Gila/Pinal

Workforce Investment Act

Business Plan

July 1, 2014 to June 30, 2017

Equal Opportunity Employer/Program
Auxiliary aids and services are available upon request to individuals with disabilities.
TTY: 711

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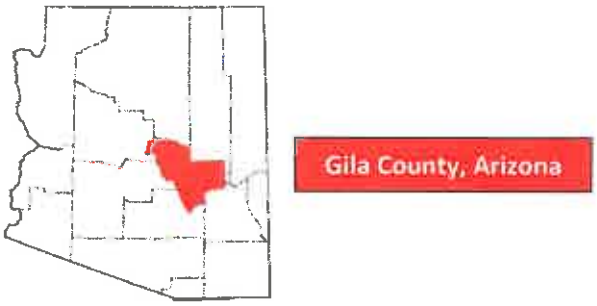
B. **Executive Summary**

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

GILA COUNTY

Gila County is located northeast of Maricopa and Pinal Counties in Arizona. It is the site of some of the state's earliest settlements dating back to the 1870's and is one of Arizona's most rural counties. Gila County was named for the Gila River that flows through portions of the county's southern reaches. The county covers approximately 4,796 square miles and is a source of great mineral wealth for the state. Elevations ranging from 2,000 to 7,000 feet above sea level enable the county to support mining and ranching – the area's two primary industry sectors, as well as tourism and recreation. The county's population is estimated at 53,144 according to the U.S. Census Bureau's latest figures. Over half of Gila County consists of protected federal land managed by the U.S. Forest Service. Members of three tribal nations – the San Carlos Apache, the White Mountain Apache, and the Tonto Apache – make up 15% of the population, their lands encompassing 37% of the county's total land mass. The level of federal and tribal owned land in Gila County has limited the availability of privately owned land to 2% currently, placing significant restrictions on economic growth.



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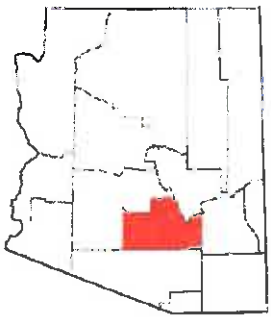
PINAL COUNTY

Pinal County is located in the heart of the 'Sun Corridor' in the south central part of Arizona between Pima and Maricopa Counties. Founded in 1875, it is the third most populous county in the state with an estimated 387,365 people according to the U.S. Census Bureau's most recent estimate. Pinal County encompasses approximately 5,371 square miles, and in both economy and geography, is distinguished by three regions: (1) the eastern mountainous area where tourism and mining are predominant business sectors; (2) the central plain where heavy and light industrial activities are a mainstay; and (3) the quickly growing western agricultural area. Pinal County is home to four tribal nations – the San Carlos Apache, the Gila River, the Tohono

O'odham, and the Ak Chin, which make up 7% of the population, but whose reservations account for more than 90% of federally protected lands.

Privately owned land accounts for just 17%. Transportation/logistics is an economic mainstay of the county, where major traffic corridors including Interstate 10 (California to Florida), Interstate 8 (Pinal County to San Diego), U.S. Route 60 (I-10 juncture to the New Mexico state line), as well as the Union Pacific and Copper Basin railway systems play an integral role in the shipment of goods throughout the U.S. Pinal County is home to hundreds of farms supporting various types of agricultural products including cotton, hay, sorghum, millet, corn, sheep, dairy and feeder cattle, along with several varieties of fruits and vegetables. Emerging technologies such as aerospace (conventional and unmanned aerial vehicles), bio-med, renewable/green energy (solar and wind), and high-tech manufacturing offer significant potential for future job growth. Improvements in the county's economic outlook during the last three years has also created robust recreational, cultural, and tourism opportunities. In mid-2015, PhoenixMart is scheduled to open in Casa Grande, a Pinal County community of 50,000 located at the intersection of I-8 and I-10. The mart, to be located on 600 acres, will be the first regional sourcing center in the western hemisphere, connecting North American manufacturers and distributors with global and domestic buyers looking for high-quality products across six industries (home and hotel, industrial automotive, food and beverage, office and recreation, electronics and accessories, fashion and variety) and multiple sub-industries. The area's affordable housing and proximity to Phoenix will be a cornerstone in Pinal County's economic development future.



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THE GILA/PINAL LOCAL WORKFORCE INVESTMENT BOARD (LWIB) MISSION

The Gila/Pinal Local Workforce Investment Board (LWIB) melds the five-year vision of leadership from both counties representing two conspicuously different economies. The LWIB is dedicated to maintaining the integrity of existing partnerships in the first year of this Business Plan, with the understanding that a realignment of both counties with other, existing local workforce investment areas is anticipated beginning July 1, 2015.

The LWIB's mission is to act as a catalyst for change, identifying and utilizing community resources and broad-based partnerships to improve the vitality of the economy, the quality of the workforce and the strength of the business community in Gila and Pinal Counties through economic development, education, and employment opportunities.

The critical issues shown in the succeeding pages are those to be addressed over the duration of this business plan, along with the goals and strategies proposed to mitigate each issue. Contributions from the following members of the Gila/Pinal Workforce System Team are responsible for identifying these critical issues and their proposed solutions:

1. Gila/Pinal Workforce Investment Area Board Members:

Adeline Allen	Dept. of Housing/HUD
Al Larson	Econ. Development/Community Based Org.
Bernadette Kniffin	Native American Programs/TANF/Educational
Bob Duke	Education/Adult Literacy
Brad McCormick	Job Corps
Carol Daniel	Business Sector
Charles Wright	Business Sector
Charles Estrada	Labor Organization
Cindy Fletcher	Business Sector
Cliff Potts	Business Sector
Deborah Osborn	RSA/Vocational Rehabilitation
Jack Beveridge	Business Sector
Jeri Byrne	Business Sector
Joan Moore	Senior Community Services
Kim Rodriguez	Veterans/Employment Services/UI/MFSW/TAA/Human Service Representative
Lynn Parsons	Business Sector
Lisa Hernandez	Business Sector
Marian Sheppard	Title IB Adult and Youth Programs
Patricia Burke	Education/Adult Literacy
Udo Cook	Business Sector
Yvonne Jenkins	Business Sector
Christina Throop	Title I Dislocated Worker Program
Luke Jackson	Economic Development

Kristin Jepson	Business Sector (pending approval)
Tim Kanavel	Economic Development

2. Rapid Response Coordinator– Dave Franquero
3. Youth Program– Julie Leonard
4. Trade Adjustment Assistance Program – Susan Standen
5. Veterans Program – Jason Robert
6. Portable Practical Employment Program (PPEP) – Linda Martinez

CRITICAL ISSUES	GOALS	STRATEGIES
1. Lack of access to AZ Workforce Connection services across the local area.	To expand Workforce System services for the job seekers and businesses throughout the service area.	**A.** Increase the availability of Workforce Connections throughout the service area through expanded Access Points in Payson, San Manuel, Mammoth, Kearny, Coolidge, Maricopa, San Tan, Eloy, Arizona City and Florence. B. Launch a website to be completed in the summer of 2014 and develop new marketing techniques including social media, links to other websites in both counties (e.g. county sites, libraries, schools, human service agencies, civic organizations, etc.) C. Increase outreach to businesses by hiring an additional business service representative and providing a single point of contact for employer inquiries and information. D. Collaborate with veterans organizations throughout the local area to identify volunteers for a coordinated outreach effort to inform veterans about AZ Workforce Connection services. E. Utilize technology (e.g. Skype, Go to Meeting, etc.) in private spaces at access points and satellite offices to reduce the need for in-person

		client/case manager meetings at comprehensive centers.
2. Limited alignment between Economic Development and Workforce Development.	(a) Identify and address employer needs to fill the highest demand occupations at the best wages. (b) Collaborate with associations to bring economic development stakeholders together with workforce system partners.	A. Develop a database of positions, associated skill sets, wages, and benefits through collaborations with major employers and area educators, and make this information available to all job seekers using local One-Stop services. In addition, this information will be available to all business service representatives to assist with the planning and delivery of services to the business customer. B. Allow new and existing businesses access to One-Stop locations to conduct job fairs, interviews, and meetings with One-Stop partners focused on business development (sector strategies).
3. Insufficient skilled workforce.	Improve skill levels within the local workforce in response to business needs.	A. Collaborate with employers to identify specific skill gaps and the ways to close the gaps across all levels of One-Stop services. B. Expand on formal, written evaluations given to job seekers that will help emphasize strengths and weaknesses in knowledge, skills, and interests to identify qualified job candidates, as well as those who could fill positions given proper One-Stop support.

		C. Collaborate with educational institutions to create a pipeline of work-ready individuals with the basic knowledge, job skills, abilities and soft skills most sought after by employers.
4. Lack of awareness of resources available within the Local Workforce Investment Area.	Create a service asset inventory of area resources.	A. Create a service asset inventory of available resources through staff's widespread contact with area schools, chambers of commerce, the IRS master list of 501(c)(3)'s, and other established sources. B. Create a 'road show' One-Stop overview presentation accessible on line and for in-person presentations to potential service providers. Marketing materials about the One-Stop system would also be created to coincide with the road show.

GILA/PINAL LWIA INDUSTRY SECTORS

The Gila/Pinal LWIB focuses its financial, personnel, and other resources within its workforce system on the following industry sectors:

Transportation	Manufacturing
Health Services	Mining
Aerospace	Ranching
Bio-agriculture	Recreation
Renewable/Green Technologies	Tourism

Two of the aforementioned industry sectors – Aerospace and Renewal/Green Technologies – are directly aligned with statewide sectors identified in Arizona's Integrated Workforce Plan, while other sectors are specific to the Gila/Pinal LWIA.

The LWIB has assembled a Sector Strategy Team which includes workforce development, economic development, chambers of commerce, and other partners. The team met every two

weeks to discuss top industry sectors in the two counties and to gather the data on location, size, and contact information for businesses in each sector. This information was used to invite the business to the table for launch of the team. The first sector strategy session was held on October 1, 2013 and focused on health care and manufacturing. Both board members and staff became members of the Allied Health Care Advisory Committee of Gila County shortly thereafter.

DROPOUT AND LITERACY DATA

Table 1 represents the dropout rates in Arizona for the 2012-13 school year. A school's total enrollment is used as the basis against which dropout numbers are subsequently counted. For purposes of this plan, **dropouts** are defined as students enrolled in school at any time during the school year, but are not enrolled at the end of the school year and did not transfer, graduate, or pass away. Dropout rates are generally reported for grades seven through twelve, and are based on a calendar year that runs from the first day of summer recess through the last day of school.

Gila and Pinal Dropout Rates are among the highest in the State:

Gila County	Pinal County
5.7%	5.3%

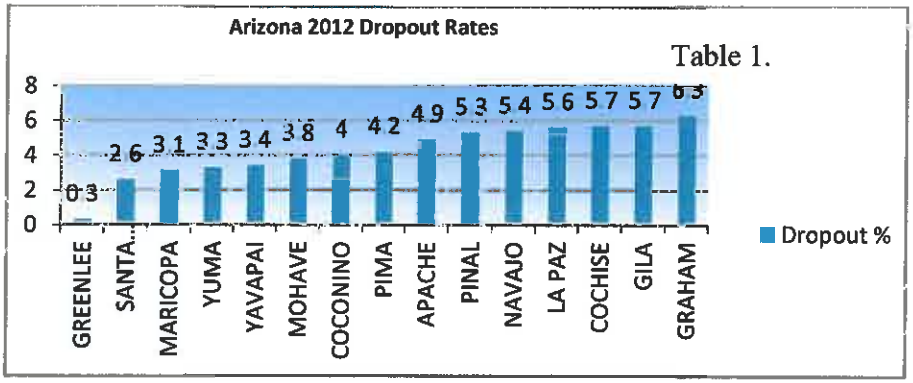


Table 1.

Under terms of an agreement between Gila County (as fiscal agent) and Central Arizona College (CAC as contractor), the college provides employment and training services to WIA Title IB youth 14 – 21 years of age in both Gila and Pinal counties, with particular emphasis on assistance to out-of-school youth. Services include, but are not limited to, tutoring, study skills instruction, alternative secondary school services, summer school, summer employment opportunities, adult mentoring and a host of other academically focused assistance. In addition, referrals to drug and alcohol abuse counseling are included in the requisite service mix.

The Arizona Department of Education (ADE) has historically established a set of minimum performance standards for at-risk students in grades 7 – 12 who have a documented record of academic, personal, or vocational barriers to high school completion, as well as success in the workplace. For a minimum of nine consecutive months, ADE must offer academic support including tutoring and remediation to ensure students meet academic standards adopted by the State Department of Education. Additionally, students identified as at-risk are monitored for twelve months after graduation from high school during which youth program providers must give follow-up assistance designed to assist with students' transition to post-secondary education, job training, military service, or employment. These mandates mirror closely the similar areas of assistance required under WIA youth services, and which the Gila/Pinal LWIA provides through CAC.

A determination of adult literacy levels in Arizona involves the collective outcomes of assessments in reading, writing, and math, with scores below 8th grade equivalents serving as the benchmark for literacy inhibiters. According to the National Center for Education Statistics' Estimates for Low Literacy (2003), 12% of Gila County's population falls below the 8th grade threshold, while 16% of Pinal County's population falls below the same threshold.

BUSINESS PLAN DEVELOPMENT AND PUBLIC COMMENT

The planning process for development of the Gila/Pinal 5-Year Business Plan began August 29, 2013 with a series of meetings held with the Local Workforce Systems Team:

Al Larson, CAG Regional Development Director
Christina Throop, Local EO Officer/Dislocated Worker Program/Rapid Response Coord.
Kim Rodriguez, ES Area Manager Pinal/Gila/Yuma Counties
Julie Leonard, WIA Youth Coordinator
Lee French, WIA Adult Coordinator
Barbara Valencia, WIB Program Manager
Bob Duke, Director, Workforce Development Central Arizona College
Adeline Allen, Executive Director Pinal County Housing and Community Development
Malissa Buzan, Director Gila County Community Services
Carol Daniel, Executive Director Pinal County Federal Credit Union
Debbie Osborn, Rehabilitation Services Supervisor ADES
Joan Moore, Workforce Development Director Council for Senior Citizens
Lynn Parsons, Executive Director Coolidge Chamber of Commerce
Cliff Potts, Designated Broker
Luke Jackson, Business Development Coordinator Access Arizona
Tim Kanavel, Pinal County Economic Development Director

The Gila County Board of Supervisors received the plan December 4, 2013 and approved the plan December 17, 2013. The Pinal County Board of Supervisors received the plan on November 27, 2013.

The Gila/Pinal Business Plan was made available for public comment from October 28, 2013 through November 26, 2013. Notice of the public comment period was printed on November 6 and 13, 2013 in the following newspapers:

Arizona City Independent	Eloy Enterprises
Copper Basin Newspapers	Florence Reminder
Payson Round-Up	Apache Junction News
Copper Country News	Maricopa Monitor
Casa Grande Dispatch	Tri-Valley Newspapers
Arizona Silver Belt	Coolidge Examiner

Notices were also posted November 6th on both Gila County and Pinal County websites.

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

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

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

C. Business Plan Narrative

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

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

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

Gila County's labor force in 2012 was 22,498, consisting of 20,382 employed and 2,116 unemployed individuals accounting for an unemployment rate of 9.4%. Pinal County's 2012 labor force was 140,041, consisting of 127,628 employed and 17,413 unemployed individuals, resulting in an unemployment rate of 8.9%. Each county's unemployment rate exceeds the state's rate during the same period by 2.1% and 1.6% respectively, a reflection of the continuing struggle both counties face following several years of recession beginning in 2008.

Amid lingering unemployment statistics locally, the Gila/Pinal LWIA remains committed to Arizona's overarching workforce system goal of reducing the unemployment rate by offering employers – both new and existing – workers who can fulfill every job opening. A key state strategy for accomplishing this goal is the development of critical, industry-specific partnerships that bring together relevant employers, as well as education, human services and workforce development professionals. The Gila/Pinal LWIA utilized this *'cross-program'* approach as a conduit for coordination in 2012 by first examining labor force data, then providing a framework for levels of unemployment within certain key industry sectors. As a result, the LWIA has engaged mining industry representatives and the Arizona Commerce Authority (ACA) as partners in development of established recruitment strategies to fill more than 600 positions at Freeport-McMoRan (FCX) facilities. FCX is a leading international mining company headquartered in Phoenix with major operations in the Gila/Pinal LWIA community of Miami, and other operations in Safford, Morenci, and Bagdad. The company operates large, geographically diverse assets with significant proven and probable reserves of copper, gold, molybdenum, cobalt, oil and gas. FCX has a dynamic portfolio of operating, expansion, and growth projects in the copper industry. The firm is also the world's largest producer of molybdenum and a significant gold, oil, and gas producer.

Collaboration with FCX, ACA, and the Arizona Department of Economic Security, Gila /Pinal has accomplished the following:

1. Pre-screened applicants.
2. Held resume writing and interview techniques classes.

3. Held a job fair for 75 dislocated workers where seven employers made job offers to more than 50% of the dislocated workers in attendance.

The Gila/Pinal Workforce Investment Board has the responsibility of identifying workforce challenges and developing solutions. The board is committed to continuous improvement of services to job seekers and employers by leveraging funding, expertise, and service integration, which are pillars of a cross-program strategic approach. Labor market information about employment trends, emerging industries, and occupational staffing patterns will continue to facilitate identification of job opportunities, as well as skill gaps in Gila/Pinal. In addition to federally-gathered data, the board will utilize *Wanted Analytics* as a tool to assist staff in identifying demand occupations and trends. The tool will be an effective real-time resource available for meetings with job seekers and employers.

The WIB will seek collaborations with key industry sector partners to address competitiveness issues, and serve as a convener of educational, economic development, labor and other stakeholders, to ensure a variety of stakeholder perspectives are represented.

Cross-program strategies account for one of five strategic goals that guide the activities of the Gila/Pinal workforce system and align the system with state strategies:

- Goal #1 – Cross-Partnership Strategies
- Goal #2 – Leveraging Resources
- Goal #3 – Partnerships
- Goal #4 – Improving business outreach
- Goal #5 – Increasing presence in the local areas

The goal of enhanced partnerships is specifically discussed in the following pages.

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

The LWIA's imbalance between population growth (+110% in ten years) and available jobs, coupled with high levels of out-commuting strongly imply a pressing need for close integration of economic and workforce development. This need is not lost on the Gila/Pinal LWIB whose members realize their responsibility in facilitating such partnerships to ensure the area's long-term economic resiliency. With limited funding and staffing, contrasted by large rural expanses with sporadic communication infrastructure, future plans for expansion of partnerships and leveraging opportunities have not been as easily accomplished. However, there is much optimism to be garnered from increases in the area's potential labor force and the steady growth of the region's employers. In the past five years alone, population centers in Gila/Pinal have experienced the following growth levels:

MUNICIPALITY	LABOR FORCE INCREASE
Casa Grande	51%
Coolidge	59%
Eloy	57%
Maricopa	652%

(Source: Access Arizona, 2014)

Major employers, likewise, have begun locating and expanding throughout the two counties as evidenced by the following list:

GILA COUNTY	
Albertsons/Safeway	Hospice and Palliative Care
Apache Gold Casino	HPR Aluminum
BJ Trucking	Jonovich Companies, Inc.
Capstone Mining Company	Marcanti Electric, Inc.
Carlota Mine	Mazatazal Hotel and Casino
Cobre Valley Regional Medical Center	McSpadden Ford Dealer
City of Globe	Nackard Distributions
City of Payson	Oddonetto Construction
Dalmolin Excavating	Payson Regional Home Health
Earth Movers Tires	Payson Regional Medical Center
Eastern Arizona College	Pinal Lumber and Hardware
Freeport-McMoRan Copper	Prudential Arizona Realty
Gila County	San Carlos Apache Tribe
Heritage Health Care Center	Schools in Gila County
Home Depot	Town of Miami
Horne Motors	Wal-Mart
PINAL COUNTY	
Abbott Labs/Ross Prod Div.	Gila River Indian Community
Albertsons/Safeway	Harrah's Ak-Chin Casino
Apache Junction Health Center	Hexcel Corp.
Arizona State Prison	Holiday Inn
Asarco	Hunter Douglas Wood Products
Banner Healthcare	Marana Aerospace Solutions
Bright International	National Vitamin Company
Bull Moose Tube	Pinal County
Casa Grande Valley Newspapers	Price Industries
Central Arizona College	Republic Plastics

PINAL COUNTY (Continued)	
Daisy Brand	SeaFab Metals
Ehrmann Arizona Dairy	State of Arizona
ELRUS Aggregate Systems	Stinger Welding
Flying J Truck Stop	Sun Life Family Health Centers
Franklin Food & Drug Store	Truckstop of America
Frito Lay	Walmart/Sam's Club
Fry's Food & Drug Store	Westile Roofing Products

The Gila/Pinal Board must rededicate its efforts toward cross-program strategies that focus on partnerships including not only employers and workforce system partners, but partners tied to economic development, education, business groups and associations, and community service organizations that play an integral role in cross-program processes.

The rudiments of such partnerships – asset mapping across all entities – have yet to take shape with any consistency, but must, to meet both employer and job seeker needs in the most efficient, cost-effective ways available throughout the local area.

Gila/Pinal will utilize the expertise of its Business Service Team to begin the asset mapping process within the employer community, identifying their workforce needs, skill gaps, recruitment strategies, as well as advocating for work-ready job seekers who could fulfill those workforce needs. From this starting point, partner agencies within the Gila/Pinal One-Stop system will be held responsible for seeking out other partners to build upon current connections with the goal of bringing newfound pride, strength, and cooperation to a workforce system seeking all of these things.

D. Planning Development

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

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

The plan development process consisted of a series of meetings beginning August 29, 2013 involving the following workforce system partners:

- Gila/Pinal LWIB
- Economic Development Director
- WIA Title IB Youth, Adult, and Dislocated Worker program representatives
- DES Employment Services and Veterans' Services representative
- Central Arizona College representative
- Senior Community Service Employment Program representatives
- Local Chamber of Commerce Director

The Business Plan was then presented to each county's Board of Supervisors at their regular meetings with recommendations for approval. The Gila County Board of Supervisors approved the Business Plan on December 17, 2013. The Pinal County Board of Supervisors reviewed the Business Plan on November 26, 2013 and requested a change in the sector strategies for Pinal County.

The Business Plan's Executive Summary lists the specific representatives who developed and subsequently modified the plan to reflect changes requested by the State, as well as the Pinal County Board of Supervisors.

NOTE: The plan has yet to receive Pinal County BOS approval. Pinal County leadership is currently in discussions with Maricopa County leadership to determine if Pinal's re-alignment of its workforce system with Maricopa's would provide greater leverage in service delivery, as well as workforce system effectiveness overall. A re-alignment decision may occur as early as FY 2015. Despite future re-alignment plans, the Gila/Pinal Board is committed to sustaining the integrity of its workforce system until permanent re-alignment of both Gila and Pinal Counties has occurred.

Describe the process used to make the Plan available to the public, as well as key stakeholders, and the outcome resulting from review of public comments. Describe measures taken to include or address all comments received within the review period.

The Gila/Pinal Business Plan was made available for public comment from October 28, 2013 through November 26, 2013. Notice of the public comment period was printed in various local newspapers throughout Gila and Pinal Counties. Public notice was also posted on both Gila and Pinal County websites. Copies of the plan were made available at the following Gila/Pinal comprehensive One-Stop Centers:

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

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

Copies of the published notice and the distribution list are attached. (Appendix A). Key stakeholders were notified by email. They consisted of the LWIB members, the WIA Dislocated Worker Program Manager, Adult Program Coordinator, Youth Program Coordinator, and the Gila County Community Services Director. Throughout the 30-day public comment period, no public comments were received.

Notice of Public Comment will be published in the aforementioned media concerning a subsequent 10-day public comment period for the revised Gila/Pinal Business Plan.

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

Under procedures delineated in WIA Guidance Letter No. 01-13 dated June 27, 2013, the Gila-Pinal Workforce Investment Board has defined self-sufficiency (based on family size) for employed adults as 125% of the LLSIL and 150% of the LLSIL for dislocated workers under the non-metro classification.

Bureau of Labor Statistics wage data for the two-county area as of the second quarter of 2013 (to coincide with publication of 2013 federal poverty levels), coupled with the latest (2012) U.S. Census estimates for average number of individuals per household (rounded) in each county, were used as baselines for representing self-sufficiency for employed adults at 125% and dislocated worker self-sufficiency at 150%.

County	Employment June 2013	Average Weekly Wage (Representing 125% EA and 150 % DW Self-Sufficiency)	No. of Individuals per Household (rounded)
Gila	15,321	$ 713	3
Pinal	55,169	$ 734	3

[Note: Above chart only includes workers covered by Unemployment Insurance (UI) and Unemployment Compensation for Federal Employees (UCFE) programs.]

Gila/Pinal One-Stop staff uses the above figures as representative of self-sufficient weekly wages.

D.1 Service Access Sites

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

The Gila/Pinal Workforce Investment Area has two Comprehensive One-Stops Centers and two Affiliate sites. The comprehensive centers are located in Globe and Casa Grande, while the affiliate sites are based in Payson. Comprehensive and affiliate centers have been in operation over five years. Locations were selected based on several factors:

- Distance to partner services in each county
- Concentration of job seekers and employers in both counties
- Area potential for economic development and job creation
- Ease of outreach to additional One-Stop customers and partners

Gila/Pinal Comprehensive, Affiliate, and One-Stop Access Points

1. **Comprehensive One-Stop Centers** – The Comprehensive One-Stop Centers provide core services specified in Section 134(d)(2) of the WIA, and provide job seekers and employers access to partner services specified in Section 121(b)(1). Each comprehensive One-Stop has on-site WIA youth, adult and dislocated worker services, and Wagner-Peyser. Other participating mandated partners are available on-site, through electronic means, or through a formalized referral processes.

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

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

2. **Affiliate Centers** – One affiliate One-Stop Center is located in Payson. The affiliate One-Stop Centers may have additional partner services on site on an itinerant basis and/or provide partner services via web site, cross-training of on-site staff, or formal referrals.

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

3. **Access Points** – The **five** Access Points are located in Apache Junction, Coolidge and Payson. These offer electronic access to services which may include, but are not limited to, job search assistance, career exploration, training opportunities, unemployment information, access to computers and other office equipment, and supportive services.

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

Empowerment Systems Inc.
2066 W. Apache Trail #116
Apache Junction, AZ 85120

Arizona Rim Reality
609 S. Beeline Highway
Payson, AZ 85541

Mammoth Library
125 S Clark St.
Mammoth, AZ 85618

Adelante Juntos
301 N. Avenue B
San Manuel, AZ 85631

Other Satellite/Access Point locations have been identified and are at different stages of implementation. Identification of these additional points of access is based on their current level of inaccessibility to comprehensive services; the lack of public transit; population characteristics based on the latest U.S. Census data, and each location's importance with respect to targeted industry sectors. Based on these criteria, the following communities within Gila and Pinal Counties are currently under consideration for additional satellite/access sites: Kearny located in Eastern Pinal County; Florence, San Tan, Maricopa, Eloy, and Arizona City located in Western Pinal County.

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

The two major Comprehensive One-Stops are located in Casa Grande in Pinal County and Globe in Gila County. The LWIB evaluates the needs of job seekers and employers through strategic decision making based on mitigating barriers to employment and business growth determined by the latest U.S. Census numbers, state university data, as well as other sources of demographic and geographic data. Below are examples:

- **Language Barriers:** Staff at both centers is bilingual to provide services to the Hispanic population which accounts for 29% of Pinal County's population and 18% Gila County's population.
- **Migrant Farm Worker Populations:** The vast areas of agricultural land in Pinal County draws a significant influx of migrant seasonal farm workers each year who require a broad mix of employment and supportive services. Thus, the MSFW program has an in-person staff presence within the LWIA's comprehensive One-Stop in Pinal County.

- **Residents Below Poverty Thresholds Based on Family Size:** The Gila/Pinal LWIA offers in-person assistance through the Community Action Program, Section 8 Housing, Home Weatherization, and other needs-based programs where income eligibility is a prime criterion for receiving assistance.

The LWIB is in the process of developing a user-friendly website to include interactive maps, sign-in forms, survey questionnaires, and links to services. The site will have the capability of tracking visitor activity for data analyses to determine the most sought after job seeker needs, as well as locations where service needs are more widespread. Site data will also help ensure that veterans are identified and given priority of service. The Workforce Development Committee and Site Managers will meet regularly to review the data and report results to the LWIB.

For the business community, an employer database is currently under development to collect information about each employer contacted by the local area's business service representatives. The database will contain information on business location by city and zip code, number of employees, types of positions for which the employer hires, employer contacts, products and services offered, and in which industry sector the employer should be categorized. This will assist business service representatives to effectively serve businesses in the Gila/Pinal LWIA without duplicating or overlapping their efforts. In addition, the database will help inform future decisions of the sector strategy committee and provide employer contact information for en masse distribution of announcements concerning meetings, special events, job fairs, etc. The timeline to have the database functional and partners and staff trained is July 1, 2014. Customer demand for bilingual information on the web site will be evaluated once the site is functional.

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

The need for additional partners and services is based on those decision elements noted in the preceding pages. Frequent reviews of these decision elements will ensure their continuing validity. The responsibility for these reviews rests with the Workforce Development Committee, who will bring their recommendations for additional partnerships/services to the LWIB for final approval. Upon approval of additional partners, staff will be trained on other partners' services in the One-Stop. This training shall be conducted by the Site Managers on an ongoing basis with all One-Stop partners and staff.

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

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

- Workforce Board's Mission Statement is posted and visible to public.
- Full-time hours of operation are posted on the door or in view of the outside entrance;

- Site manager has been assigned by the One-Stop operator with a job description that is inclusive of overseeing the day-to-day operations of the center as described in the State Workforce Policy #01-2013 regarding Service Integration.
- The Welcome function, Skill and Career Development function, and Business Services function shall be established according to the Service Integration Policy #01-2013.
- Staff development and capacity building to ensure individuals working with customers have the skill and knowledge needed to provide quality customer service.
- Core, intensive and training services under WIA will be provided as follows:
  - Triage and Initial Assessment
  - Core Services without Significant Staff Involvement
  - Core Services with Significant Staff Involvement
  - Intensive Services
  - Training Services
- Partner programs are either co-located or virtually accessible, either directly or through referrals.
- Business Plan shall be submitted to the State Administrative Entity where a set of proposed annual performance measures shall be listed.

Gila/Pinal is committed to reviewing, analyzing, and revising the service delivery system to ensure compliance with state chartering and certification policies. The LWIB is continuously working with the Workforce Development Committee and partners to provide seamless services that benefit job seekers and employers. One-Stop partners and staff will be cross-trained on a quarterly basis to have a clearer understanding of services provided by each partner agency. The Workforce Development Committee and the Site Managers will monitor and ensure all sites are in compliance with state policy, including satellite/access points. These centers shall, at a minimum, provide technological access to service information and basic self-directed core services.

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

The two Comprehensive One-Stops have emergency evacuation plans and procedures in place. Annual emergency drills take place to ensure processes are understood and implemented accordingly. The Site Managers provide training with all partners on safety and fire emergencies. Safety procedures also involve identification of potentially troublesome clients and strategies for defusing problems created by such clients. A panic button has been installed in the Casa Grande One-Stop at the receptionist's desk and in the resource room for a staff person to make others aware of a disruptive client. All clients are escorted to and from the lobby to guarantee the safety of staff. Above all, safety is paramount with respect to all interactions among staff and customers in the One-Stop system.

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

The Gila/Pinal LWIA uses a variety of marketing strategies to communicate to the public the services available through the One-Stop System. The following resources are being used as

outreach tools: (1) networking with community based organizations, (2) brochures, flyers, and posters; (3) television and radio PSA's; (4) newspaper articles; (5) job fairs, (6) memberships in local chambers of commerce; and (7) notices in Access Points throughout both counties.

As noted earlier in this plan section, the LWIA is in the process of developing a new website, which will also serve as a marketing tool to expand the area's reach electronically. The site will offer workforce news of interest and a calendar of events and activities including job fairs and veterans' events. In addition, the LWIA will establish a presence on social media sites such as Facebook, Twitter, and LinkedIn where increasing numbers of employers and job seekers go for essential information and updates about state and local workforce systems.

The "Arizona Workforce Connection" brand which is used throughout the state will continue to be utilized on all marketing materials for job seekers and employers. This brand is associated with the statewide One-Stop System.

E. Administrative Structure

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

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

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

E.1 Leadership Structure

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

A consortium of partners consisting of the Arizona Department of Economic Security (Wagner-Peyser); Gila County Community Services (Dislocated Worker); and Portable Practical Education Preparation (PPEP) have been designated by the LWIB and Local Elected Officials as Operators of the Gila/Pinal One-Stop System. All parties have approved an MOU (Appendix G), which delineates their roles and responsibilities with respect to One-Stop system operations.

Individuals representing the aforementioned One-Stop Operator entities are as follows:

- Kim Rodriguez, Foreign Labor Certification Coordinator and Employment Services Manager/Wagner-Peyser for Gila/Pinal/Yuma Counties
- Malissa Buzan, Community Services Director, WIA Title IB Programs, Gila County Community Services
- Kari Hogan, CFO for Portable Practical Education Preparation (PPEP).

The LWIB Executive Committee selected the One-Stop Operators and designated Gila County Community Services as the lead agency for the consortium. As lead agency, Gila County Community Services will be responsible for day-to-day operations, coordination and management of the Comprehensive One-Stop Centers. One-Stop Operators meet at least quarterly to discuss service mix, service flow, and other issues as appropriate.

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

Gila/Pinal Workforce Investment Business Plan contains the organizational chart of the Gila/Pinal Workforce Development System (Appendix B). The chart identifies the tiered levels of responsibility within the system including chief elected officials, Gila County as the WIA grant recipient, the Gila/Pinal Workforce Investment Board, Board sub-committees, One-Stop Operators, and Partner Programs including WIA Title IB.

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

The Gila/Pinal LWIB is comprised of 51% private business members and 49% public sector members, who are appointed by the Gila and Pinal County Boards of Supervisors. Members are appointed for 4-year terms and may be re-appointed to consecutive terms. The Gila/Pinal LWIB recommends board member appointments via majority vote to the two Boards of Supervisors (BOS), based on prospective appointees' affiliation with either Gila or Pinal County. Generally, a BOS appointment decision is made within 60 days following a recommendation.

Gila/Pinal leadership fully recognizes that the current process for recommending new LWIB members, as well as the LWIB's relationship with chief elected officials, has historically been about transactional necessity, rather than taking deliberate steps to advance the LWIB's influence and impact on the region it serves. In recent months, both Gila and Pinal Counties have come to the realization that their viability as workforce system entities may hinge on re-aligning themselves with other, larger LWIA's in Arizona. As of this writing, both counties are vetting this possibility with the state's WIA grantee (Arizona Department of Economic Security), the Arizona Commerce Authority, and with other LWIB's.

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

The chief elected officials in both Gila and Pinal Counties are representatives who sit on each county's board of supervisors. In Gila County, three BOS members are responsible for oversight of the County's finances including WIA funding, since Gila County is the grantee of record and fiscal agent for the Gila/Pinal LWIA consortium. One-Stop system operators provide the Gila County BOS with meeting minutes of all LWIB meetings, and operators are frequently called upon to present workforce matters of interest to the BOS including new board member nominations, funding allocations for each new WIA program year, as well as partnership funding, services, and resource leveraging among workforce system partners. Pinal County's BOS consists of five BOS members who, much like their counterparts in Gila County, fill vacancies on the LWIB, receive meeting minutes of all LWIB meetings, and are provided detailed information on workforce matters via system partner presentations.

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

Gila County is the designated entity responsible for the administrative functions in the delivery of WIA services. An Intergovernmental Agreement (Appendix F) has been developed between Gila and Pinal County Boards of Supervisors designating Gila County as the WIA grant recipient.

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

Gila County as Grant Recipient is the designated entity responsible for disbursal of WIA grant funds. Gila County has established fiscal controls and fund accounting procedures necessary to assure the proper disbursal and accounting of federal funds allocated to all related programs, according to generally accepted accounting principles. Gila County, as Grant Recipient, is responsible for complying with all applicable uniform cost principles and administrative requirements for grants and agreements included in the appropriate circulars and rules as promulgated by the Federal Office of Management and Budget, United Stated Department of Labor and the State of Arizona, Department of Economic Security (ADES).

E.2 Youth Councils

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

The Gila/Pinal Workforce Investment Area is in the process of re-establishing its Youth Council as a subcommittee of the LWIB. The initial meeting held April 8, 2014, focused on developing the mission and vision of the Youth Council, as well as a framework for recruiting new members. Meeting attendees included the WIA Adult Program Manager, who is an LWIB member and chairperson for the Youth Council initiative; the WIA Youth Program Coordinator, and other LWIB members. Among the many goals discussed with regard to re-establishing the Youth Council are the following:

- Involve youth of varied backgrounds in decision making.
- Conduct resource mapping to identify as many youth service providers as possible and create a database of these resources.
- Strengthen collaborations with educators.
- Reconnect out-of-school youth to educational programs and other resources to facilitate their transition into work, post-secondary education and training, and adult responsibilities.
- Support parents in their efforts to bring awareness of local and regional opportunities leading to stable, productive relationships with their teens and young adults.
- Identify web-based tools that will help youth assess their skills and interests; prepare them for post-secondary studies; connect them with academic and occupational learning resources; and lead them to unsubsidized employment, apprenticeships, internships, and other employment opportunities.

Meetings to re-establish the Youth Council will be held quarterly, but may occur with more or less frequency, depending on re-alignment decisions associated with the Gila/Pinal LWIA.

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

Youth Council activities, as well as related fiscal and programmatic operations within the One-Stop system, will be monitored by LWIB staff, with technical assistance and training support coming from the state's own monitoring personnel. LWIB staff will evaluate local youth providers by reviewing appropriate quarterly performance data against established youth outcome measures, and will request guidance from the State Department of Education regarding ways to improve upon results.

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

The Youth Council shall utilize a Gila County-sanctioned Request for Proposal procurement process to select eligible service providers for youth. Upon proposal reviews, the Youth Council will forward its recommendations to the LWIB. Contracts based on recommended proposals will then go forward to the Gila and Pinal County Boards of Supervisors for final approval.

