



NINETEEN TRIBAL NATIONS

Innovative Workforce Solutions

**LOCAL WORKFORCE DEVELOPMENT PLAN
PROGRAM YEARS 2020 – 2023**

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ARIZONA@WORK – Nineteen Tribal Nations
LOCAL WORKFORCE DEVELOPMENT PLAN
PY 2020 – 2023

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EXECUTIVE SUMMARY

The existence of the Nineteen Tribal Nations as a separate local area Workforce Development area that encompasses a geographically and culturally diverse group of separate sovereign Tribal Nations mutually dedicated to meeting the workforce and business service needs of their respective Sovereign Nations and Tribal community members. The Nineteen Tribal Nations organization itself has been constructed and continually fine-tuned to affect the very spirit of the Workforce Development at its most contemporary and serviceable essence. The balance among different Nations, each with its own separate performance sectors and needs for talent and performance, provides a strong base from which to operate and enhance each workforce entity.

It was determined several years ago that the designation by the Arizona Governor of an all-Tribal area would be a preferred arrangement that allowed for preservation of Tribal Nation sovereignty and services to Tribal members, and strong, mutually beneficial relationships between Tribal and State governments. Subsequently, both the Arizona Governor at that time and the President of the United States have signed Executive Orders requiring consultative and cooperative relationships among sovereign nations and the United States. The Workforce Innovation and Opportunity Act provides testament to the same spirit of cooperation, collaboration, and resource sharing that laws and Executive Orders mandate.

The Workforce Innovation and Opportunity Act emphasizes the pairing of labor market needs and individual needs for employment. Workforce leaders of the NTN have dedicated processes for building upon this baseline.

It is important to recognize significant barriers to education and training, as well as to employment for tribal members living in outlying regions of Arizona. Some of the major barriers NTN Tribes face are:

- Transportation to and from training and education needed to support career pathways.
- Distance from the workplace.
- Lack of a driver's license.
- Low levels of educational attainment, necessitating high school completion.
- Need for equipment required in certain trades and professions.
- Justice involvement that precludes the availability of selected occupations.

Distinctive Approaches

Individual tribes included in the NTN Workforce Development local area reveal distinctive approaches that integrate the needs of tribal nations and the ARIZONA@WORK response to the Workforce Innovation and Opportunity Act. On a consistent basis, board members and workforce development directors engage in dialogue about practices that support service provision for the adults, dislocated workers, and youth served by the tribal communities within the NTN.

All participating Tribes in the NTN Local Area possess the core strengths of concern for community, concern for culture, and the support of each Tribal Member in their workforce development activities. These strengths vary their application, based upon available resources connected to their

geographic region. The organizational design structure the Nineteen Tribal Nations Workforce Development Board and Workforce System fosters a variety of aspects that contribute to its efficacy. Of critical significance are the quarterly meetings of the Workforce Board and Directors of the participating Tribal Nations.

The Workforce Innovation and Opportunity Act (WIOA) provides for increased flexibility and alignment of Economic Development and Workforce Development as each local area offers services to employers and job-seekers. Economic Development and Workforce Development function as coordinated points of service that mutually respond to each other's needs. The Nineteen Tribal Nations Plan further operates in conformance with the State of Arizona Plan for 2020-2023 from a strategic perspective. Specifically, the four goals identified in the state plan engender supporting practices established by the NTN in a manner that responds to the individual needs of each Tribal Nation, while coordinating a mutually reinforcing awareness and capacity building for all participating Nations in the NTN.

