Activities when Integrated with Other Training Services Customized Training

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

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

1. ***Triage and Initial Assessment*** to identify whether the individual is in crisis, has basic needs, or is ready to work and/or get on a path toward a career.
2. ***Basic Career Services without Significant Staff Involvement***—At least three (3) of the following services must be offered at the affiliate Job Center:
  - a. Job Search, Placement or Career Counseling
  - b. Job Referral
  - c. Job Development
  - d. Labor Market Information
  - e. Standardized Skills Assessment (e.g., Work Keys)
  - f. Jobseeker Workshops
  - g. Self-Directed/Computer-Based
  - h. Group Workshops
  - i. Job Clubs
  - j. Follow-up Contact After Job Placement
3. ***Career Services with Significant Staff Involvement:*** At least three (3) of the following services must be offered at the affiliate Job Center:
  - a. Resource Room
  - b. Job Match
  - c. Job Search
  - d. Staff Administered and Interpreted Standardized Skills Assessments (e.g., CASAS)
  - e. Job Referral When Combined with Staff Help in Decision Making Process
  - f. Scheduling Appointments with Appropriate Community Based Organizations
4. ***Individualized Career Services:*** At least three (3) of the following services must be offered at the Affiliate Job Center:
  - a. Comprehensive Assessment, Diagnostic Testing, Interviewing
  - b. Individual Employment Plan
  - c. Group Counseling/mentoring

- d. Career Planning
- e. Workforce preparation activities
- f. Short-Term Pre-Vocational Services such Adult Basic Skills
- g. Internships/Work experiences
- h. Financial literacy services
- i. English Language Acquisition
- j. Out of area job search/relocation assistance
- k. Basic Computer Literacy

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

1. General Announcement;

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

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

Dislocated Worker means an individual who is unlikely to return to previous or industry or occupation.

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

Dislocated Worker means an individual was self-employed (including employment as a farmer, a rancher, or a fisherman) but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters.

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

The State is in the process of adjusting the Statewide Rapid Response activities. The LWDB will support the state-wide rapid response activities. Once we receive more information from the Governor's office of the Statewide Rapid Response activities this section will be updated.

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

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

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

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

In School Youth and

- Has poor attendance patterns in an educational program during the last 12 calendar months; or
- Has been expelled from school within the last 12 calendar months; or
- Has been suspended from school at least within the last 12 calendar months; or

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

#### Out of School Youth and

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

Professional Youth Quest in Cochise County and in-house Career Advisors in Graham and Greenlee Counties targets Workforce Innovation and Opportunity Act, Title I-B youth that are considered neediest and most at-risk, which are defined as: out-of-school youth, high school dropouts, runaway and homeless youth, youth in foster care, court involved youth, children of incarcerated parents, parenting, migrant youth dropouts and youth who are behind in school.

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

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

partners, community organizations, schools, etc. Youth with disabilities may be co-enrolled with Vocational Rehabilitation and/or Division of Developmental Disabilities to enhance services provided. Title I-B Youth providers work with the local school districts' transition classes. We also do presentations to youth with disabilities classes on resumes, interviewing, how to complete a job application, etc.

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

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

2. Design framework for youth programs and how the 14 program elements required in 20 CFR 681.460 are to be made available within that framework (20 CFR 679.420(b)(8)).  
Design Framework services include:
  - A. Outreach and recruitment
  - B. Intake and eligibility determination;
  - C. Objective assessment
    - 1.The LWDA or youth program provider will provide an objective assessment of the academic and occupational skill levels as well as needs and strengths of each participant to identify appropriate services and career pathways for each participant and to collect information for the for the Individual Service Strategy (ISS).

2. The objective assessment will include a review of:
  - a. Basic Skills
  - b. Occupational Skills;
  - c. Prior work experience;
  - d. Employability;
  - e. Interests (including interest and aptitudes for non-traditional jobs);
  - f. Supportive service needs; and g. Development needs.

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

(A) Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential; Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies are completed by secondary school teachers and counselors. We, also will assist with tutoring and study skills training by utilizing an enrolled youth with the skills needed.

(B) Alternative secondary school services, or dropout recovery services, as appropriate; The local high schools offer alternative secondary school services, or dropout recovery services.

(C) Paid and unpaid work experiences that have as a component academic and occupational education, which may include—

(i) Summer employment opportunities and other employment opportunities available throughout school year;

(ii) Pre-apprenticeship programs;

(iii) Internships and job shadowing; and (iv) On-the-job training opportunities;

The LWDA works with various employers in our local area to provide paid and unpaid work experiences listed in (c) above.

(D) Occupational skill training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials aligned with in demand industry sectors or occupations in the local area involved, if the local board determines that the programs meet the quality criteria described in WIOA section 123; Occupational skills eligible training providers have been approved by the Local Workforce Development Board and utilized via the AJC eligible training provider listing (ETPL) for out-of-school youth. This element is provided by the training providers listed on the ETPL.

(E) Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster; This element is provided by our youth services provider and in-house youth staff.

(F) Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate; This element is provided by employers and our youth services provider.

(G) Supportive services; This element is provided by our youth services provider and in-house youth staff.

(H) Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months; This element is provided by our youth services provider and in-house youth staff.

(I) Follow-up services for not less than 12 months after the completion of participation, as appropriate; This element is provided by our youth services provider and in-house youth staff.

(J) Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate; This element is referred to behavioral health providers in the local area.

(K) Financial literacy education; The LWDB offers a one-day seminar titled "Launch into Life" for Juniors and Seniors in High School

(L) Entrepreneurial skills training; Cochise College and Eastern Arizona College Small Business Development Centers offer this type of training.

(M) Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and This element is provided by our youth services provider and in-house youth staff.

(N) Activities that help youth prepare for and transition to postsecondary education and training. This element is provided by our youth services provider and in-house youth staff. Intake, assessment, service planning, participant tracking, and accountability are centralized or standardized across agencies. Partner agencies form a network offering multiple points of entry and a choice of service-delivery locations. Although agencies focus on particular populations within the Counties, all youth receive consistent services and access all appropriate service options. Tutoring is available through local secondary school districts as well as assistance through the tutoring program at the local community colleges. Partnering with local entities is helpful in drop-out prevention. If necessary, youth are referred to alternative secondary schools in the local areas. All youth enrolled in Workforce Innovation and Opportunity Act, Title I-B services under the locally determined barrier "Poor Work History" are eligible to complete a summer work place internship through collaboration with local employers and other partner entities provided by Professional Youth Quest (youth subcontractor in Cochise County) and in-house Career Advisors in Graham and Greenlee Counties. Occupational and Basic Skills goals are set and attainment pending weekly evaluation by employer as well as career advisors. Employers are encouraged to hire youth after the completion of the summer work place internship. In many cases, the

experience of the internship leads the youth of other employment opportunities within the community. Professional Youth 56 Quest, Graham and Greenlee Counties Career Advisors offer leadership opportunities, comprehensive guidance and adult mentoring through internships and professional skills classes as well as tutoring opportunities within local educational entities. All youth participants are made aware of all supportive and follow up services available before, during and after the completion of career services.

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

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

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

In School Youth and

- Has poor attendance patterns in an educational program during the last 12 calendar months; or
- Has been expelled from school within the last 12 calendar months; or
- Has been suspended from school at least within the last 12 calendar months; or

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

#### Out of School Youth and

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

Professional Youth Quest in Cochise County and in-house Career Advisors in Graham and Greenlee Counties targets Workforce Innovation and Opportunity Act, Title I-B youth that are considered neediest and most at-risk, which are defined as: out-of-school youth, high school dropouts, runaway and homeless youth, youth in foster care, court involved youth, children of incarcerated parents, parenting, migrant youth dropouts and youth who are behind in school.

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

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

interview with Career Advisors and/or identified by core ARIZONA@WORK partners, community organizations, schools, etc.

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

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

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

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

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

- 1) Client's name
- 2) Last four of social security number
- 3) Name of the training provider
- 4) Name of the training program and state the program must be listed on the ETPL.

- 5) Purpose of PV (training: tuition, books, etc. or supportive services: child care, transportation, etc.)
  - 6) Not to exceed amount and amount of voucher
  - 7) Account number and charge to column will be completed
  - 8) PV will be signed by Career Advisor, approved by Deputy Director, Finance Director and Executive Director
2. Include whether contracts for training services will be used and the process for their use. Training contracts may only be used if at least one of the five circumstances listed in TEGL 19-16 section 8 applies and the process for their use is described in the Local Plan. If the LWDB to accomplish the purpose of a system of ITAs, the determination process must include a public comment period for interested providers of at least 30 days and must also be described in the Local Plan (20 CFR 680.320);

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

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

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

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

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

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

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

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

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

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

#### **Uniforms or Work Clothing**

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

#### **Tools or Equipment**

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

### **Housing or Rental Assistance**

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

### **Health Care**

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

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

### **Counseling**

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

### **Child Care**

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

### **Family Care**

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

### **Needs-Related Payments (Adult)**

Amounts paid to individuals who are enrolled in a training activity that will begin within 30 calendar days, and who would not be able to participate in the training program without needs-based assistance. The adult must be unemployed and not qualify for, or have ceased qualifying for, unemployment compensation and be enrolled in a WIOA program of training or education services. The current limit of needs-related payments is \$1,500 unless approved by the Executive Director.