E.3 Procurement

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

The Gila/Pinal Workforce Investment Area utilizes a Gila County-sanctioned Request for Proposal procurement process to select eligible service providers. The competitive process is open to the public via public notices in local news media and on county web sites. Upon proposal reviews, the LWIB's recommendations are forwarded to the Gila and Pinal County Boards of Supervisors in the form of contracts for final approval.

Funding recommendations are based on the total score from individual ranking sheets. Once approved by the WIB, funding recommendations are forwarded to the Gila and Pinal Boards of Supervisors for approval. Funding for any and all proposals is subject to funding availability per U.S. Department of Labor allocations.

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

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

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

Youth Requests for Proposal are ranked based on established criteria for the Scope of Work. Criteria to be used in awarding youth providers shall include:

- Executive Summary: target population, service site, facility, outreach/marketing, cost effectiveness, and performance standards
- Needs/Community Assessment: geographical area, statistics, needs of the targeted area, maps and tables to support the narrative
- Design and Delivery: activities/services for the different targeted areas and clear definitions of activities, quality and innovative approaches; outcomes that meet or exceed performance; partnerships; and youth retention
- Composition of the Collaborative/Partnership: specific responsibilities of each partner; written agreements, partner services clearly stated
- Experience: Past performance - qualified staff, organization chart, staff job descriptions.

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

- Attainment of Federal Performance Measures (20 points) and contractor has met or exceeded performance measures
- Expenditures (10 points) and expenditures are in-line with RFP and federal guidelines
- Service levels (10 points) and contractor has enrolled the number of participants in the contract
- Program monitoring outcomes (20 points) and contractor will be monitored by staff twice a year to ensure program compliance
- Fiscal monitoring outcomes (20 points) and contract will be monitored by staff twice a year to ensure fiscal compliance
- Monthly/quarterly reports, etc. (20 points)

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

- Actual performance vs. planned goals
- Type of program services funded
- Participant characteristics (number served, age, target group)
- Geographic area served
- Grant amount and duration (including date(s) funded)
- Fiscal accountability
- Reporting and record keeping performance/capabilities
- Customer satisfaction

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

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

The following contains details of the Administrative Appeal Procedure for organizations/individual(s) who wish to file a complaint based on the funding recommendation process for WIA programs. The Appeal Process shall adhere to Gila County's process.

Requesting an Appeal

Appeals must be submitted in writing.

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

Appeal Requests are submitted to: Gila/Pinal Workforce Investment Board
5515 S. Apache Avenue, Suite 200
Globe, AZ 85501

4. The Appeals Committee will be composed of three (3) members. The Workforce Investment Board Chair will identify three (3) WIB members to hear appeals and two (2) members to stand as alternates in the event an Appeals Committee member is unable to participate. Representation of the WIB Appeals Committee should be reflective of as many diverse representative sectors as possible to minimize the possibility of conflicts of interest. If a representative of the organization/individual(s) requesting an appeal hearing is not present, the appeal request will be automatically denied.

5. In the event that an appeal is upheld, the Appeals Committee will forward its decisions(s) to the Youth Council for further consideration. Final recommendations

will be forwarded to the WIB. Once reviewed by the WIB, the appeal will be forwarded to the Gila County Board of Supervisors for final approval.

E.4 Communication

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

The Arizona Department of Economic Security provides monthly Red and Green Reports to the Gila/Pinal workforce staff. These reports track the Youth, Adult, and Dislocated Worker performance outcomes versus yearly, established performance measures. The reports are then provided more broadly to workforce system staff on a monthly basis and quarterly to stakeholders including the Gila/Pinal WIB and partners at quarterly LWIB meetings. The LWIB meeting is an opportunity for stakeholders and partners to review the performance results.

Beyond WIA related performance outcomes, the LWIB will review performance outcomes on a quarterly basis for the other partner programs within the One-Stop system. This information will also be provided to the Gila and Pinal County Boards of Supervisors. Going forward, the performance measures will be posted on the new Gila/Pinal Workforce Investment Area website.

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

The financial information will be presented to the Gila/Pinal WIB during its regular meetings by the Executive/Fiscal Committee. The service information will be presented by the Workforce Development Committee. WIB members and system stakeholders have the opportunity to receive the information and provide input during these meetings. The Gila County Community Services Director reports financial information and performance outcomes quarterly to the Gila/Pinal WIB and Gila and Pinal County Boards of Supervisors, and posts reports on the Gila County (www.gilacounty.gov) and Pinal County (www.pinalcounty.gov) websites.

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

- Local elected officials are updated quarterly at a regular board meeting by the Community Services Director.
- Partners and staff are kept up to date by the Site Managers with monthly or as-needed meetings to discuss needs of clients, along with any changes in their programs.
- Site Managers report to the WIB at each scheduled meeting on service information, needs, or changes.
- Gila and Pinal Boards of Supervisors are updated on a quarterly basis.

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

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

*If the Chairman is not available or has a conflict of interest, another board member may be appointed by the full WIB.

F. Equal Opportunity and Affirmative Action

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

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

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

Gila/Pinal's One-Stop Comprehensive Career Centers fully comply with the Americans with Disability Act, Section 504 of the Rehabilitation Act of 1973 (amended); Section 188 of the WIA of 1998; the Age Discrimination Act of 1975; Title IX of the Education Act of 1972; and 29 CFR Part 37. This degree of compliance applies to all recipients, programs or activities that are part of the One-Stop delivery system and operated by One-Stop partners listed in section 121(b) of the WIA, to the extent that the programs and activities are being conducted as part of the One-Stop delivery system.

Using U.S. Department of Labor's (ETA) Technical Guidance Letter 31-11 dated May 25, 2012 as a benchmark, the Gila/Pinal LWIA applies the following stipulations to its One-Stop system processes:

(1) It is against the law for this recipient of Federal financial assistance to discriminate on the basis of the following against any individual in the United States:

- race, color, religion, sex, national origin, age, disability, political affiliation or belief; and against any beneficiary of programs financially assisted under Title I of the Workforce Investment Act of 1998 (WIA), on the basis of the beneficiary's citizenship/status as a lawfully admitted immigrant authorized to work in the United States, or his or her participation in any WIA Title I financially assisted program or activity.

(2) The recipient must not discriminate in any of the following areas:

- deciding who will be admitted or have access to any WIA Title I financially assisted program or activity
- providing opportunities in, or treating any person with regard to, such a program or activity
- making employment decisions in the administration of, or in connection with, such a program or activity

Beyond the essential compliance efforts stated above, the Gila/Pinal LWIA has developed the following operational 'equal rights' system:

Designation of Local Level Equal Opportunity Officer. The Local Equal Opportunity Officer's name is posted on the "Equal Opportunity is the Law" posters in each of the One-Stops. EEO training in the One-Stops is conducted on a yearly basis with all WIA programs.

Notice to Special Populations. The Gila/Pinal One-Stops have a notice and communication system accessible to everyone entering the One-Stops. The "Equal Opportunity is the Law" posters in English and Spanish are posted in the One-Stop Centers. "Equal Opportunity is the Law" forms are provided to WIA enrollees, who must acknowledge receipt of the document. The forms are then placed in their participant files. Individuals with limited English proficiency are made aware of their rights utilizing bilingual staff, and other customers are made aware of the availability of nondiscrimination policies in service orientation sessions.

Review of Assurances, Job Training Plans, Contracts, and Policies and Procedures. The Gila/Pinal Workforce Investment Area ensures federal EO compliance with programmatic and architectural accessibility (i.e. reasonable accommodations) for individuals with disabilities, and complies with EO policies. Whenever possible and with proper notice (generally 48 hours), One-Stops in the Gila/Pinal system fulfill requested accommodations for individuals requiring assistance with hearing, site, movement, and other disabling conditions that may affect their ability to participate fully in the One-Stop system customer experience.

Universal Access. The Gila/Pinal Workforce Investment Area provides universal access. Visual representations of such accessibility are displayed throughout various One-Stop locations, and the LWIA will reinforce such universal access messages on its new web site.

Compliance with Section 504 and the Rehabilitation Act of 1973, as Amended and 29 CFR part 37. The Gila/Pinal Workforce Investment Area has adopted an equal opportunity and non-discrimination policy. A yearly WIA Equal Opportunity and Non-Discrimination audit is conducted by the State Equal Opportunity Officer to ensure compliance with Equal Opportunity policies. Gila/Pinal has been in continuous compliance with these annual audits.

Data and Information Collection and Maintenance. The local Equal Opportunity Officer, with the assistance from the One-Stop staff, collects and maintains EEO data with regard to system registrants and participants, then maintains this information in the AZJobConnection electronic workforce system.

Monitoring Recipients for Compliance. Gila/Pinal has two sub-recipients: Central Arizona Governments (CAG) – Adult Program; and Central Arizona College – Youth Program. These sub-recipients are monitored for EEO-related complaints once a year and provided staff training accordingly based on the state's Methods of Administration.

Compliant Processing Procedures. The Gila/Pinal workforce system developed and implemented complaint and grievance procedures. Program participants are provided with information about the LWIA's complaint and grievance policies upon enrollment and receive a copy of the complaint policy which they must sign, having acknowledged they have read and understand the information. A signed acknowledgement of the complaint and grievance procedure policies is placed in each registered participant's file.

The One-Stop complaint system includes a One-Stop complaint form for all One-Stop users.

Corrective Actions/Sanctions. The Gila/Pinal LWIA has developed procedures and policies according to WIA Guidance Letter #03-10, which offers corrective and remedial actions designed to address violations and establish minimum time frames necessary to correct each violation. The procedures provide those steps involved with recognizing and addressing discrimination, as well as follow-up monitoring to ensure remedial actions are fulfilled and violations are corrected.

Compliance Assurances – Contractors and Service Providers

The Gila/Pinal LWIA is committed to making all services, facilities, and information accessible to individuals without regard to race, color, religion, sex, national origin, age, disability, political affiliation or belief. This applies to all programs, activities, and services provided by or made available to potential employees, volunteers, contractors, service providers, licensees, clients, and potential clients within the Gila/Pinal One-Stop Comprehensive Centers. To reinforce this commitment, all contractors and service providers are required to provide written assurance in their agreements, grants, and contracts that they are committed to and will comply with related laws and regulations as mentioned previously in this section.

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

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

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

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

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

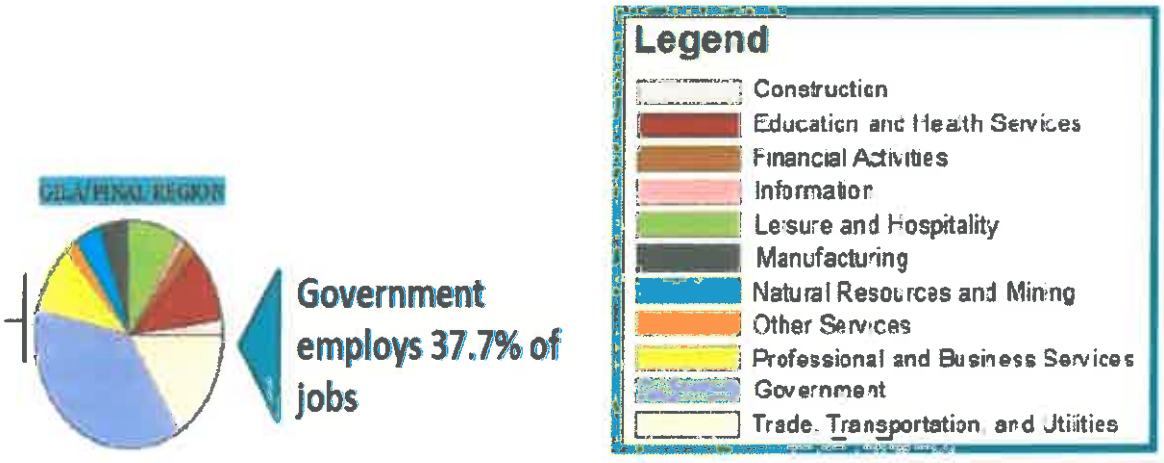
G. Evaluation and Market Analysis

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

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

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

Current Situation: The State of Arizona and the Gila/Pinal Local Workforce Investment Area were hit hard during the most recent recession, which began in December 2007 and continues to impact the state and local economies. Unemployment in Gila County reached 13.5% at the height of the recession and was still above 9% in the first quarter of 2014. Pinal County, meanwhile, fared somewhat better with a 5% unemployment rate at the recession's start; however, an 8.3% rate during 2014's first quarter indicates a general loss of economic activity that is still well below pre-recession values. (Source: 2014 Federal Reserve Economic Data [FRED], not seasonally adjusted). The construction sector appears to have taken the greatest downturn, although modest rebounds in construction and home values have been realized in recent months, especially in the economic region neighboring metropolitan Phoenix. Overall, a higher proportion of jobs (37.7%) are now concentrated in the government sector across the region.



(Source: Arizona Office of Employment and Population Statistics, August 2013)

Pinal County

Each new fiscal year, the Pinal County Economic Development Department issues an update of its Business Plan, outlining the specific issues where resources should be focused during the coming year. For FY 2013/14, the department selected the following three issues and offered a set of corresponding strategic goals (i.e. projections) to bring about resolutions over the next 2 to 3 years:

Issue 1: Base/Primary Job Creation

Approximately 86% of available jobs in Pinal County are government, retail, or service-related jobs with no saleable product. If this issue is not addressed:

- The County will remain dependent on residential property tax for the majority of General Fund revenues due to a lack of an industrial base.
- Residents will continue to commute great distances for work outside the county.
- Residents' quality of life will continue to suffer.
- The County will continue to experience "brain drain" of graduating high school seniors and college graduates.

Issue 2: Workforce Commuting

Approximately 54% of the County workforce commutes daily to another county to seek primary employment opportunities. If this is not addressed, it will result in:

- Continued strain on transportation infrastructure
- Contribute to severe retail leakage
- Contribute to less disposable income per family

Issue 3: Industrial Tax Base

Pinal County is highly dependent on retail property taxes as major operating income. If this is not addressed by attracting or expanding targeted industry sectors, it will result in:

- Continuously high retail tax bills which impede growth and investment
- Possible loss of county social services as the county budget tightens
- Continued loss of skilled workers to other areas with primary/base jobs

Strategic Goal 1: Marketing Strategy

- Pinal County will enhance its economic presence on a global, national and regional scale by:
  - Continuing annual membership in the Sun Corridor partnership
  - Continuing to update and enhance the county economic development website to increase viewership by 10% annually
- Seek co-advertisement opportunities with the Arizona Commerce Authority, Maricopa and Pima Counties.
- Strive to participate in state and regional economic development activities.

Strategic Goal 2: Primary Job Creation

- Pinal County will focus efforts to retain and attract primary job creation by:
  - Continuously developing strategies that increase opportunities to attract industrial, health services, rail services, transportation and logistics, and aerospace and defense sectors
  - Implementing a County-wide Strategic Economic Plan.
  - Working in conjunction with all local, regional and state EDO's to enhance the County's economic development placement in the state and western U.S.
  - Creating a business friendly climate within the County itself by eliminating or mitigating unnecessary internal roadblocks.

Strategic Goal 3: Workforce Development (long term)

- Pinal County will develop a viable, available, skilled workforce so that the County can compete at a regional, state, and national level for primary job creating businesses by:
  - Working with the local school districts and state colleges and universities to develop the correct curriculum to compliment the job sectors the County is trying to attract.
  - Working with the Arizona Commerce Authority to secure federal and state job training grants
  - Developing the County's own Workforce Investment Board to secure federal grants for education, programs, etc.

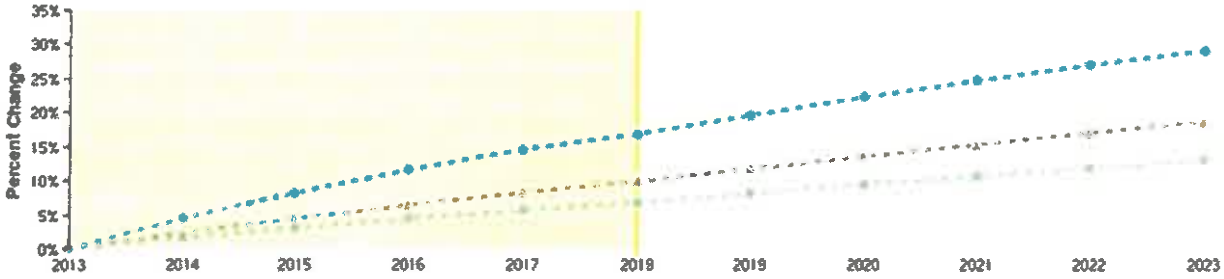
Gila County

Due to its varied geographic features and the existing development patterns, Gila County can be divided into distinct geographic regions, each having a unique workforce identity. Southern Gila County (extending south from Globe and Miami to the Hayden/Winkelman area), has an economy and culture rooted in copper mining. The eastern region (comprising portions of the San Carlos and Fort Apache Indian Reservations) contains the San Carlos Apache Gold Casino and Globe-San Carlos Airport. Central Gila County (including the Tonto Basin), has seen solid growth anchored by accessibility and proximity to Phoenix and Lake Roosevelt. Northern Gila County, which includes Payson, Pine, and Strawberry, has seen a steady rise in population as local economies have shifted from mining and timber to tourism, health care, information, and retail. The area has also reaped the benefits of state improvements made to major highway corridors and recreation infrastructure, enhancing the overall attractiveness of the County's northern region as a destination for both seasonal visitors and year-round residents.

One reason Gila County has been able to weather recent economic uncertainty has been its industry diversification. Because the County is characterized by a diverse mix of industries, it appears less vulnerable to changes in any one industry sector. (Source: Payson 2013/14 Business Plan)

Projected Trends:

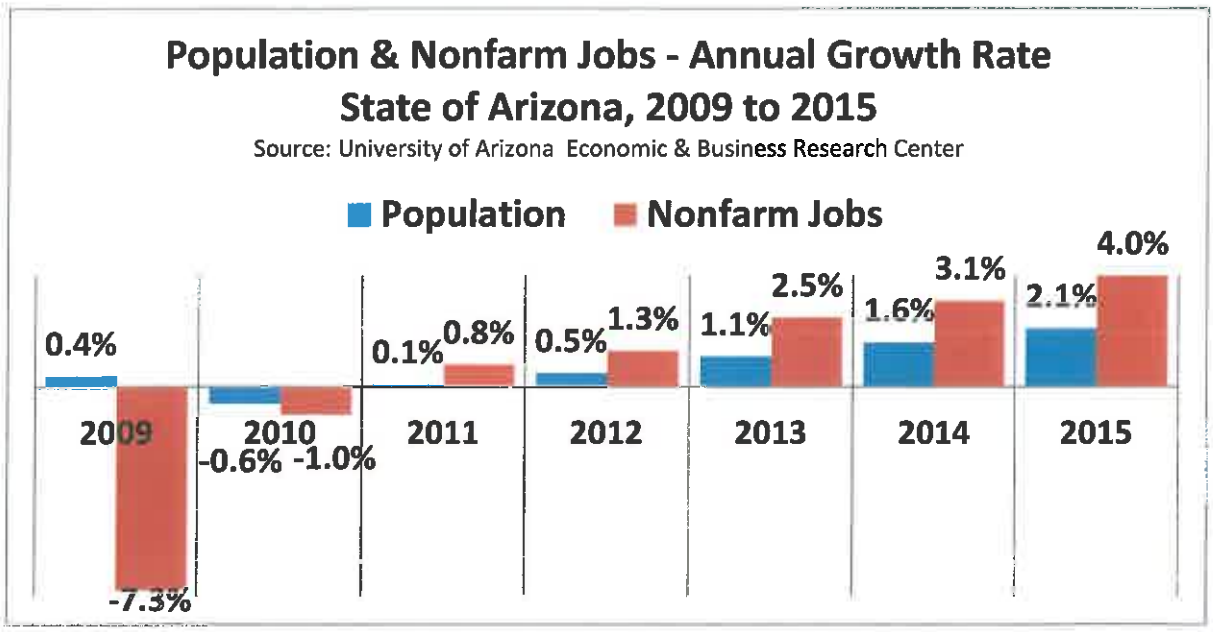
Gila/Pinal Job Numbers versus State and National Projections. Economic Modeling Specialist International (EMSI) has projected a gradual increase in jobs for the Gila/Pinal LWIA at a rate faster than the State and the U.S. (See the following table.).



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

- By 2015, the University of Arizona Economic and Business Research Center predicts that the population in Arizona will increase 2.1% a year and jobs will be increasing at 4.0% a year (See table below.).

- By 2018, EMSI projects there will be 121,300 people employed in the Gila/Pinal Workforce Investment Area, a 16.8% increase from 2013.



Skill Gaps and Assessments

Skill gaps are a complex issue. Among the causes noted from day-to-day staff interactions with job seekers and employers are the following:

- **Not enough of the right graduates.** For in-demand jobs in sectors such as health care, computer science, advanced manufacturing, and aerospace, there simply aren't enough people being trained.
- **Poor yields from automated job match programs.** Some employers fill job ads with a long list of ideal requirements most applicants won't meet, resulting in low match rates and few qualified candidates.
- **Reluctance to provide training.** Many employers would prefer that job seekers and employees either have or will fund their own training, but this is increasingly unrealistic given the cost of trainings not leveraged by employer help. Additionally, the LWIA has limited funds for training and at times must rely on short-term training programs that may or may not provide the level of knowledge and skills each employer demands.
- **The growing need for soft skills.** New graduates, while tech-savvy, lack basic writing, speaking, interpersonal, and other critical soft skills essential to everyday on-the-job interactions.
- **Issues specific to older versus younger job seekers.** Young job seekers may have credentials, but are not necessarily experienced. Many older job seekers have transferable rather than precise skills and are often reluctant to enroll in training to obtain new skills, particularly if this means they may have to help fund their own training.
- **Special Populations.** People with disabilities, long-term unemployed, people with prior legal offenses, and some veterans often have few skills and/or fewer years of formal education than other jobseekers.

Gila/Pinal Economic Regions and Areas of Greatest Industry and Job Growth Potential:

- Copper Corridor (Globe, Miami, Superior, Kearny, Winkelman, Hayden and Mammoth) – Government, Mining, Health Care and Retail
- Northern Gila County (Payson, Star Valley, Strawberry and Pine) – Government, Retail, Healthcare, Hospitality and Real Estate
- Central Pinal County (Florence, Coolidge, Eloy, Arizona City and Casa Grande) – Majority of residents work in Pinal County; Government, Retail Trade, Administrative and Support, Health Care, Manufacturing, Transportation, and Wholesale Trade.
  (Source: Central Arizona Governments, October 2013)

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

In-depth staff interviews with clients, as well as basic skills testing (through TABE or other assessments) help to facilitate initial determinations regarding workforce skills, as well as employment barriers and employment goals. More formal on-line, self-directed assessment tools (e.g. O*Net Career Exploration Tools, Skills Profiler, Employability Check-up, etc.) available through the U.S. Department of Labor – Employment and Training Administration, are also utilized to measure clients' suitability for open positions within targeted industry sectors. Finally, training programs (including degree programs, specialized certificate programs, apprenticeships, internships, etc.) for positions identified as best suited for each client are identified and, based on funding availability, may result in a client's enrollment into training aligned with a sector-driven occupational area.

The Gila/Pinal LWIA is cognizant of the need for a more proactive, industry-targeted approach to workforce skills assessment, as well as the need to more actively engage employers in the process. Going forward, the LWIA will use the DOLETA- sanctioned "Career Pathways Toolkit" as a framework for beginning to develop a successful assessment system that (1) builds cross-agency partnerships and clarifies each partner's role in the workforce system; (2) views area employers as the keystone to a successful assessment strategy; (3) engages career and technical educators in developing relevant training programs; (4) identifies additional funding sources to build upon successful career placement and employment retention; (5) aligns policies with a flexible, forward-thinking assessment process; and (6) creates specific performance indicators and benchmarks against which success can be measured.

An important first step in building employer relationships in the Gila/Pinal LWIA is already in process. An Employer Needs Survey, conducted by the LWIA's business services staff, is being populated which describes business needs, barriers, and challenges businesses face in accessing the workforce system.

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

The following pages contain data that may provide some insight into industry sectors employing the greatest number of individuals throughout the LWIA, based on employment numbers during the first three months of 2014:

INDUSTRY SECTOR	DATE RECORDED		GILA COUNTY
Total Nonfarm Payroll Employment	**2014**	**January**	**14,250**
Private Sector	2014	January	9,075
Goods-Producing Industries	2014	January	2,700
Service-Providing Industries	2014	January	11,550
Private Service Providing	2014	January	6,375
Trade, Transportation and Utilities	2014	January	2,275
Government	2014	January	5,175
Federal Government	2014	January	400
State and Local Government	2014	January	4,775
Total Nonfarm Payroll Employment	**2014**	**February**	**14,225**
Private Sector	2014	February	9,075
Goods-Producing Industries	2014	February	2,700
Service-Providing Industries	2014	February	11,525
Private Service Providing	2014	February	6,375
Trade, Transportation and Utilities	2014	February	2,275
Government	2014	February	5,150
Federal Government	2014	February	400
State and Local Government	2014	February	4,750
Total Nonfarm Payroll Employment	**2014**	**March**	**14,225**
Private Sector	2014	March	9,150
Goods-Producing Industries	2014	March	2,675
Service-Providing Industries	2014	March	11,550
Private Service Providing	2014	March	6,475
Trade, Transportation and Utilities	2014	March	2,300
Government	2014	March	5,075
Federal Government	2014	March	425
State and Local Government	2014	March	4,650

(Source: Arizona Office of Employment and Population Statistics, in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics, http://azstats.gov/ces-data-query-tool/)

INDUSTRY SECTOR	DATE RECORDED		PINAL COUNTY
Total Nonfarm Payroll Employment	**2014**	**January**	**55,100**
Private Sector	2014	January	35,925
Goods-Producing Industries	2014	January	6,575
Service-Providing Industries	2014	January	48,525
Private Service Providing	2014	January	29,350
Manufacturing	2014	January	3,275
Trade, Transportation and Utilities	2014	January	8,900
Information	2014	January	650
Financial Activities	2014	January	1,300
Professional and Business Services	2014	January	5,350
Education and health services	2014	January	5,775
Leisure and Hospitality	2014	January	4,875
Other Services (except Public Administration)	2014	January	2,500
Government	2014	January	19,175
Federal Government	2014	January	1,700
State and Local Government	2014	January	17,475
Total Nonfarm Payroll Employment	**2014**	**February**	**56,350**
Private Sector	2014	February	36,500
Goods-Producing Industries	2014	February	6,600
Service-Providing Industries	2014	February	49,750
Private Service Providing	2014	February	29,900
Manufacturing	2014	February	3,275
Trade, Transportation and Utilities	2014	February	8,875
Information	2014	February	650
Financial Activities	2014	February	1,300
Professional and Business Services	2014	February	5,375
Education and health services	2014	February	5,875
Leisure and Hospitality	2014	February	5,300
Other Services (except Public Administration)	2014	February	2,525
Government	2014	February	19,850
Federal Government	2014	February	1,700
State and Local Government	2014	February	18,150
Total Nonfarm Payroll Employment	**2014**	**March**	**56,450**
Private Sector	2014	March	36,475
Goods-Producing Industries	2014	March	6,600
Service-Providing Industries	2014	March	49,850
Private Service Providing	2014	March	29,875
Manufacturing	2014	March	3,300
Trade, Transportation and Utilities	2014	March	8,875
Information	2014	March	625
Financial Activities	2014	March	1,300

Professional and Business Service	2014	March	5,325
Education and health services	2014	March	5,875
Leisure and Hospitality	2014	March	5,325
Other Services (except Public Administration)	2014	March	2,550
Government	2014	March	19,975
Federal Government	2014	March	1,700
State and Local Government	2014	March	18,275

(Source: Arizona Office of Employment and Population Statistics, in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics, http://azstats.gov/ces-data-query-tool/)

WARN notices issued between January 2012 and April 2014, each triggered by a layoff of 50 persons or more in the Gila/Pinal LWIA, are indicative of industry declines that may have a significant impact on certain industries in the area. These layoffs account for a minimum of 300 individuals who joined the ranks of the area's unemployed in the last two years. The list of WARN notices below was published by ArizonaJobConnection.gov at https://www.azjobconnection.gov/ada/mn_warn_dsp.cfm?securitysys=on&FormID=0&rand=457203:

Albertson's Store #968 (Grocery)	Casa Grande
Cementation (Mining)	Sandy
Hostess Brand, Inc. (Commercial Baking)	Payson
Hostess Brands, Inc. (Commercial Baking)	Casa Grande
Hostess Brands, Inc. (Commercial Baking)	Globe
SSI (Survey Sampling International)	Shelton

PROFILE OF LOCAL AREA GENERAL POPULATION AND WORKFORCE

Some of the state-level data suggests a correlation between the state and the local sub-population characteristics pertaining to employment.

Attainment by Disability – Data is insufficient at the local level to accurately determine the degree to which individuals with disabilities are underserved in the region. However, 11.8% of Arizona residents with disabilities are employed in the occupation group, *Production, Transportation and Material Moving,* compared to 16.3% of the national population, suggesting this sector may attract more disabled individuals than other industry sectors.

Educational Attainment – For the population over 24 years of age, educational attainment is very similar for Gila County, Pinal County, Arizona and the United States. In the population from 18

to 24 years of age, however, Gila and Pinal County residents' educational levels are considerably lower than Arizona and the U.S.

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

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

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

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

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

- Transportation – The Gila Pinal Workforce Region covers approximately the same square miles as the state of Maryland, yet there are very few public transportation options. Gila and Eastern Pinal County populations are clustered in regions that are very far from other economies and commutes tend to be shorter in these areas. In Western Pinal County, many residents are commuting out of the county or to other communities in the region. The average commute is quite a bit longer than the state and federal average, and is one of the biggest challenges to the region. Coolidge receives an ADOT grant that connects the Coolidge, Florence and Casa Grande areas.

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

- Older Persons – The employment status of the population over 65 has some variations across the comparison groups. An estimated 15.8% of the U.S. population over 65 is still in the workforce. In the State of Arizona, 13.8% of those over 65 are still working, and the percentages for Pinal County and Gila County are 11.2% and 10.3% respectively. It may look like these numbers only vary slightly, but the difference between the percentage in the workforce between the U.S. and the local region is significant. The economy relies on serving part-time and full-time retired residents, but when a larger percentage of the senior population is retired, capital is not reinvested and there is a shortage of workers that have the most experience working in and managing businesses.

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

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

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

Additional information for this section is also provided in **Appendix C** of this Business Plan.

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

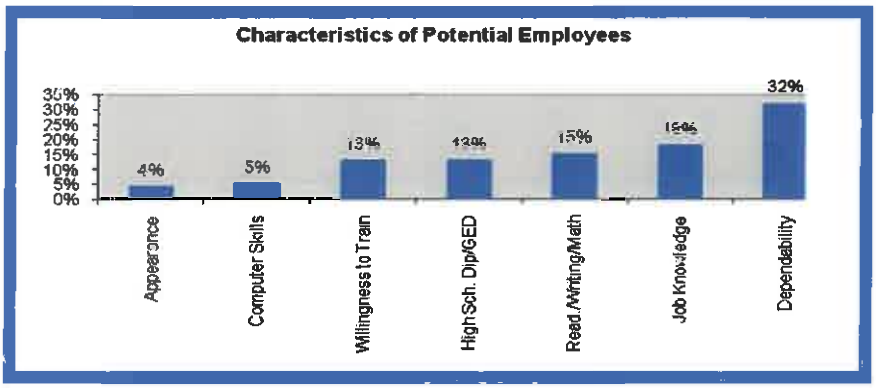
Skill and education gaps for Gila and Pinal counties are lower percentage-wise than the State of Arizona and the U.S.

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

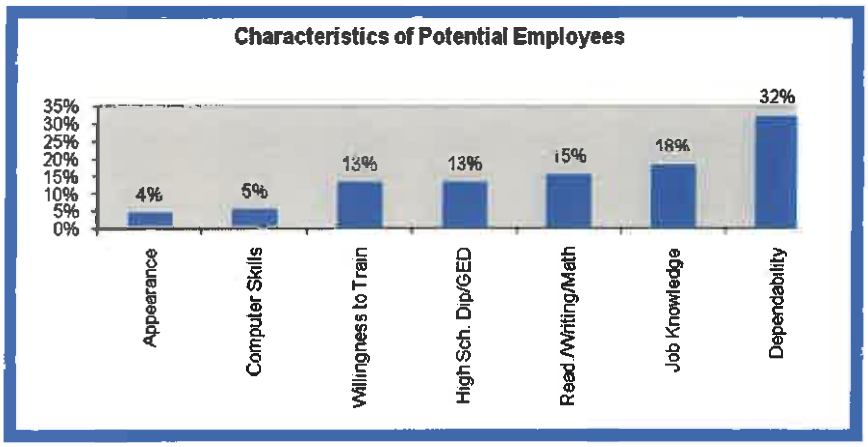
A survey is being developed to gain knowledge of business needs, barriers and challenges businesses face in accessing the workforce system, as well as challenges faced by employees to become self-sufficient. Preparing job seekers with exactly what local employers need means sharing up-to-date and reliable information about the county's labor market with businesses,

education and training providers, community and government leaders, as well as other system stakeholders. Providing this data ensures that more informed decisions can be made about staffing strategies, educational programs and curricula, workforce policy and client career choices. The following charts represent results of a 2007 Gila/Pinal WIA employment study concerning the desired "Characteristics of Potential Employees":

Pinal County



Gila County



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

Transportation - In the previous section, transportation was identified as an area of need that has to be considered by the Gila Pinal Workforce Investment Region. This is also true when it comes to the education and training needs of the population. Many in the region do not have access to reliable public transit or private transportation. This is a systemic issue that needs to be addressed.

Distance and Remote Locations - Distances between population centers within the region means some residents do not have the same educational opportunities available to them as others.

The breadth of programs is limited in the more remote areas of the two-county service area because of distances and lack of access to trained professionals. One way to mitigate this education and training gap is to take advantage of on-line and interactive options. Care has to be taken to ensure these opportunities are available to all sub-populations.

Developmental Needs – Central Arizona College reports, based on COMPASS placement tests, that 92.4% of incoming students require remedial assistance in Algebra; 82.6% require remedial assistance in Pre-Algebra; 33.8% require remedial assistance in reading; and 45.0% require remedial assistance in writing (CAC Fact Book 2012-13). This ill-preparedness puts an extra burden on workforce investment programs in the following ways:

- Youth providers are compelled to offer developmental classes with increasing frequency, or risk lowering performance outcomes.
- Adult and DW programs must also place greater emphasis on intensive service activities (e.g. GED, ELL, etc.), since employers expect proficiency in basic reading, writing, and math skills as a prerequisite to hiring.
- Transportation is an increasingly costly support service.
- The demand for technology-based assistance for all One-Stop customers is rising.

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

Gila/Pinal Workforce Investment Area system's main focus is to help potentially any job seeker or employer. The first step in understanding clients are defining who lacks basic skills or skills to acquire employment. It is more challenging for these people to overcome skill gaps created by rapidly changing technology. Industries like medical, manufacturing and production will be increasingly creating additional skill gaps as well as information technology and communication.

The next step is to clearly identify all the skills required by an individual to carry out his or her duties. Next step is to identify the critical and core skills that are needed to carry out the duties effectively. Once the benchmark for these competencies have been established, the One-Stop can develop training resources such as workshops, colleges, technical schools for those necessary skills that require the most attention. This should result in the optimal use of resources in terms of improving overall performance.

The Workforce Investment Act Youth, Adult, and Dislocated Worker Program provide case management and part of the process of case management is to develop an Employment Plan with the participant. Identify the skill gaps through intensive services and training funding to close the skill gaps.

Sector Strategy with the various industries in Gila and Pinal County will identify the skill needs of the employer. The Business Service Team will assist with recruitment by assisting these individuals and provide candidates who have the skill set to match those employer needs.

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

The Workforce Investment Act under 134(d)(4)(E) states that in the event that funds allocated to a local area for adult employment and training activities are limited, priority for intensive and training services funded with Title IB adult funds must be given to recipients of public assistance and other low-income individuals in the local area. In the federal regulations 20 CFR 663.600, the U.S. Department of Labor (DOL) further specifies that funding is generally limited and therefore directs states and local areas to assure that low-income adults receive priority unless the availability of other funds can be demonstrated.

The Gila/Pinal Workforce Investment Board directs that funds allocated to the area for adult employment and training activities are limited. Gila/Pinal has established a process that gives priority for services to the recipients of public assistance, other low income individuals and those who meet the eligibility requirements of a dislocated worker or displaced homemaker. In order to identify those individuals who are eligible for and in need of intensive and training services, the following factors are taken into consideration:

- Ability to benefit
- Suitability for high demand occupations in targeted industry sectors
- Customer knowledge, skills, interests, and work experience upon registration for One-Stop system services
- Need for supportive services in addition to employment

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

For adult services, the most-in-need include public assistance recipients, high school dropouts, single parents, and homeless. For the dislocated worker program, occupational and on-the-job training funds will be expended for customers who are high school dropouts, and then for customers who are high school graduates and with some college, excluding college graduates. In addition, customers will be served based on priority of need as follows:

- Rapid Response
- Veterans and Spouses of Veterans
- Laid off
- Displaced Homemaker
- Self-Employed

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

Urbanization – Continued expansion into suburban Phoenix and Tucson. New bedroom communities (i.e. new construction) that develop their own economies after their populations grow to support a broad mix of businesses (e.g. retail, healthcare, education, professional services, etc.).

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

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

Apache Gold Casino – Copper Corridor, southwest corner of San Carlos Apache Tribe that is actually closer to residents of Northern Tucson than the casino in Pima County. With its state-of-the-art amenities, the new Casino is expected to employ 300 people by 2014, particularly in retail and information technology.

What industries are Growing? Declining?

- Distribution Centers – Growing in both Gila and Pinal Counties
- Dairies – Growing in Pinal County
- Healthcare – Growing in all economic regions
- Mining/Advanced Mining – Currently growing, but cycles with copper pricing
- Construction – Declined based on the industry's peak level in 2005, but has experienced some recent growth.