The mutual investment in Tribal capacity within each Tribe affords its members access to ideas that spark application in multiple locations and serve many other Tribes as well. Members who serve as Directors of Workforce Development Programs and those who serve on the Nineteen Tribal Nations Board define part of their role as one of sharing, outreach, learning, and enhancing services to the NTN as a local area for Workforce Development. The principle of partnership comprises one of the foundational elements of the Workforce Innovation and Opportunity Act. The underlying theory is that resources brought forward by multiple organizational partners grow in value when the following key approaches are taken:

1. Partners identify the resource by type (human, fiscal, physical).
2. Partners engage in dialogue about how to leverage resources to ensure:
 - a. Identification of specific Workforce needs to serve specific purposes (job-seeker and employer-based)
 - b. Emphasis on reciprocal needs and resources
 - c. Idea sharing about combining resources to generate a higher value based upon:
 - i. Usage
 - ii. Return on investment
 - iii. Value expressed as economic and/or workforce development

Asset-Based Approach

The NTN board uses an asset-based approach to build its proactive service response to tribes throughout the NTN local area. The approach ensures that an asset-based, forward-thinking approach to serving the distinctive needs of sovereign nations is addressed in a proactive manner in this way. Growing partnerships, building patterns of performance, creating visibility for results, stimulates acceptance by Tribal members, argues for the possibility of increasing numbers of adults and/or youth who might be served, as well as creating a workforce that makes possible economic growth in the community.

Section 1 - Infrastructure

A. Describe the ARIZONA@WORK system in the LWDA to include the following (CFR 679.560(b)(1)(i):

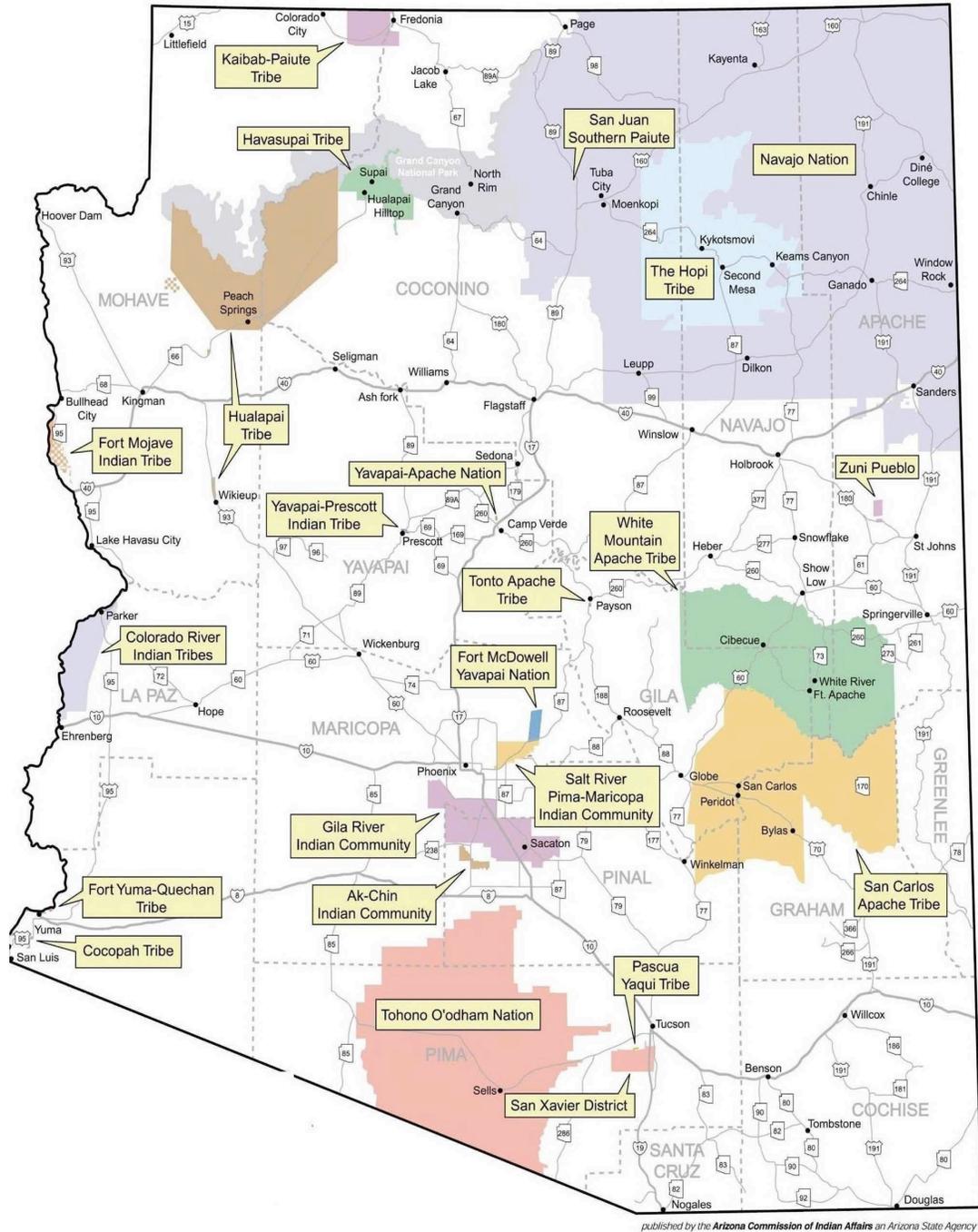
1. Name of the county(ies), city, and/or tribes included in the LWDA;