### **Needs-Related Payments (Dislocated Workers)**

Amounts paid to a dislocated worker who is unemployed; and has ceased to qualify for unemployment compensation or trade readjustment assistance under TAA or TRA; and is enrolled in a WIOA Title I-B program of training services by the end of the 13<sup>th</sup> week after the most recent layoff that resulted in a determination of the worker's eligibility as a dislocated worker or, if later, by the end of the 8<sup>th</sup> week after the worker is informed that a short-term layoff, will exceed six months OR be unemployed and did not qualify for unemployment compensation or trade readjustment assistance under TAA or TRA. The current limit of needs-related payments is \$1,500 unless approved by the Executive Director.

### **Out-of-Area Job Search (Dislocated Workers)**

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

### **Relocation Assistance (Dislocated Workers)**

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

### **Clothing/Hygiene Products**

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

### **Meals/Food**

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

All Supportive services will be properly recorded in AJC on the Service & Training (S&T) plan.

### **Supportive Service Prohibitions**

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

- A. Payment toward goods or services incurred or received prior to the participant's enrollment in a WIOA Title I-B program;
- B. Fines and penalties, such as for parking tickets, moving violations and fines for late utility payments;
- C. Taxes, except for sales taxes and gasoline taxes, such as income taxes, and business/ payroll taxes (for employers).
- D. Child support;
- E. Legal fees, except for legal aid specified in LWDA policy, such as

- bail and restitution;
- F. Debts that have been turned over to a collection agency;
- H. The purchase of goods or services that are illegal under any federal, state, local, or municipal law or statute;
- I. The purchase of cigarettes, alcoholic beverages or firearms; and
- J. Union dues.

### **Follow-Up Services**

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

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

Client budgets are entered into Arizona Job Connection and supportive services are properly recorded in Arizona Job Connection on the Service & Training (S&T) plan.

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

Youth and adults enrolled in training services take the Test of Adult Basic Education (TABE) so the LWDB can determine if the participant is basic skills deficient. The LWDB also reviews school records for youth and adult, does in-depth interviewing and evaluation, may utilize the Arizona Career Readiness Credential test and/or refer them to Adult Education programs located in Southeastern Arizona to identify employment barriers and to determine if they are basic skills deficient.

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

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

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

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

A veteran or an eligible spouse of a veteran who:

1. Is currently receiving public assistance, or has received public assistance in the last six months,
2. Is low-income:
  - a. Currently receiving or has received public assistance in the last six months, either solely or as a member of a family;
  - b. A member of a family whose total family income does not exceed the higher of either the poverty line or 70 percent of the Lower Living Standard (LLSIL);
  - c. A homeless individual as defined in 42 U.S.C. 14043e2(6) of the Violence Against Women Act of 1994, or 42 U.S.C. 11434a(2) of the McKinney-Vento Homeless Assistance Act; or
  - d. An individual with a disability whose own income meets the income requirement in Section 104.02(A)(2), but is a member of a family whose income does not meet this requirement.
3. Is basic skills deficient – an adult is basic skills deficient when he or she is unable to:
  - a. Compute or solve problems; or
  - b. Is unable to read, write, or speak English at a level necessary to function on the job, in his or her family, or in society.
4. Eligible Spouse means the spouse of any of the following:
  - a. A person who died of a service-connected disability.
  - b. Any member of the Armed Forces serving on active duty who at the time of application for the priority is listed, as one of the following:
    - i. Missing in action;
    - ii. Captured in line of duty by hostile force;
    - iii. Forcibly detained or interned in line of duty by foreign government or power;
  - c. Any veteran who has a total disability resulting from a service-connected disability.
  - d. Any veteran who died while a disability as evaluated was in existence.

A non-veteran who:

1. Is currently receiving public assistance, or has received public assistance in the last 6 months,
2. Is low-income:
  - a. Currently receiving or has received public assistance in the last six months, either solely or as a member of a family;

- b. A member of a family whose total family income does not exceed the higher of either the poverty line or 70 percent of the Lower Living Standard (LLSIL);
  - c. A homeless individual as defined in 42 U.S.C. 14043e2(6) of the Violence Against Women Act of 1994, or 42 U.S.C. 11434a(2) of the McKinney-Vento Homeless Assistance Act; or
  - d. An individual with a disability whose own income meets the income requirement in Section 104.02(A)(2), but is a member of a family whose income does not meet this requirement.
3. Is basic skills deficient – an adult is basic skills deficient when he or she is unable to:
- a. Compute or solve problems; or
  - b. Is unable to read, write, or speak English at a level necessary to function on the job, in his or her family, or in society.

A veteran or an eligible spouse of a veteran who is not included in WIOA priority groups identified above:

- a. Currently receiving or has received public assistance in the last six months, either solely or as a member of a family;
- b. A member of a family whose total family income does not exceed the higher of either the poverty line or 70 percent of the Lower Living Standard (LLSIL);
- c. A homeless individual as defined in 42 U.S.C. 14043e2(6) of the Violence Against Women Act of 1994, or 42 U.S.C. 11434a(2) of the McKinney-Vento Homeless Assistance Act; or
- d. An individual with a disability whose own income meets the income requirement in Section 104.02(A)(2), but is a member of a family whose income does not meet this requirement.

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

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

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

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

Each customer phoning in and/or physically coming into the Job Centers or seeking services virtually will be asked if they are a veteran or spouse of a veteran. If the customer answers yes on the phone, then they would be asked if they would like to speak to a DVOP to assist them. If they say yes, the phone call will then be transferred to a DVOP, if available. The DVOP would ask the veteran to complete the VPOS (Veterans Priority of Service Significant Barrier Screening) form over the phone to determine eligibility for Veterans Priority of Service. If a veteran or eligible spouse call into the job center and a DVOP is not available job center staff will ask the veteran or eligible spouse to complete the VPOS form. Job Center staff are trained and aware of Priority of Service entitlement. When a veteran or spouse of a veteran arrive at the Job Center and answer yes to question, are you a veteran or spouse of a veteran, they will be given a POS (priority of service) form to complete if a first time visit to the job center. Once completed a workforce specialist and/or a DVOP will work with the veteran or spouse of a veteran. On subsequent visits to the job center veterans and spouses of a veteran will be asked if they are a veteran or a spouse of a veteran to receive priority of service and will not have to complete POS form again. If the customer accesses the Job Centers' services virtually, the customer will be asked if they are a veteran or spouse of a veteran. The DVOP or Job Center staff would ask the veteran to complete the VPOS form virtually (by asking the veteran the questions virtually on the VPOS form.) to determine eligibility as a covered person. All covered persons may not be eligible to receive services from DVOP specialists. DVOP specialists provide services to veterans and eligible spouses with significant barriers to employment and to "additional populations."

- P. Provide the LWDB's definition of "underemployed". The definition of "underemployed" may be used to determine whether employed adults and dislocated

workers are in need of individualized career and training services through the WIOA Title I-B Adult and Dislocated Worker Programs:

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

In addition to providing career and training services to individuals who are unemployed, a significant number of job seekers are underemployed. Examples of underemployed individuals that the policies may include are:

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

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

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

The Local Workforce Development Board utilizes the Department of Labor’s Poverty and 70 Percent Lower Living Standard Income Level (LLSIL) provided annually. (2021). The guidelines are used to establish low-income status for WIOA Title I-B programs. Local Workforce Development Areas use the LLSIL to

determine eligibility for disadvantaged youth, disadvantaged adult (unemployed), and eligibility for employed adults for certain services and self-sufficiency.