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

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

Transportation	Manufacturing
Health Services	Mining
Aerospace	Ranching
Bio-agriculture	Recreation
Renewable/Green Technologies	Tourism

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

Gila/Pinal Jobs by Industry (March 2013):

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

Gila/Pinal Job Growth Over 5 Years by Occupation

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

Gila/Pinal Job Growth by Industry

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

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

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

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

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

Gila County – Primary Schools

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

- Tonto Basin Elementary District
- Young Elementary District

Gila County – Secondary Schools

- Cobre Valley Institute of Technology (CVIT)
- Globe High School
- Hayden-Winkelman High School
- Miami High School
- Payson High School

Gila County – Charter Schools

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

Pinal County – Primary Schools

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

Pinal County – Charters

- Akimel O'Otham Pee Posh Charter School, Inc.
- American Charter Schools Foundation
- Athlos Traditional Academy
- Casa Verde High School
- Eduprize Schools

- Graysmark Schools Corporation
- Leading Edge Academy Maricopa
- Legacy Traditional Charter School
- Pinnacle Education
- Sierra Oaks School
- Toltec District Charter Schools
- Imagine Prep

Pinal County – Secondary Schools

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

Universities/Community Colleges/Other

- Northern Arizona University
- Central Arizona College
- Gila Community College (Eastern Arizona College)
- PPEP
- Goodwill
- SCSEP (Senior Program)

G.1 Waivers

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

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

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

- **Competitive Procurement for Youth Program Elements**
  The Gila/Pinal Workforce Investment Area uses the Request for Proposal process to procure Youth Program services every three years. By procuring these services, the local area can maximize quality training opportunities, identify eligible providers, and award contracts based on the recommendation of the Youth Council.
- **Program Performance and Cost Waiver for Eligible Training Providers**
  The local area shall work with the state and providers to ensure an understanding of how to gather and report performance outcomes based on established policies and procedures.
- **Common Measures**
  The Gila/Pinal Workforce Investment Area shall negotiate with the state every year for performance goals under the Common Measures. Programs will be monitored quarterly for progress and technical assistance will be provided as needed.
- **Incentive Funds**
  The Gila/Pinal Workforce Investment Area, if qualified for incentive funds, shall utilize the waiver to provide the WIA required activities. Monitoring of funds shall be conducted quarterly.

H. Integrated Service Delivery

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

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

Welcome Team that greets and directs customers, conducts a triage assessment, collects registration information, and refers internally or externally for assistance. (Entry, Resource Room):

The Gila/Pinal LWIA is re-focusing staff on integrated, seamless services for each customer, rather than viewing services as "silos." A monthly One-Stop partner meeting has been re-established involving Employment Services; Veterans Services; WIA Youth, Adult, and Dislocated Worker programs; and PPEP. Staff representing each partner alternately serves as Welcome Team members to conduct triage and direct customers to the appropriate mix of services based on their needs, interests, and level of job-readiness. A monthly schedule is set up to allow for the sharing of these responsibilities among team partners. There is flexibility for partners to coordinate their duties, which consist of the following:

- Orienting each new customer to the facility and outlining One Stop services upon the customer's first visit
- Conducting a front-end triage assessment focused on getting an initial sense of the customer's present circumstances and immediate objectives for coming to the One Stop.
- Building rapport, collecting registration information, ensuring confidentiality, and determining service eligibility
- Directing the customer through the appropriate route (i.e. other functional teams) that fits the needs identified while remaining a source of motivation and empowerment for the customer

The goal of the Welcome Team is to engage each customer, ensuring their return to participate in further job search and skills development services as needed. The Welcome Team accomplishes these tasks through small group, instructor-led orientation sessions where customers are encouraged to speak openly about their reasons for seeking One-Stop assistance and the goals they wish to achieve.

Skills and Career Development Team that performs skills analysis, facilitates assessment and testing, identifies support needs, provides career guidance, arranges for soft skills training, and refers to program-specific occupational training. (Resource Room, Case Management, Pre-Employment Training):

The goal of the Gila/Pinal Skills and Career Development Team is to transform the One-Stop system from an informational to an assessment and skills identification system. At this service level, the team provides customers access to both preliminary and in-depth assessment tools to bring about a greater awareness of their basic aptitudes (e.g. TABE for math, English, and

reading level determinations), as well as occupational skills and work interests. Additionally, this service level focuses on identifying individual barriers that may affect a customer's ability to seek self-sufficient employment or complete training leading to self-sufficiency.

Basic education needs such as GED, ELL, personal computer, and advanced job search techniques are essential service offerings, along with supportive services/referrals which may involve transportation, food, housing, etc. Customers attend scheduled small-group sessions or individual, one-on-one 'coaching' sessions with staff. The client flow chart illustrates the manner in which customers navigate the Gila/Pinal workforce system (Appendix D).

Business Services Team that provides services to job-ready customers and to employers including job clubs, facilitating on-the-job training arrangements, job development, business development, job matching and customized recruitment efforts:

The Gila/Pinal LWIA does not have the resources to hire several business services representatives needed to adequately cover the rural and urban areas in each county. A newly hired business services representative assigned to Gila County means one such representative is now at work in each county. The two representatives have significant responsibilities. They are expected to develop and maintain relationships with local business owners by helping them locate resources to expand their workforce, as well as their business opportunities. They are expected to maintain a database of information on area employers so that coordination with Welcome Team and Skills and Career Development Team members will result in a match of the right job seekers for the right employers. They are expected to serve as a job development resource for all One-Stop system partners, by understanding the general skill mix of customers, and marketing that skill mix to employers throughout the region. Finally, they are charged with encouraging employers, regardless of their business size, to not only use the One-Stop's job posting service, but to use the office space to conduct applicant interviews, job fairs, and assessments, and utilize One-Stop staff who may provide valuable technical assistance regarding employers' hiring and retention efforts. The employer flow chart illustrates the manner in which customers navigate the Gila/Pinal workforce system (Appendix D).

H.1 Workforce Area Program Alignment

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

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

The ***mission*** of the Gila/Pinal LWIB is to act as a catalyst for change, utilizing community resources and building effective partnerships to improve the vitality of the economy, the quality of the workforce, and the strength of the business community through economic development, education and employment opportunities. The board's ***vision*** centers on continuous improvement through deepening its understanding of the workforce needs of business and industry; strategic targeting of available resources throughout the local area; and leveraging those resources - both public and private – for their best and highest use toward advancements in workforce development.

It is a fundamental belief of the Gila/Pinal LWIB that a comprehensive workforce development system must be available to all who would seek system services, and that the board is responsible for guiding the vision of this system. This vision centers on two overarching goals and the tasks to be completed to achieve these goals:

1. Employers must be viewed as the LWIA's greatest asset. Therefore, a service model centered on their needs must include, at a minimum:
   - A single point of contact' for business customers
   - Clear and easily accessible information for business customers about the services offered to them
   - Specific requirements for timely responses to employer questions and requests additional information.
   - A proactive approach to business services focused on outreach through participation in chamber events, economic development summits, industry conferences, and similar activities that give workforce development a place at the table when plans for growth are being formulated.

2. The 'gap' must be narrowed between the demands of system job seekers and identification of resources to meet those demands within the local workforce area.
   - Board members will renew their collective commitment to engaging a broader circle of influence across political boundaries to establish direct linkages with new workforce stakeholders.
   - A culture of capacity building will be instituted throughout the Gila/Pinal workforce system, requiring every partner agency's active participation in an asset mapping process to continually expand the mix of services.
   - An ambitious search for technology alternatives is necessary to ensure access to the One-Stop system for a broader spectrum of customers, particularly those without the resources to access services in person.

As Gila and Pinal Counties engage in exploratory processes to re-align with other, existing LWIA's in Arizona, current board members understand their collective responsibilities to bring greater effectiveness to the workforce development systems with which they will be aligned. This process will call for extensive relationship building among partner agencies and sitting board members in all affected LWIA's.

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

The process of identifying subject matter experts (SME's) begins internally with a review of qualifications among personnel already associated with One-Stop system partner agencies. Tenure and a consistently high level of performance are most important in determining whether or not an individual can perform the job duties required by a funding source, including the performance objectives associated with the funding. If an SME is not identified internally, then Gila/Pinal turns to referrals from its partner network, establishing a list of people who may possess the necessary knowledge, skills, and experience for the position to be filled. If this process doesn't yield the SME, then Gila/Pinal approaches outside organizations such as other workforce development systems, trade associations, or other professional organizations for their recommendations.

SME's in management positions are relied upon to assess staffing needs within their individual areas of responsibility and develop a hiring process that ensures new staff are the right fit for the Gila/Pinal workforce system. Right fit goes beyond knowledge and proven performance. It also means new staff must be good team players, decision makers, and problem solvers whose interactions with all partners as well as customers are professional and in the best interest of the workforce system as a whole.

Describe how training and capacity building will enhance service delivery.

In order for customers to receive seamless services in a true One-Stop environment, it is imperative that all partners in the system understand each partner organization, their services and their goals. Cross-training, coupled with customer service training will be provided to all partners, coordinated by the Site Managers. Training will be conducted quarterly at a minimum at All Staff meetings and within individual partner agencies at regular monthly meetings. Staff will also be completing core competencies training approved by the Workforce Arizona Council, consisting of annual refreshers related to policies and customer service as outlined in State Policy #04-2013.

Having surveyed staff trainings in core competencies currently being offered in other LWIA's around the country, some do address customer service in detail and can be replicated in Gila/Pinal. The customer service module offered by the Northern Virginia WIB is one of 13 integrated into a workforce professional certification system that both Gila and Pinal are investigating and may eventually adopt ***once LWIA re-alignments are formalized.*** The customer service module contains the following elements:

MODULE	INDICATOR	LEVEL	
		BASELINE	SPECIALIST
Customer Service	Understands who are the principle customers of the workforce development system. Is able to identify their needs and expectations and what constitutes positive customer satisfaction. Agrees with the overriding principle of excellent service every time to every customer.	Define the difference between an internal and external customer, and can list them.	Utilize the identification of internal and external customers in setting daily priorities to respond to needs.

The Workforce[3]One web site at https://www.workforce3one.org/page/webinars also provides substantive webinars on customer service and a wealth of other trainings, which can be viewed as individual staff schedules dictate. Since policy updates are very specific to each state, Gila/Pinal will defer to the Workforce Arizona Council to determine what policies to address and when.

The Gila/Pinal LWIB understands that as gatekeepers of new guiding principles and processes for the workforce system, members need to be engaged in core competency trainings. Therefore, the board does foresee accessing these trainings periodically along with all One-Stop partner staff.

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

As recently as April 17, 2014, the LWIB approved co-management of the comprehensive One-Stop sites in Globe and Casa Grande by WIA and Wagner Peyser senior staff. This new staffing configuration will be in place by June 30, 2014. These Site Managers will be responsible for oversight of the day-to-day operations of the comprehensive One-Stops. Their specific duties include, but are not limited to the following:

- Developing staffing plans that provide adequate coverage at all times
- Ensuring all staff adhere to One-Stop policies and procedures
- Training staff on compliance with emergency procedures
- Training staff on the handling of customer complaints and unusual incidents
- Coordinating workforce staff meetings which include monthly partner meetings
- Developing and implementing plans, programs, and procedures that enhance operational efficiency
- Coordinating office recruiting, job fairs, and hiring events
- Developing and coordinating training, recruitment, and job placement resources, procedures, and materials

- Coordinating One-Stop training to include cross training of staff.
- Coordinating the tracking and monitoring of all visitors to One-Stop Centers
- Coordinating scheduling of conference rooms, interview rooms, and resource rooms for partners, employers, and the community.
- Scheduling and conducting tours of the facility
- Evaluating One-Stop effectiveness and recommending improvements.
- Ensures all staff is trained with respect to EEO and ADA compliant processes.

Provide information on staff job titles and roles and responsibilities.

WIA Program Manager

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

Site Managers (Wagner Peyser Area Manager and WIA Program Manager)

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

coordinates reception area to ensure quality client flow. Assists in overseeing the operation of assigned programs. Personnel in these positions are selected by the Gila/Pinal LWIB.

WIA Dislocated Worker Program - Career & Employment Specialist

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

WIA Dislocated Worker Program - MIS Specialist

Responsible for verifying and maintaining participant files and data in the state database. Performs quality control audits to ensure accuracy, completeness, or proper usage of program funds and data. Prepares MIS procedures manuals to assist employment specialists to operate more efficiently and effectively in capturing data. Compiles, sorts and verifies the accuracy of data before it is entered. Compares data with source documents. Stores completed documents in appropriate locations. Locates and corrects data entry errors, or report them to Career & Employment Specialists and Program Manager. Maintains spreadsheets of activities and completed work. Generates data queries based on validation checks or errors and omissions identified during data entry to resolve identified problems. Designs forms for receiving,

processing, or tracking data. Processes data including receipt, entry verification, or filing of information. Monitors work productivity or quality to ensure compliance with state and federal regulations. Prepares status reports by collecting, analyzing, and summarizing information and trends. Develops and implements records management for filing, protection, and retrieval of records and assures compliance with program policies. Reviews forms and reports and confers with program manager and case mangers about format, distribution, and purpose, and identifies problems and improvements. Designs, evaluates, and recommends changes to the MIS process.

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

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

Responsible for providing follow-up services to all WIA clients who have been exited from the WIA active program to ensure employment, job retention, and wage gains. Maintains accurate and complete case notes to outline client progress and provides references for any staff who may be involved with case files. Maintains monthly and quarterly logs for verification that required contact and follow-up has been completed. Ensures accurate entry of data into State's data collection program. Provides information to clients to resolve problems, and motivates and

encourages clients. Provides information to clients regarding possible employment opportunities.

CAG – Adult Program – Case Manger II

In conjunction with the client, formulates an Individual Service Strategy (ISS) which identifies vocational goals, barriers to employment and supportive service needs. In cooperation with the client, determines appropriate course of action to overcome identified barriers and records information on the ISS. Meets with clients approximately every two weeks to assess ongoing training and/or supportive service needs. Reviews ISS on a regular basis to ensure continued progress in training or job search program. Maintains accurate and complete case notes to outline client progress and provide references for all staff involved with the client. Provides counseling to clients to furnish information, resolve problems, motivate and encourage the client. Assists Program Coordinator with supervision of Case Manager. Responsible for setting an example for other CAG staff regarding CAG procedures as described in employee manual. Coordinates with various public service agencies throughout the satellite office's area to establish effective networking linkages and to gather referral information necessary for clients. Prepares supportive service forms for approval by WIA Program Coordinator and reviews data submitted by Case Managers. Collects information necessary in the preparation of case files. Contacts clients to provide information regarding possible employment opportunities. Conducts workshops, orientations and youth meetings. Performs ongoing data entry into state's data collection program.

CAG – Adult Program – Case Manager

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

CAC – Youth Program – Coordinator II

Ensures youth program is in compliance with federal, state, and CAC policies, rules and regulations. Develops and coordinates program development activities. Maintains all required budget records and prepare required financial reports. Oversees and manages the grant budget. Ensures project meets the performance measures required by the funding agency. Supervises Case Management Specialists and maintains the required lines of authority and communication. Confers with case managers regarding training needs of clients. Formulates training policies, programs, and schedules, based on knowledge of identified training needs of clients.

Coordinates local job training activities with other related programs (e.g., social services, economic development programs). Collaborates with and assists CAC marketing staff with developing project marketing and promotional literature for distribution, such as press releases, articles, newsletters, brochures and flyers. Develops project evaluation. Creates and administers surveys and other instruments to assess project progress and outcomes. Maintains all required records, files, and databases. Completes required evaluative and progress reports.

CAC – Youth Program - Secretary

Performs the full-range of administrative support duties in the assigned department. Confers with supervisor to discuss work processes, plans, actions to be taken and appropriate work assignments/schedules for office, provide information, and receive instruction and guidance. Maintain supervisor and/or department calendar. Schedules appointments and meetings. Arranges travel and lodging support for division members when appropriate. Manages multiple priorities and tasks simultaneously and makes decisions according to established guidelines and procedures. Performs administrative support duties in support of the area assigned, including dictation and transcription, composing correspondence, collecting and compiling research information, prepares/processes reports and verifies accuracy as required. Maintains assigned annual budget using appropriate control mechanisms to ensure accuracy

Youth Program - Case Manager Specialist

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

Employment Services Area Manager

Manages and evaluates the daily activities of staff in an independent, full-service employment service office. Monitors productivity and procedures to ensure Employment Service program that includes Trade Adjustment Assistance (TAA), Reemployment Services Program (RSP), Employer Relations, and Migrant Seasonal Farm Worker (MSFW) program are initiated and operated in compliance with Department of Labor, State and Administration rules, laws, and regulations, and mandated goals. Responsible for the delivery of employment services to the public and business community within the Workforce Development System, One-Stop Career Centers. Recommends disciplinary personnel actions. Hires and trains staff. Authorizes payroll, time sheets, travel vouchers, leave and training requests. Conducts performance evaluations. Provides instructions and determines solutions in assigned program area. Provides technical assistance and direction based on research. Analyzes and interprets program rules and regulations. Resolves and reports complaints and/or issues from customers. Prepares reports and develops action plan to correct deficiencies. Maintains relationship with community resources to coordinate program services. Confers with program management officials. Travels to attend management meetings and training. Represents the Agency in a variety of meetings. Delivers program presentations to groups. Conducts special projects.

Employment Services Supervisor

Supervises and evaluates the daily activities of staff within the Employment Service office(s); responsible for meeting all program goals and objectives. Responsible for the delivery of employment services to the public and business community within the Workforce Development System/One-Stop Career Centers. Conducts outreach to educate the community on Employment Service. Promotes, markets and maintains positive relationships with One-Stop Career Center workforce partners, community organizations and other agency personnel. Develops and/or writes employer job orders in compliance with Federal and State rules and regulations. Assists employers with recruitment of qualified candidates to fill their job openings. Hosts on-site recruitment, job fairs and other hiring events. Develops and conducts employment-related workshops.

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

Business Services Liaison

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

Local Veteran's Employment Representative (LVER) Supervisor
Responsible for administering and training office staff on veterans programs. Ensures veterans receive priority of service over non-veterans. Complies with federal and state rules and regulations pertaining to veteran programs. Provides job development for all veterans that are job ready. Conducts outreach services to organizations to promote hiring of veterans. Maintains contact with Federal job programs and other entry level employment programs for targeted groups. Markets and promotes Work Opportunity Tax Credit to employers. Coordinates veteran referrals for job training to WIA staff and develops and conducts employment-related workshops. Supervises Disabled Veterans Outreach Program Representatives and/or Veteran Work Study participants.

Disabled Veterans Outreach Program (DVOP) Case Manager
Responsible for administering veterans' programs in the local office. Provides a one-on-one assessment for all veteran applicants entering the One-Stop to assess skills, knowledge and abilities, work history and interests while maintaining client confidentiality. Makes appropriate referrals to job openings. Refers veterans to supportive services. Ensures veterans receive priority of service over non-veterans. Complies with federal and state rules and regulations pertaining to veterans programs. Develops employer relations program to secure job placements for veterans. Visits veterans organizations to provide outreach to veterans in need of services. Develops and conducts employment-related workshops.

Employment Specialists (Program Service Evaluator) -
Provides a wide range of staff-assisted employment services to job seekers and the business community which includes one-on-one interviewing market information, resume assistance, develop an individual employment plan, job development, job matching and placement assistance. Makes referrals to employer openings and training opportunities. Conducts employment-related workshops; delivers program presentations at orientations. Resolves customer issues/complaints.

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

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

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

Writes employer job orders. Assists employers with recruitment of qualified candidates to fill their job openings. Conducts follow-ups to verify and document referral results on the automated data base system. Provides Labor Market Information Delivers program presentations at orientations. Resolves customer issues and complaints. Responds to customer inquiries and

explains program services; prepares and submits program related activity reports to supervisor. Conducts housing inspections and prevailing wage/practice surveys as required for the H-2A Program. Provides customer service to job seekers and the business community. Maintains positive working relationships with One-Stop Career Center Workforce partners, community organizations and other agency personnel. Provides daily, weekly, and monthly reports to management concerning activities. Reports any violations concerning the treatment of farm workers to the appropriate enforcement agencies.

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

All staff will be required to attend cross training involving each partner program in the One-Stop Centers. In addition to cross training, staff receives updates on state and federal policies affecting One-Stop operations and ongoing training in customer service. A Comprehensive One-Stop Information Guide has been developed and is utilized for each site in Gila and Pinal Counties. This Guide provides detailed information on all partner programs including eligibility, services offered, and contractual arrangements with all partners. Cross training is held at quarterly All Staff meetings and monthly partner meetings, which are coordinated by Site Managers. Researching Workforce^{3}one and reviewing training models utilized by other LWIA's has yielded quality examples of cross-training workshops, as well as other special topics like customer service. The next All Staff meeting is scheduled for July 1, 2014, but the date may change in light of the LWIA re-alignment processes currently taking place.

Describe reward and recognition strategies for staff and partners.

Gila/Pinal recognizes staff and partner performance. A "You Shine Award" is given periodically to staff whose efforts go beyond their normal work scope prompted by acknowledgements from management, stakeholders, and/or One-Stop customers. At the quarterly All Staff meeting and the WIB's Annual Meeting, staff, customers, or other stakeholders who have brought value-added efficiencies, an enhanced service mix, county-wide recognition, etc. to the Gila/Pinal workforce area are honored accordingly.

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

The staffing plan specific to functional teams within the Gila/Pinal Comprehensive One-Stop Centers was addressed in some detail at the beginning of this section, which describes the rotating system among partners to facilitate seamless delivery of services in all functional areas. Staff representing each partner alternately serves as ***Welcome Team and Skill and Career Development Team*** members to conduct triage and direct customers to the appropriate mix of services based on their needs, interests, and level of job-readiness. ***Business Service representatives*** are in the field a great deal, interacting with employers to bring awareness of system services, identify employer needs, and advocate for job seekers. Therefore, their participation as part of the customer triage process is more limited.

Additional details about the staffing of the three functional teams are as follows:

Welcome Team Functions

Workforce staff located in the centers is cross-trained on program services and rotated according to a specific schedule.

- Customers new to the Centers have the opportunity to evaluate the services needed and to sit in on an orientation regarding the services available in the facility. Orientation may be accomplished in small group or one-on-one sessions, or through PowerPoint presentations presented via television monitor in the One-Stop lobbies.
- Conduct an initial assessment to determine what services are needed.
- Check the Arizona Job Connection (AJC) to see if the customer is a member.
- Route the customer to the resource room. Make appropriate referrals to other community services (e.g. youth services if applicable) as identified in the assessment.

Skill and Career Development Team Functions

Resource Room staff will provide services as determined by the needs of the client, and may include the following:

- Assist job seekers with the completion or updating of their VIP membership in the AJC system, identifying each person as a member of the workforce system.
- Provide a one-on-one session to identify core services for job seekers who need the extra assistance for their job search.
- Complete a job match and make appropriate referrals to employers.
- Complete a job development contact if there are no appropriate referrals for the job-seeker.
- Make appropriate referrals to workforce partners for education/training opportunities.
- If applicable, conduct Re-employment Extended Unemployment Claimants' (UI claimants) orientation and complete appropriate services/referrals.
- Conduct Re-employment Service Program (Unemployment Insurance Claimants) orientations and complete appropriate services/referrals

Intensive case management services are provided by the appropriate partner and will consist of the following:

- Assist with providing skills and interest testing through O'NET and other assessment tools.
- Provide case management intensive services as determined by eligibility criteria.

Business Service Team Function

Workforce system staff including Wagner-Peyser Employment Services, Veterans Services, WIA, and PPEP are involved in business services coordinated throughout the local area to ensure quality service is provided to businesses. Two full time Business Service Representatives oversee the Business Service Center and are responsible for making available the following business services:

- Assistance with developing and writing job orders in the Arizona Job Connection
- Conduct resume search for immediate referral to job openings
- Schedule outreach activities to employer sites

- Organize job fairs, in-office recruitments and specialized hiring events.
- Attend community meetings as appropriate.
- Coordinate and facilitate job clubs and job search workshops.
- Attend Business Service team meetings as scheduled.
- Facilitate meetings between workforce staff and employers.

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

From a functional perspective, Site Managers oversee day-to-day operations, developing staff schedules so that offices are properly staffed by appropriate partner agencies. They supervise on-site staff regardless of funding stream, assign tasks, support customer needs, and resolve a steady stream of issues. From a more formal perspective, site managers ensure the One-Stop Centers comply with the business plan and remain an efficient, effective delivery system of workforce services. They play an integral role in collaborating with the LWIB so that all decisions are made in the best interest of the LWIA and in compliance with local, state, and federal policies. They monitor operations within a common framework of integrated service delivery, and ensure all system and program performance measures are met or exceeded. They are an integral presence within the One-Stop system.

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

- The Welcome Team consists of a receptionist and the assigned workforce center staff as scheduled.
- The Skills and Career Development Team consists of most workforce center staff as assigned for a given timeframe, who are responsible for provision of assessments and specialized job search and training needs.
- The Business Services Team consists of local area workforce staff whose key role is to conduct outreach to the business community and provide services to new and existing employers through the Arizona Workforce Connection.

Open, consistent communication processes among Welcome, Skills and Career Development, and Business Services team members ensures the integrity of a seamless integrated system. The goal is to have staff affiliate with a functional team rather than a program. The goal is realistic, but long-term at this point, and likely not to occur given the two counties' expected move away from their current collaboration by July 1, 2015. Currently, the workforce system in Gila/Pinal can be characterized as one with limited integration where partners share some customer information across programs, maintain some cross-program communication, and align policies between two primary workforce programs – Wagner-Peyser/Employment Services and WIA Title IB Programs.

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

Client and Employer Flow Chart is attached in Appendix D.

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

The Local Workforce Area will have a business service center at each comprehensive One-Stop in Gila and Pinal for business customers that will include a generic email address as well as a dedicated phone number that can be called to reach a Gila/Pinal Business Service Team representative. The Business Services representatives are part of a larger team including representatives from Employment Services, Veterans Services, Dislocated Worker/ Adult/Youth Programs. Business customers will be able to work with team members through the 'single point of contact' e-mail address and phone number to have their needs addressed. The single point of contact for the LWIA will help business customers get through the system effectively and efficiently by being served by business subject matter experts.

The Business Services Team will make available the following services through the single point of contact approach:

- Job fairs
- Specialized recruitments
- Rapid Response
- Recruitment services
- Training Programs
- On-the-Job Training
- Tax credit information
- Labor market information
- Special population recruitment assistance

Employer accounts will be categorized using a tiered approach based on each employer's use of the Arizona Workforce Connection system, and is scheduled for implementation July 1, 2014. The employer tiers are as follows:

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

The goal of the Business Services Team is to increase the levels of service. As business outreach expands and the employer database is populated, Gila/Pinal fully expects employers to increase their utilization of the One-Stop system and move up in the levels noted previously.

The Business Service Team will gather information on each employer's approach to recruitment and applicant screening, so the team can match qualified candidates to the appropriate job opportunities.

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

The Gila/Pinal LWIA has not developed and is not employing the Rubrics process for teaching soft skills. Currently, the LWIA assesses soft skills using skills and interest inventories traditionally available on-line through Workforce^{3}One, DOLETA, and the Arizona Department of Education to identify gaps in soft skill competencies. With this information, staff works to identify resources that will address these gaps. Among such sources are remedial secondary or post-secondary classes; counseling; group discussions, team building exercises, and role playing with other clients; and referrals to other agencies specializing in the support needed (e.g. mental health evaluations).

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

Gila/Pinal follows a universal strategy to help ensure individual customers are able to make informed choices and take full advantage of the services and supports provided by the One-Stop system. Orientations are an important part of the strategy, since they offer the first impression of a system to which many customers may be unfamiliar. Orientations in the comprehensive One-Stops for job seekers and youth generally begin with Welcome Team staffs who guide customers through the physical layout of the facility's front end. Customers are made aware of the office equipment, as well as the on-line job search tools (e.g. AZJobConnection, LMI, resume design) at their disposal, and are assured that staff will be on hand to explain the why's and the how's of using these tools. Staff also has an opportunity to interact informally with customers and often learn of employment challenges or other personal concerns for which customers are seeking assistance. A lobby waiting area allows customers to view a slide presentation via television monitor about the One-Stop as well. Small group orientations (often conducted by Access Point staff) are also scheduled regularly throughout each week, offering customers greater detail on the additional services and support available through the One-Stop system, including reasonable accommodations (e.g. limited English or disability). Informational packets explaining service flow help customers discern what happens next when help beyond orientation is necessary.

For employer customers, system orientations generally take place at the employer's place of business and are facilitated by a Business Services Team member. In advance of the orientation, the team member will have researched information about the business customer including the type and level of business activity, number of employees, degree of recent success, and jobs to be filled among other things. Employers are informed about the array of services available to them, from job postings assistance to employee retention services.

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

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

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

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

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

Job seekers at time of registration may be referred to one or more One-Stop partner services. All job seekers accessing services funded by WIA Title IB will be assigned to a Career and Employment Specialist (CES)/Case Manager (CM) to begin the enrollment process by enrolling in a core service. The CES/CM will administer an initial assessment to determine if individual would benefit from WIA programs. Once this determination is made, the CES/CM will schedule the individual for initial intake and eligibility. Intensive services are available to eligible adult and dislocated workers who have completed at least one core service and are unable to obtain employment through core services, and determined in need of additional services to obtain or retain employment leading to self-sufficiency.

Customers who meet the eligibility requirements and are in need of training will have participated in a series of assessments to determine basic educational levels (i.e. TABE), as well as other assessments such as the World of Works Inventory to identify their interests, preferred work environments, communications skills, etc. This information is then used to begin selecting a training program or activity from the Eligible Training Provider List or other sources (e.g. work experience, OJT, apprenticeship) that seems to best fit the customer's needs. A request for training is submitted with required documentation for approval to WIA Program Manager. If ETPL training is approved, an Individual Training Account (ITA) is completed and forwarded to

the eligible training provider authorizing the individual to begin training. Placement in other long-term (1+ years) and short-term (less than 1 year) trainings are handled on a case by case basis.

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

Customers will have choices in the manner in which they access services and in the services themselves, based on their individual needs and preferences. A multitude of career, skill, employment, and training information is at their disposal through the One-Stop system.

Adult and Dislocated Workers

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

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

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

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

All customers, including those with special needs and barriers to employment, will have access to a core set of services at all One-Stops in the Gila/Pinal system designed to inform customers' career and labor market decisions. Intensive services are available at multiple locations, and training and supportive services are accessible by initiating transactions at the comprehensive One-Stop level.

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

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

WIA Intensive services include:

- individual counseling
- group counseling
- comprehensive assessment
- development of individual employment plan
- adult education
- pre-vocational services
- internships
- work experience
- work readiness
- case management
- supportive services

WIA funding for training is limited to participants who:

- are unable to obtain grant assistance from other sources to pay the cost of the training **or**
- require assistance beyond what is available under grant assistance from other sources to pay the costs of such training

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

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

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

Funding depends on the needs of the participants; however, funding also depends on the amount allocated for each participant. Length of training will be determined by WIA staff on a case by case basis. Upon receipt of funding allocations, the LWIB may establish limits on ITA's such as limitations on the dollar amount and/or durations of training. Training services will be directly

linked to occupations in-demand in the local area, or in another area to which the adult or dislocated worker receiving such services is willing to relocate.

Youth

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

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

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

Since all youth served with WIA funds have barriers, joint collaboration with other youth providers in the community is imperative. This, in conjunction with leveraged resources for supportive services and quality case management should result in successful outcomes.

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

The following barriers need to be addressed:

- individuals who are school dropouts
- individuals who are basic skills deficient
- individuals with education attainment that is one or more grade levels below the grade level appropriate to the age of the individuals
- individuals who are pregnant or parenting
- individuals with disabilities, including learning disabilities
- individuals who are homeless or runaway youth
- individuals who are offenders.

Youth Providers offer comprehensive services which:

- improve academic achievement for youth, including youth who are basic skills deficient.
- prepare youth for success in employment (work-readiness).

- expose youth to careers in identified industry clusters and foster awareness of career pathway opportunities (e.g. workshops, guest speakers, job shadowing, tours, vocational training and referrals, and other related activities).
- provide youth with relevant work experience/internship opportunities.
- provide youth with skills necessary to job search and assistance with job placement; and
- ensure necessary supportive services for youth to achieve successful outcomes.

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

The Gila/Pinal Workforce Investment Area through the One-Stop System provides a full range of services through designated One-Stop partners. Gila/Pinal strives to provide services to customers that are unified in their approach and also serve to produce quality outcomes from the workforce development experience. The One-Stop Centers provide all customers access to workforce and labor market information to make informed decisions, utilize self-help and customer assisted services and provide access to partner services and resources.

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

1. **Triage and Initial Assessment** – to identify whether the individual is in crisis, has basic needs, or is ready to work and/or get on a path toward a career.
2. **Core Services Without Significant Staff Involvement**
   - Resource Room
   - Job Match
   - Job Search
   - Labor Market Information
   - Standardized Skills Assessment
   - Jobseeker Workshops (Self-Directed/Computer-Based Opportunities, Group Workshops)
   - Follow-up Contact After Job Placement
3. **Core Services With Significant Staff Involvement**
   - Resource Room
   - Job Match
   - Job Search
   - Staff-Administered and Interpreted Skills Assessment
   - Job Referral when combined with Staff Help in Decision Making Process
   - Scheduling Appointments with appropriate Community Based Organizations
4. **Intensive Services**
   - Individual Employment Plan
   - Case Management
   - Structured Job Search
   - Staff-Administered Skills Development Strategies
   - Career Planning
   - Research on Training Options
   - Pre-Employment Workshops

- Group Counseling
- Short-Term Pre-Vocational Services such as Adult Basic Education, English as a Second Language, Basic Computer Literacy, Interviewing Skills, Soft Skills.

5. **Training Services**
   - Occupational Training is funding through individual training accounts (ITA's)
   - On-the-Job Training
   - Programs that Combine Workplace Training with Related Instructions
   - Skill Upgrading and Retraining
   - Adult Education and Literacy Activities when Integrated with Other Training Services
   - Customized Training
   - Registered Apprenticeship Programs

H.2 Business Services

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

The primary role of the Business Service Representative is to market the Gila/Pinal services to businesses and connect employers with qualified workers. Gila/Pinal's vision is to provide seamless employer services that are locally industry driven, and create a single point of contact for businesses in need of workforce development services.

Two Business Service Representatives are dedicated full time to coordinate One-Stop services to employers and job seekers. One Business Service Representative is from Employment Services and the other from WIA.

The expertise of Employment Services, Veterans Services, and Workforce Development within the local area has provided the opportunity to do some targeted outreach with businesses. The Business Services Representatives coordinate their outreach activities and include the development of jobs for veterans, dislocated workers and other job seekers entering the One-Stop system throughout the local area.

The Business Service Representatives are identifying and developing relationships with the different Economic Development organizations, Chambers of Commerce, and other community programs throughout the local area to ensure that Arizona Workforce Connection (AWC) services are recognized and utilized by businesses. The Workforce staff already attends and present at different community and business events regarding the services available through the AWC.

Workforce staff makes presentations to new employers coming to the area as well as existing employers and coordinate job fairs, special recruitments and event presentations. Future plans include the continued practice of Chamber Business before Hours, Chamber luncheons,

Economic Development quarterly meetings, and other city/county events that provide the opportunity to promote AWC to the business community.

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

The Business Services Team consists of One-Stop partners and community partners for the sole purpose of coordinating and promoting workforce activities to business customers throughout the local area. Team members will have extensive knowledge of each service to promote services in a seamless fashion.

To serve business customers effectively, the Business Services Team will need to ensure the following:

- Coordinate efforts between the partners for recruitment activities.
- Attend meetings that involve economic development, chamber activities and community college initiatives.
- Organize and participate in job fairs with community partners, community college sites, tribal areas and Veterans special activities.
- Conduct outreach activities with targeted employers as identified in the local area sector strategy plan.
- Analyze employer information that includes hiring trends, services provided, products, and use of the Arizona Workforce Connection services.
- Develop a business service tracking system that will store information on business customers in order to produce reports and outreach plans for the local area.
- Ensure availability of the team to assist business customers with workforce issues and the resolution of those issues
- Expand Veterans outreach to businesses in both counties.
- Promote On-the-Job Training, Work Experience, WOTC services.
- Create a database of employers and track frequency of contacts and varying needs of employers.

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

Business Services Representatives, as well as the entire Business Services Team will promote on-the-job training to those business customers who express an interest in partnering with the Arizona Workforce Connection. The win-win aspect of OJT's appeals to employers attracted by the prospect of subsidized training resulting in a job-ready employee already familiar with their business culture and trained in the specific skills they require. OJT's offer one of the best opportunities for leveraging WIA funds to accomplish long-term, self-sufficient employment.

Business Services Representatives and the Business Services Team will be proactive in seeking OJT's by providing information to employers on specific WIA participants whose training plan includes OJT funding.

H.3 Training Services (Adult and Dislocated Workers)

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

Gila/Pinal WIA funding for training is limited to participants who:

- are unable to obtain grant assistance from other sources to pay the cost of the training **or**
- require assistance beyond what is available under grant assistance from other sources to pay the costs of training.

Individual Training Accounts allow customers to choose the provider of training services based on their training goals. Each One-Stop office makes available to customers the State List of Eligible Providers (ETPL) through the AZJobConnection. ITAs are utilized only for training services in demand occupations as defined by the LWIB.

The funding threshold for training is on a case-by-case basis, and requires the selected training to be in a high demand industry sector. The associated program manager must approve the request for training funds.

ITAs are for those who cannot find employment through core and intensive services. The case manager and participant will develop a training plan linked to the local demand occupations and documented in the Individual Employment Plan. ITAs are used for participants in a certification or degree program. All ITAs must be approved by the Program Manager or Coordinator before the start date.

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

There is no board- approved level of ITA costs. The funding allotted for each Individual Training Account is set on a case by case basis. Funding depends on the customer's existing skill set and education, the time necessary to complete ITA-funded training, the customer's need for additional support, and the degree to which the customer desires to complete the training and enter the workforce and retain employment.