The Nineteen Tribal Nations Workforce Development Area includes thirteen tribes in the State of Arizona. Thirteen of these Tribes administer the Title I-B WIOA Program in their respective area. The Gila River Indian Community, through an internal agreement, administers the Program for the Ak-Chin Indian Community, and Ak-Chin's relative share of the allocations is included in the Gila River Indian Community contract.

Tribes currently participating include:

- Cocopah Indian Tribe
- Colorado River Indian Tribes
- Fort Mojave Indian Tribe
- Gila River Indian Community/Ak-Chin Indian Community
- Hopi Tribe
- Hualapai Tribe
- Pascua Yaqui Tribe
- Quechan Indian Tribe
- Salt River Pima-Maricopa Indian Community
- San Carlos Apache Tribe
- Tohono O'odham Nation
- White Mountain Apache Tribe
- Yavapai-Apache Nation

ARIZONA TRIBAL LANDS MAP



Each Tribe has a long history and rich cultural history. The Tribes are located throughout Arizona near metropolitan areas, along the rivers, and in mountainous areas. Visitors to the Reservations are expected to know that each Tribe is a Sovereign Government and to respect the Tribe's culture, all special and sacred areas, maintain dignity, and abide all of the Tribe's laws and regulations.

Industries vary by Tribe and include agriculture, hospitality, medical services, tourism, and retail stores. Some Tribes have casinos and hotels that encompass the hospitality and tourism market including restaurants.

The existence of the Nineteen Tribal Nations as a separate local area encompasses a geographically and culturally diverse group of separate Sovereign Tribal Nations that are mutually dedicated to meeting the workforce and business needs of their respective Nation and tribal community members.

It is important to recognize significant barriers to education and training, as well as employment for tribal members – especially for those living in outlying or remote areas in Arizona. Some of the major barriers the tribes face are:

- Transportation to and from training and education needed to support career pathways
- Distance from the workplace
- Lack of a driver’s license
- Low levels of education
- Need for equipment in certain professions and trades
- Justice/legal issues that preclude the availability of selected occupations

The NTN provides the staff in the local tribal areas to customize workforce services/activities to serve their individual workforce needs. This also allows the local leaders to design and create meaningful approaches to meet the needs in their respective community.

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

Each Tribe has a Chief Elected Official known as Chairman, Chairwoman, Governor, or President. At the time of writing this Plan, the Chief Elected Officials are:

Cocopah Indian Tribe	Chairwoman Sherry Cordova
Colorado River Indian Tribes	Chairwoman Amelia Flores
Fort Mojave Indian Tribe	Chairman Timothy Williams
Gila River Indian Community	Governor Stephen R. Lewis
Ak-Chin Indian Community	Chairman Robert Miguel
Hopi Tribe	Chairman Timothy L. Nuvangyaoma
Hualapai Tribe	Chairwoman Sherry Parker
Pascua Yaqui Tribe	Chairman Peter Yucupicio
Quechan Indian Tribe	President Jordan D. Joaquin
Salt River Pima-Maricopa Indian Community	President Martin Harvier
San Carlos Apache Tribe	Chairman Terry Rambler
Tohono O’odham Nation	Chairman Ned Norris Jr.
White Mountain Apache Tribe	Chairman Kasey Velasquez
Yavapai-Apache Nation	Chairwoman Tanya Lewis

It is important to understand that Tribes have elections at different times and the Chief Elected Official’s term may be different.