The Local Workforce Development Board attempts to ensure the self-sufficiency level is reflective of the current labor market information by comparing the wages for the six-month period prior to application for eligibility to the lower living standard income level (LLSIL). Below are the LLSIL charts for Cochise, Graham and Greenlee Counties currently used by the Local Workforce Development Area to determine underemployment. (For Dislocated Worker, eligibility does not take into consideration income, unless the applicant has returned to work after layoff. The definition of underemployed is then used to determine if new employment is considered stop gap employment and if the individual can be served as a Dislocated Worker):

**Cochise County  
70% LLSIL and Self-Sufficiency  
Income Matrix for 2022**

FAMILY SIZE	HHS Poverty Guidelines	70% LLSIL* Metro Area	SELF-SUFFICIENCY For Adults 300% LLSIL Metro Area	SELF-SUFFICIENCY for Dislocated Workers* 300% LLSIL Metro Area
1	13,590	12,385	53,886	53,886
2	18,310	20,296	86,985	86,985
3	23,030	27,866	119,427	119,427
4	27,750	34,400	147,429	147,429
5	32,470	40,593	173,967	173,967
6	37,190	47,478	203,478	203,478
7	41,910	54,363	232,989	232,989
8	46,630	60,259	258,258	258,258
Poverty Level Additional Per Person >8	4,720			
LLSIL Additional Per Person > 6		6,885	29,511	29,511

**Graham and Greenlee Counties  
70% LLSIL and Self-Sufficiency**

**Income Matrix for 2022**

FAMILY SIZE	HHS Poverty Guidelines	70% LLSIL* Metro Area	SELF-SUFFICIENCY For Adults 300% LLSIL Metro Area	SELF-SUFFICIENCY for Dislocated Workers* 300% LLSIL Metro Area
1	13,590	12,186	52,224	52,224
2	18,310	19,971	85,590	85,590
3	23,030	27,419	117,510	117,510
4	27,750	33,844	145,044	145,044
5	32,470	39,943	171,183	171,183
6	37,190	46,715	200,208	200,208
7	41,910	53,487	229,233	229,233
8	46,630	60,259	258,258	258,258
Poverty Level Additional Per Person >8	,4,720			
LLSIL Additional Per Person >6		6,772	29,025	29,025

Poverty Effect Date: 1/12/2022

LLSIL Effective Date: 4/06/2022

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

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

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

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

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

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

- A) Items between \$1,000 and \$5,000 require minimum competitive bidding. For procurement the following is required:
  - Written specifications for services.
  - Solicit a minimum of three verbal bids.
- B) Items \$5,000 to \$35,000 require the following:
  - Written specification for services.
  - Solicit a minimum of three written bids.
- C) Items above \$35,000 or above are subject to the most stringent competitive bidding practices, including sealed bids and/or proposals. In conducting a request for proposal, the following requirements must be met:
  - Written specifications and criteria upon which the service decisions will be based.
  - Advertise the Request for Proposal in the newspaper of general (local) circulation at least two (2) times prior to the bid opening date. The second ad must appear neither less than six (6) but no more than (10) days after the first ad and no less than two (2) weeks prior to the bid proposal opening date.
  - Set a specific date, time and place for the bids and/or proposal opening. Bids and/or proposals received after the proposal opening date time cannot be accepted.

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

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

Title I-B is in the process of developing a formalized communication plan (tracking system for all WIOA core partners to facilitate a “warm” hand off for participants to the other core partners. The communication plan will allow us to be aware of Title II, III and IV participants that are ready for work when we are engaging businesses in conversation of what their needs are or will be in the future as far as employees.

1. Include the name of the Title II adult education provider grantee(s) in the local area that were included in this coordination.
  - Cochise College Adult Education  
Brad Dale, Adult Education Director  
901 N. Colombo Ave.  
Sierra Vista, AZ 85635  
Email: [daleb@cochise.edu](mailto:daleb@cochise.edu)
  - Gila County Adult Education Program  
Gail Gorry, Curriculum Specialist  
1400 E. Ash St.  
Globe, AZ 85501  
Email: [ggory@gilacountyaz.gov](mailto:ggory@gilacountyaz.gov)
2. Include how the LWDB will coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II. This description must include how the LWDB will carry out the review of local applications submitted under Title II consistent with WIOA secs. 107(d)(11)(A) and (B)(i) and WIOA Sec 232. (20 CFR 679.560(b)(12))

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

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

- By revising MOU between core WIOA partners

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

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

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

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

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

The State Employment Service under the Wagner-Peyser Act is co-located in our Comprehensive Job Center in Sierra Vista (Cochise County) and Affiliate Job Center in Douglas (Cochise County). Title III representatives are members of the Local Workforce Development Board and are actively engaged with all Core partners to maximize coordination, improve service delivery and avoid duplication of Title III services. Title III representatives attend Core Partner meetings with the One Stop Operator to collaborate with the Core Partners on services.

The co-located Core ARIZONA@WORK Partners attended meetings to collaborate with staff to accomplish the “no wrong door” approach in serving the needs of customers to provide seamless service to employers, job seekers and other utilizing our services. Seamless service is defined as all employers, job seekers and others utilizing our services are not aware team members may work for different agencies. “We are all one.”

Welcome, Skill and Career Development, Training and Business Service Function teams were created to avoid duplication of services. The Function teams meet periodically to discuss services provided in the local area through the ARIZONA@WORK system, to improve service delivery and avoid duplication of services. Below is the responsibilities and protocols of each function team:

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

**Welcome Function:**

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

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

**Goals and Objectives:**

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

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

**Job Description:**

Become knowledgeable and informative staff

Determine needs and provide seamless referrals

Assist in Arizona Job Connection registrations and complete client assessment

Provide labor market information and appropriate referrals

**Business Services Function:**

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

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

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

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

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

- Coordinate and facilitate employment related workshops
  - Work with employers to develop On-the-Job Trainings (OJTs) and Apprenticeships within their organization
- Meetings – Attend community and function meetings as appropriated.
  - Attend community meetings as appropriated
  - Attend Business Services Function meetings
  - Business Services Function Team Captain will communicate updates with other One Stop functions.
  - Coordination with Other Functions
  - Assist with Rapid Response services upon request from the Improved Services for Adult and Dislocated Workers Function
  - Will work with the Youth Services Function as requested
  - Recruiting will be done in coordination with the Welcome Function
  - Training and Development will be done in coordination with the Career Development Function.

### **Career Development Function**

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

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

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

#### **Assessment:**

- All Job Center customers are required to complete full registration in AJC to open enrollment eligibility for all available programs.
- Staff will administer the test of Adult Basic Education (TABE) and, if applicable, the Test of Essential Academic Skills (TEAS) to determine cognitive and intellectual abilities to determine a base line for appropriate training for all programs.
- Eligibility for the Workforce Innovation and Opportunity Act training participation will be determined by the requirements per Department of Labor requirements.

#### **Co-Career Advisement:**

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

#### **Networking/Teambuilding:**

- Annual integrated staff meeting.

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

Obtain/Maintain Employment:

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

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

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

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

RSA works collaboratively with the local Job Center by offering RSA clients information and referral services to the Job Center for additional employment related services. Title I-B works with RSA to coordinate/promote cross-partner referrals. RSA is co-located in our comprehensive job center in Sierra Vista and only a phone call away in the affiliate job centers. We communicate with RSA staff on referrals and co-enrollments. We both

make sure the participants are given a “warm” hand-off. Title I-B includes RSA staff in presentations to various community organizations to inform them about RSA services.

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

You may be eligible for VR if you meet all of the following requirements:

- a) You have a physical or mental impairment;
- b) Your physical or mental impairment constitutes or results in substantial impediment to employment;
- c) You require VR services in order to prepare for, secure, retain, or regain employment; and
- d) You can benefit from the provision of VR services in terms of achieving an employment outcome.

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

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

## **Section 4 – ARIZONA@WORK Job Center Delivery Description**

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

- A. List the addresses of the ARIZONA@WORK comprehensive Job Centers, affiliate job centers, and specialized job centers in the LWDA, noting the type of ARIZONA@WORK Job Center. These are to be updated when there are changes.
  - ARIZONA@WORK Cochise Business and Workforce Development Center  
2600 E. Wilcox Drive, Room H-106  
Sierra Vista, AZ 85635  
Phone: (520) 458-9309  
Center type: Comprehensive Job Center
  - ARIZONA@WORK Cochise Business and Workforce Development Center  
515 E. 7<sup>th</sup> Street  
Douglas, AZ 85635

Phone: (520) 364-8906  
Center Type: Affiliate Job Center

- ARIZONA@WORK Graham Business and Workforce Development Center  
626 S. 6<sup>th</sup> Avenue Safford, AZ 85546  
Phone: (928) 432-6932  
Center Type: Affiliate Job Center
- ARIZONA@WORK Greenlee Business and Workforce Development Center  
558 N. Coronado Blvd.  
Clifton, AZ 85533  
Phone: (928) 439-4632  
Center Type: Affiliate Job Center
- ARIZONA@WORK  
333 North 8<sup>th</sup> Avenue  
Safford, AZ 85546  
Phone: (928) 428-3016  
Center Type: DES Workforce Office
- Access Points:
  - Cochise County:  
Benson Public Library, Benson  
Copper Queen Library, Bisbee  
Douglas Public Library, Douglas  
Huachuca City Public Library, Huachuca City  
Sierra Vista Public Library, Sierra Vista  
Tombstone City Library, Tombstone  
Elsie S. Hogan Community Library, Willcox  
Jimmie Libhart Library, Bowie  
Elfrida Library, Elfrida  
Myrtle Kraft Library, Portal  
Alice Woods Library, Sunizona  
Sunsites Community Library, Sunsites
  - Graham County:  
Graham County Chamber of Commerce, Safford  
City of Safford Library, Safford  
Pima Library, Pima
  - Greenlee County:  
Clifton Library, Clifton  
Morenci Library, Morenci  
Duncan Visitor's Center, Duncan  
Duncan Library, Duncan

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

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

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

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

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

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

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

C. How the ARIZONA@WORK partners in the LWDA, including the one-stop operator, will ensure physical and programmatic accessibility of facilities, programs, and services, technology, and materials for individuals with disabilities, including provide training and support for addressing the needs of individuals with disabilities as required under WIOA Sec. 188 (as appropriate) and the Americans Disabilities Act of 1990; and

1. Include how the need for specific assistive technology equipment will be determined as well as how partners/operator will ensure equipment is in working order and staff have the knowledge and skill to assist individuals with disabilities in accessing and utilizing the equipment.