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

Service providers must leverage training funds, considering the availability of Pell Grants and other funding sources (including the customer's own funds) to pay for training costs, so that WIA funds supplement other sources of training grants. If an individual is eligible for a Pell Grant, this tuition source pays first. An individual may enroll in WIA funded training while his or her Pell Grant application is being processed. The WIA program will fund the tuition costs

and agree to be reimbursed by the training provider. Other resources like PEPP are utilized to provide funding for training as well. Case managers generally determine the extent of other training resources to ensure WIA funds are expended for the best possible training outcome.

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

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

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

The case manager identifies participants who have met the eligibility criteria for intensive services and, after an assessment and evaluation is conducted, the case manager will determine if training services are needed. Each training program must be in a demand occupation in the local area, and include a review of the state's high demand sectors as well. The training program must meet the priority of services criteria and match the career assessment outcomes, (World of Works Inventory) and be in a WIA approved program of study. If the participant is eligible for training services, the request is submitted to the Program Manager for approval or denial. If the local criterion is not met, the training will be denied and subject to revision and appeal.
Workforce staff is knowledgeable of the training funds available, and area post-secondary schools (CAC, etc.) have someone to review trainings most suitable for WIA funding.

Describe the grievance policy established for participants denied requested training.

The Dislocated Worker, Adult, and Youth programs' grievance policy for participants denied training services is as following:

All participants receive and sign a complaint procedure at enrollment and they have the right to file a grievance in writing for denial of training services. The complaint is made to the case manager and must be submitted within thirty days of denial. The participants may appeal the case manager's decision to the Program Manager. The Program Manager will provide a written reason for denial and give the participant an opportunity to submit a revised training program. All decisions made by the Program Manager are final.

H.4 Training Services (Eligible Training Providers)

Describe how the Local Workforce Board will:

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

All training providers must register online at www.azjobconnection.gov (AJC) and have a Federal Employer Identification Number (FEIN). They must provide the following information in order to be considered for approval:

- Current license from appropriate Arizona licensing authority or Federal licensing authority
- Certificate of Liability Insurance, results from the latest financial audit, or a cover letter from the last financial review, and student grievance policy.

The LWIA ETPL reviewer (i.e. WIA Program Manager) then uses the ETPL checklist as a guide to ensure each institution has the appropriate credentials and has completed the online application on the AJC website. The LWIB reviews and approves the training program(s) submitted by the training provider in AJC, then submits the application to the state for final approval. The same process is utilized for specialized program such as apprenticeships.

If a training program is denied approval, the LWIB contacts the provider with the reason for denial and offers assistance to facilitate resubmittal of the application.

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

The LWIB uses procedures set forth by the State in WIA Guidance Letter #02-13 (i.e. The Training Program Credential Checklist) when evaluating programs for inclusion in the ETPL. The LWIB relies on the WIA Program Manager to review and make recommendations to the Board regarding the approval or denial of providers and training program.

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

Gila/Pinal adheres to state policies in determining the subsequent eligibility of all providers. WIA staff contact providers and offer guidance when examining the subsequent eligibility of all providers.

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

Gila/Pinal has not compiled a comprehensive list of eligible providers in the LWIA utilizing the Arizona Job Connection website. Going forward, the staff reviewer will develop this list of eligible providers, training programs, and cost data as required by state policy.

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

Guidance from the state ETPL Coordinator will be sought to ensure due process is followed in light of the possible exclusion of an eligible provider from the state eligible training provider list for a provider located in or offering courses in the Gila/Pinal LWIA.

I. Service Delivery to Target Populations

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

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

I.1 Priority of Service

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

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

One-Stop Centers throughout the Gila/Pinal LWIA strive to be effective delivery systems under the priority of service requirements already established in WIA and the Jobs for Veterans legislation. Regardless of funds availability, core services are available to all customers.
With respect to intensive and training services, individuals on public assistance, other low-income individuals, veterans and their spouses who meet eligibility requirements receive preference as a matter of course.

Individuals receiving public assistance are identified through coordination with DES Family Assistance Administration and other low-income individuals are identified using 70% of the latest Lower Living Standard Income Level (LLSIL) thresholds based on family size, published annually in the Federal Register by the U.S. Department of Labor – Employment and Training Administration (For 2014, the thresholds are found in Federal Register/ Vol. 79, No. 59 dated Thursday, March 27, 2014.). One-Stop staff dedicated to veterans services assist with identification of eligible veterans and their spouses. In addition, the One-Stops post bulletins and brochures inside the centers and make partner agencies and the public aware of veterans' service priority at internal meetings, as well as job fairs, community events, and other outreach efforts.

Limited funding becomes particularly important when priority customers are in need of training services. In these instances, the LWIA complies with both long established guidance and recent state updates specific to each priority customer group (e.g. WIA Guidance Letters 05-07 Change 2, 04-09 Change 1, 09-08, 01-13, 02-08 Change 3, and 07-05).

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

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

The Workforce Investment Act emphasizes the importance of leveraging partnership resources to provide job seekers self-sufficient, sustainable careers. Toward this end, the Gila/Pinal One-Stop system's service coordination efforts include the following, which assists all target populations:

- Ensuring all system staff has access to information regarding each One-Stop partner and the services they provide. This includes periodic cross-training among partner staff.
- Using common triage, orientation, intake, and initial assessment processes shared among partners to raise awareness of job seeker needs most prevalent among this customer base.
- Employing on-line assistance (via web site) that creates more streamlined access to the mix of One-Stop services, as well as referrals to outside agencies to overcome the physical distances between physical One-Stop locations.
- Working with post-secondary education, vocational rehabilitation, employers, and other potential providers of training to supplement training funds provided by WIA Title IB funding streams.
- Building long-term relationships with numerous human service agencies outside of the One-Stop system's immediate network to help supplement the in-network service mix. These include community assistance programs offering rent and utility assistance; churches offering food, shelter, and cash assistance; adult centers offering low-cost or no-cost meals, etc.

Coordination specific to each target population is outlined below:

A. **Unemployment insurance claimants.** Employment Service registration in AJC offers a full range of features and services to assist claimant's employment needs, researching the job market, analyzing career interests, etc. The AJC system also maintains a claimant's job-seeking information, such as career searches and occupations. Upon receipt of UI benefits, claimants are automatically subject to review by the AIRSNet profiling program. AIRSNet utilizes a statistical model and selection process to identify individuals with a greater probability to exhaust UI benefits prior to returning to the workforce.

B. **Long-term unemployed.** The first step to serving the long-term unemployed is to determine the underlying reason(s) for their inability to find work. Do they know how to effectively job search? Do they have the soft and occupational skills needed to obtain employment? The Welcome Team triages and makes appropriate referrals to assist them in overcoming their barriers to employment.

C. **Under-employed.** Serving under-employed individuals requires a strategy similar to serving the unemployed. Staff must determine the underlying reason(s) for their inability to find employment. Do they know how to effectively job search? The Welcome Team triages and makes appropriate referrals to assist them in overcoming barriers to employment.

D. **Dislocated workers (including trade-impacted dislocated workers and displaced homemakers).** Coordination between the Dislocated Worker Program and the Trade Adjustment Act (TAA) provides integrated service delivery for co-enrolled participants. Guidelines were developed to ensure the availability of services to individuals affected by a layoff due to foreign competition. Eligibility is determined in the WIA Dislocated Worker program. WIA dollars are utilized first for each participant. Services are coordinated between WIA and TAA funding streams.

E. **Low-income individuals (including recipients of public assistance).** Individuals receiving public assistance or are low-income will be given priority for services defined by the Priority of Services policy. The WIA Adult Program provides assistance to participants who meet the eligibility of low income. These participants routinely receive referrals to outside human service agencies.

F. **Migrant and seasonal farmworkers.** This specific population receives all available core services in the Casa Grande One-Stop Center. The Migrant and Seasonal Farmworkers Program service representative is with DES Employment Services.

G. **Veterans.** The One-Stop system provides services to Veterans and eligible spouses through coordination between the Welcome Team and Veterans representatives.

H. **Individuals with limited English proficiency.** Persons with limited English proficiency may be a secondary school student, an adult, or out-of-school youth with limited ability to speak, read, write, or understand English and whose native language is not English. Clients are referred to local community college providers for English Language for Adult Acquisition (ELAA) studies. They are eligible for all One-Stop Career Center core services and consideration for intensive/ training services.

I. **Homeless individuals including veterans.** Staff works closely with the homeless. These individuals are often referred to other agencies for additional support services. Veterans staff sponsors a yearly Veterans "Stand Down", which is a one-day event to provide homeless veterans with clothing, food, dental assistance, employment referrals, and other assistance.

J. **Ex-offenders.** Ex-offenders have access to all core services in the One-Stop Centers. Business Services reps routinely seek out employers who are willing to work with ex-offenders.

K. **Older workers.** Gila/Pinal Older Worker services are managed by the Senior Community Service Employment Program (SCSEP).

L. **Individuals training for nontraditional employment.** One-Stop Centers offer assessments to determine client interests in non-traditional employment. WIA case managers utilize the interest and personality assessments in non-traditional career for individual career strategies and work with Business Services representatives to identify nontraditional employment opportunities.

M. **Individuals with multiple challenges to employment.** Individuals experiencing multiple barriers receive service priority based on the criteria established as part of WIA Youth, Adult and Dislocated Worker Services. Additionally, assistance generally involves
multiple partners within and outside of the One-Stop network.

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

Gila/Pinal is in the middle of negotiations with State Vocational Rehabilitation (VR) to provide interim, itinerant services in the One-Stops. Currently, clients are referred to Vocational Rehabilitation's main office in Apache Junction.

Customers eligible for vocational rehab services (e.g. persons with physical, mental, cognitive, and sensory disabilities) are most likely to have one or more disabilities that make it difficult for them to prepare for, obtain, or retain employment, and for whom vocational rehab may prove beneficial. Because such eligibility determinations are complex and require specialized intake expertise and case management, vocational rehab staff is usually not among the partners found on site daily at Gila/Pinal One-Stops. They typically receive referrals from other partner staff. State vocational rehab offices provide counseling, job skills training, adjustment to disability assistance, work experience, and job placement services, much like the services offered to other One-Stop customers. The One-Stop does offer specialized computer-based (software) assistance for persons with disabilities seeking employment at the comprehensive centers.

I.2 Dislocated Workers

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

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

The Dislocated Worker Program offers employment and training programs for eligible workers who are unemployed through no fault of their own or have received an official layoff notice. The program also provides the following specialized reemployment services:

Rapid Response
Rapid Response services provide short-term early intervention and immediate assistance with layoffs and plant closures. Rapid Response provides early intervention assistance designed to

transition workers to their next employment as soon as possible. A multi-agency team coordinates Rapid Response services to affected employers and employees.

Rapid Re-employment Services
Rapid Reemployment Services (RRS) are geared toward unemployment insurance (UI) claimants identified as likely to exhaust benefits. Claimants are required to participate in re-employment services as a condition of UI eligibility.

Trade Adjustment Assistance
The TAA program provides additional benefits for dislocated workers of companies that are directly affected by increased imports or certain shifts in production to other countries. TAA petitions trigger provision of Rapid Response services and specialized training services.

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

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

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

Job seekers requesting staff assisted services meet with a career and employment specialist to complete an eligibility process. Specific documentation is collected to provide the basis of determining eligibility and services needed. The One Stop delivery system is the basis for providing customers with labor market information and access to workforce system partner services and resources.

Intensive services are provided to WIA Dislocated Workers who have received at least one staff assisted core service. Intensive services for dislocated workers are delivered in Gila and Pinal

through the One-Stop Centers. Collaboration efforts between the Dislocated Worker Program and partners are made to foster program communications, increase awareness and integrate service delivery among mutual participants.

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

Claimants who have been prioritized and referred to the Local Workforce Development Boards (Boards) shall be considered to have met the eligibility criteria for dislocated worker services under Category 1, outlined in the Rapid Reemployment Services Desk Reference.

The Trade Adjustment Assistance (TAA) program provides additional benefits for dislocated workers of companies that are directly affected by increased imports or certain shifts of production to other countries. TAA petitions now trigger immediate provisions of Rapid Response and basic adjusted services available under WIA, facilitating coordinated planning and more rapid reemployment.

Trade-affected workers receive notification that their Trade petition has been approved. The notification instructs them to contact their local TAA Coordinator for services. Making contact with the TAA Coordinator and providing a copy of the petition approval letter meets the Category 1 eligibility criteria for WIA Dislocated Workers.

This section provides information for determining eligibility for the dislocated worker program. See Section V for verification and documentation for WIA eligibility.

I.3 Rapid Response

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

Identify the Local Rapid Response Coordinators who are responsible for connecting dislocated workers to WIA Title IB resources.

Dave Franquero
Rapid Response Coordinator
5515 S. Apache Ave. Suite 200
Globe, AZ 85501
Phone: 928.425.7631
Fax: 928.402.4350

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

The WIA Dislocated Worker Program provides Rapid Response services to assist employers, employees and communities facing a plant closure, mass layoff, or a substantial layoff due to business curtailment created by foreign competition or economic slowdown.

The Rapid Response Team Leader coordinates with DES Employment Services, DES Veterans Services, Unemployment Insurance, and other WIA partners. Depending on the nature of the layoff and requests from the employer, other agency representatives may participate in the Rapid Response Team including DES Trade Adjustment Act staff, union representatives, or other social service agencies. Two Rapid Response Teams represent Gila and Pinal County.

Rapid Response Teams are familiar with participating agencies and their roles in pre-layoff and layoff activities. Their initial contact with each employer is crucial to establishing relationships among all affected individuals and includes the following:

- The purpose, format, content, and benefits to the employer and employees
- Available programs, service providers, and resources in the local area such as unemployment insurance, reemployment services, job training, Trade Adjustment Assistance, and financial counseling to meet the short and long-term assistance needs of the affected workers
- An assessment of the employer's layoff plans and schedule
- Identification of the employees affected by the layoff, their current wage scale, occupations, skill levels, and length of service,
- Company benefits available to employees, i.e. severance pay, job development/job search activities, relocation or reemployment opportunities, etc.
- Probable assistance needs of the affected workers
- Reemployment prospects for workers in the local community
- Potential for averting the layoff or closure that may be discussed in consultation with state or local economic development agencies, including private sector entities and the Arizona Commerce Authority

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

The Dislocated Worker Program is the lead agency for Rapid Response services in the Gila/Pinal Workforce Investment Area. At a minimum, the Rapid Response Team consists of the following partners:

Rapid Response Coordinator – Dave Franquero
Dislocated Worker Program Representative – Penny Miller/Debora Briseno
DES Employment Services/Unemployment Insurance – Kim Rodriquez
Veterans Services – Jason Robert

Other partners may include:
Family Assistance Administration
Labor Union
Community Action Program

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

Dislocated Worker policy directs that Rapid Response services must be provided to assist employers, employees and communities that are facing a plant closure, mass layoff, or a substantial layoff due to business curtailment created by foreign competition or economic slowdown.

The WIA Dislocated Worker Program is the lead agency for Rapid Response services and makes initial contact with the employer to initiate the Rapid Response process. An affected company is contacted within 48 hours of receipt of the program's notification of a layoff or plant closure. At the initial employer meeting, an assessment is conducted to include the employer's layoff plans and scheduled layoff dates. Plans are developed for re-employment prospects such as layoff aversion.

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

Unemployment Insurance Benefits information
Workforce Investment Act Dislocated Worker Program
DES Employment Services
DES Veterans Services
Labor Union Representation when unions are involved
One-Stop Resources - Job search, workshops
Trade Adjustment Act
Community Agencies/Programs

An employer survey is conducted after the Rapid Response orientation to gather feedback on the services provided. Follow-up is also conducted with the Rapid Response Team to assess the effectiveness of the information presented to both the employer and employees, as well as next steps in the assistance process.

The threshold for approved Rapid Response services is a substantial layoff affecting more than 10% of the workforce or a minimum of 10 employees. If a substantial layoff is less than 10 employees, the Dislocated Worker Program Manager has the discretion to approve initiation of Rapid Response services.

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

The Dislocated Worker Rapid Response Team is notified of a reduction in force by the Worker Adjustment and Retraining Notification (WARN) submitted by the employer to the state. Notifications may also be ascertained from news media, employer contact, employee contact, or word-of-mouth. The affected company is contacted within 48 hours of receipt of notification.

When the Rapid Response Team is notified of a plant closure or mass layoff, the team can help plan an effective and efficient layoff strategy to help minimize lost productivity. The team contacts a company representative to explain available Rapid Response services as detailed earlier in this section.

Layoff Aversion involves planned, customized activities and services coordinated between the Rapid Response Team and the employer. There are numerous, potential benefits to the employer, affected workers, the community, and the workforce system when layoffs can be averted. In the case of layoff aversion, the employer's role and obligations are well defined upfront, as well as the role of Rapid Response in serving both the employer and the affected employees.

I.4 Apprenticeship Program

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

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

The Gila/Pinal Workforce Investment Area, through the one stop delivery system, will make available to Adult and Dislocated Workers information on Registered Apprenticeship programs in various locations. Apprenticeship Programs provide opportunities for on-the-job training and related classroom instruction in which workers learn the practical and theoretical aspects of a skilled occupation. Traditionally, apprenticeships offer some of the best opportunities for 'learning while earning' and are viewed as career employment for job seekers willing to invest the significant time required to complete them. Partnerships will be coordinated with employers who utilize apprenticeship trainees in their labor force. At the end of the apprenticeship, apprentices receive a nationally recognized credential.

The Gila/Pinal LWIA has apprenticeship opportunities sanctioned by the state Apprenticeship Office available in the area. The LWIA is in consistent contact with the Apprenticeship Office to identify current apprenticeship placements that coincide with its pool of job seekers. As of March 2014, the following apprenticeship programs were accepting new applicants:

Apprenticeships – Gila/Pinal LWIA
Freeport-McMoRan Copper & Gold **P O Box 4444 Title: Human Resources** **Claypool, AZ 85532**
Arizona Operating Engineers **10797 West Randolph Rd.** **Casa Grande, AZ 85222**
Globe-Miami Joint Apprenticeship & Training **P.O. Box 108, Hwy 188 Title: Training** **Globe, AZ 85502**

The website for Arizona Apprenticeships is www.azapprenticeship.com.

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

Plans are currently on hold for planned uses of apprenticeship training. Apprenticeships tend to require long-term investments in supportive services (i.e. tools, transportation, uniforms, education materials, etc.) and program funding decisions with respect to WIA are pending due to possible LWIA re-alignment.

I.5 Trade Adjustment Assistance (TAA)

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

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

Workforce staff across programs work together to provide trade-affected workers with opportunities to obtain new job skills, resources and the support they need to successfully become employed. Potential TAA customers may be identified during the Welcome Team process, the Skills Development process, or customers may self-certify and present their TAA certification at the outset. Dislocated Worker staff generally manages TAA participant cases, ensuring co-enrollment and appropriate leveraging of TAA and DW funding. Due to the flexibility TAA funds afford for training services, case managers usually have more latitude when assisting TAA clients with matching existing skills to training leading to future careers. TAA customers are not limited to the Eligible Training Provider List when pursuing TAA-supported training. In addition, TAA requires only that training be made available at a reasonable cost and may preclude the use of a 'hard' training cap.

I.6 Reemployment Services

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

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

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

Reemployment Service orientations are conducted on a weekly basis in Casa Grande, Globe and Payson. All centers give a presentation on Reemployment Services and simultaneously provide customers a pre-application, offering an immediate opportunity to enroll into WIA. Workforce staff provides information on services available through the Arizona Workforce Connection as well as expectations for UI program compliance as it relates to Reemployment Services.

Reemployment Service customers are screened for potential dislocated worker eligibility during one-on-one sessions following the initial orientation. Those that opt to complete the pre-application are scheduled for an eligibility determination meeting with Dislocated Worker staff.

The Payson Satellite site located in the DES Office also provides the Reemployment Services previously outlined.

I.7 Migrant Seasonal Farmworker Outreach Program (if applicable)

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

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

The Pinal County One-Stop Center is a designated site for Migrant Seasonal Farm Worker (MSFW) Outreach due to the prevalence of agricultural operations in the county. The MSFW Outreach Worker provides information to MSFW's and their families regarding services available through One-Stop partners. Referrals are made to services based on individual customer needs and may include:

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

Outreach is also provided to agricultural employers to determine their needs. Employers in some areas of the county have expressed a shortage in seasonal farm workers to meet cyclical demands. Efforts are made to assist these employers by making local programs that work with migrant workers aware of job opportunities when they become available. Project PPEP is a partner in the One-Stop system and offers training and educational services to migrant and seasonal farm workers.

I.8 Senior Community Service Employment Program (SCSEP)

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

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

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

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

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

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

Participant services provided through SCSEP include:

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

Supportive services are also provided to assist a participant with his or her community service assignment and to help them gain and keep a job. Supportive services may include reasonable costs (depending on funding) for, but not limited to: shoes, uniforms, glasses, transportation, hand tools, emergency car repairs, etc.

The Gila/Pinal One-Stop system, in coordination with SCSEP, provides services to eligible and non-eligible SCSEP applicants/participants. Services may include, but not limited to:

- assessments
- dual enrollment in WIA programs
- labor market information
- job search assistance and placement
- job clubs and other job-readiness classes
- referrals
- intensive/training services based on customer eligibility

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

I.9 Youth Services

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

Describe the strategies to be used to incorporate the required youth program elements within the design framework.

1. Tutoring, study skills training and instruction leading to the completion of secondary schooling including dropout prevention strategies. Youth Program partners work with local school districts and other entities to ensure that youth have access to tutoring, study skills and additional instruction when needed. Central Arizona College is used for tutoring services when a need is established. Case Managers provide dropout prevention strategies when a youth is at risk of dropping out.
2. Alternative secondary school services. Case Managers are familiar with alternative secondary options in their area and explore options that meet the needs of youth.
3. Summer employment opportunities directly linked to academic and occupational learning;
   Summer employment opportunities are matched to the interest of the youth and their career goals when available. Youth have the opportunity to develop and demonstrate soft skills in their summer employment.
4. Paid and unpaid work experiences including internships and job shadowing.
   Work experiences are offered to youth when it benefits them and is focused on their career interests based on their field of study and/or O'Net interest profiler survey results.
5. Occupational skill training. Case managers assist youth in selecting occupational skills training that will provide them with future employment opportunities. They also assist youth in enrolling, completing FAFSA and provide financial support as needed.
6. Leadership development opportunities. Opportunities are available through work readiness classes, workshops, and success coaches.
7. Supportive services. Supportive services are available to youth to provide assistance for needs that help them to be successful in completing their educational program and help them obtain employment.
8. Adult mentoring for a duration of at least twelve months may occur during and after program participation. Youth are provided adult mentoring through their case manager and first-year college students are assigned a success coach which is a more experienced college student.
9. Follow-up services for not less than 12 months after the participant completes the program. Case managers provide follow-up support to participants for one year after exiting the program.
10. Comprehensive guidance and counseling, including drug and alcohol counseling and referral to counseling. Case managers provide guidance and counseling and refer to community agencies when additional counseling needs arise.

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

Participants are invited to an orientation to learn about WIA Youth services. Case managers determine eligibility in an intake appointment and proceed with objective assessment with TABE testing, and also complete the O'Net interest profiler at the time of enrollment. Case managers provide participants intensive case management, which equates to one contact per month. An

ISS with individual education and employment goals is developed with input from each youth and continually assessed and modified based on individual progress.

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

The Gila/Pinal Board has been in the midst of re-instituting its Youth Council during the last several months due to unforeseen vacancies. However, both counties are now considering re-aligning themselves with other existing LWIA's in Arizona, which has essentially placed Youth Council plans on hold. The current LWIB is well aware that fostering a more comprehensive youth development system requires a local youth council to monitor WIA-funded youth activities. And the council make-up must involve members who have both the interest and expertise to sustain the youth council long-term. The LWIA is fortunate to have as its current youth programs provider, Central Arizona College (CAC). The College has a long and successful track record of serving WIA eligible youth 14 - 21 years of age, economically disadvantaged, and in need of assistance to meet their educational and employment goals. CAC offers tutoring, study skills, dropout prevention counseling, alternative education, comprehensive guidance services, support services, occupational skills training, and summer employment.

The expectation is that CAC will continue in its role as a primary youth services provider during the re-alignment process, and play an integral part in working with new youth councils and other youth serving organizations such as Job Corps in both Gila and Pinal Counties.

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

For a youth to enroll as a 5% non-economically disadvantaged youth, case managers assess a youth's situation during intake and establish what "serious barriers to employment" exist. Case managers look at the following criteria to make the 'serious barriers' determination:

- school dropout
- basic skills deficient (1 or more grade levels below the grade level appropriate for the youth's age based on TABE or other basic skills results)
- pregnant or parenting
- one or more disabilities including learning disabilities that compromise a youth's ability to obtain employment
- homeless or runaway
- offender
- Local Policy: Occupational skills deficient – less than 4 months full time, same employer, lack of transferable skills.

The Gila/Pinal LWIA requires the WIA youth program operator (CAC) to maintain copies of documents used to determine eligibility for each youth participant. If an applicant is unable to obtain the necessary documentation for an individual eligibility category (above), the youth may submit a signed self-attestation statement in its place. The signed statement acknowledges that falsifying information will be grounds for termination from the youth program.

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

Out-of-school youth enrollments are tracked by the CAC Youth Coordinator on a Master Client List. Expenditures as well are tracked in an accounting system with distinct budget codes for youth activities and monitored on a monthly basis.

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

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

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

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

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

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

Monitoring of electronic and hard copy participant files are conducted twice in a program year. Twenty percent (20%) of the contracted service levels are monitored for the program year. Staff conducts file reviews through AZJobConnection quarterly. Thirty days prior to the start of monitoring, a monitoring schedule is sent to the youth provider outlining program elements to be reviewed.

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

- entrance and exit interview
- case file reviews
- policies, processes and procedures reviews
- participants, training supervisor, and staff interviews

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

I.10 Veterans

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

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

The Gila/Pinal Workforce Investment Area strategies ensure individuals are made aware of Veteran's Priority of Services at all physical points of entry, as well as the virtual point of access via AJC and the LWIA web site. Veterans outreach activities such as annual 'stand downs' and job fairs are also used to invite Veterans to take advantage of One-Stop services and to convey their importance as One-Stop customers.

The One-Stop Centers comply with state and federal policies and procedures supporting veterans and eligible spouses of veterans with the highest quality of service at every step in service delivery. These services can range from Welcome services such as assistance with job search and identification of needed skills, to more customized strategies for veterans to advance their careers in high growth sectors in the local area.

Veterans' priority of services requirement is monitored internally and by the state's WIA monitors to ensure compliance.

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

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

The Jobs for Veterans Act (2002) established a priority of service for veterans and certain spouses in all employment and training administered by the Department of Labor. The WIA

Dislocated Worker formula grant program was specifically affected by the new legislation. Essentially, the Gila/Pinal One-Stop applies veterans' service priority under the dislocated worker program when an individual has first qualified as a dislocated worker and *then* also qualifies as a veteran. In these instances, a dislocated worker who is also a veteran is given priority over a qualified dislocated worker who is a non-veteran.

J. Desired Outcomes

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

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

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

The Gila/Pinal Workforce Investment Board has authorized the Community Services Director to negotiate performance goals on behalf of the local board. The Director works closely with the Board's Executive Committee and the WIA Program Manager to assess current local and regional economic conditions, previous performance outcomes, future projections for business expansions and job growth, plans for One-Stop system capacity building, and other factors that may impact performance levels, to establish Gila/Pinal parameters as a prelude to performance negotiations.

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

Department of Labor has granted Arizona's request to replace the original 17 performance measures with the three Adult, three Dislocated Worker, and three Youth Common Measures. These measures are negotiated with the State annually. Progress toward the measures is distributed by the state monthly in the state's *Red and Green Report*.

The following chart indicates Program Year 2013 Performance Measures and Negotiated Levels accepted by the Gila/Pinal Local Workforce Investment Area:

Common Measures	PY13 Negotiated Level
Adult	
Entered Employment	74.5%
Employment Retention	84.9%
Average Earnings	$13,000
Dislocated Worker	
Entered Employment	83.0%
Employment Retention	87.5%

Average Earnings	$16,400
Youth	
Placement in Employment/Education	62.5%
Attainment of Degree/Certificate	60.5%
Literacy/Numeracy Gains	43.0%

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

Staff conducts a quarterly review of progress with respect to the statutory measures associated with WIA Title IB programs, which are also tracked by the State during each program year.

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

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

The Gila/Pinal Local Workforce Investment Area scorecard measures are for a one-year period. Outcomes for these measures will be reported to the WIB at regular quarterly meetings. The four measures are broken down into the following categories: Customer Perspective, Internal Perceptive, Financial Perspective, and Growth and Learning Perspective.

Customer Perspective	Goal	Actual	+/- %
Number of Clients Entering the One-Stops			
Number of Employers Utilizing the One-Stop Centers			
Training Related Employment			
Job Placements to Job Seekers			
Internal Perspective	**Goal**	**Actual**	**+/- %**
Number of website inquire about One-Stop			
Number of clients Referred to Employers			
Customer Satisfaction Survey			
Employer Satisfaction Survey			
Financial Perspective	**Goal**	**Actual**	**+/- %**
Training Dollars per program			
Training Dollars per participant			
Average Cost per participant in Job Search			
Average Cost per participant in Training			
Growth and Learning Perspective			
Number of Staff Cross-Trained			
One-Stop Staff completing Core Competencies Certification			
Number of WIB members completing refresher training			

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

The Arizona Department of Economic Security maintains a statewide, on-line system, AZJobConnection or AJC, which provides access to the workforce development system, the Arizona Workforce Connection. This on-line system provides access to a wealth of services for both job seekers and employers. The system consists of two parts: Job Link and Service Link.

Job Link is a self-service, gateway system allowing job seekers to access thousands of job opportunities in Arizona and around the country, as well as other resources that assist the user with job search. Among the site's additional features are the following:

- Tools to Help Build and Post Online Resumes
- Saved job searches
- Creation of a Personal Profile
- E-mail Updates Regarding Job Opportunities
- Staff Assistance that Supports Matching of System Job Openings to a Customer's Ideal Job
- Advanced Job Notifications for Veterans
- Links to Skills Certifications and Training Programs
- Linking of Job Seeker Accounts to One-Stop Resource Rooms

Service Link is part of the system that allows case managers to assist participants. It is essentially a tracking system to view clients' progress through the workforce development system. The client information can be utilized to create on-demand reports for federal, state, and local reporting purposes.

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

Technology is used at Access Points throughout Gila and Pinal Counties where partnered programs provide technical links to the One-Stop System as a whole. Access Points are located in Coolidge, Mammoth, Payson, and Apache Junction, with future sites being planned for Eloy, Florence, San Tan, Maricopa City, Arizona City.

A new One-Stop website is close to completion that will also facilitate tracking of customers seeking workforce-related assistance. The Casa Grande and Globe Comprehensive One-Stop Centers will be using secure computer technology with interactive capabilities at the receptionist desks so customers may enter basic information such as the reason for their visit.

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

Results of customer satisfaction surveys offer detailed insight into job seeker and employer satisfaction of their One-Stop experiences, allowing all partners to evaluate the overall effectiveness of the mix and quality of system services, as well as customer flow through the system. The overarching objective of the surveys is continuous improvement. Customer Service training is regularly provided to all staff to ensure the delivery of excellent customer service.

K. Agreements, Policies, and Procedures

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

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

Gila/Pinal Workforce Investment Area will comply with the Service Integration Policy and the One-Stop Delivery System Policy to improve customer access to service through the development of a seamless system of services and enhance the range and quality of these services to job seekers and businesses through coordinated approach among partner agencies. It will promote functional alignment to effectively streamline customer service delivery, benefit from the strengths of staff and technology to deliver services, and thereby reduce duplication.

Agreements in accordance with State policy:

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

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

Gila/Pinal Workforce Investment Area Chief Elected Officials are responsible for the oversight of the local workforce system. One-Stop Operators will ensure seamless service delivery within each One-Stop Centers.

A consortium of partners consisting of the Arizona Department of Economic Security Wagner/Peyser, Gila County Community Services Division – Dislocated Worker Program, and Portable Education Practical Preparation have been designated by the WIB and the LEO as Operator of the One-Stop System. In accordance with Section 121 of the WIA and Section 662.400 of the WIA Rules and Regulations, the consortium of partners shall agree that the

purpose of this agreement is to define the respective roles and responsibilities of each party with respect to the operation of the One-Stop System. State Policy 3-2013 shall be adhered. The One-Stop Operator agrees to provide and make accessible to its customers services as required by the WIA.

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

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

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

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

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

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

Staff shall meet quarterly with WIA Program Manager to review their individual current participant status as well as review the most current performance information for that provider's program. The local Board will be provided with a summary of the monitoring at their regular meetings.

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

A Corrective Action Plan shall be requested from providers in need of improvement found in the Annual Monitoring Review. A finding/corrective action is a situation where either Federal Law,

State or Local Policies and Procedures are not followed. If not corrected immediately, most findings/corrective action lead to a non-allowable activity or disallowed cost, requiring reimbursement back to the County from non-federal funds. There may be situations where a finding/corrective action can be corrected at the time of identification; however, it will be noted as a finding/corrective action in the program review outcome. Examples leading to a finding/corrective action include, but are not limited to:

- inaccurate or incomplete eligibility determinations;
- application signed after Date of Participation (first enrollment into a WIA Activity);
- services, as documented in case notes, were provided prior to eligibility date;
- inaccurate or incomplete verification and file documentation of any required field used to determine eligibility;
- missing, incomplete, outdated, and/or unsigned Individual Service Strategy (ISS);
- incomplete Youth Skill Attainment documentation and setting of youth goals for basic skills, occupational skills, and work readiness skills;
- failure to include documentation regarding coordination of occupational training with FASFA or Pell Grant Awards;
- assessment not documented in hard copy file or in case notes;
- failure to justify expenditures for Supportive Services or other need-related payments
- more than 90 days of no services has occurred;
- lack of, incomplete or incorrect client dates of service entered into AJC; and
- failure to provide hard copy documentation of credential or certificate

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

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

http://www.gilacountyaz.gov/government/community/arizona_workforce_connection.php

L. Complaints, Grievances

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

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

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

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

Local Responsibility

The WIA Program Manager has the responsibility to review each informal complaint in accordance with local, state, and federal guidelines and ensure appropriate action is taken. WIA Program Manager will ensure all partners are properly trained.

Local Procedures

Any partner staff can receive a customer complaint. Phone calls, faxes, e-mails, and letters are forms of customer complaints:

A. Grievances, Complaints and Appeals

1. A grievance or complaint is a written description of an alleged violation of the WIA, dated and signed by an interested party.
2. An appeal is any written, dated, and signed communication by an interested party expressing their intent to appeal any action or inaction with respect to a grievance or complaint to a higher level. Any action pursuant to the original decision is stayed until a final decision is made by the State.
3. The freedom to file a complaint or appeal may not be limited or interfered with in any way.
4. Representation of interested parties in connection with complaints or appeals may not be limited or interfered with in any way.
5. The local area will make reasonable efforts to assure that the information will be understood by affected participants and other individuals, including youth and those who are limited-English speaking individuals. Such efforts will comply with the language requirements specified in 29 CFR 37.35 regarding the provision of services and information in languages other than English.

B. Right to Grieve, Complain or Appeal

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

C. Time Limitations
1. Complaints under this section shall be filed within one year of the alleged occurrence.

D. Time Computation, Filing and Receipt
1. For purposes of these procedures, any compliant, appeal, applications, request, notice, objection, petition, report or other information is considered received and filed timely:
   a. If transmitted via the United States Postal Service on the date it is mailed as shown by the postmark, or in the absence of a postmark the postage meter mark, on the envelope in which it is received; or
   b. If not postmark or postage meter marked, or if the mark is illegible, on the date it is actually received.
   c. If transmitted by any means other than the United States Postal Service on the date it is actually received.
   d. If a delay in filing is due to an error or misinformation by the organizations or person with whom the complaint or appeal is filed, the time limitation shall be adjusted in a manager equitable to the complainant.
2. Any reference to "days" is interpreted as calendar days. In computing any period of time, the date of the act, event or default is not included. The last day of the period computed is counted, unless it is a Saturday, a Sunday, or a legal holiday, in which case the period runs until the end of the next day which is not a Saturday, a Sunday, or a legal holiday.

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

Local Process

The staff receives the informal complaint will communicate the following information to the WIA Program Manager by the end of the business day. The communication will include a brief summary of the complaint, including causes and actions taken, provide any supporting documentation, name and contact information of the complainant. Within three days of receiving the complaint, the WIA Program Manager will review the complaint and contact the staff person. The WIA Program Manager may request additional information. The WIA Program Manager will review the information and communicate the findings to the partner supervisor before making determination regarding the complaint and any necessary correction action. The WIA Program Manager will inform the complainant and all other partners of the resolution of the complaint with seven business days of the complaint. If necessary, training of the corrective action will occur on a timely manner. All records of the complaint with supporting documentation, and corrective action will be maintained for a six years from the date of WIA Program Manager receiving the complaint.

Formal Complaint Process

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

A. Before appeal process starts, informal resolution of the complaint will be attempted whenever possible.
B. If the complaint is not resolved, the complainant will be given the opportunity to request a hearing before an impartial hearing office. Such hearing shall be scheduled within thirty (30) days of the filing of the complaint.
C. A formal complaint log must be maintained to indicate date received, hearing date, summary of resolution and date resolved.
D. Following the hearing and within 60 days of the filing of the complaint, all parties of interest will receive a copy of the final decision, which will include the reasons for the decisions.
E. If the complainant receives a decision or does not receive a decision within 60 days which he or she finds unsatisfactory, the complainant may request a review of the complaint by the Arizona Department of Economic Security (DES) State WIA EEO Officer, 1789 West Jefferson (Site Code 920Z), Phoenix, AZ 85007.
F. Such request must be submitted in writing within ten (10) days of receipt of the final decision or of the expiration of the sixty (60) day period.

Local Process

The same process as outlined in the job seeker and business customer informal complaint process. LWIB has established a process for training providers complaints through appeals of based on denial of provider's application for eligibility on the ETPL.

Process for Resolving Appeals to the State

Any party who has filed a grievance or complaint below the State level has the opportunity for an appeal to the State when no decision is reached within 60 days or either party is dissatisfied with the local hearing decision.