3. The names of the entities (e.g., county/city/tribe/non-profit/for profit) that provide the following WIOA functions:

i. Local fiscal agent (See 20 CFR 679.420 for functions)

The Tribe is designated as the Entity for the Consortium with liability for administration of funds.

At the time of writing this plan, the NTN Board is working with the Department of Economic Security to procure a Fiscal Agent and to designate a separate entity to perform some required duties as appropriate.

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

Executive Director: Connie Fraijo

Program Operations Coordinator: Nadine Talayumtewa

Dislocated Worker Program Manager: Diana Russell

Dislocated Worker Program Coordinator: Rich Utzig

iii. Provider(s) selected by the LWDB for the (i) Adult Program; (ii) Dislocated Worker Program; and (iii) Youth Program (list the entities that provide design framework services and each of the fourteen element(s); and (iv) identify the one-stop-operator; -20 CFR 682.420;

Because each Tribe is a Sovereign Government; and in addition to complying with all Federal and State laws and regulations, the WIOA staff also must abide by all internal Tribal regulations and policies.

i. Adult and Youth Program Providers

Each Tribe is the provider for the Adult and Youth Program. They are:

Cocopah Indian Tribe
Colorado River Indian Tribes
Fort Mojave Indian Tribe
Gila River Indian Community
Hopi Tribe
Hualapai Tribe
Pascua Yaqui Tribe
Quechan Indian Tribe
Salt River Pima-Maricopa Indian Community
San Carlos Apache Tribe
Tohono O'odham Nation
White Mountain Apache Tribe
Yavapai-Apache Nation

Individual Tribes may enter into an Agreement with a contractor, on an as-needed basis, to assist in providing adult and youth Program services.

ii. Dislocated Worker Program Provider

Board Dislocated Worker Program services for all Tribes are coordinated and provided by the Dislocated Worker Program Manager and Dislocated Worker Program Coordinator. These individuals are contracted by the NTN.

iii. Youth Program (list the entities that provide design framework services and each of the fourteen elements):

Reference item (i) Adult and Youth Providers.

iv. One-Stop Operator

The NTN Board will be seeking a One-Stop Operator through a procurement process once the Fiscal Agent has been designated.

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

Contracts/agreements will be developed, utilizing procurement policies and procedures that reflect applicable State and local laws and regulations, provided that the procurements conform to applicable Federal regulation and the standards identified in 2 CFR §200.318 General procurement standards (Uniform Guidance).

Individual Tribes may choose to enter into agreements with contractors at any time to assist in or to provide adult and youth program services.

The process used to award contracts in the local area is predominantly sole source, based on the scarcity of vendors available to provide services needed by the individual tribes. This process is consistent with tribal policies.

v. Monitoring, audit, and other oversight of the following WIOA functions (See 20 CFR 679.420(c)(2) – (3) and 20 CFR 683.410.a; (i) fiscal, (ii) equal opportunity, and (iii) programmatic (Title I-B, including eligible training providers))

i. Fiscal

Single Audit is conducted at each Tribe on an annual basis. On behalf of the local board, the NTN Executive Director coordinates with the Fiscal Agent to ensure expenditures are appropriate and paid timely and maintains financial records and reconciles them with the Fiscal Agent on a regular basis.

ii. Equal Opportunity

The Equal Opportunity Compliance Program Manager in the Department of Economic Security Office of Equal Opportunity monitors each of the Tribal offices on an annual basis. The NTN Equal Opportunity Officer participates in a minimum of five monitoring visits and ensures that the documents are completed and responses to any non-compliance issues are addressed in accordance to the response date.