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

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

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

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

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

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

The ARIZONA@WORK- Southeastern Arizona Local Workforce Development Board and the core ARIZONA@WORK Partners in the One-Stop Customer Service Delivery System are committed to providing quality workforce development services to Americans with disabilities. As recipients of federal

funds, the Local Board is required to comply with various regulations relating to non-discrimination and equal opportunity. The Local Board is in compliance with the Americans with Disabilities Act (ADA) of 1990 (42 U.S.C 12101 et seq.) and section 188 of the Workforce Innovation and Opportunity Act (WIOA). Section 188, prohibits the exclusion of an individual from participation in, denial of the benefit of, discrimination in, or denial of employment or in connection with, any program and activities funded or otherwise financially assisted under Title I-B of WIOA because of race, color religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status or participation in a program or activity that receives financial assistance under the Title I-B of WIOA. ARIZONA@WORK-Southeastern Arizona complies with the Americans with Disabilities Act (ADA) accessibility requirements such as:

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

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

**MOU PARTNERS** - Per Section 121(b)(1) of the Workforce Innovation and Opportunity Act and §678.400 the following entities are required Partners in the One-Stop Delivery System:

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

The designated One Stop Operator for the ARIZONA@WORK- Southeastern Arizona Local Workforce Development Board is: James Mize.

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

Sierra Vista Comprehensive Job Center's One-Stop Partners include Title III-Wagner-Peyser and Title IV-Vocational Rehabilitation. Title III and Title IV's annual resource

contributions are \$20,064 and \$11,648 respectively for infrastructure cost. Titles III and IV also contribute on an annual basis \$4,450 and \$2,747 respectively for cost of the receptionist for the job center.

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

The Infrastructure Funding agreement is part of the MOU (Memorandum of Understanding) to identify ARIZONA@WORK partner programs operating in each comprehensive and affiliate job center. Infrastructure costs are non-personnel costs necessary for the general operation of the sites such as rental of facilities; Utilities and maintenance, etc. Personnel expenses associated with a shared welcome desk or greeter may be included in additional costs.

The agreed upon and federally acceptable cost allocation methodology identified to share the costs proportionate to benefits derived by each of the mandated partners is square footage.

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

The LWDB will ensure the service providers provide priority of service that conforms to WIOA and the State Plan for adult career and training services provided to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient by first building a relationship with the service provider to make them aware of WIOA Priority of Service regulations. The LWDB will identify a staff person who will assist the business customer with questions and concerns, and provide overall support for the contract. The LWDB will monitor the service provider during the training period to ensure the service provider is providing adult career and training services consistent with WIOA 134(c)(3)(E) and 20 CFR 680.600.

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

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

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

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

The local workforce area ETPL approver will monitor the training providers to make sure they are in compliance with the ETPL procedures approving local training providers and programs subsequent eligibility as outlined in the state policy. During the monitoring process the ETPL approver will ascertain the ETPL provider is providing priority of service that conforms to WIOA and the State Plan for adult career and training services is given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. The ETPL provider's priority of service should be in-line with our LWDA's priority of service policy.

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

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

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

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

## Section 5 – Performance and Continuous Improvement

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

Each Core, ARIZONA@WORK Program, Partner has a website available for information needed by the jobseeker or businesses to facilitate access to services provided through the ARIZONA@WORK system through the use of technology and through other means. The job seeker may use the Arizona Job Connection system to access services such as registering as a job seeker in the Arizona Job Connection system to create a resume for specific job openings. The job seeker will be able to see the open positions available for his/her career pathway and utilizing other on-line websites to find open positions available in their career pathway. The job seeker also has access to Microsoft Office Suite to prepare a resume and cover letter for a position they may want to apply. The employer may use the Arizona Job Connection to post their open positions in order to find qualified applicants. The employer may also use Arizona Job Connection to review job seeker resumes uploaded into Arizona Job Connection system for qualified applicants. WIOA Title I-B Adult, Dislocated Worker and Youth Career Advisors utilize the Arizona Job Connection system for case management and tracking services for clients enrolled in the Title I-B programs. Each client is asked to create an account in AJC, then the Career Advisor will enroll the client in a WIOA Title I-B program in order to track the progress of the client and to track expenditures.

Provide proposed local levels of performance for Title I-B Program Years 2022-2023 in the format provided in Appendix I and describe the economic conditions experienced in the LWDA and the characteristics of the actual individuals served supporting the proposed levels of performance.

See below

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

	<b>Title 1-B - Adult Program</b>			
	Program Year: 2022		Program Year: 2023	
		Negotiated Level		Negotiated Level
<b>Employment (Second Quarter after Exit)</b>		70.0%		70.0%
<b>Employment (Fourth Quarter after Exit)</b>		68.0%		68.0%
<b>Median Earnings (Second Quarter after Exit)</b>		\$7,000		\$7,000
<b>Credential Attainment Rate</b>		77.0%		77.0%
<b>Measurable Skill Gains</b>		63.0%		63.0%

	<b>Title 1-B – Dislocated Worker Program</b>			
	Program Year: 2022		Program Year: 2023	
		Negotiated Level		Negotiated Level
<b>Employment (Second Quarter after Exit)</b>		78.0%		78.0%
<b>Employment (Fourth Quarter after Exit)</b>		75.0%		75.0%
<b>Median Earnings (Second Quarter after Exit)</b>		\$9,000		\$9,000
<b>Credential Attainment Rate</b>		75.0%		75.0%
<b>Measurable Skill Gains</b>		69.0%		69.0%

	Title 1-B – Youth Program		
	Program Year: 2022		Program Year: 2023
	Negotiated Level		Negotiated Level
<b>Employment (Second Quarter after Exit)</b>	74.0%		74.0%
<b>Employment (Fourth Quarter after Exit)</b>	70.0%		70.0%
<b>Median Earnings (Second Quarter after Exit)</b>	\$5,044		\$5,044
<b>Credential Attainment Rate</b>	61.0%		61.0%
<b>Measurable Skill Gains</b>	62.0%		62.0%

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

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

The process used by the LWDB to provide no more than a 30-day public comment period through electronic and other means prior to submission of the plan, including an opportunity to have input into the development of the local plan with modifications, particularly for representatives of businesses, education and labor organizations included posting the local plan on the [arizonaatwork.com/southeasternarizona](http://arizonaatwork.com/southeasternarizona) website from August 9, 2022 to August 31, 2022. The LWDB also posted a copy of the local plan with modifications at each Job Center location for the general public to read and placed an entry on our Facebook page informing general public the local plan with modifications was available at each of the Job Centers.

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

We received no comments that expressed disagreements with the local plan.

ARIZONA@WORK-Southeastern Arizona  
One Stop Operator, James E. Mize, Contract  
Pages 91-96



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

THIS CONTRACT is made and entered into this 10<sup>th</sup> day of March, 2020 by and between Cochise Private Industry Council, Inc., dba ARIZONA@WORK-Southeastern Arizona (“ARIZONA@WORK”), and James E. Mize (“CONTRACTOR”).

In accordance with RFP-20-13-BOS-02, Cochise County, on behalf of ARIZONA@WORK, hereby awards a single/multiple year CONTRACT to the CONTRACTOR in order to fulfill the requirements, as identified throughout the subject document, to the satisfaction of ARIZONA@WORK, as outlined within this contract.

The CONTRACTOR shall commence billable work on the effective date of this contract, 10<sup>th</sup> day of March, 2020. The CONTRACTOR shall prepare an itemized invoice that includes an itemized invoice(s) that includes CONTRACTOR company name, phone number, invoice number, email address and mailing address. The CONTRACTOR shall email and/or mail the invoices to:

ARIZONA@WORK-Southeastern Arizona  
Attn: Accounts Payable  
900 Carmelita Drive  
Sierra Vista AZ 85635

Email: [kaylene.york@cpic-cas.org](mailto:kaylene.york@cpic-cas.org)

**PERIOD OF PERFORMANCE:**

Base Year:	03/10/2020-03/09/2021
Renewal Option 1:	03/10/2021-03/09/2022
Renewal Option 2:	03/10/2022-03/09/2023
Renewal Option 3:	03/10/2023-03/09/2024
Renewal Option 4:	03/10/2024-03/09/2025

As the One Stop Operator (OSO) I will manage all aspects of the integrated service delivery coordination to foster partnerships to promote Center function as a multi-agency team and ensure seamless service to customers, including:

**System Partner Coordination:**

The OSO shall, at a minimum:

- Monitor all System Partner Memorandums of Understanding (MOUs) to ensure maximum availability of services for customers.
- Coordinate training for System Partner staff. Coordinating training includes, but is not limited to: identifying training needs, scheduling trainers and facilities for training sessions, to be funded by System Partners, and tracking System Partner staff participation. Training costs, which will be paid by the System Partners, must be approved in writing and in advance.
- Schedule and staff quarterly System Partner meetings. Staffing duties include preparing meeting agendas, distributing meeting agendas to System Partners and Contractor staff in advance of the meetings, facilitating the meetings, taking meeting minutes, and distributing meeting minutes to System Partners and Contractor staff.
- Ensure Contractor logos and branding are used exclusively and consistently.