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

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

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

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

The Gila/Pinal Workforce Investment Act is in compliance with the Equal Opportunity contained in 20 Code of Federal Regulations (CFR) 667.600, Workforce Investment Act Section 184(f), and WIA Guidance Letters #06-06 WIA Grievance Procedures, Complaints, and State Appeals Processes and #07-06 WIA State of Arizona WIA Equal Opportunity and Discrimination Complaint Policy and Procedures.

http://www.gilacountyaz.gov/government/community/arizona_workforce_connection.php

APPENDIX A

Public Notice, Comments, Distribution List

PUBLIC NOTICE

The Gila/Pinal Workforce Investment Area Business Plan July 2014 – June 2017 for Gila and Pinal Counties is now available for public review and comment.

Reference: P.L. 105-220, Sections 118 (b)(3) and 136(c)(1)(2)(3) of the Workforce Investment Act dated August 7, 1998; 20 CFR, Part 652 et.al., Section 661.350(a)(4) and Subpart C, Sections 666.300 and 666.310 of Workforce Investment Act Final Rules dated August 11, 2000.

The plan may be reviewed at the following locations:

Gila County Community Services
5515 South Apache Avenue, Suite 200
Globe, Arizona 85501
Hours 8:00 a.m. until 5:00 p.m., Monday through Friday.

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

Copies will also be available on:

Pinal County Website: www.pinalcountyaz.gov

Gila County Website: http://www.gilacountyaz.gov/government/community/index.php

Copies of the plan may be requested by contacting Allison Torres at 5515 South Apache Avenue, Suite 200, Globe, Arizona, 85501 or by telephone at (928) 425-7631, Ext. 8650. Appendices are not attached at this time.

Verbal and written comments will be received until May 15, 2014 at which time the comments and plan will be completed and finalized.

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

PUBLIC NOTICE COMMENTS

No public comments received.

Distribution List

Newspapers
Copper Basin Newspapers
Tri-Valley Dispatch
Silver Belt Newspaper
San Carlos Apache Moccasin
Maricopa Monitor

Other Entities
Gila County
Pinal County
Globe Comprehensive One-Stop
Casa Grande Comprehensive One-Stop

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CBN Legal 5/7/14

State of Arizona
County of Gila

AFFIDAVIT OF PUBLICATION

Annette Barajas being first duly sworn deposes and says that she is a representative of the *Copper Basin News*, a legal newspaper published weekly at Hayden, in the County of Gila, State of Arizona that the legal entitled, Gila/Pinal Workforce Investment Area Business Plan, a printed copy of which is hereto attached, has been or will be published in all the regular weekly editions of said newspaper (and not a supplement thereof) for ONE week, the date of publication being as follows, to-wit:

5/7/14

Annette Barajas

Representative

Subscribed and sworn to before me this

7th DAY OF May, 2014

Gayle Ann Carnes

Notary Public

OFFICIAL SEAL
GAYLE ANN CARNES
Notary Public - State of Arizona
PINAL COUNTY
My Comm. Expires Feb. 1, 2018

STATE OF ARIZONA
} ss.
COUNTY OF PINAL

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Copies will also be available on:

Pinal County Website: www.pinalcountyaz.gov

Gila County Website: http://www.gilacountyaz.gov/government/community/index.php

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Verbal and written comments will be received until May 22, 2014 at which time the comments and plan will be completed and finalized.

No. of publications: 1; date of publication: May 7, 2014.

Affidavit of Publication

RUTH A. KRAMER first being duly sworn deposes and says: That he/she is a native born citizen of the United States of America, over 21 years of age, that I am an agent and/or publisher of the Casa Grande Dispatch, a daily newspaper published at Casa Grande, Pinal County, Arizona, Tuesday through Sunday of each week; that a notice, a full, true and complete printed copy of which is hereunto attached, was printed in the regular edition of said newspaper, and not in a supplement thereto, for **ONE** issues the first publication thereof having been on the

7TH day of **MAY** A.D., **2014**

Second publication _____

Third publication _____

Fourth publication _____

Fifth publication _____

Sixth publication _____

*** TRI-VALLEY DISPATCH ***

CASA GRANDE DISPATCH

By _____
agent and/or publisher of the Casa Grande Dispatch

Sworn to before me this 12th

day of May A.D., 2014

Debbie L Mumme

Notary Public in and for the County
of Pinal, State of Arizona

Official Seal
NOTARY PUBLIC, State of Arizona
County of Pinal
DEBBIE L. MUMME
My Comm. Expires 10-03-17

Affidavit of Publication

State of Arizona
County of Gila

Marc Marin, or his authorized representative being first duly sworn deposes and says: That he is the Publisher of the Arizona Silver Belt and the San Carlos Apache Moccasin newspapers, located at 298 North Pine Street, Globe, Arizona 85501, or mail: P.O. Box 31, Globe, Arizona 85502.

The above stated newspapers are published weekly in Globe, in the State of Arizona, County of Gila and that the following described __√_legal, or ___ advertising was duly published.

PUBLIC NOTICE

The Gila/Pinal Workforce Investment Area Business Plan July 2014 – June 2017 for Gila and Pinal Counties is now available for public review and comment.
Reference: P.L. 105-220, Sections 118 (b)(3) and 136(c)(1)(2)(3) of the Workforce Investment Act dated August 7, 1998; 20 CFR, Part 652 et.al., Section 661.350(a)(4) and Subpart C,
Sections 666.300 and 666.310 of Workforce Investment Act Final Rules dated August 11, 2000.

A printed copy of said legal or advertising is attached hereto and was published in a regular weekly edition of said newspaper (and not a supplement thereof) for 1 consecutive week in the __√_ Arizona Silver Belt newspaper, and/or the __√__ San Carlos Apache Moccasin newspaper. The dates of publication being as follows, to wit:

May 7, 2014

Marc Marin
Publisher

State of Arizona)
) ss:
County of Gila)

The foregoing instrument was acknowledged before me **May 7, 2014**, by Marc Marin.

Notary Public

BETHEL JEAN BAKER
Notary Public - State of Arizona
GILA COUNTY
My Commission Expires
December 31, 2015

My Commission Expires:
December 31, 2015

PUBLIC NOTICE
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Reference: P.L. 105-220, Sections 118 (b)(3) and 136(c)(1)(2)(3) of the Workforce Investment Act dated August 7, 1998; 20 CFR, Part 652 et.al., Section 661.350(a)(4) and Subpart C, Sections 666.300 and 666.310 of Workforce Investment Act Final Rules dated August 11, 2000.
The plan may be reviewed at the following locations:
Gila County Community Services
5515 South Apache Avenue, Suite 200
Globe, Arizona 85501
Hours 8:00 a.m. until 5:00 p.m., Monday through Friday
Arizona Workforce Connection
1015 E. Florence Blvd, Suite A-100
Casa Grande, Arizona 85122
Hours 8:00 am until 5:00 pm, Monday through Friday
Copies will also be available on:
Pinal County Website
www.pinalcountyaz.gov
Gila County Website
http://www.gilacountyaz.gov/government/community/index.php
Copies of the plan may be requested by contacting Allison Torres at 5515 South Apache Avenue, Suite 200, Globe, Arizona, 85501 or by telephone at (928) 425-7631, Ext. 8650. Appendices are not attached at this time.
Verbal and written comments will be received until May 22, 2014 at which time the comments and plan will be completed and finalized.
Equal Opportunity Employer/Program
Auxiliary aids and services are available upon request to individuals with a disability.
Gila Pub 5-7-2014 Belt 9068

STATE OF ARIZONA }
COUNTY OF PINAL } ss.

PUBLIC NOTICE

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Reference: P.L. 105-220, Sections 118 (b)(3) and 136(c)(1)(2)(3) of the Workforce Investment Act dated August 7, 1998; 20 CFR, Part 652 et.al., Section 661.350(a)(4) and Subpart C, Sections 666.300 and 666.310 of Workforce Investment Act Final Rules dated August 11, 2000.

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

Copies will also be available on:

Pinal County Website: www.pinalcountyaz.gov

Gila County Website: http://www.gilacountyaz.gov/government/community/index.php

Copies of the plan may be requested by contacting Allison Torres at 5515 South Apache Avenue, Suite 200, Globe, Arizona, 85501 or by telephone at (928) 425-7631, Ext. 8650. Appendices are not attached at this time.

Verbal and written comments will be received until May 22, 2014 at which time the comments and plan will be completed and finalized.

No. of publications: 1; date of publication: May 6, 2014.

Affidavit of Publication

RUTH A. KRAMER first being duly sworn deposes and says: That he/she is a native born citizen of the United States of America, over 21 years of age, that I am an agent and/or publisher of the Casa Grande Dispatch, a daily newspaper published at Casa Grande, Pinal County, Arizona, Tuesday through Sunday of each week; that a notice, a full, true and complete printed copy of which is hereunto attached, was printed in the regular edition of said newspaper, and not in a supplement thereto, for ONE issues the first publication thereof having been on the

6TH day of MAY A.D., 2014

Second publication _____

Third publication _____

Fourth publication _____

Fifth publication _____

Sixth publication _____

*** MARICOPA MONITOR ***

CASA GRANDE DISPATCH

By _____
agent and/or publisher of the Casa Grande Dispatch

Sworn to before me this 12th

day of May A.D., 2014

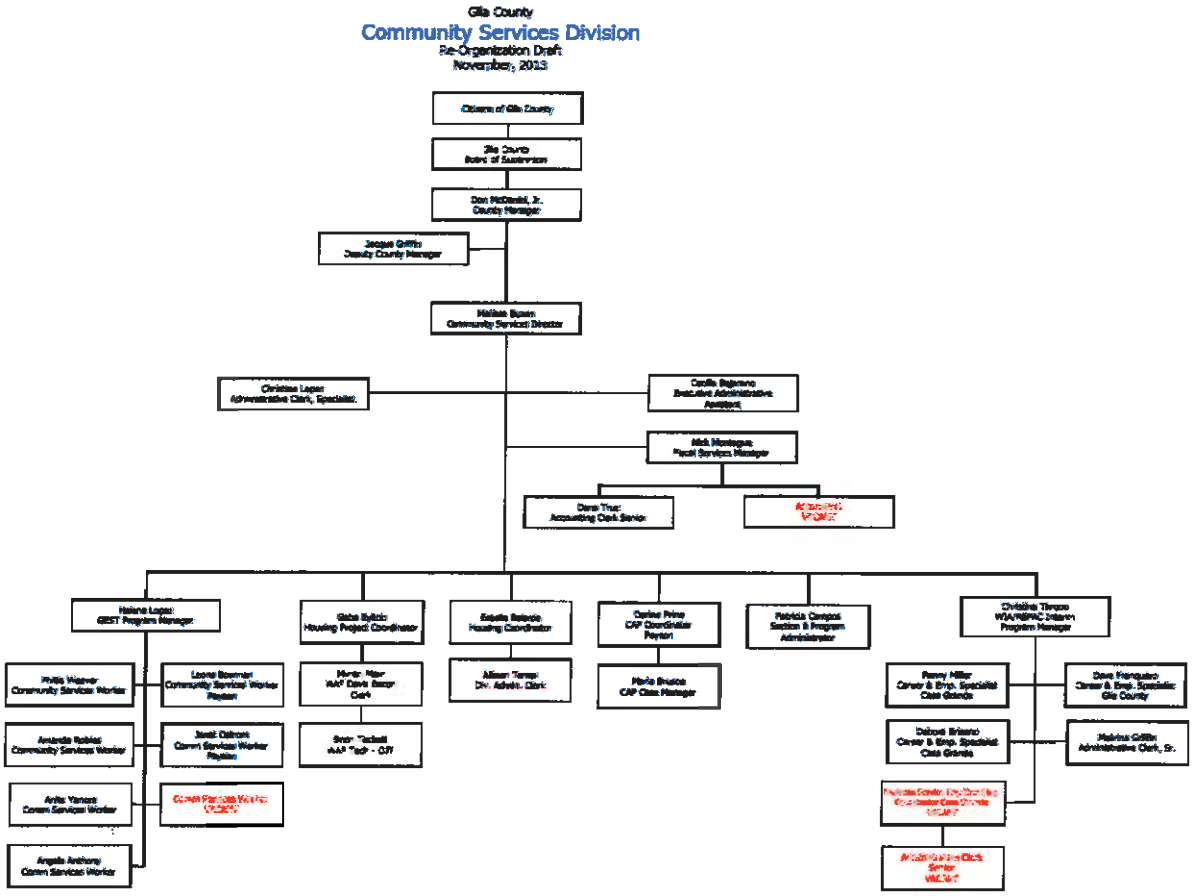
Debbie L Mumme

Notary Public in and for the County
of Pinal, State of Arizona

Official Seal
NOTARY PUBLIC, State of Arizona
County of Pinal
DEBBIE L. MUMME
My Comm. Expires 10-23-17

APPENDIX B

Organizational Chart


Gila County
Community Services Division
Re-Organization Draft
November, 2013

APPENDIX C

Data Information

Appendix 1: DEMOGRAPHIC AND HOUSING ESTIMATES
2007-2011 American Community Survey 5-Year Estimates

Subject	United States	Arizona	Gila County	Pinal County
SEX AND AGE				
Total population	306,603,772	6,337,373	53,380	351,709
Male	150,740,216	3,152,339	26,710	184,962
Female	155,863,556	3,185,034	26,670	166,747
Under 5 years	20,170,377	461,855	3,107	28,183
5 to 9 years	20,207,046	444,053	3,480	27,514
10 to 14 years	20,631,572	446,301	2,823	23,402
15 to 19 years	22,083,463	456,092	3,651	21,087
20 to 24 years	21,463,191	441,858	2,370	19,758
25 to 34 years	40,668,821	859,319	4,427	52,382
35 to 44 years	41,683,228	828,392	5,428	48,073
45 to 54 years	44,579,668	830,751	7,370	41,675
55 to 59 years	19,215,139	368,523	4,101	20,109
60 to 64 years	16,292,447	338,767	4,550	20,213
65 to 74 years	21,152,731	481,716	7,081	31,154
75 to 84 years	13,119,427	280,469	3,641	14,544
85 years and over	5,336,662	99,277	1,351	3,615
Median age (years)	37.0	35.7	47.3	35.6
18 years and over	232,556,019	4,714,129	41,757	259,524
21 years and over	218,867,711	4,437,427	39,818	247,959
62 years and over	48,777,496	1,054,697	14,761	60,671
65 years and over	39,608,820	861,462	12,073	49,313
18 years and over	232,556,019	4,714,129	41,757	259,524
Male	112,848,136	2,321,916	20,558	137,740
Female	119,707,883	2,392,213	21,199	121,784
65 years and over	39,608,820	861,462	12,073	49,313
Male	17,009,215	391,677	5,766	24,010
Female	22,599,605	469,785	6,307	25,303
RACE				
Total population	306,603,772	6,337,373	53,380	351,709
One race	298,787,118	6,165,063	52,201	340,674
Two or more races	7,816,654	172,310	1,179	11,035
One race	298,787,118	6,165,063	52,201	340,674
White	227,167,013	4,987,541	42,228	266,371
Black or African American	38,395,857	252,127	226	15,254
American Indian and Alaska Native	2,502,653	280,986	7,825	18,923
Cherokee tribal grouping	273,202	3,616	13	177
Chippewa tribal grouping	114,937	1,093	0	87
Navajo tribal grouping	299,813	140,112	677	2,081
Sioux tribal grouping	121,007	1,961	4	105

Asian	14,497,185	172,290	82	6,001
Asian Indian	2,781,904	33,504	0	875
Chinese	3,372,357	36,030	44	523
Filipino	2,549,545	34,199	11	2,222
Japanese	799,267	10,434	18	467
Korean	1,422,567	15,227	0	404
Vietnamese	1,576,032	22,611	8	623
Other Asian	1,995,513	20,285	1	887
Native Hawaiian and Other Pacific Islander	500,592	11,933	32	1,424
Native Hawaiian	157,220	4,522	20	1,040
Guamanian or Chamorro	72,517	1,597	0	20
Samoan	102,733	1,742	0	114
Other Pacific Islander	168,122	4,072	12	250
Some other race	15,723,818	460,186	1,808	32,701
Two or more races	7,816,654	172,310	1,179	11,035
White and Black or African American	1,846,491	31,433	170	1,908
White and American Indian and Alaska Native	1,685,124	36,843	334	1,880
White and Asian	1,424,664	32,019	175	1,338
Black or African American and American Indian and Alaska Native	285,182	5,000	62	500
Race alone or in combination with one or more other races				
Total population	306,603,772	6,337,373	53,380	351,709
White	233,837,264	5,136,546	43,313	275,132
Black or African American	41,284,752	300,779	594	18,497
American Indian and Alaska Native	4,920,336	333,764	8,387	22,041
Asian	16,720,165	218,790	280	8,442
Native Hawaiian and Other Pacific Islander	1,040,485	22,568	59	2,553
Some other race	17,284,370	509,117	2,075	36,742
HISPANIC OR LATINO AND RACE				
Total population	306,603,772	6,337,373	53,380	351,709
Hispanic or Latino (of any race)	49,215,563	1,864,375	9,479	101,324
Mexican	31,789,483	1,683,280	8,428	91,814
Puerto Rican	4,607,774	30,965	44	1,829
Cuban	1,764,374	9,112	23	411
Other Hispanic or Latino	11,053,932	141,018	984	7,270
Not Hispanic or Latino	257,388,209	4,472,998	43,901	250,385
White alone	196,730,055	3,686,433	35,184	205,003
Black or African American alone	37,449,666	238,499	226	14,784
American Indian and Alaska Native alone	2,049,094	256,668	7,739	17,715
Asian alone	14,333,034	168,066	81	5,524
Native Hawaiian and Other Pacific Islander alone	469,242	11,148	32	1,350
Some other race alone	654,541	9,152	29	795
Two or more races	5,702,577	103,032	610	5,214
Two races including Some other race	263,803	4,537	38	303
Two races excluding Some other race, and Three or more races	5,438,774	98,495	572	4,911
Total housing units	131,034,946	2,816,719	32,470	155,504

Appendix 2: EDUCATIONAL ATTAINMENT AND EMPLOYMENT STATUS BY LANGUAGE SPOKEN
2007-2011 American Community Survey 5-Year Estimates

	United States	Arizona	Gila County	Pinal County
Total:	202,048,123	4,087,214	37,949	231,765
Less than high school graduate.	29,518,935	605,627	6,039	36,021
In labor force:	13,324,543	292,647	1,725	13,266
Speak only English	6,371,659	92,779	1,189	6,609
Speak Spanish	5,789,512	182,302	397	6,261
Speak other Indo-European languages	476,231	2,588	0	18
Speak Asian and Pacific Island languages	568,499	6,897	0	57
Speak other languages	118,642	8,081	139	321
Not in labor force:	16,194,392	312,980	4,314	22,755
Speak only English	11,027,387	144,749	2,905	11,423
Speak Spanish	3,582,103	134,389	780	10,189
Speak other Indo-European languages	812,142	6,853	21	230
Speak Asian and Pacific Island languages	604,402	5,889	0	308
Speak other languages	168,358	21,100	608	605
High school graduate (includes equivalency):	57,861,283	1,010,731	12,546	68,519
In labor force:	34,848,928	570,060	5,342	33,795
Speak only English	28,592,606	402,973	4,412	26,043
Speak Spanish	4,265,587	131,434	434	6,690
Speak other Indo-European languages	979,962	9,108	34	269
Speak Asian and Pacific Island languages	767,664	8,001	0	124
Speak other languages	243,109	18,544	462	669
Not in labor force:	23,012,355	440,671	7,204	34,724
Speak only English	20,037,876	352,253	5,845	28,317
Speak Spanish	1,650,563	60,653	819	4,811
Speak other Indo-European languages	752,062	9,208	24	678
Speak Asian and Pacific Island languages	431,705	5,151	26	526
Speak other languages	140,149	13,406	490	392
Some college or associate's degree:	57,694,281	1,391,958	13,479	85,324
In labor force:	41,175,415	924,202	7,310	50,663
Speak only English	35,039,475	748,224	6,330	41,604
Speak Spanish	3,660,198	126,373	531	6,922
Speak other Indo-European languages	1,170,814	15,865	36	761
Speak Asian and Pacific Island languages	982,693	11,857	21	566
Speak other languages	322,235	21,883	392	810
Not in labor force:	16,518,866	467,756	6,169	34,661
Speak only English	14,434,165	400,663	5,356	28,990
Speak Spanish	1,033,142	42,029	494	4,335
Speak other Indo-European languages	542,145	10,780	55	641
Speak Asian and Pacific Island languages	390,276	5,028	0	324
Speak other languages	119,138	9,256	264	371
Bachelor's degree or higher:	56,973,624	1,078,898	5,885	41,901
In labor force:	43,920,400	761,354	2,875	26,404
Speak only English	35,975,508	630,366	2,558	22,148
Speak Spanish	2,593,398	62,939	195	2,749
Speak other Indo-European languages	2,483,128	31,323	22	591
Speak Asian and Pacific Island languages	2,398,098	26,510	0	771
Speak other languages	470,268	10,216	100	145
Not in labor force:	13,053,224	317,544	3,010	15,497

Speak only English	10,798,879	275,252	2,507	13,721
Speak Spanish	590,466	17,074	289	663
Speak other Indo-European languages	795,400	12,556	125	448
Speak Asian and Pacific Island languages	744,575	9,657	21	557
Speak other languages	123,904	3,005	68	108

Appendix 3: ATTAINMENT BY ABILITY
2009-2011 American Community Survey 3-Year Estimates
(Because some of the sample sizes are too small, we are not able to analyses at the County level)

Subject	United States			Arizona		
	Total Civilian	Disability	No Dis.	Total Civilian	Disability	No Dis.
Population Age 16 and Over	238,746,117	34,019,676	204,726,441	4,863,800	668,875	4,194,925
EMPLOYMENT STATUS						
Employed	58.7%	22.1%	64.8%	55.2%	20.7%	60.6%
Not in Labor Force	34.6%	72.8%	28.2%	38.0%	73.9%	32.3%
Employed Population Age 16 and Over	140,136,534	7,533,794	132,602,740	2,682,416	138,457	2,543,959
CLASS OF WORKER						
Private for-profit wage and salary workers	70.4%	66.0%	70.7%	71.8%	66.4%	72.1%
Employee of private company workers	66.9%	62.6%	67.1%	68.1%	62.8%	68.4%
Self-employed in own incorporated business workers	3.5%	3.3%	3.5%	3.7%	3.6%	3.7%
Private not-for-profit wage and salary workers	8.0%	9.4%	8.0%	6.3%	8.4%	6.2%
Local government workers	7.7%	7.6%	7.7%	7.7%	8.4%	7.6%
State government workers	4.6%	5.0%	4.6%	4.9%	4.9%	4.9%
Federal government workers	2.7%	3.3%	2.7%	3.0%	3.5%	3.0%
Self-employed in own not incorporated business workers	6.3%	8.5%	6.2%	6.2%	8.1%	6.1%
Unpaid family workers	0.1%	0.3%	0.1%	0.1%	0.2%	0.1%
OCCUPATION						
Management, business, science, and arts occupations	35.9%	26.3%	36.5%	34.8%	29.5%	35.1%
Service occupations	18.0%	22.4%	17.8%	19.6%	20.9%	19.5%
Sales and office occupations	24.9%	24.8%	24.9%	26.8%	28.0%	26.8%
Natural resources, construction, and maintenance occupations	9.2%	10.1%	9.2%	9.3%	9.8%	9.2%
Production, transportation, and material moving occupations	12.0%	16.3%	11.7%	9.5%	11.8%	9.3%

INDUSTRY						
Agriculture, forestry, fishing and hunting, and mining	1.9%	2.5%	1.9%	1.4%	1.5%	1.4%
Construction	6.4%	6.3%	6.4%	6.9%	6.1%	6.9%
Manufacturing	10.4%	10.6%	10.4%	7.4%	7.2%	7.5%
Wholesale trade	2.8%	2.5%	2.9%	2.5%	2.1%	2.6%
Retail trade	11.6%	13.1%	11.5%	12.3%	14.1%	12.2%
Transportation and warehousing, and utilities	5.0%	5.5%	4.9%	5.0%	5.3%	5.0%
Information	2.2%	1.8%	2.2%	1.9%	1.5%	1.9%
Finance and insurance, real estate, rental, leasing	6.7%	5.2%	6.8%	7.9%	6.8%	8.0%
Professional, scientific, management, and admin. waste management services	10.6%	9.6%	10.7%	11.5%	10.9%	11.5%
Educational services, health care, and social assistance	23.1%	22.7%	23.1%	22.0%	23.2%	22.0%
Arts, entertainment, and recreation, and accommodation and food services	9.2%	9.1%	9.3%	10.6%	10.3%	10.6%
Other services (except public administration)	5.0%	5.9%	4.9%	4.8%	5.3%	4.8%
Public administration	5.0%	5.4%	5.0%	5.7%	5.7%	5.7%
COMMUTING TO WORK						
Workers Age 16 and Over	136,954,273	7,077,232	129,877,041	2,626,812	130,729	2,496,083
Car, truck, or van - drove alone	76.4%	70.4%	76.8%	76.1%	68.1%	76.5%
Car, truck, or van – carpooled	9.8%	12.6%	9.7%	11.7%	13.6%	11.6%
Public transportation (excluding taxicab)	5.0%	5.6%	5.0%	1.9%	3.7%	1.8%
Walked	2.7%	3.5%	2.7%	2.1%	3.3%	2.1%
Taxicab, motorcycle, bicycle, or other means	1.7%	2.6%	1.7%	2.6%	3.7%	2.5%
Worked at home	4.3%	5.4%	4.2%	5.5%	7.6%	5.4%
EDUCATIONAL ATTAINMENT						
Population Age 25 and Over	200,227,629	31,942,581	168,285,048	4,066,277	628,974	3,437,303
Less than high school graduate	14.1%	26.6%	11.7%	14.3%	22.0%	12.9%
High school graduate, GED, or alternative	28.3%	34.4%	27.2%	24.5%	28.9%	23.7%
Some college or associate's degree	29.0%	25.5%	29.7%	34.5%	33.3%	34.8%

Bachelor's degree or higher	28.6%	13.5%	31.5%	26.6%	15.8%	28.6%
EARNINGS IN PAST 12 MONTHS (IN 2011 INFLATION ADJUSTED DOLLARS)						
Population Age 16 and over with earnings	158,369,136	9,456,264	148,912,872	3,043,028	177,835	2,865,193
$1 to $4,999 or loss	11.4%	18.5%	11.0%	11.1%	18.3%	10.6%
$5,000 to $14,999	16.8%	23.2%	16.4%	17.4%	23.0%	17.1%
$15,000 to $24,999	15.0%	16.0%	15.0%	15.6%	15.8%	15.6%
$25,000 to $34,999	13.7%	12.5%	13.7%	14.4%	12.7%	14.6%
$35,000 to $49,999	14.9%	12.0%	15.1%	15.8%	12.7%	16.0%
$50,000 to $74,999	14.7%	10.3%	14.9%	13.6%	10.1%	13.9%
$75,000 or more	13.5%	7.4%	13.9%	12.0%	7.4%	12.3%
Median Earnings	29,908	19,896	30,442	28,798	20,243	29,516
POVERTY STATUS IN THE PAST 12 MONTHS						
Population Age 16 and over for whom poverty status is determined	236,223,137	33,930,978	202,292,159	4,835,975	667,803	4,168,172
Below 100 percent of the poverty level	13.4%	21.1%	12.1%	15.4%	20.3%	14.6%
100 to 149 percent of the poverty level	8.9%	14.3%	8.0%	9.9%	13.4%	9.3%
At or above 150 percent of the poverty level	77.6%	64.5%	79.8%	74.7%	66.3%	76.0%

Appendix 5: COMMUTING CHARACTERISTICS
2007-2011 American Community Survey 5-Year Estimates

Subject	United States	Arizona	Gila County, Arizona	Pinal County, Arizona
	Total	Total	Total	Total
Workers 16 years and over	139,488,206	2,695,734	17,827	124,894
MEANS OF TRANSPORTATION TO WORK				
Car, truck, or van	86.3%	88.0%	90.0%	90.4%
Drove alone	76.1%	75.8%	79.5%	76.8%
Carpooled	10.2%	12.3%	10.5%	13.7%
In 2-person carpool	7.8%	9.6%	8.1%	10.9%
In 3-person carpool	1.4%	1.5%	1.4%	1.4%
In 4-or-more person carpool	1.0%	1.1%	0.9%	1.4%
Workers per car, truck, or van	1.07	1.08	1.07	1.09
Public transportation (excluding taxicab)	5.0%	2.0%	0.3%	0.2%
Walked	2.8%	2.1%	2.9%	1.6%
Bicycle	0.5%	0.9%	1.1%	0.4%
Taxicab, motorcycle, or other means	1.2%	1.6%	1.4%	1.6%
Worked at home	4.2%	5.4%	4.4%	5.8%
PLACE OF WORK				
Worked in state of residence	96.2%	98.2%	98.6%	98.3%
Worked in county of residence	72.5%	94.0%	87.9%	48.4%
Worked outside county of residence	23.6%	4.2%	10.7%	49.9%
Worked outside state of residence	3.8%	1.8%	1.4%	1.7%
Living in a place	74.3%	93.5%	94.9%	83.0%
Worked in place of residence	31.5%	44.4%	43.3%	22.6%
Worked outside place of residence	42.8%	49.1%	51.6%	60.4%
Not living in a place	25.7%	6.5%	5.1%	17.0%
Workers 16 years and over who did not work at home	133,598,438	2,551,403	17,034	117,688
TIME LEAVING HOME TO GO TO WORK				
12:00 a.m. to 4:59 a.m.	4.1%	6.4%	8.8%	9.7%
5:00 a.m. to 5:29 a.m.	3.6%	5.5%	7.3%	8.0%
5:30 a.m. to 5:59 a.m.	4.9%	6.0%	7.3%	6.7%
6:00 a.m. to 6:29 a.m.	8.7%	10.1%	8.4%	14.2%
6:30 a.m. to 6:59 a.m.	10.3%	9.8%	9.5%	8.9%
7:00 a.m. to 7:29 a.m.	14.8%	14.0%	13.9%	14.6%
7:30 a.m. to 7:59 a.m.	13.2%	11.2%	14.4%	8.4%
8:00 a.m. to 8:29 a.m.	11.0%	9.2%	8.0%	6.3%
8:30 a.m. to 8:59 a.m.	5.5%	4.4%	3.0%	2.1%
9:00 a.m. to 11:59 p.m.	23.9%	23.4%	19.5%	21.1%
TRAVEL TIME TO WORK				
Less than 10 minutes	13.8%	12.9%	30.4%	12.7%
10 to 14 minutes	14.4%	14.0%	25.3%	10.0%
15 to 19 minutes	15.5%	15.4%	14.4%	8.7%
20 to 24 minutes	14.7%	15.1%	7.8%	9.6%
25 to 29 minutes	6.1%	6.4%	1.7%	4.5%

30 to 34 minutes	13.5%	15.6%	9.2%	16.0%
35 to 44 minutes	6.3%	7.0%	2.2%	9.4%
45 to 59 minutes	7.5%	7.5%	2.0%	15.1%
60 or more minutes	8.1%	6.2%	6.9%	13.8%
Mean travel time to work (minutes)	25.4	24.7	19.3	32.1
VEHICLES AVAILABLE				
Workers 16 years and over in households	138,075,756	2,678,221	17,813	124,616
No vehicle available	4.4%	3.1%	3.5%	2.5%
1 vehicle available	21.2%	23.6%	24.0%	21.4%
2 vehicles available	42.4%	44.4%	40.3%	49.8%
3 or more vehicles available	32.0%	28.8%	32.1%	26.2%

S0103: POPULATION 65 YEARS AND OVER
2007-2011 American Community Survey 5-Year Estimates

Subject	United States		Arizona		Gila County, Arizona		Pinal County, Arizona	
	Total	65 years and over	Total	65 years and over	Total	65 years and over	Total	65 years and over
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
SEX AND AGE								
Male	49.2%	42.9%	49.7%	45.5%	50.0%	47.8%	52.6%	48.7%
Female	50.8%	57.1%	50.3%	54.5%	50.0%	52.2%	47.4%	51.3%
Median age (years)	37.0	74.2	35.7	73.7	47.3	73.1	35.6	72.3
RACE, HISPANIC OR LATINO ORIGIN								
One race	97.5%	99.1%	97.3%	99.2%	97.8%	99.9%	96.9%	98.8%
White	74.1%	85.1%	78.7%	91.2%	79.1%	91.9%	75.7%	91.7%
Black or African American	12.5%	8.5%	4.0%	1.9%	0.4%	0.1%	4.3%	1.8%
American Indian and Alaska Native	0.8%	0.5%	4.4%	2.2%	14.7%	5.0%	5.4%	1.7%
Asian	4.7%	3.4%	2.7%	1.6%	0.2%	0.1%	1.7%	0.7%
Native Hawaiian and Other Pacific Islander	0.2%	0.1%	0.2%	0.1%	0.1%	0.2%	0.4%	0.0%
Some other race	5.1%	1.6%	7.3%	2.2%	3.4%	2.6%	9.3%	3.0%
Two or more races	2.5%	0.9%	2.7%	0.8%	2.2%	0.1%	3.1%	1.2%
Hispanic or Latino origin (of any race)	16.1%	6.8%	29.4%	10.8%	17.8%	10.5%	28.8%	10.6%
White alone, not Hispanic or Latino	64.2%	80.2%	58.2%	83.1%	65.9%	83.9%	58.3%	84.6%
RELATIONSHIP								
Householder or spouse	57.4%	89.2%	56.4%	89.6%	57.2%	89.1%	58.2%	92.4%
Parent	1.2%	5.5%	1.2%	4.8%	1.7%	4.6%	0.8%	3.1%
Other relatives	35.9%	3.6%	36.3%	3.2%	36.0%	5.0%	36.2%	1.9%
Nonrelatives	5.5%	1.8%	6.2%	2.4%	5.0%	1.3%	4.7%	2.6%
Unmarried partner	2.2%	0.7%	2.6%	1.2%	1.6%	0.8%	2.8%	1.5%
HOUSEHOLDS BY TYPE								
Family households	66.7%	53.5%	66.2%	57.0%	65.6%	60.5%	72.6%	63.0%
Married-couple family	49.3%	43.4%	49.0%	49.0%	50.3%	52.8%	56.2%	56.8%
Female householder, no husband present, family	12.7%	7.9%	12.1%	6.3%	11.7%	4.8%	11.0%	4.6%
Nonfamily households	33.3%	46.5%	33.8%	43.0%	34.4%	39.5%	27.4%	37.0%
Household living alone	27.3%	44.2%	26.8%	39.8%	29.4%	37.7%	22.2%	33.8%
MARITAL STATUS								
Now married, except	49.8%	54.3%	50.0%	59.8%	51.1%	63.4%	54.7%	67.0%

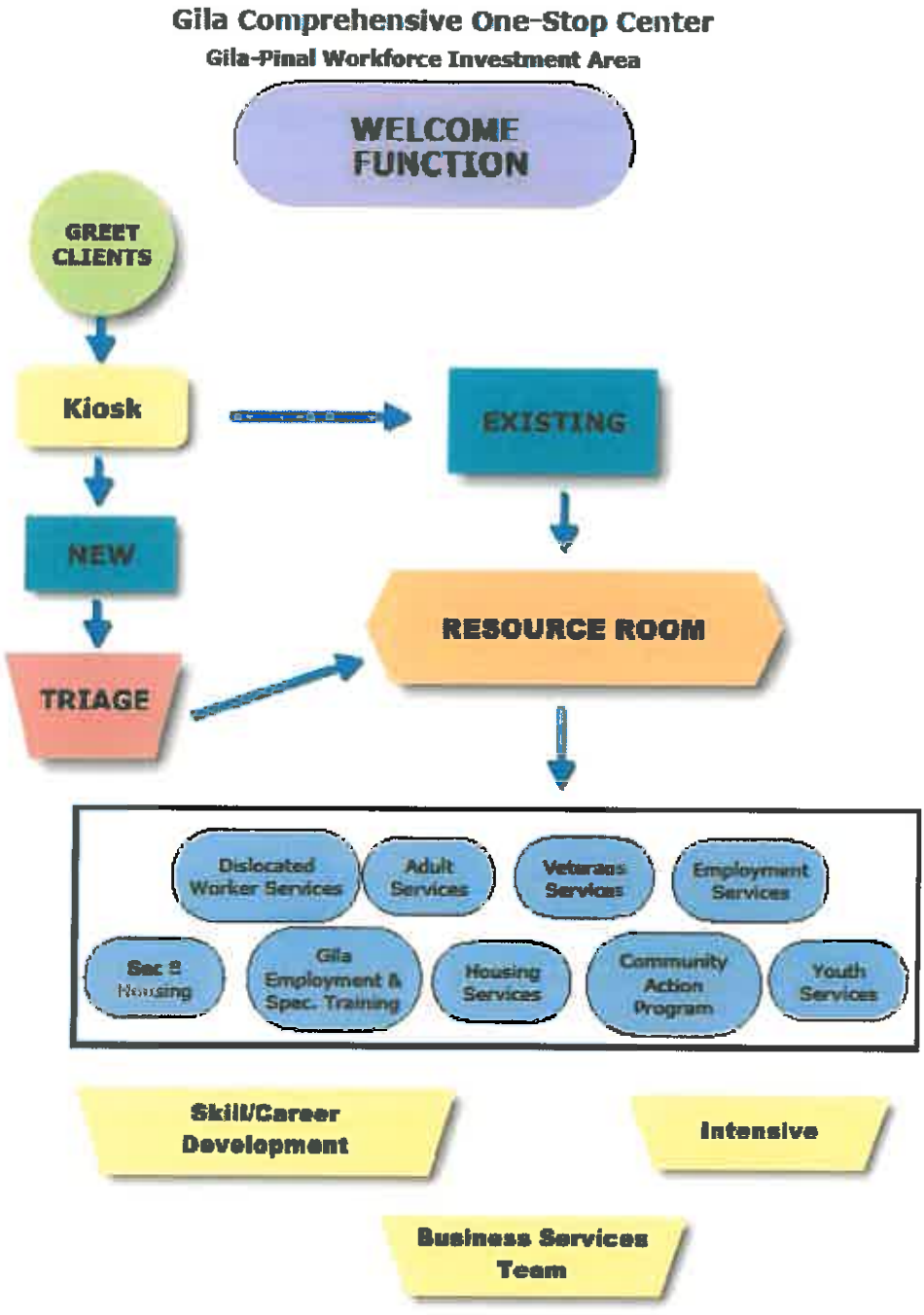
separated								
Widowed	6.1%	29.2%	5.5%	24.4%	8.2%	24.0%	5.3%	21.3%
Divorced	10.6%	10.8%	12.0%	11.7%	14.9%	9.4%	11.8%	8.8%
Separated	2.2%	1.1%	1.8%	0.9%	1.6%	0.4%	1.6%	0.7%
Never married	31.4%	4.6%	30.7%	3.2%	24.2%	2.9%	26.6%	2.2%
EDUCATIONAL ATTAINMENT								
Less than high school graduate	14.6%	23.2%	14.8%	17.3%	15.9%	19.6%	15.5%	16.8%
High school graduate, GED, or alternative	28.6%	34.3%	24.7%	29.1%	33.1%	32.1%	29.6%	33.2%
Some college or associate's degree	28.6%	21.8%	34.1%	29.5%	35.5%	30.7%	36.8%	29.8%
Bachelor's degree or higher	28.2%	20.7%	26.4%	24.1%	15.5%	17.6%	18.1%	20.2%
RESPONSIBILITY FOR GRANDCHILDREN UNDER 18 YEARS								
Living with grandchild(ren)	3.7%	4.8%	4.1%	4.4%	3.0%	2.5%	3.9%	3.8%
Responsible for grandchild(ren)	1.5%	1.2%	1.8%	1.3%	1.5%	0.5%	2.2%	1.8%
VETERAN STATUS								
Civilian veteran	9.6%	23.1%	11.4%	26.9%	14.0%	28.4%	13.0%	28.2%
EMPLOYMENT STATUS								
In labor force	64.7%	15.8%	61.7%	13.8%	45.8%	10.3%	53.1%	11.2%
Employed	59.1%	14.9%	56.2%	12.8%	42.4%	9.8%	47.9%	9.7%
Unemployed	5.6%	0.9%	5.5%	1.0%	3.4%	0.4%	5.3%	1.5%
Percent of civilian labor force	8.7%	5.9%	8.9%	7.1%	7.4%	4.2%	9.9%	13.5%
Not in labor force	35.3%	84.2%	38.3%	86.2%	54.2%	89.7%	46.9%	88.8%
INCOME IN THE PAST 12 MONTHS (IN 2011 INFLATION-ADJUSTED DOLLARS)								
With earnings	79.2%	34.2%	77.5%	30.8%	62.1%	26.5%	73.9%	27.4%
Mean earnings (dollars)	73,702	45,990	68,164	41,146	48,895	37,125	61,300	36,104
With Social Security income	27.9%	91.9%	29.1%	92.7%	44.6%	94.5%	32.9%	94.5%
Mean Social Security income (dollars)	16,213	17,546	17,079	18,563	17,848	19,142	17,757	19,309
With Supplemental Security Income	4.3%	5.7%	3.4%	4.4%	5.0%	2.1%	3.6%	3.5%