Also, the NTN Equal Opportunity Officer provides annual training to the NTN tribal areas to ensure compliance, provide guidance for compliance and to resolve any issues.

iii. Programmatic

The Department of Economic Security Quality Assurance and Integrity Administration monitors each Tribe on an annual basis – either through a desk review or an on-site visit. The Executive Director will distribute the annual monitoring schedule to each of the Tribal Areas. Reports of any non-compliance issues are also sent to the Executive Director to follow-up and ensure that they are responding according to the response date.

In addition, the NTN Program Operations Coordinator monitors each Tribe by reviewing the AJC reports and providing guidance and instructions in the regular Directors’ and Management Information System (MIS) Meetings. Each Tribe has a minimum of one representative on the MIS Task Force. The Program Operations Coordinator will also make on-site visits to any Tribe to help ensure programmatic compliance when this cannot be accomplished through phone calls or emails.

iv. Eligible Training Providers

The NTN ETPL Coordinator corroborates all federal and state requirements required for the training provider to be placed on the ETPL and will corroborate all federal and state requirements required for the training provider to be placed on the ETPL. The Tribal Areas will be responsible to monitor and provide oversight of the Eligible Training Providers in the NTNWDA. Tribal staff will conduct on-site visits to audit the training providers listed on the Eligible Training Provider List (ETPL) every two years. Monitoring tools have been established by the Arizona Department of Economic Security (DES) WIOA Title I-B program to utilize when carrying out the audit. Monitoring performance for the Training Provider includes verification of the accuracy of information entered in the Arizona Job Connection System (AJC). Currently, the ETPL Training programs that are utilized by the NTN Tribal Areas are approved by other regional LWDA and they follow the State ETPL policies

B. The Governor has designated regions based on the LWDA designation. Describe regional planning efforts if the LWDB is engaging in regional planning and/or coordination with other LWDA (such as for sector strategies, coordination with education providers, or other service planning activities). (See 20 CFR 679.540)

The NTN LWDB is not engaged in any formal regional planning and/or coordination with other LWDA. Recently, the Executive Director has been entering into discussions with other LWDB Directors to coordinate activities that align with the tribal area efforts. The Nineteen Tribal Nations Workforce Development Area is considered a region since it is comprised of the Tribes throughout the State. Program Directors and board members collaborate in regular meetings and may coordinate some activities if deemed feasible and appropriate.

Section 2 - Strategic Planning Elements

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

A. Economic Analysis (20 CFR 679-560(a)(1)): Include a regional analysis of the:

Specific and accurate information about the economies and workforce in the Tribal areas is generally not available or is outdated. Labor market information provided by the Office of Economic Opportunity in February 2020 shows:

The Nineteen Tribal Nations area is comprised of 84,251 people with 73 percent of the population over 16 years of age. The area has a labor force participation rate of 49 percent that is lower than the Arizona labor force participation rate of 60 percent. The Tribal nations have a combined unemployment rate of 17.5 percent that is higher than the statewide unemployment rate of 5.9 percent.

The COVID-19 Pandemic had an immediate impact on unemployment, jobs availability, and poverty within the Nineteen Tribal Nations area. The in-demand occupations could change over time as more information becomes available. The industries and occupations identified as in-demand are currently based on historical data. With the Tribal Offices being closed for considerable periods of time, and return to work dates unknown for employees, it has been almost impossible to obtain any updated information.

The Economic Conditions report prepared by the Office of Economic Opportunity shows that service occupations account for the largest share of total employment within the area followed by management and business occupations and sales and office occupations. The most common industry is education services and health care and social assistance.