**Continuous Improvement Efforts:**

The OSO shall, at a minimum:

- Administer customer satisfaction surveys for first time customers via email or in-person;
- Administer event participant survey for recruitments and other events in-person or via email within three business days of the event;
- Conduct at least one customer focus group twice a year to improve customer and participant satisfaction; and
- Research best practices and provide continuous improvement recommendations on an annual basis

**ACCESSIBILITY AND EQUAL OPPORTUNITY**

The OSO shall ensure equal opportunity to all individuals. No individual shall be excluded from participation in, denied the benefit of, or subject to discrimination under, any WIOA Title I-B funded program or activity because of race, color, religion, sex, national origin, age, disability, English proficiency, sexual orientation, political affiliation or belief. The OSO will demonstrate full compliance with the Americans with Disabilities Act Amendments Act of 2008 (ADAAA) and all other equal opportunity laws. This involves the OSO ensuring its staff receive accessibility training and may involve developing accessibility plans. The OSO shall ensure all written material and communications include the statement: "Equal Opportunity Employer/Program; Auxiliary Aids and Services are available upon request" along with a contact number to coordinate needed

arrangements. The OSO shall comply and adhere to all Federal and Arizona State regulatory guidance and practices in regard to equal opportunity and ADA compliance.

#### **ADMINISTRATIVE ISSUES:**

The OSO shall adhere to the following requirements:

##### General:

- Comply with the Uniform Administrative Requirements, Cost Principles and Audit Requirement for Federal Awards;
- Comply with WIOA's Title I-B funding requirements and for any disallowed costs or illegal expenditures in accordance with Uniform Guidelines 2 CFR 200; and
- Utilize the branding of "Proud Partner of ARIZONA@WORK" name and logo on any printed material that will promote association with the program. The OSO is prohibited from displaying its own name or logo exclusively on any materials associated with performing the scope of work.

##### **Records:**

- Maintain confidentiality when accessing or utilizing Arizona Job Center (AJC) and maintain computer equipment with compatible software;
- Invoice in accordance with the payment information listed in this Contract;
- Maintain an accounting system that tracks funding for these services separately from other funding sources;
- Maintain a payroll ledger and submit Journals and a General Ledger as requested by the County;
- Use an accrual method of accounting;
- Retain program files and records, in compliance with Federal and State WIOA Title I-B requirements and the County's record retention policies; and
- All records must be filed and maintained in accordance with all Federal and Arizona State Statutes, and the Contractor shall, upon the County's request, make all associated financial data available to the County for audit.

#### **DOL Training and Employment Guidance Letter:**

WIOA No. 15-11, dated January 17, 2017 (or most recent version)

- Disclose to the County any potential conflicts of interest arising from any relationships it has with particular training service providers or other service providers, including but not limited to career services providers;
- Refrain from establishing practices that create disincentives to providing services to individuals with barriers to employment who may require longer-term services, such as intensive employment, training and education services; and
- Comply with Federal and State regulations and procurement policies relating to the calculation and use of profits.

#### **REPORTING REQUIREMENTS:**

The OSO shall comply with the following reporting requirements:

Monthly:

- Communicate with System Partners to provide updates on operations and address potential issues via email or telephone or meet as an on needed basis.

Quarterly:

- Attend either the Local Workforce Development Board (LWDB) or the Board's Executive Leadership Committee meeting;
- Submit written reports to the County to include:
  - the number of customized recruitments and job fairs hosted at the Centers and the number of job seekers in attendance;
  - number of customers welcomed at each Center;
  - success stories;
  - system updates;
  - results of customer satisfaction surveys and any event participant survey results, including a list of recommended system improvements to address any concerns identified by customers or participants; and
  - other information requested by the County, in a form to be approved by the County.

Submit quarterly budget report(s) to Cochise County Procurement Department.

Annually:

- Submit annual reports to the County to include:
  - program year statistics tallied from quarterly reports, and
  - other information requested by the County, in a form to be approved by the County;
- Prepare written Board and Board committee reports for LWDB review; and
- Prepare and present requested information to the Board and Board committee, as directed by LWDB.

**Total Cost:**

Task 01 – Salary \$10,000.00 - Hourly rate - \$100 x total 100 hours

**ACCEPTANCE OF OFFER:**

This contract is accepted by the CONTRACTOR on 10<sup>th</sup> March, 2022.

If WIOA Title I-B funding is reduced or terminated, then either party may provide written notice of cancellation to cancel this agreement without further obligation.

If a dispute arises under this agreement, the parties agree to exhaust all applicable administrative remedies.

**James E. Mize**

Signature: *James E. Mize*

Title: One Stop Operator

**ARIZONA@WORK-Southeastern Arizona**

Signature: *Vada J. Phelps*

Print Name: Vada Phelps

Title: Executive Director

**ARIZONA@WORK-Southeastern Arizona  
Memorandum of Agreement between  
CPIC, Inc. Community Services  
and  
ARIZONA@WORK-Southeastern Arizona**

# Workforce Development Board

## Pages 98 - 101

### MEMORANDUM OF AGREEMENT

Between

**CPIC, Inc. Community Services**

And

**ARIZONA@WORK-Southeastern Arizona Local Workforce  
Development Board**

This Memorandum of Agreement (“MOA”) effective upon approval of all parties, is between CPIC, Inc. Community Services (CPICCS) and ARIZONA@WORK-Southeastern Arizona Local Workforce Development Board (AZSE LWDB). The MOA will expire June 30, 2020 unless cancelled prior to that date in writing. This Agreement may be renewed for a period of one year by mutual agreement of the parties. This MOA may be cancelled at any time by either party giving 90 days written notice to the other party. The MOA may be modified at any time by written modification mutually agreed upon by both parties.

- 1. Purpose:** Provide for a partnership between CPICCS and AZSE LWDB to provide ARIZONA@WORK-Southeastern Arizona Adult, Dislocated Worker and Youth Workforce services for Title IB participants.
- 2. Organizational Responsibilities:**

## **Southeastern Arizona Local Workforce Development Board**

1. Funding will be provided on a cost reimbursement basis not to exceed \$3,050,707, to provide funding for direct services for the Title IB Adult, Dislocated Worker and Youth programs and costs to staff and operate the Job Centers in Cochise, Graham and Greenlee counties for the year ended June 30, 2020.
2. Review and evaluate program performance at least annually to ensure provision of expected quality of service.
3. Provide technical assistance as needed.
4. Evaluate program development and progress toward meeting enrollment and performance goals.

### **CPIC, Inc. Community Services**

Provide the direct services of Title IB Adult, Dislocated Worker, and Youth programs. (Note: Adult, Dislocated Worker programs in Cochise, Graham and Greenlee counties. Youth program in Graham and Greenlee counties only.)

1. Provide salaries and employee related benefits for: 1 Community Services Director, 6 Career Advisors, 1 Workshop Instructor, 2 Business Services Representatives, 2 Youth Career Advisors, 6 Receptionists/Resource Aids.
2. Provide pre-service and in-service training, technical assistance and staff development opportunities for the staff listed in item 2 in this section.
3. Work with One Stop Operator to convene all Core Partners and assist Community Services Director as needed.
4. Monitor and evaluate program development and progress toward meeting enrollment and performance goals.
5. Report to LWDB staff monthly on program development and progress toward meeting enrollment and performance goals.

### **3. Funding & Billing:**

1. The SEAZ LWDB agrees to allocate an amount not to exceed \$3,050,707, for the first contract year to CPIC, Inc. Community Services for direct program services for Adult, Dislocated Worker and Youth Title IB program and costs to staff and operate the Job Centers in Cochise, Graham and Greenlee counties for the year ended June 30, 2020.

### **4. Miscellaneous:**

1. Each party and its employees and agents shall maintain confidentiality and safeguard all confidential information of the other party including without limitation, client information, business practices, information systems, security passwords, financial information and property (collectively referred to as "Confidential Information"), and shall not disclose such Confidential Information or make it available to any person, or use it in any way other than as contemplated by this agreement. Each party's

obligations to maintain and safeguard, not to disclose such Confidential Information or make it available to any person or use it in any way other than as contemplated by this agreement. Each party shall further report to the other party any use or disclosure of Confidential Information that it becomes aware of and which is not authorized by this Agreement. Each party's obligations to maintain and safeguard, not to disclosed, and to report unauthorized disclosures of Confidential Information shall survive the termination of the agreement.