Mean Supplemental Security Income (dollars)	8,629	8,201	9,014	8,938	10,613	11,847	9,295	8,349
With cash public assistance income	2.6%	1.6%	2.4%	1.4%	3.2%	1.1%	2.7%	1.6%
Mean cash public assistance income (dollars)	3,729	3,677	3,441	3,988	3,943	3,336	3,710	3,235
With retirement income	17.5%	49.0%	19.0%	51.8%	30.5%	58.1%	22.7%	55.2%
Mean retirement income (dollars)	22,490	22,090	23,712	23,542	21,485	19,525	22,527	22,525
With Food Stamp/SNAP benefits	10.2%	6.8%	10.6%	5.2%	13.1%	3.3%	10.8%	4.4%
POVERTY STATUS IN THE PAST 12 MONTHS								
Below 100 percent of the poverty level	14.3%	9.4%	16.2%	8.2%	20.9%	7.2%	14.3%	8.1%
100 to 149 percent of the poverty level	9.2%	11.3%	10.3%	10.2%	11.8%	12.9%	10.2%	9.6%
At or above 150 percent of the poverty level	76.4%	79.3%	73.5%	81.6%	67.4%	79.8%	75.5%	82.3%
HOUSING TENURE								
Owner-occupied housing units	66.1%	78.9%	66.6%	84.0%	76.8%	89.5%	76.5%	90.7%
Renter-occupied housing units	33.9%	21.1%	33.4%	16.0%	23.2%	10.5%	23.5%	9.3%
Average household size of owner-occupied unit	2.68	1.90	2.66	1.88	2.53	2.04	2.61	1.88
Average household size of renter-occupied unit	2.45	1.48	2.62	1.52	2.93	1.67	2.93	1.52
SELECTED CHARACTERISTICS								
No telephone service available	3.1%	1.3%	3.9%	2.0%	7.6%	3.6%	4.1%	2.6%
1.01 or more occupants per room	3.2%	0.6%	4.3%	1.0%	2.8%	0.3%	3.3%	1.4%
OWNER CHARACTERISTICS								
Median value (dollars)	186,200	166,700	197,400	175,900	154,200	164,500	144,500	122,200
Median selected monthly owner costs with a mortgage (dollars)	1,560	1,267	1,520	1,187	1,194	1,185	1,462	1,193
Median selected monthly owner costs without a mortgage (dollars)	444	436	373	365	312	324	371	373

GROSS RENT AS A PERCENTAGE OF HOUSEHOLD INCOME IN THE PAST 12 MONTHS								
Less than 30 percent	52.3%	45.9%	52.3%	43.6%	55.4%	61.2%	53.6%	53.2%
30 percent or more	47.7%	54.1%	47.7%	56.4%	44.6%	38.8%	46.4%	46.8%
GROSS RENT								
Median gross rent (dollars)	871	700	881	801	697	722	924	617

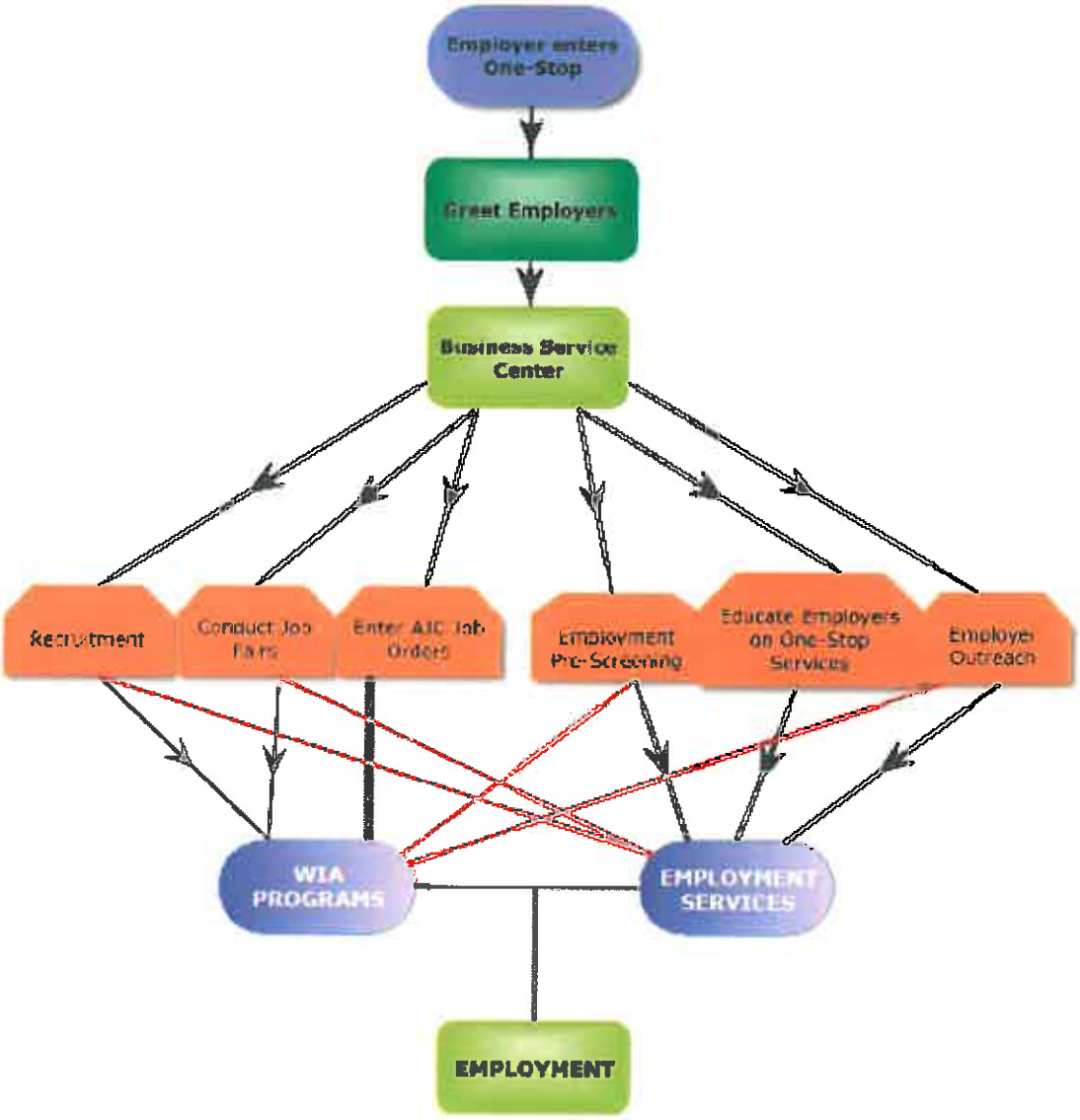
APPENDIX D

Client/Employer Flow Charts


Gila Comprehensive One-Stop Center
Gila-Pinal Workforce Investment Area
WELCOME FUNCTION
GREET CLIENTS
Kiosk
EXISTING
NEW
RESOURCE ROOM
TRIAGE
Dislocated Worker Services
Adult Services
Veterans Services
Employment Services
Sec 8 Housing
Gila Employment & Spec. Training
Housing Services
Community Action Program
Youth Services
Skill/Career Development
Intensive
Business Services Team

Gila/Pinal Workforce Investment Area
Comprehensive One-Stop Center

Employer Flow Chart



APPENDIX E

Chief Elected Official Agreement

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

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

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

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

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

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

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

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

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

SECTION TWO: Modification and Termination

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

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

SECTION THREE: Governing Law

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

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

GILA COUNTY
BOARD OF SUPERVISORS

José M. Sanchez, Chairman 6/24/08

ATTEST:

Steven L. Besich, Clerk

APPROVED AS TO FORM:

Bryan Chambers, Deputy County Attorney

PINAL COUNTY
BOARD OF SUPERVISORS

David Snider, Chairman 6/18/08

ATTEST:

Sheri Cluff, Clerk

THE SEAL OF PINAL COUNTY ARIZONA 1875

APPROVED AS TO FORM:

Joe Albo, Deputy County Attorney

APPENDIX F

Chief Elected Official and Local Board Partnership Agreement

Partnership Agreement
between
Gila County Board of Supervisors and Gila/Pinal Workforce Investment Board

This Partnership Agreement is entered into between the Gila County Board of Supervisors and the Gila/Pinal Workforce Investment Board (WIB) to specify the relationship as required by the Workforce Investment Act of 1998 (Public Law No. 105-220) hereafter referred to as "WIA".

WHEREAS, Gila County has been designated as the local Grant Recipient, Fiscal Agent, and Administrative Entity of the Gila/Pinal Workforce Investment Area with liability for said funds, pursuant to Section 117 of the Workforce Investment Act (WIA);

WHEREAS, it is the responsibility of the Gila/Pinal Workforce Investment Board (WIB) to develop the local workforce investment plan, coordinate and conduct oversight of the Workforce Investment Act Programs and serve as an advisory to the Gila County Board of Supervisors;

WHEREAS, the WIB desires to deliver services to employers, veterans and employment opportunities to individuals will lead to maximum employment opportunities and enhance the self-sufficiency of economically disadvantaged in the region; and

WHEREAS, the purpose of this agreement is to provide a basis for cooperation and a partnership between Gila County Board of Supervisors and the WIB, which will lead to the success of the employment and training system within the Workforce Investment Area. This agreement envisions a future of cooperation and partnership that will contribute to overall economic prosperity of the region and its residents.

NOW, THEREFORE, Gila County Board of Supervisors and the WIB agree on the following terms and conditions:

The Gila/Pinal Workforce Investment Board and Gila County Board of Supervisors shall enter into a partnership agreement that at a minimum addresses the following as outlined in the Gila/Pinal Workforce Investment Board By-Laws:

- **Local Board Membership**
  The WIA Section 117 (c) (1) authorizes the Board of Supervisors to appoint the members of the local board in accordance with the criteria established under Section (b) of the WIA and the guidelines. Board of Supervisors must appoint business representatives that meet the criteria established by the State Workforce Investment Board on behalf of the Governor.

- **Appointment.** The Gila/Pinal Workforce Investment Board shall be comprised of 51% of private business members and 49% public sector, who shall be appointed by the Gila or Pinal County Board of Supervisors. Members shall be appointed for terms of 4 years and may serve more than one term if voted on by the WIB. The Recommendations from the Gila/Pinal Workforce Investment Board will be submitted to the Gila or Pinal County

Board of Supervisors for review, approval and appointment within their respective jurisdictions. It is anticipated that the appointment by the Board of Supervisors shall take place within (120) days of the recommendation.

- **Expectations**
  Each members of the WIB will attend four board meetings per year and sit on any sub-committee board if asked by the board chairman.
  "Members will complete tasks assigned by the chair and will carry out assignments from committees to which they have been appointed. Members are expected to be knowledgeable about the essential matters confronting the WIB, including policy guidelines. Members+ are expected to assist each other in orientation and education related to GPWIB responsibilities."

- **Removal/Resignation/Reasons for Dismissal**
  If the Gila/Pinal Workforce Investment Board determines by a majority vote that a member should be removed, a vote is taken to remove the individual. Resignations by members shall be submitted in writing to the WIB chair. The WIB shall notify the Board of Supervisors in writing of the status change.

- **Attendance**
  All WIB members are expected to attend regularly scheduled meetings. More than **two** consecutive unexcused absences by any member during any 12-month period may result in removal of the member of the WIB. A member's absence is unexcused if the member fails to notify county staff in advance of a meeting. Four (4) excused absences, during a twelve (12) month period, shall also result in a WIB Executive Committee recommendation to terminate membership

  All WIB members can phone into the regular scheduled board meeting via conference call. A cell phone call into a member's phone maybe used in case the conference call is not available for the meeting.

  Annual Board Meeting – missing more than 2 unexcused absences in a 12 month period shall warrant that the board member not be invited to attend the annual board meeting. The Executive Committee will review membership on a case-by-case basis.

- **Vacancies**
  The WIB vacancies must be filled within 120 days of the vacancy. The Board of Supervisors in a local area is authorized to make all reappointments of members. Reappointments must be made within 120 days of the term expiration. In the event a vacancy cannot be filled within 120 days, a waiver must be submitted in writing to the Director of the State Workforce Investment Board with an explanation of why a vacancy was not filled in the 120 day timeframe and a description of the process underway to fill the vacancy.

- **At a minimum that the membership of the local board include:**
  1. private business sector;
  2. local educational representatives;
  3. labor representatives;
  4. community-based organizations;
  5. economic development;
  6. WIA adult, youth, dislocated worker program;
  7. Job Corps;
  8. Native American Programs;
  9. Veteran's workforce programs, migrant and seasonal farm worker programs, Wagner Peyser/TAA programs;
  10. Adult education and literacy;
  11. Vocational rehabilitation programs; and
  12. Senior community service employment activities.

- **Conflict of Interest**
  The WIB shall follow Arizona law on Conflict of Interest law as set forth in Arizona Revised Statutes, Section 38-501 and Section 38-447. WIB members shall avoid both conflicts of interest and the appearance of conflicts of interest in the conduct of the WIB business.

  If a potential conflict of interest arises, the affected WIB member must give notice before the WIB takes action. Such disclosure of potential conflict of interest including the source of conflict will be made part of the minutes of the meeting. The affected WIB member must refrain from discussing and/or voting on that issue.

  All meeting of the Gila/Pinal Workforce Investment Board and its committees shall be in accordance with the Arizona Open Meeting Law (Arizona Revised Statutes, Section 38-43).

- **Modification and Termination**
  This Agreement shall take effect upon signature of both parties, and shall remain in effect until terminated in accordance with this paragraph or until the Workforce Investment Act is otherwise dissolved. Any party may terminate this Agreement by giving a 90 day notice to the other party.

The Gila/Pinal Workforce Investment Area shall comply and adhered to the Gila/Pinal Workforce Investment Business Plan (2014-2017).

In partnership with the Board of Supervisors

- WIB sets policy for the portion of the Statewide Workforce Investment System within the local area.
- WIB develops the local workforce investment plan and performs the functions described in WIA Section 117(b).
- WIB conducts oversight of the One-Stop System, youth activities, adult activities, dislocated activities under the Workforce Investment Act.

- WIB selects the One-Stop Operators and an agreement is developed between the Board of Supervisors and the One-Stop Operators.
- WIB selects eligible youth service providers based on the recommendations of the youth council. WIB also identifies eligible providers of the adult and dislocated worker intensive and training services.
- WIB approves budgets for the purpose of carrying out the adult, youth, and dislocated worker programs, subject to the approval of the Board of Supervisors.
- WIB negotiates agreements on local performance measures.
- WIB coordinates workforce investment activities with economic development strategies and develops employer linkages.

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

GILA COUNTY BOARD OF SUPERVISORS

Michael A. Pastor, Chairman

3-18-2014
Date

GILA/PINAL WORKFORCE INVESTMENT BOARD

Jeri Byrne, Chairman

2/25/14
Date

ATTEST

Marian Sheppard, Clerk of the Board

3-18-2014
Date

APPROVED AS TO FORM

Bryan B. Chambers
Deputy Attorney Principal

3-18-2014
Date

APPENDIX G

Local Board and Designated One-Stop Operator Agreement

WORKFORCE INVESTMENT ACT ONE-STOP OPERATOR AGREEMENT
between the Consortium of
Gila County Community Services Division, Arizona Department of Economic Security
Wagner Peyser, and Portable Practical Education Preparation

WHEREAS, the Gila/Pinal Workforce Investment Board (WIB) has been appointed by the Gila County Board of Supervisors for purposes of the Workforce Investment Act of 1998 (WIA); and

WHEREAS, in accordance with Section121 of the WIA and Section 662.400(c) of the WIA Rules and Regulations, the undersigned agree to form a consortium of partners to act as the One-Stop Center Operator; and

WHEREAS, a consortium of partners consisting of the Arizona Department of Economic Security, Employment Administration, Gila County Community Services Division, Portable Practical Education Preparation been designated by the WIB and Gila County Board of Supervisors as the Operator of the One-Stop System; and

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

WHEREAS, the consortium has agreed to designate the director of the Gila County Community Services Division WIA Program as the lead agency for the consortium; and

WHEREAS, under the direction of the Gila/Pinal Workforce Investment Board, the Gila County Community Services Division has successfully administered Title 1B Programs and is designated as the lead agency of the Consortium. As the lead agency, Gila County Community Services Division will be responsible for the day-to-day operations, coordination, and management of the Comprehensive One-Stop Center.

Gila County Community Services Division will develop a mechanism for effective communication and coordination with the consortium partners.

NOW, THEREFORE IT IS MUTUALLY AGREED.

1. This Agreement shall commence on July 1, 2014 through June 30, 2015 and shall be renewed every two years unless the Partners terminate this agreement by mutual consent and with at least 30 days notice to the Board of Supervisors

2. The Gila/Pinal Workforce Investment Board shall ensure the WIB, its members, and its employees to not directly control or supervises the daily activities of its One-Stop Partners.

3. The One-Stop Operator and One-Stop Committee shall establish One-Stop Policies and Procedures for all One-Stops in the Gila/Pinal Workforce Investment Area. Operation procedures and protocols shall promote effective seamless service delivery for all one-stop partners. Site manager's responsibilities shall be defined in the policies.

4. The vision of the One-Stop System is to provide labor market information, business services, career development opportunities and education services for its customers – the job seekers and the employer community. The One-Stop Partners shall develop a flowchart that includes access to core, intensive and training activities.

5. One-Stop Partner meetings shall be held at least quarterly between the operator and other required partners to discuss services, customer flow, partner referrals, performance outcomes and other issues as appropriate.

6. Gila County Community Services Division shall develop a mechanism for effective communication and coordination with the consortium partners.

AUTHORIZED SIGNATURES

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

GILA/PINAL WORKFORCE INVESTMENT BOARD

Jeri Byrne, Chairman

5/27/14
Date

GILA COUNTY BOARD OF SUPERVISORS

Michael A. Pastor, Chairman

Date

GILA COUNTY COMMUNITY SERVICES DIVISION

Malissa Buzan, Community Services Director
WIA Title 1B Programs

6-6-14
Date

ATTEST

Marian Sheppard, Clerk of the Board

Date

ARIZONA DEPARTMENT OF ECONOMIC SECURITY EMPLOYMENT SERVICES

Kim Rodriguez
Foreign Labor Certification Coordinator
ES Area Manager, Gila/Pinal/Yuma Counties

5/22/14
Date

APPROVED AS TO FORM

Bryan B. Chambers
Deputy Attorney Principal

Date

Kari Hogan
Chief Financial Officer
Portable Practical Education Preparation

5/20/14
Date

APPENDIX H

MOU and Resource Sharing Agreement

Workforce Investment Act One Stop Partner

Memorandum of Understanding with
the
Gila/Pinal Workforce Investment Area

I. Introduction

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

c. This MOU is to be consistent with the Local Workforce Area Business Plan submitted to the State Administrative Entity.

d. All partners physically located in each of their comprehensive and affiliate One-Stop Centers and all required partners who may provide services through electronic means or formalized referral processes must be parties to this document.

e. Local boards must designate an operator for their local area that will ensure oversight and seamless service delivery within each One-Stop Center.

f. The designated operator for Gila/Pinal Workforce Investment Board is:

Gila County

II. Purpose of the Agreement

The purpose of this Memorandum of Understanding (MOU) is to improve the accessibility and quality of services made available to a shared customer pool.

To ensure parties to the MOU participate in the operation of the One-Stop system consistent with the terms of this MOU and requirements of WIA sec. 121(b)(1)(B).)

The Gila/Pinal Workforce Investment Board enters into this agreement to ensure that the principles outlined in this MOU are consistent with the Local Area Business Plan and State Administrative Policies.

III. One-Stop Center Locations and Operational Infrastructure

The Gila/Pinal Workforce System has two certified physical Comprehensive One-Stops and several Affiliate Sites. Two main Comprehensive One-Stops are located in Casa Grande in Pinal County and Globe in Gila County:

Arizona Workforce Connection
1015 E. Florence Blvd.
Casa Grande, AZ 85222
Hours of Operation:
8:00 am - 5:00 pm

Gila County Division of Community Services
5515 S. Apache Ave. Suite 200
Globe, AZ 85501
Hours of Operation:
8:00 am – 5:00 pm

Gila/Pinal Workforce Investment Board will ensure that partners are aware of the geographical area covered by this MOU. Partners will be aware of One-Stops and Access Points in the monthly Partner Meetings.

IV. Cost Sharing

Each Partner agrees to contribute proportionately (fair share) to the operational costs of the system (20 CFR §662.270). Each partner must contribute a fair share of the operating costs of the One-Stop delivery system proportionate to the use of the system by individuals attributable to the partner's program. (Job Corps and Senior Community Services do not participate in the shared resources).

The Resource Sharing is attached to this MOU and must include the following per the State One-Stop Service Delivery Policy:

a. Federal Cost Principles

Each partner must comply with the Federal Cost Principles set forth in the applicable Office of Management and Budget (OMB) Circulars.

i. OMB Circular A-21 Cost Principles for Educational Institutions
ii. OMB Circular A-87 Cost Principles for State, Local and Indian Tribal Governments
iii. OMB Circular A-122 Cost Principles for Non-Profit Organizations

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

Attached the resource sharing agreement (RSA) outlining how services and operating costs of the system will be funded; methodology for cost sharing; and invoicing and payment processes.

c. Cost Allocation and Resource Sharing Methodology

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

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

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

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

The contributions of partners may also consist of cash resources, or a mixture of cash and non-cash resources.

To promote efficiency and optimal performance, partner contributions for the costs of the system may be reevaluated annually through the MOU process.

V. Functional Alignment and Oversight

Functional alignment is both an opportunity and a tool to effectively streamline customer service delivery, capitalize on the strengths of staff and technology to deliver services, and thereby reduce duplication.

Gila/Pinal Workforce Investment Board will ensure the functional management structure incorporated into each comprehensive one-stop center through the One-Stop Operators per State Service Integration Policy and described in the Local Business Plan:

Welcome Team is to engage each customer, ensuring their return to participate in further job search and skills development services as needed. The Welcome Team accomplishes these tasks through small group, instructor-led orientation sessions where customers are encouraged to speak openly about their reasons for seeking One-Stop assistance and the goals they wish to achieve.

Skills and Career Development Team is to transform the One-Stop system from an informational to an assessment and skills identification system. At this service level, the team provides customers access to both preliminary and in-depth assessment tools to bring about a greater awareness of their basic aptitudes (e.g. TABE for math, English, and reading level determinations), as well as occupational skills and work interests. Additionally, this service level focuses on identifying individual barriers that may affect a customer's ability to seek self-sufficient employment or complete training leading to self-sufficiency.

Site Managers in the comprehensive One-Stop sites in Globe and Casa Grande will be co-managed by WIA and Wagner Peyser senior staff. These Site Managers will be responsible for oversight of the day-to-day operations of the comprehensive One-Stops.

Workforce Partner Supervision will be conducted by the Co-Managers will ensure the One-Stop Centers comply with the business plan and remain an efficient, effective delivery system of workforce services. They play an integral role in collaborating with the LWIB so that all decisions are made in the best interest of the LWIA and in compliance with local, state, and federal policies.

VI. Business Services

Business Services function will be coordinated to build relationships with employers through regional initiatives including but not limited to sector partnerships and business alliances and will identify opportunities to address the human resource needs of employers. They are expected to develop and maintain relationships with local business owners by helping them locate resources to expand their workforce, as well as their business opportunities.

VII. Customer Satisfaction

The accountability system should measure the success of the One-Stop Delivery system in ensuring businesses and workforce development participants are highly satisfied with workforce development services. This will be done with surveys and the results will be shared with partners.

VIII. Performance Accountability

All partners agree to meet quarterly to exchange information about performance goals and the attainment of those goals by the partners. Partners will develop strategic plans on how to assist each other in meeting those performance goals whenever possible.

Establish shared success indicators for business and individual customers, operating strategies and procedures, and customer flow for an effective seamless service delivery.

The Comprehensive One-Stop Centers will ensure continuous improvement will be a focal point in evaluating the One-Stop Center's ability to meet customer expectations.

Partners will be held accountable for performance as specified within their scope of work.

IX. Referral Process/Methods Between Organizations

Each comprehensive One-Stop Center will utilize a customer flow model as outlined in the local business plan.

a. Referral Point of Contact for each organization

All staff will be required to attend cross training involving each partner program in the One-Stop Centers. In addition to cross training, staff receives updates on state and federal policies affecting One-Stop operations and ongoing training in customer service. A Comprehensive One-Stop Information Guide has been developed and is utilized for each site in Gila and Pinal Counties.

Malissa Buzan
Director Community Services
Community Action Program
Housing Assistance Program/Weatherization Assistance Program
Phone: 928-425-7631
Fax: 928-425-9468
mbuzan@gilacountyaz.gov

Kim Rodriquez
Employment Services Area Manager
Phone: 520-374-3095
Fax: 520-374-3025
krodriquez@azdes.gov

Linda Martinez
Workforce Development Specialist
PPEP
Phone: 520-374-3090
Fax 520-374-3025
lmartinez@ppep.org

Christina Throop
WIA Program Manager
WIA Dislocated Worker Program
Phone: 928-425-7631
Fax: 928-402-4350
cthroop@gilacountyaz.gov

Lee French
WIA Adult Program Manager
Phone: 928-425-5651
Fax: 928-425-9468
lfrench@cag.gov

Julie Leonard
WIA Youth Program Coordinator
Phone: 520-494-6058
Fax: 520-494-6055
julie.leonard@centralaz.edu

Joan Moore
Senior Community Services
Phone: 520-836-2758
Fax: 520-421-2033
joanm@pjcsc.org

Brad McCormick
Fred G. Acosta CDSS Director
Job Corps
Phone: 520-879-9182
Fax: 520-879-9186
Mccormick.brad@jobcorps.org

b. Co-enrollment

The partners agree to co-enroll participants in multiple partner programs wherever appropriate and as eligibility and other program regulations allow. The objective of such co-enrollment is to broaden the service options for participants and to respond to unmet training, supportive services, and placement support needs.

Targeted Population to receive Priority of Services:

Unemployed, long-term unemployed or under employed
Dislocated Workers
Low income
Migrant and Seasonal Farmworkers
Veterans
Reemployment Assistance (REA)
Homeless individuals
Ex-offenders
Older Workers
Individuals training for non-traditional employment
Individuals with multiple challenges to employment.

c. Appointment Scheduling

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

X. Staff Development/Capacity Building

Customers are to receive seamless services in a One-Stop environment; all partners in the system will understand each partner organization, their services and their goals. Cross-training, coupled

Gila/Pinal Workforce Investment Area is in the process of developing a new website, which will also serve as a marketing tool to expand the area's reach electronically. The site will offer workforce news of interest and a calendar of events and activities including job fairs and veterans' events.

XII. Duration of the Agreement

This MOU will commence on July 1, 2014 and shall remain in effect until June 30, 2015.

XIII. Confidentiality

The partners agree to share customer information only for the benefit and with the expressed and informed consent of the participant and – if applicable - the participant's parent or guardian.

XIV. Dispute Resolution Process

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

a. If the partners are unable to resolve a dispute to the satisfaction of the member who are parties to the dispute, the complaint shall be submitted in writing to the Workforce Development Committee within 15 days of the initial dispute.
b. The Workforce Development Committee shall evaluate the merits of the dispute and may attempt to resolve the dispute through mediation. However, in all cases, the Workforce Development Committee shall prepare a response to the complaint within 30 days.
c. If any party to the dispute is not satisfied with the decision of the Workforce Development Committee, the dispute shall be referred to a five person hearing panel, chosen by the parties in dispute, for resolution. The panel shall be requesting to make a determination within 30 days. The decision of the panel shall be final and binding on all parties to the dispute.

The WIA Program Manager has the responsibility to review each complaint in accordance with local, state, and federal guidelines and ensure appropriate action is taken. WIA Program Manager will ensure all partners are properly trained. Procedures for a client complaint:

Any partner staff can receive a customer complaint. Phone calls, faxes, e-mails, and letters are forms of customer complaints:

a. Grievances, Complaints and Appeals
    1. A grievance or complaint is a written description of an alleged violation of the WIA, dated and signed by an interested party. An appeal is any written, dated, and signed communication by an interested party expressing their intent to appeal any action or inaction with respect to a grievance or complaint to a higher level. Any action pursuant to the original decision is stayed until a final decision is made by the State.
    2. The freedom to file a complaint or appeal may not be limited or interfered with in any way.
    3. Of interested parties in connection with complaints or appeals may not be limited or interfered with in any way.
    4. The local area will make reasonable efforts to assure that the information will be understood by affected participants and other individuals, including youth and

those who are limited-English speaking individuals. Such efforts will comply with the language requirements specified in 29 CFR 37.35 regarding the provision of services and information in languages other than English.

b. Right to Grieve, Complain or Appeal
   1. Any interested person has a right to file a grievance or complaint.
   2. Any complaint relating to a term or condition of employment shall be filed under the employer's established grievance procedures.
   3. All other complaints shall be initiated at the recipient level.

c. Time Limitations
   1. Complaints under this section shall be filed within one year of the alleged occurrence.

d. Time Computation, Filing and Receipt
   1. For purposes of these procedures, any compliant, appeal, applications, request, notice, objection, petition, report or other information is considered received and filed timely:
   2. If transmitted via the United States Postal Service on the date it is mailed as shown by the postmark, or in the absence of a postmark the postage meter mark, on the envelope in which it is received; or
   3. If not postmark or postage meter marked, or if the mark is illegible, on the date it is actually received.
   4. If transmitted by any means other than the United States Postal Service on the date it is actually received.
   5. If a delay in filing is due to an error or misinformation by the organizations or person with whom the complaint or appeal is filed, the time limitation shall be adjusted in a manager equitable to the complainant.
   6. Any reference to "days" is interpreted as calendar days. In computing any period of time, the date of the act, event or default is not included. The last day of the period computed is counted, unless it is a Saturday, a Sunday, or a legal holiday, in which case the period runs until the end of the next day which is not a Saturday, a Sunday, or a legal holiday.

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

XV. Indemnification/Hold Harmless

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

XVI. Non-participation by a required partner

If a required partner elects not to participant, that partner may not be represented on the Gila/Pinal Workforce Investment Board. All efforts must be made to meet and confer and to come to agreement on the issue(s) involved. Alternative representative(s) must be sought which represent the required partner or funding stream.

XVII. Severability Clause

If any part of this MOU is found to be null and void, or is otherwise stricken, the rest of this MOU shall remain in full force and effect. This Agreement shall be binding upon and inure to the benefit of the parties hereto and respective successors and assigns where permitted by this Agreement.

XVIII. Insurance

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

XIX. Assurance and Non-Discrimination Clause

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

a. Assurances - Non-Construction Programs
b. Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Transaction
c. Certifications Regarding Lobbying, Debarment, Suspension, Drug-Free Workplace
d. Certification of Release of Information
e. Nondiscrimination of Equal Opportunity Requirements of WIA

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

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

XX. Disabilities Services

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

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

Ensure all parties to this MOU agree to abide by the provisions outlined in the Workforce Investment Act Section 188 "Nondiscrimination".

XXI. Whole Document

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

XXII. Data Access

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

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

a. The partner is responsible for all costs associated with data access.

b. The partner agrees to adhere to state and local policies governing confidentiality, data usage, and standards for data entry

c. Each partner staff member who requires access will follow the security access procedures established by the Department of Economic Security and sign the appropriate data access forms prior to receiving access.

XXIII. Signatures

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

Signature of Partner Organizations/Date:	**Representing:**
Malissa Buzan	Community Action Program Housing Assistance Program/ Weatherization Assistance Program
Peggy Feenan	ADES Employment Services
Kari Hogan	~~Portable~~ Practical Educational Preparation (PPEP)
Christina Throop	WIA Dislocated Worker Program
Ken Hall	Central Arizona Governments (CAG) WIA Adult Program
Chris Wodka	Central Arizona College (CAC) WIA Youth Program
Lyann Schultz	Manpower
Carla Rosborough	Job Corps
Olivia Guerrero	Senior Community Services

X. Signatures

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

Signature of Partner Organizations/Date:	**Representing:**
Malissa Buzan	Community Action Program Housing Assistance Program/ Weatherization Assistance Program
Peggy Feenan	ADES Employment Administration
Kari Hogan	Portable Practical Educational Preparation (PPEP)
Christina Throop	WIA Dislocated Worker Program
Ken Hall	Central Arizona Governments (CAG) WIA Adult Program
Chris Wodka	Central Arizona College (CAC) WIA Youth Program
Lyann Schultz	Manpower
Carld Rosborough	Job Corps
Olivia Guerrero	Senior Community Services

Title IB Operator

Signature

Name, Title

Malissa Buzan

Director

Agency/Organization Name

Gila County Community Services

Address

5515 S Apache Ave . Suite 200

City, State, Zip

Globe, AZ 85501

Telephone Number

928-425-7631

Fax Number

928-425-9468

Email Address

mbuzan@gilacountyaz.gov

Chair Local Workforce Investment Board

Signature

J Byrne WIB chair

Name, Title

Jeri Byrne

Director

Agency/Organization Name

Eastern Arizona Education Center

Address

5860 S. Hospital Drive, Suite 115

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Globe, AZ 85501

Telephone Number

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jbyrne@cableone.net

GILA/PINAL WOKFORCE INVESTMENT AREA
RESOURCE SHARING AGREEMENT

OVERVIEW and PURPOSE

This Resource Sharing Agreement (RSA) provides the shared funding arrangements entered into by the partners in the Gila/Pinal Workforce Investment Area One-Stop Delivery System serving employers, job seekers and those seeking career advancement **in Gila and Pinal County**. Through this Agreement, as part of the Memorandum of Understanding between **Community Action Program** and **Gila/Pinal Workforce Investment Board**, the partners have identified those costs related to the operation and maintenance of the One-Stop delivery system that are of mutual benefit and have identified mechanisms for the payment of such costs.

The Agreement contains the following sections:

I. Effective Date and Term
II. Identification of Shared Costs
III. Resource Sharing Agreement
IV. Modification and Reconciliation Procedures
V. Authority and Signatures

I. Effective Date and Term

This RSA will commence on July 1, 2014 and shall remain self-perpetuating with an amendment clause of 30 days unless the local Workforce Board extends, amends, or terminates it.

II. Identification of Shared Costs

The costs identified as shared are reflected in the budget document shown as the attached Identification of Share Costs to this RSA. The following partner organization **Community Action Program** has agreed to provide services through the **Gila/Pinal Counties Comprehensive One-Stop Center in Globe** and to share costs that are mutually beneficial.

III. Resource Sharing Agreement

Each partner hereby agrees to provide the resources necessary to fund their proportionate share of the shared costs as reflected in the Identification of Shared Costs sheet. **Community Action Program** shall make monthly payments to **Gila County** representing the partner's fair share based on square footage used. The manner in which these resources will be provided is included in the Attachments of this RSA. Each partner agrees to provide additional resources as required to fulfill their proportionate share of common costs.

Partner agencies will develop appropriate schedules for the provision of staff resources, and WIB Staff will also develop the timing and provision of other resources such as office supplies and workshops.