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

In-Demand Industries and Occupations	
NAICS Code(s)	Industry Title
72	Accommodation and Food Services
71	Arts, Entertainment and Recreation
61	Educational Services
62	Health Care and Social Assistance
92	Public Administration
44-45	Retail Trade
23	Construction

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

SOC Code	Occupation Title	NAICS Code	Industry Title
31-9092	Medical Assistants	62	Health Care and Social Assistance
31-9094	Medical Transcriptionists	62	Health Care and Social Assistance
31-1131	Nursing Assistants	62	Health Care and Social Assistance
47-3011	Brickmasons and Blockmasons	23	Construction
47-4051	Highway Maintenance Workers	23	Construction
47-2061	Construction Laborers	23	Construction
39-9032	Recreation Workers	71	Arts, Entertainment and Recreation
43-4081	Hotel, Motel and Resort Desk Clerk	72	Arts, Entertainment and Recreation
35-2011	Cooks, Fast Foods	72	Accommodation and Food Services
35-2012	Cooks, Distribution and Cafeteria	72	Accommodation and Food Services
35-2015	Cooks, Short Order	72	Accommodation and Food Services
35-2021	Food Preparation Workers	72	Accommodation and Food Services
27-1012	Craft Artists	72	Arts, Entertainment and Recreation
31-1121	Home Health Aides	62	Health Care and Social Assistance
25-9041	Teaching Assistants	61	Educational Services
25-9049	Teaching Assistants, All Other	61	Educational Services
43-1010	First-Line Supervisors of Office and Administrative Support Workers	92	Public Administration
43-4171	Receptionist and Information Clerk	92	Public Administration
43-4061	Eligibility Interviewers, Government Programs	92	Public Administration
43-9061	Office Clerks	92	Public Administration

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

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

Most of the occupations require knowledge of customer service and the skills of active listening, speaking clearly, service orientation, coordination, problem solving, reading comprehension and critical thinking. The Human Resource Departments within some of the tribal areas indicated the following skills:

- Soft skills
- Communication skills
- Time Management

- Team Work
- Digital Literacy

The primary areas of knowledge needed in all occupations are customer service, clerical tasks, administration, and sometimes management. Training and certifications that align with In Demand Industries and use of other work-based activities such as; OJT, Work Experience, Registered Apprenticeships, Internships and Customized Training, can help bridge gaps.

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

POPULATION

Labor Market Information, 2019

Tribe	Total Population	Populations 16 Years and Over	Civilian Labor Force	Labor Force Participation Rate	Unemployment Rate
Cocopah	1,202	986	251	25.5%	15.5%
Colorado River	9,552	7,417	4,081	55.0%	10.5%
Fort Mojave	1,616	1,272	553	43.5%	15.2%
Gila River	10,879	8,188	3,607	44.1%	13.8%
Hopi	9,222	6,909	3,466	50.2%	8.6%
Hualapai	1,555	1,081	560	51.8%	13.6%
Pascua Pueblo Yaqui	4,187	2,775	1,724	62.1%	13.3%
Quechan (Fort Yuma)	1,277	821	355	43.2%	22.5%
Salt River	7,727	5,930	2,891	48.8%	27.2%
San Carlos	10,710	7,121	3,663	51.4%	26.9%
Tohono O'odham	10,747	7,861	3,868	49.2%	24.4%
White Mountain Apache (Fort Apache)	15,487	10,346	4,672	45.2%	25.7%
Yavapai Apache	1,207	766	349	45.6%	10.9%

Source: U.S. Census Bureau, American Community Survey, 5-Year Estimates
Office of Economic Opportunity

Changes in population can have a large impact on a local economy. An area experiencing population growth, particularly growth in working-age populations, may experience an increase in economic development activity¹ and workforce diversity.

- **Population:** The Nineteen Tribal Nations is comprised of 85,368 people. 72 percent of the population is over 16 years of age.
- **Labor Force:** The Nineteen Tribal Nations have an average labor force population rate of 47.3 percent, substantially lower than Arizona labor force participation rate of 59 percent.
- **Unemployment Rate:** The Nineteen Tribal Nations has an average unemployment rate of 17.5 percent, higher than the 2019 reported statewide unemployment rate of 5.9 percent.