2. The parties agree to comply with all applicable state and federal laws, rules, regulations and executive orders governing equal employment opportunity, immigration and nondiscrimination.
3. Conflict of Interest. This agreement is subject to Section 38-511 of the Arizona Revised Statutes. This agreement may be canceled if any person significantly involved in initiating, negotiating, securing, drafting, or creating this agreement on behalf of either party is and employee, consultant, or agent of any other party to this agreement.
4. If a dispute arises under this agreement, the parties agree to exhaust all applicable administrative remedies.
5. If WIOA Title I-B funding is reduced or terminated, then either party may provide written notice of cancellation to cancel this agreement without further obligation.

**5. General Agreement:**

1. This agreement constitutes the entire agreement and understanding of the parties with respect to its subject matter. No prior or contemporaneous agreement or understanding will be effective. This agreement shall be governed by the laws of Arizona, the courts of which state shall have jurisdiction over its subject matter.
2. The individuals signing below on behalf of CPIC, Inc. Community Services and Southeastern Arizona Local Workforce Development Board here by represent and warrant that s/he is duly authorized to execute and deliver this agreement on behalf of their respective entities and that this agreement is binding upon the parties in accordance with its terms.
3. Any notice required or permitted hereunder shall be in writing and shall be deemed given if delivered in person or three days after mailing by United States registered or certified mail, postage prepaid, and addressed as follows:

To CPIC, Inc. Community Services:

To SEAZ LWDB:

Vickie Simmons, Community Services Director  
CPIC, Inc. Community Services  
2600 E. Wilcox Drive, Rm. H-106  
Sierra Vista, AZ 85635

Vada Phelps, Executive Director  
Southeastern Arizona LWDB  
900 Carmelita Drive  
Sierra Vista, AZ 85635

**CPIC, Inc. Community Services**

**Southeastern Arizona LWDB**

Signature: Vickie Simmons

Signature: Vada Phelps

Print Name: Vickie Simmons  
Title: Community Services Director  
Date: March 10, 2020

Print Name: Vada Phelps  
Title: Executive Director  
Date: March 10, 2020

Cochise County Youth Services Provider  
Youth Contract  
Professional Youth Quest (PYQ)  
Pages 103-118

**Professional Youth Quest (PYQ)**  
**Youth Services Contract Attachment**

**Effective July 1, 2016**

**Purpose of the Workforce Innovation and Opportunity Act**

*The Workforce Innovation and Opportunity Act (WIOA) was created to provide state and local areas the flexibility to collaborate across systems in an effort to better address the employment and skills needs of current employees, jobseekers, and employers. WIOA accomplishes this by prescribing: 1. A stronger alignment of the workforce, education, and economic development systems; and 2. Improving the structure and delivery in the system to assist America's workers in achieving a family-sustaining wage while providing America's employers with the skilled workers they need to compete on a global level.*

**State Priorities**

The Local Workforce Development Board shall determine the most appropriate activities to be conducted to fill the gaps in local youth services, with consideration given to activities and providers that:

- provide appropriate services based on age and individual youth needs;
- demonstrate involvement of the business/employer community;
- demonstrate prior successes in providing employment and training services to youth;
- prepare youth for and [foster] success in employment;
- improve educational achievement;
- provide high [level of] support for youth;
- demonstrate the connection between learning and work;
- provide comprehensive guidance and counseling;
- provide accommodations for special needs populations;
- minimize barriers to youth success;
- have active advisory committee of parents, community members involved with youth, local business, and educators;
- coordinate activities with local schools (secondary and post-secondary);
- develop relationships between youth and caring adults;
- involve family members;
- build youth responsibility;
- develop youth citizenship and leadership skills;
- place high expectations on youth and staff; and
- provide follow-up services.

**ARIZONA@WORK-Southeastern Arizona Local Workforce Development Board's Vision**

ARIZONA@WORK-Southeastern Arizona's Local Workforce Development Board will create a comprehensive workforce investment framework anchored in the underlying principles of the Workforce Innovation and Opportunity Act of 2014 and the State's four broadly defined strategic economic and workforce development goals. The new framework will be based on the key principles of WIOA, to include: streamlined services, empowerment for individuals, universal

access, increased accountability, strong local board and private sector roles, state and local flexibility, and improved services.

This seamless system will be responsive to the needs of both employers and people seeking self-sufficiency through employment. The ultimate measure of success, using the "no wrong door" approach to the One-Stop service delivery system, will be the availability of a skilled workforce for employers in Graham and Greenlee Counties.

**ARIZONA@WORK-Southeastern Arizona Local Workforce Development Board (LWDA) Priorities:**

The Local Workforce Development Board is responsible for recommending a distribution plan for WIOA youth funds and providers of WIOA youth services, identified through a competitive process, to the SEAZWC Board.

The Local Workforce Development Board's priorities for youth services represent a considered response to the need for youth workforce development services in Cochise County within the framework of the WIOA and the SEAZWC Board's Strategic 5-Year Plan. The following priorities are intended to guide the Youth Provider's activities and to assist the LWDA in recommending the award of contracts to provide youth services.

First, The LWDA intends that WIOA services provide youth participants with appropriate tools to become economically and personally self-sufficient.

Second, The LWDA intends to direct resources to areas where existing resources are inadequate to meet the needs, and to prioritize critical services, and areas where the gaps between existing resources and service needs are greatest.

Third, The LWDA has the responsibility to ensure that service providers meet the performance standards required for youth under the law and defined by the State. The LWDA will ensure that the mix of recommended programs will achieve the highest possible performance on WIOA core indicators for youth.

Fourth, The LWDA recognizes that there is a need for workforce development services throughout Cochise County. The impact of rural and border issues strongly affect attitudes about work opportunities and employment services.

Fifth, The LWDA intends that WIOA services be linked with Cochise County's larger economic and workforce development initiatives and plans developed by local businesses, governments and educational entities, as well as directed towards the needs of individual youth participants.

Sixth, Services provided by WIOA funds will be linked with current youth programs such as the Youth Transition Program at public high schools. The LWDA does not intend to duplicate

services that are already available within the community and intends to encourage collaboration among youth service providers. The LWDA expects that youth workforce development services funded through the Workforce Innovation and Opportunity Act will fill gaps in services. Filling service gaps may include expanding or enhancing existing workforce development services.

### **Workforce Innovation and Opportunity Act (WIOA) Youth Activities**

WIOA Sec. 129 authorizes workforce investment activities for eligible youth in each local Workforce Investment Area.

#### **1. YOUTH SERVICES**

The Workforce Innovation and Opportunity Act Section 129 (c) (1) specifies that funds allocated to youth service providers shall be used for the following program design:

- 1) Provide an objective assessment of the academic level, skill levels, and service needs of each participant, which assessment shall include a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs, and development needs of such participant.
- 2) Develop service strategies for each participant that shall identify career pathways that include education and employment goals, appropriate achievement objectives, and appropriate services for the participant taking into account the assessment conducted.
- 3) Provide:
  - a) Activities leading to the attainment of a secondary school diploma or its recognized equivalent or a recognized postsecondary credential;
  - b) Preparation of postsecondary educational and training opportunities;
  - c) Strong linkages between academic learning and occupational learning;
  - d) Preparation for unsubsidized employment opportunities; and
  - e) Effective connections to intermediaries with strong links to the job market and local, regional employers.

#### **2. IN SCHOOL ELIGIBILITY**

Under WIOA, youth are eligible for services if they are age 14 through 24. Youth are eligible to participate in In-School WIOA Youth Programs if they are:

- (1) between ages 14 and 21;
- (2) are a United States citizen or have the right to work; and
- (3) are registered for selective service (applicable males); and
- (4) are attending school; and
- (5) are low-income under one (1) of the categories below:
  - a. Receiving or in the last 6 months has received assistance through the Supplemental Nutrition Assistance Program (SNAP)
  - b. Receiving or in the last 6 months has received assistance through Temporary Assistance for Needy Families program (TANF)

- c. Receiving or in the last 6 months has received Supplemental Security Income (SSI)
- d. Family income at or below the income guidelines
- e. Homeless per section 103 (a) and 103 (c) of the McKinney Act
- f. Publically funded foster child
- g. Receives or is eligible to receive free or reduced price lunch
- h. Lives in a high poverty area
- i. Disabled youth with own income at or below the income guidelines

They also must meet one or more of the following criteria:

- Basic skills deficient
- English language learner
- Offender
- Homeless
- Runaway
- Foster Care
- Pregnant or Parenting
- Disability
- an individual who requires additional assistance to complete an educational program or to obtain and retain employment

Note: Up to 5% of participants may be individuals who do not meet the income criteria but do meet one or more of the above-mentioned barriers.