IV. DISPUTE RESOLUTION PROCESS (same as Arizona MOU)

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

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

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

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

V. GENERAL TERMS AND CONDITIONS

Confidentiality: Each party to this Agreement warrants that it will comply with the provisions of the Workforce Investment Act and other applicable federal and state laws and regulations including but limited to those relating to confidentiality of customer records.

Each party agrees to use and honor a Client Information Release as a means for exchanging information about each client. This form will remain private and confidential in the files of the agency serving the client.

Funding: The parties agree to provide funding for the shared costs of the partnership in accordance with the Agreement. The Partners assume full responsibility for their respective costs associated with their performance of the terms of this Agreement. In no event, except as may be provided in a subsequent agreement, shall any partner be obligated to pay or reimburse any expense incurred by another partner under this plan.

VI. Authority and Signatures

The individuals signing this agreement have the authority to commit the party they represent to the terms of this RSA, and do so by signing.

AGREED and EXECUTED effective on July 1, 2014

For and On Behalf of Community Action Program	For and on Behalf of the Gila County dba Gila/Pinal Workforce Investment Board
Signature	Signature
Malissa Buzan Printed Name	Michael Pastor Printed Name
Director Community Services Title	Chairman, Gila County Board of Supervisors Title
Date	Date

ATTEST:

Marian Sheppard, Clerk of the Board

Date

APPROVED AS TO FORM:

Bryan B. Chambers
Deputy Attorney Principal

Date

Gila/Pinal Workforce Investment Area
Resource Sharing Agreement - Globe Location
Identification of Shared Costs
7/1/2014

DESCRIPTION:	CAP	GEST	HAP/WAP	DW	WIA	CAC	CAG	DES	TOTAL
OFFICE SQUARE FT	80	80	48	80	96	64	48	48	544
OFFICE SQUARE FT	80	96	120	80	48		48	74	546
OFFICE SQUARE FT	86	96	120	80	59				441
OFFICE SQUARE FT			80	80					160
OFFICE SQUARE FT			80	80					160
OFFICE SQUARE FT			48	80					128
OFFICE SQUARE FT			48	80					128
OFFICE SQUARE FT			96	160					256
TOTAL:	246	272	640	720	203	64	96	122	2363

DEPARTMENT NAME:	CAP	GEST	HAP/WAP	DW	WIA	CAC	CAG	DES	TOTAL
COMMON AREA	197	223	525	590	167	52	79	100	1933
OFFICE/CUBICLE EXPENSES:	240	272	640	720	203	64	96	122	2357
Total square footage	437	495	1165	1310	370	116	175	222	4290
$ per square footage	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59
MONTHLY AMOUNTS	$695	$787	$1,852	$2,083	$588	$184	$278	$353	$6,821
X 12 MONTHS	$ 8,338	$ 9,445	$ 22,228	$ 24,995	$ 7,060	$ 2,213	$ 3,339	$ 4,236	$ 81,853

5/30/2014

Globe One-Stop Location
Shared Costs

Shared Resources	Yrly Cost	Mthly Cost	CAP Amount	GEST Amount	WAP/HAP Amount	DW Amount	WIB Amount	CAG Amount	CAC Amount	DES Amount
Office Space	$ 81,840.00	$ 6,820.00	$ 695.00	$ 787.00	$ 1,852.00	$ 2,083.00	$ 588.00	$ 278.00	$ 184.00	$ 353.00
Common Areas	$ 10,000.00	$ 845.34	$ 115.00	$ 112.17	$ 184.17	$ 276.25	$ 46.08	$ 22.92	$ 12.00	$ 76.75
Phones/Internet/Fax	$ 30,800.00	$ 2,816.35	$ 363.00	$ 363.00	$ 603.00	$ 683.00	$ 153.00	$ 263.00	$ 153.00	$ 235.35
Copier Maintenance & Supplies	$ 21,600.00	$ 1,800.00	$ 248.40	$ 242.28	$ 397.80	$ 596.70	$ 99.36	$ 100.00	$ 50.00	$ 165.78
Monthly's Costs		$ 12,281.69	$ 1,421.40	$ 1,504.45	$ 3,036.97	$ 3,638.95	$ 886.44	$ 663.92	$ 399.00	$ 830.88
Annual Costs	$ 144,240.00	$ 18,472.00	$ 17,056.80	$ 18,053.40	$ 36,443.64	$ 43,667.40	$ 10,637.28	$ 7,967.04	$ 4,788.00	$ 9,970.56

TOTAL COMMON AREA	1933
TOTAL OFFICE SPACE	2357
TOTAL SQUARE FEET	4290

COMMON AREAS ONE STOP	
CONFERENCE ROOM	565
RECEPTION	481
BATHROOM-PUBLIC	62
BATHROOM-PRIVATE	170
SERVER ROOM	214
RESOURCE ROOM	321
TELEPHONE ROOM	120
TOTAL COMMON AREA	**1933**

	DEDICATED SQ FT.	% DED. SQ. FT.	C. AREA SQ. FT
CAG	96	4.07%	79
WIB	203	8.61%	166
DW	720	30.55%	590
HAP/WAP	640	27.15%	525
GEST	272	11.54%	223
DES	122	5.18%	100
CAP	240	10.18%	197
CAC	64	2.72%	52
TOTAL	2357	100%	1933

GILA/PINAL WOKFORCE INVESTMENT AREA
RESOURCE SHARING AGREEMENT

OVERVIEW and PURPOSE

This Resource Sharing Agreement (RSA) provides the shared funding arrangements entered into by the partners in the Gila/Pinal Workforce Investment Area One-Stop Delivery System serving employers, job seekers and those seeking career advancement **in Gila and Pinal County**. Through this Agreement, as part of the Memorandum of Understanding between **Housing Assistance Program/Weatherization Assistance Program** and **Gila/Pinal Workforce Investment Board**, the partners have identified those costs related to the operation and maintenance of the One-Stop delivery system that are of mutual benefit and have identified mechanisms for the payment of such costs.

The Agreement contains the following sections:

I. Effective Date and Term
II. Identification of Shared Costs
III. Resource Sharing Agreement
IV. Modification and Reconciliation Procedures
V. Authority and Signatures

I. Effective Date and Term

This RSA will commence on July 1, 2014 and shall remain self-perpetuating with an amendment clause of 30 days unless the local Workforce Board extends, amends, or terminates it.

II. Identification of Shared Costs

The costs identified as shared are reflected in the budget document shown as the attached Identification of Share Costs to this RSA. The following partner organization **Housing Assistance Program/Weatherization Program** has agreed to provide services through the **Gila/Pinal Counties Comprehensive One-Stop Center in Globe** and to share costs that are mutually beneficial.

III. Resource Sharing Agreement

Each partner hereby agrees to provide the resources necessary to fund their proportionate share of the shared costs as reflected in the Identification of Shared Costs sheet. **Housing Assistance Program/Weatherization Assistance Program** will make monthly payments to **Gila County** representing the partner's fair share based on square footage used. The manner in which these resources will be provided is included in the Attachments of this RSA. Each partner agrees to provide additional resources as required to fulfill their proportionate share of common costs.

Partner agencies will develop appropriate schedules for the provision of staff resources, and WIB Staff will also develop the timing and provision of other resources such as office supplies and workshops.

IV. DISPUTE RESOLUTION PROCESS (same as Arizona MOU)

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

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

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

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

V. GENERAL TERMS AND CONDITIONS

Confidentiality: Each party to this Agreement warrants that it will comply with the provisions of the Workforce Investment Act and other applicable federal and state laws and regulations including but limited to those relating to confidentiality of customer records.

Each party agrees to use and honor a Client Information Release as a means for exchanging information about each client. This form will remain private and confidential in the files of the agency serving the client.

Funding: The parties agree to provide funding for the shared costs of the partnership in accordance with the Agreement. The Partners assume full responsibility for their respective costs associated with their performance of the terms of this Agreement. In no event, except as may be provided in a subsequent agreement, shall any partner be obligated to pay or reimburse any expense incurred by another partner under this plan.

VI. Authority and Signatures

The individuals signing this agreement have the authority to commit the party they represent to the terms of this RSA, and do so by signing.

AGREED and EXECUTED effective on July 1, 2014

For and On Behalf of Housing Assistance Program Weatherization Assistance Program	For and on Behalf of the Gila County dba Gila/Pinal Workforce Investment Board
Signature	Signature
Malissa Buzan Printed Name	Michael Pastor Printed Name
Director Community Services Title	Chairman, Gila County Board of Supervisors Title
Date	Date

ATTEST:

Marian Sheppard, Clerk of the Board

Date

APPROVED AS TO FORM:

Bryan B. Chambers
Deputy Attorney Principal

Date

Gila/Pinal Workforce Investment Area
Resource Sharing Agreement - Globe Location
Identification of Shared Costs
7/1/2014

DESCRIPTION:	CAP	GEST	HAP/WAP	DW	WIA	CAC	CAG	DES	TOTAL
OFFICE SQUARE FT	80	80	48	80	96	64	48	48	544
OFFICE SQUARE FT	80	96	120	80	48		48	74	546
OFFICE SQUARE FT	86	96	120	80	59				441
OFFICE SQUARE FT			80	80					160
OFFICE SQUARE FT			80	80					160
OFFICE SQUARE FT			48	80					128
OFFICE SQUARE FT			48	80					128
			96	160					256
TOTAL:	246	272	640	720	203	64	96	122	2363

DEPARTMENT NAME:	CAP	GEST	HAP/WAP	DW	WIA	CAC	CAG	DES	TOTAL
COMMON AREA	197	223	525	590	167	52	79	100	1933
OFFICE/CUBICLE EXPENSES:	240	272	640	720	203	64	96	122	2357
Total square footage:	437	495	1165	1310	370	116	175	222	4290
$ per square footage	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59
MONTHLY AMOUNTS	$695	$787	$1,852	$2,083	$588	$184	$278	$353	$6,821
X 12 MONTHS	$ 8,336	$ 9,445	$ 22,228	$ 24,995	$ 7,060	$ 2,213	$ 3,339	$ 4,236	$ 81,853

5/30/2014

Globe One-Stop Location
Shared Costs

Shared Resources	Yrly Cost	Mthly Cost	CAP Amount	GEST Amount	WAP/HAP Amount	DW Amount	WIB Amount	CAG Amount	CAC Amount	DES Amount
Office Space	$ 81,840.00	$ 6,820.00	$ 695.00	$ 787.00	$ 1,852.00	$ 2,083.00	$ 588.00	$ 278.00	$ 184.00	$ 353.00
Common Areas	$ 10,000.00	$ 845.34	$ 115.00	$ 112.17	$ 184.17	$ 276.25	$ 46.08	$ 22.92	$ 12.00	$ 76.75
Phones/Internet/Fax	$ 30,800.00	$ 2,816.35	$ 363.00	$ 363.00	$ 603.00	$ 683.00	$ 153.00	$ 263.00	$ 153.00	$ 235.35
Copier Maintenance & Supplies	$ 21,600.00	$ 1,800.00	$ 248.40	$ 242.28	$ 397.80	$ 596.70	$ 99.36	$ 100.00	$ 50.00	$ 165.78
Monthly's Costs		$ 12,281.69	$ 1,421.40	$ 1,504.45	$ 3,036.97	$ 3,638.95	$ 886.44	$ 663.92	$ 399.00	$ 830.88
Annual Costs	$ 144,240.00	$ 18,472.00	$ 17,056.80	$ 18,053.40	$ 36,443.64	$ 43,667.40	$ 10,637.28	$ 7,967.04	$ 4,788.00	$ 9,970.56

TOTAL COMMON AREA	1933
TOTAL OFFICE SPACE	2357
TOTAL SQUARE FEET	4290

COMMON AREAS ONE STOP	
CONFERENCE ROOM	565
RECEPTION	481
BATHROOM-PUBLIC	62
BATHROOM-PRIVATE	170
SERVER ROOM	214
RESOURCE ROOM	321
TELEPHONE ROOM	120
TOTAL COMMON AREA	**1933**

	DEDICATED SQ FT.	% DED. SQ. FT.	C. AREA SQ. FT
CAG	96	4.07%	79
WIB	203	8.61%	166
DW	720	30.55%	590
HAP/WAP	640	27.15%	525
GEST	272	11.54%	223
DES	122	5.18%	100
CAP	240	10.18%	197
CAC	64	2.72%	52
TOTAL	2357	100%	1933

GILA/PINAL WOKFORCE INVESTMENT AREA
RESOURCE SHARING AGREEMENT

OVERVIEW and PURPOSE

This Resource Sharing Agreement (RSA) provides the shared funding arrangements entered into by the partners in the Gila/Pinal Workforce Investment Area One-Stop Delivery System serving employers, job seekers and those seeking career advancement **in Gila and Pinal County**. Through this Agreement, as part of the Memorandum of Understanding between **Gila Employment and Special Training Program** and **Gila/Pinal Workforce Investment Board**, the partners have identified those costs related to the operation and maintenance of the One-Stop delivery system that are of mutual benefit and have identified mechanisms for the payment of such costs.

The Agreement contains the following sections:

I. Effective Date and Term
II. Identification of Shared Costs
III. Resource Sharing Agreement
IV. Modification and Reconciliation Procedures
V. Authority and Signatures

I. Effective Date and Term

This RSA will commence on July 1, 2014 and shall remain self-perpetuating with an amendment clause of 30 days unless the local Workforce Board extends, amends, or terminates it.

II. Identification of Shared Costs

The costs identified as shared are reflected in the budget document shown as the attached Identification of Share Costs to this RSA. The following partner organization **Gila Employment and Special Training Progam** has agreed to provide services through the **Gila/Pinal Counties Comprehensive One-Stop Center in Globe** and to share costs that are mutually beneficial.

III. Resource Sharing Agreement

Each partner hereby agrees to provide the resources necessary to fund their proportionate share of the shared costs as reflected in the Identification of Shared Costs sheet. **Gila Employment and Special Training Program** will make monthly payments to **Gila County** representing the partner's fair share based on square footage used. The manner in which these resources will be provided is included in the Attachments of this RSA. Each partner agrees to provide additional resources as required to fulfill their proportionate share of common costs.

Partner agencies will develop appropriate schedules for the provision of staff resources, and WIB Staff will also develop the timing and provision of other resources such as office supplies and workshops.

IV. DISPUTE RESOLUTION PROCESS (same as Arizona MOU)

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

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

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

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

V. GENERAL TERMS AND CONDITIONS

Confidentiality: Each party to this Agreement warrants that it will comply with the provisions of the Workforce Investment Act and other applicable federal and state laws and regulations including but limited to those relating to confidentiality of customer records.

Each party agrees to use and honor a Client Information Release as a means for exchanging information about each client. This form will remain private and confidential in the files of the agency serving the client.

Funding: The parties agree to provide funding for the shared costs of the partnership in accordance with the Agreement. The Partners assume full responsibility for their respective costs associated with their performance of the terms of this Agreement. In no event, except as may be provided in a subsequent agreement, shall any partner be obligated to pay or reimburse any expense incurred by another partner under this plan.

VI. Authority and Signatures

The individuals signing this agreement have the authority to commit the party they represent to the terms of this RSA, and do so by signing.

AGREED and EXECUTED effective on July 1, 2014

For and On Behalf of
Gila Employment and Special Training

Signature

Malissa Buzan
Printed Name

Director Community Services
Title

Date

For and on Behalf of the Gila County dba
Gila/Pinal Workforce Investment Board

Signature

Michael Pastor
Printed Name

Chairman, Gila County Board of Supervisors
Title

Date

ATTEST:

Marian Sheppard, Clerk of the Board

Date

APPROVED AS TO FORM:

Bryan B. Chambers
Deputy Attorney Principal

Date

Gila/Pinal Workforce Investment Area
Resource Sharing Agreement - Globe Location
Identification of Shared Costs
7/1/2014

DESCRIPTION:	CAP	GEST	HAP/WAP	DW	WIA	CAC	CAG	DES	TOTAL
OFFICE SQUARE FT	80	80	48	80	96	64	48	48	544
OFFICE SQUARE FT	80	96	120	80	48		48	74	546
OFFICE SQUARE FT	86	96	120	80	59				441
OFFICE SQUARE FT			80	80					160
OFFICE SQUARE FT			80	80					160
OFFICE SQUARE FT			48	80					128
OFFICE SQUARE FT			48	80					128
OFFICE SQUARE FT			96	160					256
TOTAL:	246	272	640	720	203	64	96	122	2363

DEPARTMENT NAME:	CAP	GEST	HAP/WAP	DW	WIA	CAC	CAG	DES	TOTAL
COMMON AREA	197	223	525	590	167	52	79	100	1933
OFFICE/CUBICLE EXPENSES:	240	272	640	720	203	64	96	122	2357
Total square footage	437	495	1165	1310	370	116	175	222	4290
$ per square footage	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59
MONTHLY AMOUNTS	$695	$787	$1,852	$2,083	$588	$184	$278	$353	$6,821
X 12 MONTHS	$ 8,339	$ 9,445	$ 22,226	$ 24,996	$ 7,060	$ 2,213	$ 3,339	$ 4,236	$ 81,853

5/30/2014

Globe One-Stop Location
Shared Costs

Shared Resources	Yrly Cost	Mthly Cost	CAP Amount	GEST Amount	WAP/HAP Amount	DW Amount	WIB Amount	CAG Amount	CAC Amount	DES Amount
Office Space	$ 81,840.00	$ 6,820.00	$ 695.00	$ 787.00	$ 1,852.00	$ 2,083.00	$ 588.00	$ 278.00	$ 184.00	$ 353.00
Common Areas	$ 10,000.00	$ 845.34	$ 115.00	$ 112.17	$ 184.17	$ 276.25	$ 46.08	$ 22.92	$ 12.00	$ 76.75
Phones/Internet/Fax	$ 30,800.00	$ 2,816.35	$ 363.00	$ 363.00	$ 603.00	$ 683.00	$ 153.00	$ 263.00	$ 153.00	$ 235.35
Copier Maintenance & Supplies	$ 21,600.00	$ 1,800.00	$ 248.40	$ 242.28	$ 397.80	$ 596.70	$ 99.36	$ 100.00	$ 50.00	$ 165.78
Monthly's Costs		$ 12,281.69	$ 1,421.40	$ 1,504.45	$ 3,036.97	$ 3,638.95	$ 886.44	$ 663.92	$ 399.00	$ 830.88
Annual Costs	$ 144,240.00	$ 18,472.00	$ 17,056.80	$ 18,053.40	$ 36,443.64	$ 43,667.40	$ 10,637.28	$ 7,967.04	$ 4,788.00	$ 9,970.56

TOTAL COMMON AREA	1933
TOTAL OFFICE SPACE	2357
TOTAL SQUARE FEET	4290

COMMON AREAS ONE STOP	
CONFERENCE ROOM	565
RECEPTION	481
BATHROOM-PUBLIC	62
BATHROOM-PRIVATE	170
SERVER ROOM	214
RESOURCE ROOM	321
TELEPHONE ROOM	120
TOTAL COMMON AREA	**1933**

	DEDICATED SQ FT.	% DED. SQ. FT.	C. AREA SQ. FT
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WIB	203	8.61%	166
DW	720	30.55%	590
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GEST	272	11.54%	223
DES	122	5.18%	100
CAP	240	10.18%	197
CAC	64	2.72%	52
TOTAL	2357	100%	1933

GILA/PINAL WOKFORCE INVESTMENT AREA
RESOURCE SHARING AGREEMENT

OVERVIEW and PURPOSE

This Resource Sharing Agreement (RSA) provides the shared funding arrangements entered into by the partners in the Gila/Pinal Workforce Investment Area One-Stop Delivery System serving employers, job seekers and those seeking career advancement **in Gila and Pinal County**. Through this Agreement, as part of the Memorandum of Understanding between **Arizona Department of Economic Security Employment Services** and **Gila/Pinal Workforce Investment Board,** the partners have identified those costs related to the operation and maintenance of the One-Stop delivery system that are of mutual benefit and have identified mechanisms for the payment of such costs.

The Agreement contains the following sections:

I. Effective Date and Term
II. Identification of Shared Costs
III. Resource Sharing Agreement
IV. Modification and Reconciliation Procedures
V. Authority and Signatures

I. Effective Date and Term

This RSA will commence on July 1, 2014 and shall remain self-perpetuating with an amendment clause of 30 days unless the local Workforce Board extends, amends, or terminates it.

II. Identification of Shared Costs

The costs identified as shared are reflected in the budget document shown as the attached Identification of Share Costs to this RSA. The following partner organization **Arizona Department of Economic Security Employment Services** has agreed to provide services through the **Gila/Pinal Counties Comprehensive One-Stop Center in Globe** and to share costs that are mutually beneficial.

III. Resource Sharing Agreement

Each partner hereby agrees to provide the resources necessary to fund their proportionate share of the shared costs as reflected in the Identification of Shared Costs sheet. **Arizona Department of Economic Security Employment Services** shall make monthly payments to **Gila County** representing the partner's fair share based on square footage used. The manner in which these resources will be provided is included in the Attachments of this RSA. Each partner agrees to provide additional resources as required to fulfill their proportionate share of common costs.

Partner agencies will develop appropriate schedules for the provision of staff resources, and WIB Staff will also develop the timing and provision of other resources such as office supplies and workshops.

IV. DISPUTE RESOLUTION PROCESS (same as Arizona MOU)

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

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

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

V. GENERAL TERMS AND CONDITIONS

Confidentiality: Each party to this Agreement warrants that it will comply with the provisions of the Workforce Investment Act and other applicable federal and state laws and regulations including but limited to those relating to confidentiality of customer records.

Each party agrees to use and honor a Client Information Release as a means for exchanging information about each client. This form will remain private and confidential in the files of the agency serving the client.

Funding: The parties agree to provide funding for the shared costs of the partnership in accordance with the Agreement. The Partners assume full responsibility for their respective costs associated with their performance of the terms of this Agreement. In no event, except as may be provided in a subsequent agreement, shall any partner be obligated to pay or reimburse any expense incurred by another partner under this plan.

VI. Authority and Signatures

The individuals signing this agreement have the authority to commit the party they represent to the terms of this RSA, and do so by signing.

AGREED and EXECUTED effective on July 1, 2014

For and On Behalf of Arizona Department of Economic Security Employment Services	For and on Behalf of the Gila County dba Gila/Pinal Workforce Investment Board
Signature	Signature
Peggy Feenan Printed Name	Michael Pastor Printed Name
Deputy Administrator Employment Administration Title	Chairman, Gila County Board of Supervisors Title
Date	Date

ATTEST:

Marian Sheppard, Clerk of the Board

Date

APPROVED AS TO FORM:

Bryan B. Chambers
Deputy Attorney Principal

Date

Gila/Pinal Workforce Investment Area
Resource Sharing Agreement - Globe Location
Identification of Shared Costs
7/1/2014

DESCRIPTION:	CAP	GEST	HAP/WAP	DW	WIA	CAC	CAG	DES	TOTAL
OFFICE SQUARE FT	80	80	48	80	96	64	48	48	544
OFFICE SQUARE FT	80	96	120	80	48		48	74	546
OFFICE SQUARE FT	86	96	120	80	59				441
OFFICE SQUARE FT			80	80					160
OFFICE SQUARE FT			80	80					160
OFFICE SQUARE FT			48	80					128
OFFICE SQUARE FT			48	80					128
OFFICE SQUARE FT			96	160					256
TOTAL:	246	272	640	720	203	64	96	122	2363

DEPARTMENT NAME:	CAP	GEST	HAP/WAP	DW	WIA	CAC	CAG	DES	TOTAL
COMMON AREA	197	223	525	590	167	52	79	100	1933
OFFICE/CUBICLE EXPENSES:	240	272	640	720	203	64	96	122	2357
Total square footage:	437	495	1165	1310	370	116	175	222	4290
$ per square footage	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59
MONTHLY AMOUNTS	$695	$787	$1,852	$2,083	$588	$184	$278	$353	$6,821
X 12 MONTHS	$ 8,338	$ 9,445	$ 22,228	$ 24,995	$ 7,060	$ 2,213	$ 3,339	$ 4,236	$ 81,853

Globe One-Stop Location
Shared Costs

Shared Resources	Yrly Cost	Mthly Cost	CAP Amount	GEST Amount	WAP/HAP Amount	DW Amount	WIB Amount	CAG Amount	CAC Amount	DES Amount
Office Space	$ 81,840.00	$ 6,820.00	$ 695.00	$ 787.00	$ 1,852.00	$ 2,083.00	$ 588.00	$ 278.00	$ 184.00	$ 353.00
Common Areas	$ 10,000.00	$ 845.34	$ 115.00	$ 112.17	$ 184.17	$ 276.25	$ 46.08	$ 22.92	$ 12.00	$ 76.75
Phones/Internet/Fax	$ 30,800.00	$ 2,816.35	$ 363.00	$ 363.00	$ 603.00	$ 683.00	$ 153.00	$ 263.00	$ 153.00	$ 235.35
Copier Maintenance & Supplies	$ 21,600.00	$ 1,800.00	$ 248.40	$ 242.28	$ 397.80	$ 596.70	$ 99.36	$ 100.00	$ 50.00	$ 165.78
Monthly's Costs		$ 12,281.69	$ 1,421.40	$ 1,504.45	$ 3,036.97	$ 3,638.95	$ 886.44	$ 663.92	$ 399.00	$ 830.88
Annual Costs	$ 144,240.00	$ 18,472.00	$ 17,056.80	$ 18,053.40	$ 36,443.64	$ 43,667.40	$ 10,637.28	$ 7,967.04	$ 4,788.00	$ 9,970.56

TOTAL COMMON AREA	**1933**
TOTAL OFFICE SPACE	**2357**
TOTAL SQUARE FEET	**4290**

COMMON AREAS ONE STOP	
CONFERENCE ROOM	565
RECEPTION	481
BATHROOM-PUBLIC	62
BATHROOM-PRIVATE	170
SERVER ROOM	214
RESOURCE ROOM	321
TELEPHONE ROOM	120
TOTAL COMMON AREA	**1933**

	DEDICATED SQ FT.	% DED. SQ. FT.	C. AREA SQ. FT
CAG	96	4.07%	79
WIB	203	8.61%	166
DW	720	30.55%	590
HAP/WAP	640	27.15%	525
GEST	272	11.54%	223
DES	122	5.18%	100
CAP	240	10.18%	197
CAC	64	2.72%	52
TOTAL	2357	100%	1933

Gila/Pinal Workforce Investment Area
Resource Sharing Agreement - Casa Grande Location
Identification of Shared Costs
7/1/2014

DESCRIPTION:	CAG	WIB	DW	MANPOWER	ADES	PPEP		TOTAL
OFFICE SQUARE FT.	120	105	100	100	120	100		645
OFFICE SQUARE FT.	100	75	74		64			313
OFFICE SQUARE FT.		96	125		64			285
OFFICE SQUARE FT.		64	100		64			228
OFFICE SQUARE FT.					64			64
OFFICE SQUARE FT.					64			64
OFFICE SQUARE FT.					64			64
OFFICE SQUARE FT.					64			64
OFFICE SQUARE FT.					64			64
OFFICE SQUARE FT.					64			64
OFFICE SQUARE FT.					64			64
OFFICE SQUARE FT.					100			100
TOTAL:	220	340	399	100	796	100		0
								1955

DEPARTMENT NAME:	CAG	WIB	DW	MANPOWER	ADES	PPEP		
COMMON AREAS	406	627	736	184	1467	184		3604
OFFICES	220	340	399	100	796	100		1955
$ per square footage	$ 21.00	$ 21.00	$ 21.00	$ 21.00	$ 21.00	$ 21.00		
TOTAL SQ FOOTAGE	626.0	967.0	1135.0	284.0	2263.0	284.0		
YEARLY COST	$13,146.00	$20,307.00	$23,835.00	$5,964.00	$47,523.00	$5,964.00		$116,739.00
MONTHLY COST	$1,095.50	$1,692.25	$1,986.25	$497.00	$3,960.25	$497.00		$9,728.25

Casa Grande One-Stop Location
7/1/2014

Allocation Basis	Yrly Cost	Mthly Cost	DW Amount	WIB Amount	MANPOWER Amount	ADES Amount	PPEP Amount	CAG Amount	Amount
Offices	$ 41,055.00	$ 3,421.25	$698.25	$ 595.00	$ 175.00	$ 1,393.00	$ 175.00	$ 385.00	$ 3,421.25
Common Areas	$ 75,684.00	$ 6,307.00	$ 1,288.00	$ 1,097.25	$ 322.00	$ 2,567.25	$ 322.00	$ 710.50	$ 6,307.00
TOTAL MONTHLY COST		$ 9,728.25	$ 1,986.25	$ 1,692.25	$ 497.00	$ 3,960.25	$ 497.00	$ 1,095.50	$ 9,728.25
ANNUAL COSTS	$116,739.00	$116,739.00	$23,835.00	$20,307.00	$5,964.00	$47,523.00	$5,964.00	$13,146.00	$116,739.00

THIS SPREADSHEET IS BASED ON TOTAL SQUARE FEET PER CAC

TOTAL SQUARE FEET	5559
TOTAL OFFICE SQ FEET	1955
COMMON AREA	3604

COMMON AREAS ONE-STOP	
RESOURCE ROOM	906
INTERVIEW ROOM	147
BREAKROOM	100
ONE-STOP SERVER	45
UNISEX BATHROOM	71
CONFERENCE ROOM	233
RECEPTION	114
HALLWAYS	1004
STORAGE ROOM	71
TOTAL COMMON AREA	2691

CAC AND ONE-STOP	
RECEPTION	631
CAC SERVER	45
RESTROOM	252
BREAK ROOM	264
HALLWAY	381
RESTROOM	253
TOTAL COMMON AREA	1826

TOTAL CAC & ONE-STOP COMMON AREA	913

TOTAL ONE-STOP CA	2691
TOTAL ONE-STOP & CAC	913
TOTAL COMMON AREA	3604

	DEDICATED SQ FT	% DED SQ FT	C. AREA SQ FT
CAG	220	11%	406
WIB	340	17%	627
DW	399	20%	736
MANPOWER	100	5%	184
ADES	796	41%	1467
PPEP	100	5%	184
TOTAL	1955	100%	3604

GILA/PINAL WOKFORCE INVESTMENT AREA
RESOURCE SHARING AGREEMENT

OVERVIEW and PURPOSE

This Resource Sharing Agreement (RSA) provides the shared funding arrangements entered into by the partners in the Gila/Pinal Workforce Investment Area One-Stop Delivery System serving employers, job seekers and those seeking career advancement **in Gila and Pinal County**. Through this Agreement, as part of the Memorandum of Understanding between **Portable Practical Education Preparation** and **Gila/Pinal Workforce Investment Board**, the partners have identified those costs related to the operation and maintenance of the One-Stop delivery system that are of mutual benefit and have identified mechanisms for the payment of such costs.

The Agreement contains the following sections:

I. Effective Date and Term
II. Identification of Shared Costs
III. Resource Sharing Agreement
IV. Modification and Reconciliation Procedures
V. Authority and Signatures

I. Effective Date and Term

This RSA will commence on July 1, 2014 and shall remain self-perpetuating with an amendment clause of 30 days unless the local Workforce Board extends, amends, or terminates it.

II. Identification of Shared Costs

The costs identified as shared are reflected in the budget document shown as the attached Identification of Share Costs to this RSA. The following partner organization **Portable Practical Education Paparation** has agreed to provide services through the **Gila/Pinal Counties Comprehensive One-Stop Center in Globe** and to share costs that are mutually beneficial.

III. Resource Sharing Agreement

Each partner hereby agrees to provide the resources necessary to fund their proportionate share of the shared costs as reflected in the Identification of Shared Costs sheet. **Portable Practical Education Preparation** shall make monthly payments to **Gila County** representing the partner's fair share based on square footage used. The manner in which these resources will be provided is included in the Attachments of this RSA. Each partner agrees to provide additional resources as required to fulfill their proportionate share of common costs.

Partner agencies will develop appropriate schedules for the provision of staff resources, and WIB Staff will also develop the timing and provision of other resources such as office supplies and workshops.

IV. DISPUTE RESOLUTION PROCESS (same as Arizona MOU)

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

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

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

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

V. GENERAL TERMS AND CONDITIONS

Confidentiality: Each party to this Agreement warrants that it will comply with the provisions of the Workforce Investment Act and other applicable federal and state laws and regulations including but limited to those relating to confidentiality of customer records.

Each party agrees to use and honor a Client Information Release as a means for exchanging information about each client. This form will remain private and confidential in the files of the agency serving the client.

Funding: The parties agree to provide funding for the shared costs of the partnership in accordance with the Agreement. The Partners assume full responsibility for their respective costs associated with their performance of the terms of this Agreement. In no event, except as may be provided in a subsequent agreement, shall any partner be obligated to pay or reimburse any expense incurred by another partner under this plan.

VI. Authority and Signatures

The individuals signing this agreement have the authority to commit the party they represent to the terms of this RSA, and do so by signing.

AGREED and EXECUTED effective on July 1, 2014

For and On Behalf of Portable Practical Education Preparation	For and on Behalf of the Gila County dba Gila/Pinal Workforce Investment Board
Signature	Signature
Kari Hogan Printed Name	Michael Pastor Printed Name
Chief Financial Officer Title	Chairman, Gila County Board of Supervisors Title
Date	Date

ATTEST:

Marian Sheppard, Clerk of the Board

Date

APPROVED AS TO FORM:

Bryan B. Chambers
Deputy Attorney Principal

Date

Gila/Pinal Workforce Investment Area
Resource Sharing Agreement - Casa Grande Location
Identification of Shared Costs
7/1/2014

DESCRIPTION:	CAG	WIB	DW	MANPOWER	ADES	PPEP		TOTAL
OFFICE SQUARE FT	120	105	100	100	120	100		645
OFFICE SQUARE FT	100	75	74		64			313
OFFICE SQUARE FT.		96	125		64			285
OFFICE SQUARE FT.		64	100		64			228
OFFICE SQUARE FT.					64			64
OFFICE SQUARE FT.					64			64
OFFICE SQUARE FT					64			64
OFFICE SQUARE FT					64			64
OFFICE SQUARE FT.					64			64
OFFICE SQUARE FT.					64			64
OFFICE SQUARE FT.					100			100
TOTAL:	220	340	399	100	796	100		0
								1955

DEPARTMENT NAME:	CAG	WIB	DW	MANPOWER	ADES	PPEP		
COMMON AREAS	406	627	736	184	1467	184		3604
OFFICES	220	340	399	100	796	100		1955
$ per square footage	$ 21.00	$ 21.00	$ 21.00	$ 21.00	$ 21.00	$ 21.00		
TOTAL SQ FOOTAGE	626.0	967.0	1135.0	284.0	2263.0	284.0		
YEARLY COST	$13,146.00	$20,307.00	$23,835.00	$5,964.00	$47,523.00	$5,964.00		$116,739.00
MONTHLY COST	$1,095.50	$1,692.25	$1,986.25	$497.00	$3,960.25	$497.00		$9,728.25

Casa Grande One-Stop Location
7/1/2014

Allocation Basis	Yrly Cost	Mthly Cost	DW Amount	WIB Amount	MANPOWER Amount	ADES Amount	PPEP Amount	CAG Amount	Amount
Offices	$ 41,055.00	$ 3,421.25	$698.25	$ 595.00	$ 175.00	$ 1,393.00	$ 175.00	$ 385.00	$ 3,421.25
									$ -
Common Areas	$ 75,684.00	$ 6,307.00	$ 1,288.00	$ 1,097.25	$ 322.00	$ 2,567.25	$ 322.00	$ 710.50	$ 6,307.00
TOTAL MONTHLY COST		$ 9,728.25	$ 1,986.25	$ 1,692.25	$ 497.00	$ 3,960.25	$ 497.00	$ 1,095.50	$ 9,728.25
ANNUAL COSTS	$116,739.00	$116,739.00	$23,835.00	$20,307.00	$5,964.00	$47,523.00	$5,964.00	$13,146.00	$116,739.00

THIS SPREADSHEET IS BASED ON TOTAL SQUARE FEET PER CAC

TOTAL SQUARE FEET	**5559**
TOTAL OFFICE SQ FEET	**1955**
COMMON AREA	**3604**
COMMON AREAS ONE-STOP	
RESOURCE ROOM	906
INTERVIEW ROOM	147
BREAKROOM	100
ONE-STOP SERVER	45
UNISEX BATHROOM	71
CONFERENCE ROOM	233
RECEPTION	114
HALLWAYS	1004
STORAGE ROOM	71
TOTAL COMMON AREA	2691
CAC AND ONE-STOP	
RECEPTION	631
CAC SERVER	45
RESTROOM	252
BREAK ROOM	264
HALLWAY	381
RESTROOM	253
TOTAL COMMON AREA	1826
TOTAL CAC & ONE-STOP COMMON AREA	913
TOTAL ONE-STOP CA	**2691**
TOTAL ONE-STOP & CAC	**913**
TOTAL COMMON AREA	**3604**

	DEDICATED SQ FT	% DED SQ FT	C. AREA SQ FT
CAG	220	11%	406
WIB	340	17%	627
DW	399	20%	736
MANPOWER	100	5%	184
ADES	796	41%	1467
PPEP	100	5%	184
TOTAL	1955	100%	3604

GILA/PINAL WOKFORCE INVESTMENT AREA
RESOURCE SHARING AGREEMENT

OVERVIEW and PURPOSE

This Resource Sharing Agreement (RSA) provides the shared funding arrangements entered into by the partners in the Gila/Pinal Workforce Investment Area One-Stop Delivery System serving employers, job seekers and those seeking career advancement **in Gila and Pinal County**. Through this Agreement, as part of the Memorandum of Understanding between **WIA Dislocated Worker Program** and **Gila/Pinal Workforce Investment Board,** the partners have identified those costs related to the operation and maintenance of the One-Stop delivery system that are of mutual benefit and have identified mechanisms for the payment of such costs.

The Agreement contains the following sections:

I. Effective Date and Term
II. Identification of Shared Costs
III. Resource Sharing Agreement
IV. Modification and Reconciliation Procedures
V. Authority and Signatures

I. Effective Date and Term

This RSA will commence on July 1, 2014 and shall remain self-perpetuating with an amendment clause of 30 days unless the local Workforce Board extends, amends, or terminates it.