¹Heady, D. D., Hodge, A. (2009). The effect of population growth on economic growth: A meta-regression analysis of the macroeconomic literature. *Population and Development Review*, 35, 221-248.

Population Characteristics, 2019

Tribe	Total Households	Median Household Income	Families in Poverty		
Cocopah	518	\$32,250	31.3%		
Colorado River	3,396	\$38,347	20.5%		
Fort Mojave	611	\$45,644	17.8%		
Gila River	3,107	\$22,053	38.8%		
Hopi	2,198	\$37,962	29.9%		
Hualapai	449	\$34,063	34.5%		
Pascua Pueblo Yaqui	944	\$35,700	32.2%		
Quechan (Fort Yuma)	307	\$26,793	36.4%		
Salt River	2,386	\$35,933	26.9%		
San Carlos	2,393	\$34,359	40.6%		
Tohono O'odham	2,820	\$30,135	40.2%		
White Mountain Apache (Fort Apache)	3,451	\$30,368	37.4%		
Yavapai Apache	309	\$21,042	54.7%		

Source: U.S. Census Bureau, American Community Survey, 2019 5-Year Estimates
Office of Economic Opportunity

It is important to understand the employment barriers faced by those served when developing workforce strategies. Population characteristics can help illuminate vulnerable segments of an area's population.

- **Median Household Income:** Across the Nineteen Tribal Nations, the average median household income was \$32,665, substantially lower than Arizona's median household income of \$58,945.
- **Families in Poverty:** The average poverty rate among the Nineteen Tribal Nations is 33.9 percent, more than double the statewide poverty rate of 15.1 percent.

Educational Attainment, 2019

Tribe	Percent high School graduate or higher	Percent bachelor's degree or higher
Cocopah	83%	16%
Colorado River	75%	9%
Fort Mojave	81%	12%
Gila River	68%	5%
Hopi	88%	8%
Hualapai	75%	7%
Pascua Pueblo Yaqui	68%	4%
Quechan (Fort Yuma)	79%	4%
Salt River	73%	9%
San Carlos	72%	5%
Tohono O'odham	75%	6%
White Mountain Apache (Fort Apache)	70%	5%
Yavapai Apache	83%	5%

*Source: U.S. Census Bureau, American Community Survey, 2019 5-Year Estimates
Office of Economic Opportunity*

Understanding the current educational attainment of your local area's available workforce is a crucial step in identifying job seeker and business needs. Education is an important element in determining job success, and, oftentimes, can lead to higher-paying jobs and lower rates of unemployment.²

- The average rate of Bachelor's degree or higher completers among the Nineteen Tribal Nations is 7 percent, lower than the statewide rate of 30 percent.
- The average rate of high school graduate completers among the Nineteen Tribal Nations is 76 percent, lower than the statewide rate of 87 percent.

Unemployment Rates and Earnings by Educational Attainment." U.S. Bureau of Labor Statistics. U.S. Bureau of Labor Statistics, September 4, 2019. <https://www.bls.gov/emp/chart-unemployment-earnings-education.htm>.