#### **MANDATORY PROGRAM REQUIREMENTS**

All youth programs provided with WIOA funds must provide:

1. Provide an objective assessment of the academic level, skill levels, and service needs of each participant, which assessment shall include a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs, and development needs of such participant.
2. Develop service strategies for each participant that shall identify career pathways that include education and employment goals, appropriate achievement objectives, and appropriate services for the participant taking into account the assessment conducted.
3. Provide:
  - a) Activities leading to attainment of a secondary school diploma or its recognized equivalent or a recognized postsecondary credential;
  - b) Preparation of postsecondary educational and training opportunities;
  - c) Strong linkages between academic learning and occupational learning;
  - d) Preparation for unsubsidized employment opportunities; and
  - e) Effective connections to intermediaries with strong links to the job market and local, regional employers.

#### **WIOA-REQUIRED PROGRAM ELEMENTS**

The following fourteen program elements must be **available** to all participants, as deemed appropriate in the participant's Individual Service Strategy. The Southeastern Arizona Workforce Connection Local Workforce Development

Board does not anticipate that WIOA funds will cover all fourteen elements; however, any programs that receives WIOA youth funds must ensure that all fourteen are available. Bidders are encouraged to find creative ways to ensure that each element is provided, particularly by forming partnerships with other youth providers, educators and/or employers.

1. Tutoring, study skills training, and evidence based dropout prevention strategies that lead to completion of a secondary school diploma or its recognized equivalent or for a recognized postsecondary credential;
2. Alternative secondary school services, as appropriate;
3. Summer employment opportunities directly linked to academic and occupational learning;
4. Paid and unpaid work experiences, including summer employment opportunities, internships, pre-apprenticeship programs, job shadowing and on the job training opportunities;
5. Occupational skill training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned within demand industry sectors or occupations;
6. Leadership development opportunities, which may include such activities as positive social behaviors and soft skills, decision making, team work, and other activities;
7. Supportive services;
8. Adult mentoring for a duration of at least twelve (12) months, that may occur both during and after program participation;
9. Follow-up services for at least 12 months period;
10. Comprehensive guidance and counseling, including drug and alcohol abuse counseling, mental health counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth;
11. Financial literacy education;
12. Entrepreneurial skills training;
13. Services that provide labor market and employment information about in-demand industry sectors and occupations;
14. Activities that help youth prepare for and transition to post-secondary education and training.

#### **PURPOSE OF THESE ACTIVITIES**

- provide, to eligible youth seeking assistance in achieving academic and employment success, effective and comprehensive activities, which shall include a variety of options for improving educational and skill competencies and provide effective connections to employers
- ensure on-going mentoring opportunities for eligible youth with adults committed to providing such opportunities
- provide opportunities for training to eligible youth
- provide continued supportive services for eligible youth

- provide incentives for recognition and achievement to eligible youth
- provide opportunities for eligible youth in activities related to leadership, development decision-making, citizenship, and community service.

## **OUT OF SCHOOL YOUTH ELIGIBILITY**

Youth are eligible to participate in Out-Of-School WIOA Youth Programs if they are:

- (1) between ages 16 and 24;
- (2) are a United States citizen or have the right to work; and
- (3) are registered for selective service (applicable males); and
- (4) are not attending school; and
- (5) One or more of the following:
  - a. School Dropout
  - b. Within the age of compulsory school attendance, but has not attended school for at least the most recent complete school year calendar quarter
  - c. Subject to the juvenile or adult justice system
  - d. Homeless
  - e. Runaway
  - f. Foster Care
  - g. Pregnant or Parenting
  - h. Disability
  - i. Disabled Recipient of a secondary school diploma or its recognized equivalent who is a low income individual and is either basic skills deficient or an English language learner\*
  - j. Low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment\*

\* Low Income is defined as one or more of the following:

- a. Receiving or in the last 6 months has received assistance through the Supplemental Nutrition Assistance Program (SNAP)
- b. Receiving or in the last 6 months has received assistance through Temporary Assistance for Needy Families program (TANF)
- c. Receiving or in the last 6 months has received Supplemental Security Income (SSI)
- d. Family income at or below the income guidelines
- e. Homeless per section 103 (a) and 103 (c) of the McKinney Act
- f. Publically funded foster child
- g. Receives or is eligible to receive free or reduced price lunch
- h. Lives in a high poverty area

- j. Disabled youth with own income at or below the income guidelines

### **Performance Measures**

WIOA establishes a comprehensive performance accountability system in order to optimize the return on investment of federal funds and to assess the effectiveness of local areas. The Department of Labor announced that WIOA performance measures will go into effect on July 1, 2016.

It is important to note that once an individual is registered into WIOA, the participant will also be counted in the federal WIOA performance measures.

Core indicators of performance for youth aged 19 through 21 are:

- entry into unsubsidized employment;
  - retention in unsubsidized employment 6 months after entry into the employment;
  - earnings received in unsubsidized employment 6 months after entry into the employment; and
  - attainment of a recognized credential relating to achievement of educational skills, which may include attainment of a secondary school diploma or its recognized equivalent, or occupational skills.
- 
- Core indicators of performance for youth aged 14 through 18 are:
  - attainment of basic skills, and as appropriate, work readiness or occupational skills;
  - attainment of secondary school diplomas and their recognized equivalents; and
- 
- placement and retention in postsecondary education or advanced training, or placement and retention in military service, employment, or qualified apprenticeships.

### **How performance measures will be calculated**

The following formulas will be used to measure performance, where "registration" means entry into the program, and "exit" means leaving the program.

#### **1. Youth Placement in Employment/Education**

The percentage of youth who are in education/training activities or in unsubsidized employment in the 2<sup>nd</sup> quarter after exit.

#### **2. Youth Retention in Employment/Education**

The percentage of youth who are in education/training activities or in unsubsidized employment during the 4<sup>th</sup> quarter after exit.

#### **3. Median Earnings**

The median average earnings of youth who are in unsubsidized employment in the 2<sup>nd</sup> quarter after exit.

#### **4. Credential Attainment**

The percentage of youth who obtain a recognized post-secondary credential or a secondary school diploma/GED during participation or within 1 year after exit.

#### **5. Skills Gain**

The percentage of youth who are in an education/training program that leads to a recognized post-secondary credential or employment and who are achieving measurable skill gains.

#### **Data and Customer Tracking Systems**

The Arizona Job Connection (AJC) system is the current web-based, state-managed database system that supports workforce systems in Arizona. The successful applicant will be required to use AJC to record and track all participant activities, including services rendered and outcomes achieved.

In addition to reporting and tracking customers through AJC, selected providers must submit monthly reports that document participant enrollments and outcomes on key benchmarks.

#### **File Records, Retention and Ownership**

Respondents must retain program files and records, including customer files and records, in compliance with Federal and State WIOA requirements, and the Partnership's record retention policies. Respondents must maintain and secure accurate case files for every WIOA-registered participant. Case files must contain a variety of documentation including, but not limited to: program eligibility/determination of need; assessment data; Individual Service Strategy (ISS); regular updates (minimally every 30 days); progress reports, case notes, etc.

Respondents must allow local, state and federal representatives access to all WIOA records, program materials, staff, and participants. In addition, bidders are required to maintain all WIOA records for seven years, beginning on the last day of the program year.

#### **Oversight, Evaluation and Planning**

SEAZ LWDB and their representative will monitor and evaluate selected respondents to determine if employer and job seeker clients are receiving the most comprehensive, streamlined set of services. We must also ensure program compliance and evaluate the quality and effectiveness of the service strategies. External monitoring and evaluation will also be conducted periodically by the U.S. Department of Labor, AZ Department of Economic Security WIOA Section and any other agency that provides funds used by SEAZ LWDB to contract for services in the area's workforce system.

### **Accessibility and Equal Opportunity**

All bidders must ensure equal opportunity to all individuals. No individual shall be excluded from participation in, denied the benefits of, or subjected to discrimination under any WIOA funded program or activity because of race, color, religion, sex, national origin, age, disability, English proficiency, sexual orientation, political affiliation or belief. All bidders are expected to demonstrate full compliance with the Americans with Disabilities Act Amendment Act of 2008 (ADAAA) and all other equal opportunity laws. All staff should receive accessibility training, and may involve accessibility plans. All respondents must ensure all written materials and communication include the statement: **“Reasonable accommodations and auxiliary equipment and services are available upon request.”**

### **Assurances**

**We**, recognize that we must comply with the assurances listed below. If we cannot, this proposal will be automatically rejected. The assurances are:

1. I am authorized by my Board of Directors, Trustee, other legally qualified officer, or as the owner of this agency or business to submit this proposal.
2. WE are not currently on any Federal, State of Arizona, or local Debarment List.
3. WE will provide records to show that we are fiscally solvent, if needed.
4. WE have, or will have all of the fiscal control and accounting procedures needed to ensure that WIA funds will be used as required by law and contract.
5. /WE have additional funding sources and will not be dependent on WIA funds alone.
6. **WE will meet all applicable Federal, State, and local compliance requirements.** These include, but are not limited to:
  - Records accurately reflect actual performance
  - Maintaining record confidentiality, as required
  - reporting financial, participant, and performance data, as required
  - complying with Federal and State non-discrimination provisions
  - Meeting requirements of Section 504 of the Rehabilitation Act of 1973.
  - Meeting all applicable labor law, including child Labor Law standards.
7. **We will not:**
  - Place a youth in a position that will displace a current employee
  - Use WIOA money to assist, promote, or deter union organizing.
  - Use funds to employ or train of persons in sectarian activities.
  - Use funds for youth in the construction, operation, or maintenance of any part of a facility to be used for sectarian instruction or religious worship.