II. Identification of Shared Costs

The costs identified as shared are reflected in the budget document shown as the attached Identification of Share Costs to this RSA. The following partner organization **WIA Dislocated Worker Program** has agreed to provide services through the **Gila/Pinal Counties Comprehensive One-Stop Center in Globe** and to share costs that are mutually beneficial.

III. Resource Sharing Agreement

Each partner hereby agrees to provide the resources necessary to fund their proportionate share of the shared costs as reflected in the Identification of Shared Costs sheet. **WIA Dislocated Worker Program** shall make monthly payments to **Gila County** representing the partner's fair share based on square footage used. The manner in which these resources will be provided is included in the Attachments of this RSA. Each partner agrees to provide additional resources as required to fulfill their proportionate share of common costs.

Partner agencies will develop appropriate schedules for the provision of staff resources, and WIB Staff will also develop the timing and provision of other resources such as office supplies and workshops.

IV. DISPUTE RESOLUTION PROCESS (same as Arizona MOU)

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

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

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

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

V. GENERAL TERMS AND CONDITIONS

Confidentiality: Each party to this Agreement warrants that it will comply with the provisions of the Workforce Investment Act and other applicable federal and state laws and regulations including but limited to those relating to confidentiality of customer records.

Each party agrees to use and honor a Client Information Release as a means for exchanging information about each client. This form will remain private and confidential in the files of the agency serving the client.

Funding: The parties agree to provide funding for the shared costs of the partnership in accordance with the Agreement. The Partners assume full responsibility for their respective costs associated with their performance of the terms of this Agreement. In no event, except as may be provided in a subsequent agreement, shall any partner be obligated to pay or reimburse any expense incurred by another partner under this plan.

VI. Authority and Signatures

The individuals signing this agreement have the authority to commit the party they represent to the terms of this RSA, and do so by signing.

AGREED and EXECUTED effective on July 1, 2014

For and On Behalf of
WIA Dislocated Worker Program

Signature

Christina Throop
Printed Name

WIA Program Manager
Title

Date

For and on Behalf of the Gila County dba
Gila/Pinal Workforce Investment Board

Signature

Michael Pastor
Printed Name

Chairman, Gila County Board of Supervisors
Title

Date

ATTEST:

Marian Sheppard, Clerk of the Board

Date

APPROVED AS TO FORM:

Bryan B. Chambers
Deputy Attorney Principal

Date

Gila/Pinal Workforce Investment Area
Resource Sharing Agreement - Globe Location
Identification of Shared Costs
7/1/2014

DESCRIPTION:	CAP	GEST	HAP/WAP	DW	WIA	CAC	CAG	DES	TOTAL
OFFICE SQUARE FT	80	80	48	80	96	64	48	48	544
OFFICE SQUARE FT	80	96	120	80	48		48	74	546
OFFICE SQUARE FT	86	96	120	80	59				441
OFFICE SQUARE FT			80	80					160
OFFICE SQUARE FT			80	80					160
OFFICE SQUARE FT			48	80					128
OFFICE SQUARE FT			48	80					128
			96	160					256
TOTAL:	246	272	640	720	203	64	96	122	2363

DEPARTMENT NAME:	CAP	GEST	HAP/WAP	DW	WIA	CAC	CAG	DES	TOTAL
COMMON AREA	197	223	525	590	167	52	79	100	1933
OFFICE/CUBICLE EXPENSES:	240	272	640	720	203	64	96	122	2357
Total square footage:	437	495	1165	1310	370	116	175	222	4290
$ per square footage	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59
MONTHLY AMOUNTS	$695	$787	$1,852	$2,083	$588	$184	$278	$353	$6,821
X 12 MONTHS:	$ 8,338	$ 9,445	$ 22,226	$ 24,995	$ 7,060	$ 2,213	$ 3,339	$ 4,236	$ 81,852

Globe One-Stop Location
Shared Costs

Shared Resources	Yrly Cost	Mthly Cost	CAP Amount	GEST Amount	WAP/HAP Amount	DW Amount	WIB Amount	CAG Amount	CAC Amount	DES Amount
Office Space	$ 81,840.00	$ 6,820.00	$ 695.00	$ 787.00	$ 1,852.00	$ 2,083.00	$ 588.00	$ 278.00	$ 184.00	$ 353.00
Common Areas	$ 10,000.00	$ 845.34	$ 115.00	$ 112.17	$ 184.17	$ 276.25	$ 46.08	$ 22.92	$ 12.00	$ 76.75
Phones/Internet/Fax	$ 30,800.00	$ 2,816.35	$ 363.00	$ 363.00	$ 603.00	$ 683.00	$ 153.00	$ 263.00	$ 153.00	$ 235.35
Copier Maintenance & Supplies	$ 21,600.00	$ 1,800.00	$ 248.40	$ 242.28	$ 397.80	$ 596.70	$ 99.36	$ 100.00	$ 50.00	$ 165.78
Monthly's Costs		$ 12,281.69	$ 1,421.40	$ 1,504.45	$ 3,036.97	$ 3,638.95	$ 886.44	$ 663.92	$ 399.00	$ 830.88
Annual Costs	$ 144,240.00	$ 18,472.00	$ 17,056.80	$ 18,053.40	$ 36,443.64	$ 43,667.40	$ 10,637.28	$ 7,967.04	$ 4,788.00	$ 9,970.56

TOTAL COMMON AREA	1933
TOTAL OFFICE SPACE	2357
TOTAL SQUARE FEET	4290

COMMON AREAS ONE STOP	
CONFERENCE ROOM	565
RECEPTION	481
BATHROOM-PUBLIC	62
BATHROOM-PRIVATE	170
SERVER ROOM	214
RESOURCE ROOM	321
TELEPHONE ROOM	120
TOTAL COMMON AREA	**1933**

	DEDICATED SQ FT.	% DED. SQ. FT.	C. AREA SQ. FT
CAG	96	4.07%	79
WIB	203	8.61%	166
DW	720	30.55%	590
HAP/WAP	640	27.15%	525
GEST	272	11.54%	223
DES	122	5.18%	100
CAP	240	10.18%	197
CAC	64	2.72%	52
TOTAL	2357	100%	1933

Gila/Pinal Workforce Investment Area
Resource Sharing Agreement - Casa Grande Location
Identification of Shared Costs
7/1/2014

DESCRIPTION:	CAG	WIB	DW	MANPOWER	ADES	PPEP		TOTAL
OFFICE SQUARE FT.	120	105	100	100	120	100		645
OFFICE SQUARE FT.	100	75	74		64			313
OFFICE SQUARE FT.		96	125		64			285
OFFICE SQUARE FT.		64	100		64			228
OFFICE SQUARE FT.					64			64
OFFICE SQUARE FT.					64			64
OFFICE SQUARE FT.					64			64
OFFICE SQUARE FT.					64			64
OFFICE SQUARE FT.					64			64
OFFICE SQUARE FT.					64			64
OFFICE SQUARE FT.					100			100
TOTAL:	220	340	399	100	796	100		0 1955

DEPARTMENT NAME:	CAG	WIB	DW	MANPOWER	ADES	PPEP		
COMMON AREAS	406	627	736	184	1467	184		3604
OFFICES	220	340	399	100	796	100		1955
$ per square footage	$ 21.00	$ 21.00	$ 21.00	$ 21.00	$ 21.00	$ 21.00		
TOTAL SQ FOOTAGE	626.0	967.0	1135.0	284.0	2263.0	284.0		
YEARLY COST	$13,146.00	$20,307.00	$23,835.00	$5,964.00	$47,523.00	$5,964.00		$116,739.00
MONTHLY COST	$1,095.50	$1,692.25	$1,986.25	$497.00	$3,960.25	$497.00		$9,728.25

Casa Grande One-Stop Location
7/1/2014

Allocation Basis	Yrly Cost	Mthly Cost	DW Amount	WIB Amount	MANPOWER Amount	ADES Amount	PPEP Amount	CAG Amount	Amount
Offices	$ 41,055.00	$ 3,421.25	$698.25	$ 595.00	$ 175.00	$ 1,393.00	$ 175.00	$ 385.00	$ 3,421.25
Common Areas	$ 75,684.00	$ 6,307.00	$ 1,288.00	$ 1,097.25	$ 322.00	$ 2,567.25	$ 322.00	$ 710.50	$ -
									$ 6,307.00
TOTAL MONTHLY COST		$ 9,728.25	$ 1,986.25	$ 1,692.25	$ 497.00	$ 3,960.25	$ 497.00	$ 1,095.50	$ 9,728.25
ANNUAL COSTS	$116,739.00	$116,739.00	$23,835.00	$20,307.00	$5,964.00	$47,523.00	$5,964.00	$13,146.00	$116,739.00

THIS SPREADSHEET IS BASED ON TOTAL SQUARE FEET PER CAC

TOTAL SQUARE FEET	5559
TOTAL OFFICE SQ FEET	1955
COMMON AREA	3604

COMMON AREAS ONE-STOP	
RESOURCE ROOM	906
INTERVIEW ROOM	147
BREAKROOM	100
ONE-STOP SERVER	45
UNISEX BATHROOM	71
CONFERENCE ROOM	233
RECEPTION	114
HALLWAYS	1004
STORAGE ROOM	71
TOTAL COMMON AREA	2691

CAC AND ONE-STOP	
RECEPTION	631
CAC SERVER	45
RESTROOM	252
BREAK ROOM	264
HALLWAY	381
RESTROOM	253
TOTAL COMMON AREA	1826

TOTAL CAC & ONE-STOP COMMON AREA	913

TOTAL ONE-STOP CA	**2691**
TOTAL ONE-STOP & CAC	**913**
TOTAL COMMON AREA	**3604**

	DEDICATED SQ FT	% DED SQ FT	C. AREA SQ FT
CAG	220	11%	406
WIB	340	17%	627
DW	399	20%	736
MANPOWER	100	5%	184
ADES	796	41%	1467
PPEP	100	5%	184
TOTAL	1955	100%	3604

GILA/PINAL WOKFORCE INVESTMENT AREA
RESOURCE SHARING AGREEMENT

OVERVIEW and PURPOSE

This Resource Sharing Agreement (RSA) provides the shared funding arrangements entered into by the partners in the Gila/Pinal Workforce Investment Area One-Stop Delivery System serving employers, job seekers and those seeking career advancement **in Gila and Pinal County**. Through this Agreement, as part of the Memorandum of Understanding between **Central Arizona Governments** and **Gila/Pinal Workforce Investment Board**, the partners have identified those costs related to the operation and maintenance of the One-Stop delivery system that are of mutual benefit and have identified mechanisms for the payment of such costs.

The Agreement contains the following sections:

I. Effective Date and Term
II. Identification of Shared Costs
III. Resource Sharing Agreement
IV. Modification and Reconciliation Procedures
V. Authority and Signatures

I. Effective Date and Term

This RSA will commence on July 1, 2014 and shall remain self-perpetuating with an amendment clause of 30 days unless the local Workforce Board extends, amends, or terminates it.

II. Identification of Shared Costs

The costs identified as shared are reflected in the budget document shown as the attached Identification of Share Costs to this RSA. The following partner organization **Central Arizona Governments** has agreed to provide services through the **Gila/Pinal Counties Comprehensive One-Stop Center in Globe** and to share costs that are mutually beneficial.

III. Resource Sharing Agreement

Each partner hereby agrees to provide the resources necessary to fund their proportionate share of the shared costs as reflected in the Identification of Shared Costs sheet. **Central Arizona Governments** shall make monthly payments to **Gila County** representing the partner's fair share based on square footage used. The manner in which these resources will be provided is included in the Attachments of this RSA. Each partner agrees to provide additional resources as required to fulfill their proportionate share of common costs.

Partner agencies will develop appropriate schedules for the provision of staff resources, and WIB Staff will also develop the timing and provision of other resources such as office supplies and workshops.

IV. DISPUTE RESOLUTION PROCESS (same as Arizona MOU)

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

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

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

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

V. GENERAL TERMS AND CONDITIONS

Confidentiality: Each party to this Agreement warrants that it will comply with the provisions of the Workforce Investment Act and other applicable federal and state laws and regulations including but limited to those relating to confidentiality of customer records.

Each party agrees to use and honor a Client Information Release as a means for exchanging information about each client. This form will remain private and confidential in the files of the agency serving the client.

Funding: The parties agree to provide funding for the shared costs of the partnership in accordance with the Agreement. The Partners assume full responsibility for their respective costs associated with their performance of the terms of this Agreement. In no event, except as may be provided in a subsequent agreement, shall any partner be obligated to pay or reimburse any expense incurred by another partner under this plan.

VI. Authority and Signatures

The individuals signing this agreement have the authority to commit the party they represent to the terms of this RSA, and do so by signing.

AGREED and EXECUTED effective on July 1, 2014

For and On Behalf of
Central Arizona Governments

Signature

Ken Hall
Printed Name

Executive Director
Title

Date

For and on Behalf of the Gila County dba
Gila/Pinal Workforce Investment Board

Signature

Michael Pastor
Printed Name

Chairman, Gila County Board of Supervisors
Title

Date

ATTEST:

Marian Sheppard, Clerk of the Board

Date

APPROVED AS TO FORM:

Bryan B. Chambers
Deputy Attorney Principal

Date

Gila/Pinal Workforce Investment Area
Resource Sharing Agreement - Globe Location
Identification of Shared Costs
7/1/2014

DESCRIPTION:	CAP	GEST	HAP/WAP	DW	WIA	CAC	CAG	DES	TOTAL
OFFICE SQUARE FT	80	80	48	80	96	64	48	48	544
OFFICE SQUARE FT	80	96	120	80	48		48	74	546
OFFICE SQUARE FT	86	96	120	80	59				441
OFFICE SQUARE FT			80	80					160
OFFICE SQUARE FT			80	80					160
OFFICE SQUARE FT			48	80					128
OFFICE SQUARE FT			48	80					128
OFFICE SQUARE FT			96	160					256
TOTAL:	246	272	640	720	203	64	96	122	2363

DEPARTMENT NAME:	CAP	GEST	HAP/WAP	DW	WIA	CAC	CAG	DES	TOTAL
COMMON AREA	197	223	525	590	167	52	79	100	1933
OFFICE/CUBICLE EXPENSES:	240	272	640	720	203	64	96	122	2357
Total square footage	437	495	1165	1310	370	116	175	222	4290
$ per square footage	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59
MONTHLY AMOUNTS	$695	$787	$1,852	$2,083	$588	$184	$278	$353	$6,821
X 12 MONTHS:	$ 8,338	$ 9,445	$ 22,228	$ 24,995	$ 7,060	$ 2,213	$ 3,339	$ 4,236	$ 81,853

5/30/2014

Globe One-Stop Location
Shared Costs

Shared Resources	Yrly Cost	Mthly Cost	CAP Amount	GEST Amount	WAP/HAP Amount	DW Amount	WIB Amount	CAG Amount	CAC Amount	DES Amount
Office Space	$ 81,840.00	$ 6,820.00	$ 695.00	$ 787.00	$ 1,852.00	$ 2,083.00	$ 588.00	$ 278.00	$ 184.00	$ 353.00
Common Areas	$ 10,000.00	$ 845.34	$ 115.00	$ 112.17	$ 184.17	$ 276.25	$ 46.08	$ 22.92	$ 12.00	$ 76.75
Phones/Internet/Fax	$ 30,800.00	$ 2,816.35	$ 363.00	$ 363.00	$ 603.00	$ 683.00	$ 153.00	$ 263.00	$ 153.00	$ 235.35
Copier Maintenance & Supplies	$ 21,600.00	$ 1,800.00	$ 248.40	$ 242.28	$ 397.80	$ 596.70	$ 99.36	$ 100.00	$ 50.00	$ 165.78
Monthly's Costs		$ 12,281.69	$ 1,421.40	$ 1,504.45	$ 3,036.97	$ 3,638.95	$ 886.44	$ 663.92	$ 399.00	$ 830.88
Annual Costs	$ 144,240.00	$ 18,472.00	$ 17,056.80	$ 18,053.40	$ 36,443.64	$ 43,667.40	$ 10,637.28	$ 7,967.04	$ 4,788.00	$ 9,970.56

TOTAL COMMON AREA	1933
TOTAL OFFICE SPACE	2357
TOTAL SQUARE FEET	4290

COMMON AREAS ONE STOP	
CONFERENCE ROOM	565
RECEPTION	481
BATHROOM-PUBLIC	62
BATHROOM-PRIVATE	170
SERVER ROOM	214
RESOURCE ROOM	321
TELEPHONE ROOM	120
TOTAL COMMON AREA	**1933**

	DEDICATED SQ FT.	% DED. SQ. FT.	C. AREA SQ. FT
CAG	96	4.07%	79
WIB	203	8.61%	166
DW	720	30.55%	590
HAP/WAP	640	27.15%	525
GEST	272	11.54%	223
DES	122	5.18%	100
CAP	240	10.18%	197
CAC	64	2.72%	52
TOTAL	2357	100%	1933

Gila/Pinal Workforce Investment Area
Resource Sharing Agreement - Casa Grande Location
Identification of Shared Costs
7/1/2014

DESCRIPTION:	CAG	WIB	DW	MANPOWER	ADES	PPEP		TOTAL
OFFICE SQUARE FT.	120	105	100	100	120	100		645
OFFICE SQUARE FT.	100	75	74		64			313
OFFICE SQUARE FT		96	125		64			285
OFFICE SQUARE FT		64	100		64			228
OFFICE SQUARE FT					64			64
OFFICE SQUARE FT.					64			64
OFFICE SQUARE FT					64			64
OFFICE SQUARE FT.					64			64
OFFICE SQUARE FT					64			64
OFFICE SQUARE FT.					64			64
OFFICE SQUARE FT.					100			100
TOTAL:	220	340	399	100	796	100		0
								1955

DEPARTMENT NAME:	CAG	WIB	DW	MANPOWER	ADES	PPEP		
COMMON AREAS	406	627	736	184	1467	184		3604
OFFICES	220	340	399	100	796	100		1955
$ per square footage	$ 21.00	$ 21.00	$ 21.00	$ 21.00	$ 21.00	$ 21.00		
TOTAL SQ FOOTAGE	626.0	967.0	1135.0	284.0	2263.0	284.0		
YEARLY COST	$13,146.00	$20,307.00	$23,835.00	$5,964.00	$47,523.00	$5,964.00		$116,739.00
MONTHLY COST	$1,095.50	$1,692.25	$1,986.25	$497.00	$3,960.25	$497.00		$9,728.25

Casa Grande One-Stop Location
7/1/2014

Allocation Basis	Yrly Cost	Mthly Cost	DW Amount	WIB Amount	MANPOWER Amount	ADES Amount	PPEP Amount	CAG Amount	Amount
Offices	$ 41,055.00	$ 3,421.25	$698.25	$ 595.00	$ 175.00	$ 1,393.00	$ 175.00	$ 385.00	$ 3,421.25
									$ -
Common Areas	$ 75,684.00	$ 6,307.00	$ 1,288.00	$ 1,097.25	$ 322.00	$ 2,567.25	$ 322.00	$ 710.50	$ 6,307.00
TOTAL MONTHLY COST		$ 9,728.25	$ 1,986.25	$ 1,692.25	$ 497.00	$ 3,960.25	$ 497.00	$ 1,095.50	$ 9,728.25
ANNUAL COSTS	$116,739.00	$116,739.00	$23,835.00	$20,307.00	$5,964.00	$47,523.00	$5,964.00	$13,146.00	$116,739.00

THIS SPREADSHEET IS BASED ON TOTAL SQUARE FEET PER CAC

TOTAL SQUARE FEET	5559
TOTAL OFFICE SQ FEET	1955
COMMON AREA	3604

COMMON AREAS ONE-STOP	
RESOURCE ROOM	906
INTERVIEW ROOM	147
BREAKROOM	100
ONE-STOP SERVER	45
UNISEX BATHROOM	71
CONFERENCE ROOM	233
RECEPTION	114
HALLWAYS	1004
STORAGE ROOM	71
TOTAL COMMON AREA	2691

CAC AND ONE-STOP	
RECEPTION	631
CAC SERVER	45
RESTROOM	252
BREAK ROOM	264
HALLWAY	381
RESTROOM	253
TOTAL COMMON AREA	1826

TOTAL CAC & ONE-STOP COMMON AREA	913

TOTAL ONE-STOP CA	2691
TOTAL ONE-STOP & CAC	913
TOTAL COMMON AREA	3604

	DEDICATED SQ FT	% DED SQ FT	C. AREA SQ FT
CAG	220	11%	406
WIB	340	17%	627
DW	399	20%	736
MANPOWER	100	5%	184
ADES	796	41%	1467
PPEP	100	5%	184
TOTAL	1955	100%	3604

GILA/PINAL WOKFORCE INVESTMENT AREA
RESOURCE SHARING AGREEMENT

OVERVIEW and PURPOSE

This Resource Sharing Agreement (RSA) provides the shared funding arrangements entered into by the partners in the Gila/Pinal Workforce Investment Area One-Stop Delivery System serving employers, job seekers and those seeking career advancement **in Gila and Pinal County**. Through this Agreement, as part of the Memorandum of Understanding between **Central Arizona College** and **Gila/Pinal Workforce Investment Board**, the partners have identified those costs related to the operation and maintenance of the One-Stop delivery system that are of mutual benefit and have identified mechanisms for the payment of such costs.

The Agreement contains the following sections:

I. Effective Date and Term
II. Identification of Shared Costs
III. Resource Sharing Agreement
IV. Modification and Reconciliation Procedures
V. Authority and Signatures

I. Effective Date and Term

This RSA will commence on July 1, 2014 and shall remain self-perpetuating with an amendment clause of 30 days unless the local Workforce Board extends, amends, or terminates it.

II. Identification of Shared Costs

The costs identified as shared are reflected in the budget document shown as the attached Identification of Share Costs to this RSA. The following partner organization **Central Arizona College** has agreed to provide services through the **Gila/Pinal Counties Comprehensive One-Stop Center in Globe** and to share costs that are mutually beneficial.

III. Resource Sharing Agreement

Each partner hereby agrees to provide the resources necessary to fund their proportionate share of the shared costs as reflected in the Identification of Shared Costs sheet. **Central Arizona College** shall make monthly payments to **Gila County** representing the partner's fair share based on square footage used. The manner in which these resources will be provided is included in the Attachments of this RSA. Each partner agrees to provide additional resources as required to fulfill their proportionate share of common costs.

Partner agencies will develop appropriate schedules for the provision of staff resources, and WIB Staff will also develop the timing and provision of other resources such as office supplies and workshops.

IV. DISPUTE RESOLUTION PROCESS (same as Arizona MOU)

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

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

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

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

V. GENERAL TERMS AND CONDITIONS

Confidentiality: Each party to this Agreement warrants that it will comply with the provisions of the Workforce Investment Act and other applicable federal and state laws and regulations including but limited to those relating to confidentiality of customer records.

Each party agrees to use and honor a Client Information Release as a means for exchanging information about each client. This form will remain private and confidential in the files of the agency serving the client.

Funding: The parties agree to provide funding for the shared costs of the partnership in accordance with the Agreement. The Partners assume full responsibility for their respective costs associated with their performance of the terms of this Agreement. In no event, except as may be provided in a subsequent agreement, shall any partner be obligated to pay or reimburse any expense incurred by another partner under this plan.

VI. Authority and Signatures

The individuals signing this agreement have the authority to commit the party they represent to the terms of this RSA, and do so by signing.

AGREED and EXECUTED effective on July 1, 2014

For and On Behalf of Central Arizona College	For and on Behalf of the Gila County dba Gila/Pinal Workforce Investment Board
Signature	Signature
Chris Wodka Printed Name	Michael Pastor Printed Name
Vice-President Finance and Administrative Services Title	Chairman, Gila County Board of Supervisors Title
6/5/14 Date	Date

ATTEST:

Marian Sheppard, Clerk of the Board

Date

APPROVED AS TO FORM:

Bryan B. Chambers
Deputy Attorney Principal

Date

Gila/Pinal Workforce Investment Area
Resource Sharing Agreement - Globe Location
Identification of Shared Costs
7/1/2014

DESCRIPTION:	CAP	GEST	HAP/WAP	DW	WIA	CAC	CAG	DES	TOTAL
OFFICE SQUARE FT	80	80	48	80	96	64	48	48	544
OFFICE SQUARE FT	80	96	120	80	48		48	74	546
OFFICE SQUARE FT	86	96	120	80	59				441
OFFICE SQUARE FT			80	80					160
OFFICE SQUARE FT			80	80					160
OFFICE SQUARE FT			48	80					128
OFFICE SQUARE FT			48	80					128
TOTAL:	246	272	96	160					256
			640	720	203	64	96	122	2363

DEPARTMENT NAME:	CAP	GEST	HAP/WAP	DW	WIA	CAC	CAG	DES	TOTAL
COMMON AREA	197	223	525	590	167	52	79	100	1933
OFFICE/CUBICLE EXPENSES:	240	272	640	720	203	64	96	122	2357
Total square footage:	437	495	1165	1310	370	116	175	222	4290
$ per square footage	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59	$ 1.59
MONTHLY AMOUNTS	$695	$787	$1,852	$2,083	$588	$184	$278	$353	$6,821
X 12 MONTHS:	$ 8,338	$ 9,445	$ 22,228	$ 24,995	$ 7,060	$ 2,213	$ 3,339	$ 4,236	$ 81,853

5/30/2014

Globe One-Stop Location
Shared Costs

Shared Resources	Yrly Cost	Mthly Cost	CAP Amount	GEST Amount	WAP/HAP Amount	DW Amount	WIB Amount	CAG Amount	CAC Amount	DES Amount
Office Space	$ 81,840.00	$ 6,820.00	$ 695.00	$ 787.00	$ 1,852.00	$ 2,083.00	$ 588.00	$ 278.00	$ 184.00	$ 353.00
Common Areas	$ 10,000.00	$ 845.34	$ 115.00	$ 112.17	$ 184.17	$ 276.25	$ 46.08	$ 22.92	$ 12.00	$ 76.75
Phones/Internet/Fax	$ 30,800.00	$ 2,816.35	$ 363.00	$ 363.00	$ 603.00	$ 683.00	$ 153.00	$ 263.00	$ 153.00	$ 235.35
Copier Maintenance & Supplies	$ 21,600.00	$ 1,800.00	$ 248.40	$ 242.28	$ 397.80	$ 596.70	$ 99.36	$ 100.00	$ 50.00	$ 165.78
Monthly's Costs		$ 12,281.69	$ 1,421.40	$ 1,504.45	$ 3,036.97	$ 3,638.95	$ 886.44	$ 663.92	$ 399.00	$ 830.88
Annual Costs	$ 144,240.00	$ 18,472.00	$ 17,056.80	$ 18,053.40	$ 36,443.64	$ 43,667.40	$ 10,637.28	$ 7,967.04	$ 4,788.00	$ 9,970.56

TOTAL COMMON AREA	1933
TOTAL OFFICE SPACE	2357
TOTAL SQUARE FEET	4290

COMMON AREAS ONE STOP	
CONFERENCE ROOM	565
RECEPTION	481
BATHROOM-PUBLIC	62
BATHROOM-PRIVATE	170
SERVER ROOM	214
RESOURCE ROOM	321
TELEPHONE ROOM	120
TOTAL COMMON AREA	**1933**

	DEDICATED SQ FT.	% DED. SQ. FT.	C. AREA SQ. FT
CAG	96	4.07%	79
WIB	203	8.61%	166
DW	720	30.55%	590
HAP/WAP	640	27.15%	525
GEST	272	11.54%	223
DES	122	5.18%	100
CAP	240	10.18%	197
CAC	64	2.72%	52
TOTAL	2357	100%	1933

GILA/PINAL WOKFORCE INVESTMENT AREA
RESOURCE SHARING AGREEMENT

OVERVIEW and PURPOSE

This Resource Sharing Agreement (RSA) provides the shared funding arrangements entered into by the partners in the Gila/Pinal Workforce Investment Area One-Stop Delivery System serving employers, job seekers and those seeking career advancement **in Gila and Pinal County.** Through this Agreement, as part of the Memorandum of Understanding between **Manpower** and **Gila/Pinal Workforce Investment Board,** the partners have identified those costs related to the operation and maintenance of the One-Stop delivery system that are of mutual benefit and have identified mechanisms for the payment of such costs.

The Agreement contains the following sections:

I. Effective Date and Term
II. Identification of Shared Costs
III. Resource Sharing Agreement
IV. Modification and Reconciliation Procedures
V. Authority and Signatures

I. Effective Date and Term

This RSA will commence on July 1, 2014 and shall remain self-perpetuating with an amendment clause of 30 days unless the local Workforce Board extends, amends, or terminates it.

II. Identification of Shared Costs

The costs identified as shared are reflected in the budget document shown as the attached Identification of Share Costs to this RSA. The following partner organization **Manpower** has agreed to provide services through the **Gila/Pinal Counties Comprehensive One-Stop Center in Globe** and to share costs that are mutually beneficial.

III. Resource Sharing Agreement

Each partner hereby agrees to provide the resources necessary to fund their proportionate share of the shared costs as reflected in the Identification of Shared Costs sheet. **Manpower** shall make monthly payments to **Gila County** representing the partner's fair share based on square footage used. The manner in which these resources will be provided is included in the Attachments of this RSA. Each partner agrees to provide additional resources as required to fulfill their proportionate share of common costs.

Partner agencies will develop appropriate schedules for the provision of staff resources, and WIB Staff will also develop the timing and provision of other resources such as office supplies and workshops.

IV. DISPUTE RESOLUTION PROCESS (same as Arizona MOU)

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

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

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

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

V. GENERAL TERMS AND CONDITIONS

Confidentiality: Each party to this Agreement warrants that it will comply with the provisions of the Workforce Investment Act and other applicable federal and state laws and regulations including but limited to those relating to confidentiality of customer records.

Each party agrees to use and honor a Client Information Release as a means for exchanging information about each client. This form will remain private and confidential in the files of the agency serving the client.

Funding: The parties agree to provide funding for the shared costs of the partnership in accordance with the Agreement. The Partners assume full responsibility for their respective costs associated with their performance of the terms of this Agreement. In no event, except as may be provided in a subsequent agreement, shall any partner be obligated to pay or reimburse any expense incurred by another partner under this plan.

VI. Authority and Signatures

The individuals signing this agreement have the authority to commit the party they represent to the terms of this RSA, and do so by signing.

AGREED and EXECUTED effective on July 1, 2014

For and On Behalf of Manpower	For and on Behalf of the Gila County dba Gila/Pinal Workforce Investment Board
Signature	Signature
Lyann Schultz Printed Name	Michael Pastor Printed Name
Director Finance Title	Chairman, Gila County Board of Supervisors Title
Date	Date

ATTEST:

Marian Sheppard, Clerk of the Board

Date

APPROVED AS TO FORM:

Bryan B. Chambers
Deputy Attorney Principal

Date

Gila/Pinal Workforce Investment Area
Resource Sharing Agreement - Casa Grande Location
Identification of Shared Costs
7/1/2014

DESCRIPTION:	CAG	WIB	DW	MANPOWER	ADES	PPEP		TOTAL
OFFICE SQUARE FT	120	105	100	100	120	100		645
OFFICE SQUARE FT	100	75	74		64			313
OFFICE SQUARE FT		96	125		64			285
OFFICE SQUARE FT		64	100		64			228
OFFICE SQUARE FT					64			64
OFFICE SQUARE FT					64			64
OFFICE SQUARE FT					64			64
OFFICE SQUARE FT					64			64
OFFICE SQUARE FT					64			64
OFFICE SQUARE FT					64			64
OFFICE SQUARE FT					100			100
TOTAL:	220	340	399	100	796	100		0
								1955

DEPARTMENT NAME:	CAG	WIB	DW	MANPOWER	ADES	PPEP		
COMMON AREAS	406	627	736	184	1467	184		3604
OFFICES	220	340	399	100	796	100		1955
$ per square footage	$ 21.00	$ 21.00	$ 21.00	$ 21.00	$ 21.00	$ 21.00		
TOTAL SQ FOOTAGE	626.0	967.0	1135.0	284.0	2263.0	284.0		
YEARLY COST	$13,146.00	$20,307.00	$23,835.00	$5,964.00	$47,523.00	$5,964.00		$116,739.00
MONTHLY COST	$1,095.50	$1,692.25	$1,986.25	$497.00	$3,960.25	$497.00		$9,728.25

Casa Grande One-Stop Location
7/1/2014

Allocation Basis	Yrly Cost	Mthly Cost	DW Amount	WIB Amount	MANPOWER Amount	ADES Amount	PPEP Amount	CAG Amount	Amount
Offices	$ 41,055.00	$ 3,421.25	$698.25	$ 595.00	$ 175.00	$ 1,393.00	$ 175.00	$ 385.00	$ 3,421.25
Common Areas	$ 75,684.00	$ 6,307.00	$ 1,288.00	$ 1,097.25	$ 322.00	$ 2,567.25	$ 322.00	$ 710.50	$ -
									$ 6,307.00
TOTAL MONTHLY COST		$ 9,728.25	$ 1,986.25	$ 1,692.25	$ 497.00	$ 3,960.25	$ 497.00	$ 1,095.50	$ 9,728.25
ANNUAL COSTS	$116,739.00	$116,739.00	$23,835.00	$20,307.00	$5,964.00	$47,523.00	$5,964.00	$13,146.00	$116,739.00

THIS SPREADSHEET IS BASED ON TOTAL SQUARE FEET PER CAC

TOTAL SQUARE FEET	**5559**
TOTAL OFFICE SQ FEET	**1955**
COMMON AREA	**3604**

COMMON AREAS ONE-STOP	
RESOURCE ROOM	906
INTERVIEW ROOM	147
BREAKROOM	100
ONE-STOP SERVER	45
UNISEX BATHROOM	71
CONFERENCE ROOM	233
RECEPTION	114
HALLWAYS	1004
STORAGE ROOM	71
TOTAL COMMON AREA	2691

CAC AND ONE-STOP	
RECEPTION	631
CAC SERVER	45
RESTROOM	252
BREAK ROOM	264
HALLWAY	381
RESTROOM	253
TOTAL COMMON AREA	1826

TOTAL CAC & ONE-STOP COMMON AREA	913

TOTAL ONE-STOP CA	**2691**
TOTAL ONE-STOP & CAC	**913**
TOTAL COMMON AREA	**3604**

	DEDICATED SQ FT	% DED SQ FT	C. AREA SQ FT
CAG	220	11%	406
WIB	340	17%	627
DW	399	20%	736
MANPOWER	100	5%	184
ADES	796	41%	1467
PPEP	100	5%	184
TOTAL	1955	100%	3604

APPENDIX I

Assurances

Local Business Plan Assurances

Program Years 2014 – 2016

As a condition of the award of Workforce Investment Act funds, the local grant recipient assures that it will comply fully with the provisions of the following:

1) That it will establish, in accordance with Section 184 of the Workforce Investment Act (WIA), fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for funds paid to the local area through the allotments made under Sections 128 and 133.
2) That veterans will be afforded employment and training activities authorized in Section 134 of the Workforce Investment Act, to the extent practicable (112(b)(17)(B)).
3) That it will comply with the confidentiality requirements of Section 136(±)(3).
4) That no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing (Section 181(b)(7)).
5) That it will comply with the nondiscrimination provisions of Section 188, including compliance with the State Methods of Administration (Section 188).
6) That it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of Section 188 (Section 185).
7) That it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority of Section 189© of the Act which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will specify the required terms and conditions and assurances and certification, including, but not limited to, the following:

   a)General Administrative Requirements;
   - 29 CFR part 97 – Uniform Administrative Requirements for State and Local Governments (as amended by the Act)
   - 29 CFR part 96 (as amended by OMB Circular A-133)-Single Audit Act
   - OMB Circular A-87-Cost Principles (as amended by the Act)

   b)Assurances and Certificates:
   - SF 424-B-Assurances for Non-construction Programs
   - 29 CFR part 31, 32 - Nondiscrimination and Equal Opportunity Assurance (and regulation)
   - CFR part 93 – Certification Regarding Lobbying (and regulation)
   - 29 CFT part 98 – Drug Free Workplace and Debarment and Suspension Certifications (and regulations)

   c)Special/Clauses/Provisions:

   Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.

8) The veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
9) That it developed, and will continue to develop, this plan in consultation with local elected officials, the local workforce board, the business community, labor organization and other partners.
10) That will meet the regulatory requirements to procure youth services by a competitive process as outlined in the WIA regulations and State Youth Procurement Guidelines.
11) That will LWIB will meet a minimum of four times per year, or once each quarter.
12) That all LWIB business will be conducted in accordance with the Arizona Open Meeting Law.
13) That it will comply fully the nondiscrimination and equal opportunity provisions of the following laws:
    - Section 188 of the Workforce Investment Act of 1998 (WIA) which prohibits discrimination against all individuals in the United States of the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries of the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States of participation in any WIA Title I financially assisted program of activity;
    - Title IV of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color, and national origin;
    - Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
    - The Age Discrimination Act of 1975, as amended, which prohibits discrimination of the basis of age; and
    - Title IX the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs. The grant recipient also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant recipient's operation of the WIA Title I – financially assisted program, or activity. The grant recipient understand that the United States has the right to seek judicial enforcement of this assurance.
14) That program services will be provided and funds will be spent in accordance with the Workforce Investment Act and Wagner-Peyser legislation, regulations, written Department of Labor and State of Arizona guidance, and all other applicable Federal and State laws. Local business plan contents cannot override the legislative and regulatory requirements of the Workforce Investment Act and/or the Wagner-Peyser Act.

APPENDIX J

Signature Page

GILA/PINAL WORKFORCE INVESTMENT AREA
BUSINESS PLAN
JULY 1, 2014 TO JUNE 30, 2017

We, the undersigned, to hereby approve and submit this Local Plan for the Workforce Investment Act (WIA) Title 1B Programs for the Gila/Pinal Workforce Investment Area.

Submitted on behalf of the Gila/Pinal Workforce Investment Board and Gila County Board of Supervisors.

Michael A. Pastor
Chairman, Gila County Board of Supervisors

Date

Jeri Byrne, Chairman
Gila/Pinal Workforce Investment Board

5/20/14
Date

Attest

Marian Sheppard, Clerk of the Board

Date

Approved as to Form

Bryan B. Chambers
Deputy Attorney Principal

Date

Approved on behalf of the State of Arizona

Signature – Chairman
Workforce Arizona Council

Date