- Use WIOA funds for activities that would interfere with or replace regular academic requirements for eligible youth who are not dropouts.
- Use WIOA funds to carry out programs funded under the School-to-Work Opportunities Act of 1994 unless the program(s) are only for youth eligible to participate under WIOA.

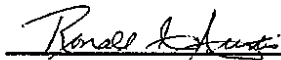


## Local Workforce Development Board

### Action Item

Request for approval for Youth Provider for Cochise County only:

The management of Arizona@Work-Cochise, Graham and Greenlee Counties recommend Professional Youth Quest (PYQ) be awarded the contract to provide youth services in Cochise County. Contract period begins July 01, 2016 to June 30, 2017 and may be extended for up to three (3) years based on satisfactory performance.



Signed by:

06/22/2016

Date

AZ@WORK-Southeastern Arizona

Project: Youth Services - PY16 Youth Funds

Subcontractor: Professional Youth Quest (PYQ)  
2600 E. Wilcox Drive, H-106  
Sierra Vista, AZ 85635

2016-2017 Contract Amount: \$379,437

WHEREAS, AZ@WORK-Southeastern Arizona (AWSA) and Professional Youth Quest (PYQ) entered into a general services agreement to provide workforce development services for youth in Cochise County funded by the Workforce Innovation and Opportunity Act Title 1B Youth Program and other non-Federal funding sources.

WHEREAS, AZ@WORK-Southeastern Arizona received PY16 formula funds for Youth Professional Youth Quest will provide workforce development services for the WIOA Title 1B youth program.

AZ@WORK-Southeastern Arizona shall reimburse Professional Youth Quest for services rendered and costs incurred by Professional Youth Quest up to but not to exceed \$379,437 for the WIOA Title 1B youth program. All other provisions of the general services agreement, shall remain in effect and be binding upon the parties.

IN WITNESS WHEREOF, the parties have affixed their signatures to this Contract on the 1<sup>st</sup> day of July, 2016.

For Professional Youth Quest (PYQ):

Signature Angie Luna

Angie, Luna, Director, Professional Youth Quest

For AZ@WORK-Southeastern Arizona, Inc. (AZSA)

Signature Vada J. Phelps

Vada J. Phelps, Executive Director

AZ@WORK-Southeastern Arizona  
AMENDMENT 01

Project: Youth Services - PY16 Youth Funds

Subcontractor: Professional Youth Quest (PYQ)  
2600 E. Wilcox Drive, H-106  
Sierra Vista, AZ 85635

2016-2017 Contract Amount: \$379,437

AMENDMENT 01: PY 2014 YOUTH Funds: \$97,515

Revised Contract Amount: \$476,952

WHEREAS, AZ@WORK-Southeastern Arizona (AWSA) and Professional Youth Quest (PYQ) entered into a general services agreement to provide workforce development services for youth in Cochise County funded by the Workforce Innovation and Opportunity Act Title 1B Youth Program and other non-Federal funding sources.

WHEREAS, AZ@WORK-Southeastern Arizona received PY14 formula funds for Youth. Professional Youth Quest will provide workforce development services for the WIOA Title 1B youth program.

NOW, THEREFORE IT IS AGREED TO AMEND THE GENERAL SERVICES AGREEMENT AS FOLLOWS:

AZ@WORK-Southeastern Arizona shall reimburse Professional Youth Quest for services rendered and costs incurred by Professional Youth Quest up to but not to exceed \$476,952 for the WIOA Title 1B youth program. All other provisions of the general services agreement, not specifically changed by this Amendment, shall remain in effect and be binding upon the parties.

IN WITNESS WHEREOF, the parties have affixed their signatures to this Contract on the 20th day of February, 2017.

For Professional Youth Quest (PYQ):

Signature Angie Luna

Angie, Luna, Director, Professional Youth Quest

For AZ@WORK-Southeastern Arizona, Inc. (AZSA)

Signature Vada J. Phelps

Vada J. Phelps, Executive Director

ARIZONA@WORK-Southeastern Arizona

Project: Youth Services - PY17 Youth Funds

Subcontractor: Professional Youth Quest (PYQ)  
2600 E. Wilcox Drive, H-106  
Sierra Vista, AZ 85635

2017-2018 Contract Amount: \$374,564

WHEREAS, ARIZONA@WORK-Southeastern Arizona (AWSA) and Professional Youth Quest (PYQ) entered into a general services agreement to provide workforce development services for youth in Cochise County funded by the Workforce Innovation and Opportunity Act Title 1B Youth Program and other non-Federal funding sources.

WHEREAS, ARIZONA@WORK-Southeastern Arizona received PY17 formula funds for Youth. Professional Youth Quest will provide workforce development services for the WIOA Title 1B youth program.

ARIZONA@WORK-Southeastern Arizona shall reimburse Professional Youth Quest for services rendered and costs incurred by Professional Youth Quest up to but not to exceed \$374,564 for the WIOA Title 1B youth program. All other provisions of the general services agreement, shall remain in effect and be binding upon the parties.

IN WITNESS WHEREOF, the parties have affixed their signatures to this Contract on the 1<sup>st</sup> day of July, 2017.

For Professional Youth Quest (PYQ):

Signature Angie Luna

Angie, Luna, Director, Professional Youth Quest

For ARIZONA@WORK-Southeastern Arizona, Inc. (AZSA)

Signature Vada J. Phelps

Vada J. Phelps, Executive Director

ARIZONA@WORK-Southeastern Arizona

Project: Youth Services - PY18 Youth Funds

Subcontractor: Professional Youth Quest (PYQ)  
2600 E. Wilcox Drive, H-106  
Sierra Vista, AZ 85635

2018-2019 Contract Amount: \$281,937

WHEREAS, ARIZONA@WORK-Southeastern Arizona (AWSA) and Professional Youth Quest (PYQ) entered into a general services agreement to provide workforce development services for youth in Cochise County funded by the Workforce Innovation and Opportunity Act Title 1B Youth Program and other non-Federal funding sources.

WHEREAS, ARIZONA@WORK-Southeastern Arizona received PY18 formula funds for Youth. Professional Youth Quest will provide workforce development services for the WIOA Title 1B youth program.

ARIZONA@WORK-Southeastern Arizona shall reimburse Professional Youth Quest for services rendered and costs incurred by Professional Youth Quest up to but not to exceed \$281,937 for the WIOA Title 1B youth program. All other provisions of the general services agreement, shall remain in effect and be binding upon the parties.

IN WITNESS WHEREOF, the parties have affixed their signatures to this Contract on the 1<sup>st</sup> day of July, 2018.

For Professional Youth Quest (PYQ):

Signature Angie Luna

Angie, Luna, Director, Professional Youth Quest

For ARIZONA@WORK-Southeastern Arizona, Inc. (AZSA)

Signature Vada J. Phelps

Vada J. Phelps, Executive Director

ARIZONA@WORK-Southeastern Arizona

Project: Youth Services - PY19 Youth Funds

Subcontractor: Professional Youth Quest (PYQ)  
2600 E. Wilcox Drive, H-106  
Sierra Vista, AZ 85635

2019-2020 Contract Amount: \$481,679

WHEREAS, ARIZONA@WORK-Southeastern Arizona (AWSA) and Professional Youth Quest (PYQ) entered into a general services agreement to provide workforce development services for youth in Cochise County funded by the Workforce Innovation and Opportunity Act Title 1B Youth Program and other non-Federal funding sources.

WHEREAS, ARIZONA@WORK-Southeastern Arizona received PY19 formula funds for Youth. Professional Youth Quest will provide workforce development services for the WIOA Title 1B youth program.

ARIZONA@WORK-Southeastern Arizona shall reimburse Professional Youth Quest for services rendered and costs incurred by Professional Youth Quest up to but not to exceed \$481,679 for the WIOA Title 1B youth program. All other provisions of the general services agreement, shall remain in effect and be binding upon the parties.

IN WITNESS WHEREOF, the parties have affixed their signatures to this Contract on the 1<sup>st</sup> day of July, 2019.

For Professional Youth Quest (PYQ):

Signature Angie Luna

Angie, Luna, Director, Professional Youth Quest

For ARIZONA@WORK-Southeastern Arizona, Inc. (AZSA)

Signature Vada J. Phelps

Vada J. Phelps, Executive Director