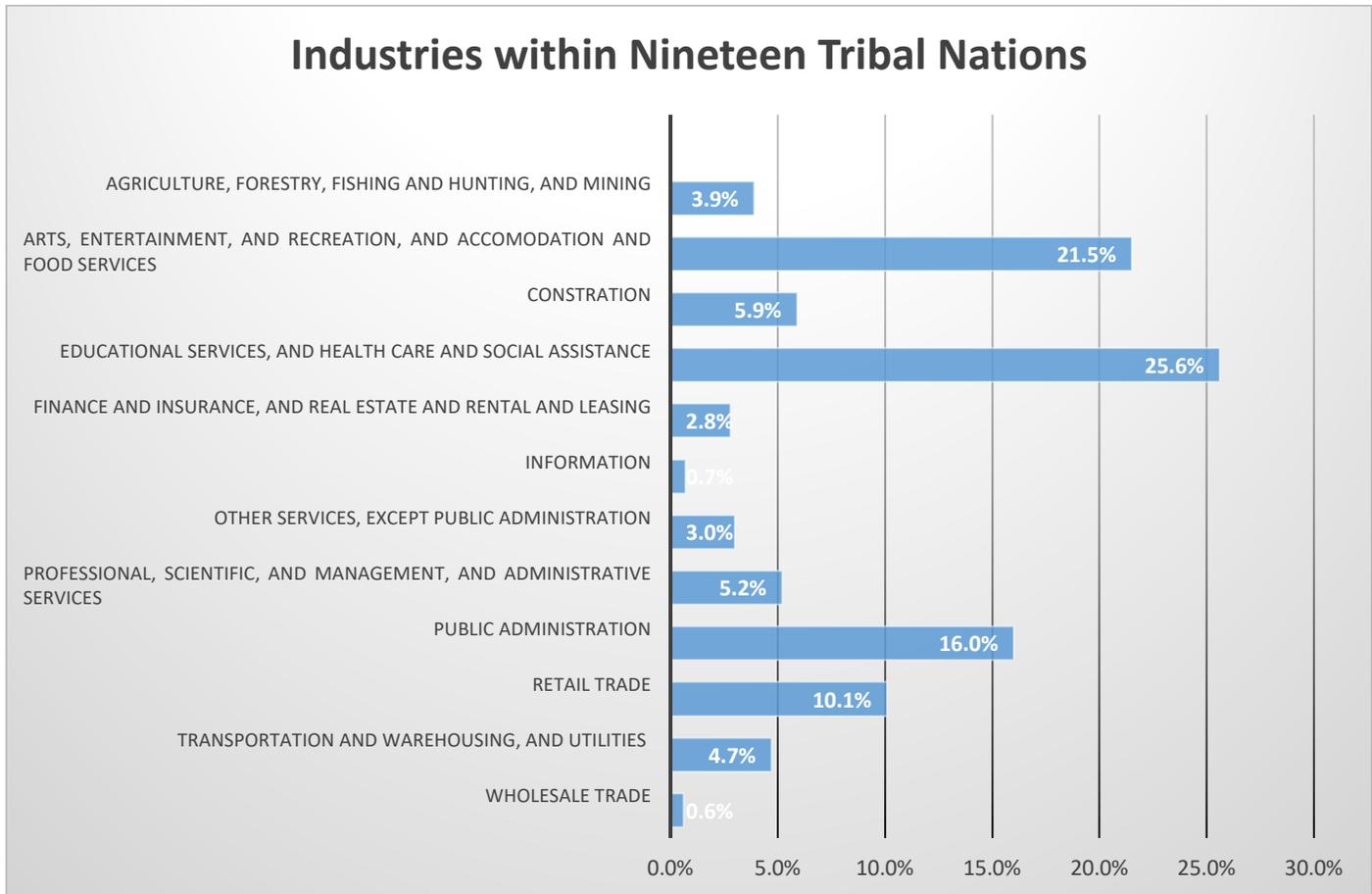
WORKFORCE

Categories of Occupations, 2019

Tribe	Total Employment Level	Management, Business, Science and Arts Occupations	Natural Resources, Construction, and Maintenance Occupations	Production, Transportation, and Material Moving Occupations	Sales and Office Occupations	Service Occupations
Cocopah	212	21%	5%	17%	25%	32%
Colorado River	3,651	22%	15%	13%	20%	30%
Fort Mojave	469	27%	6%	10%	23%	34%
Gila River	3,109	21%	9%	14%	22%	34%
Hopi	3,167	30%	9%	13%	18%	30%
Hualapai	484	16%	6%	11%	29%	38%
Pascua Pueblo Yaqui	1,494	17%	9%	11%	21%	43%
Quechan (Fort Yuma)	275	16%	10%	14%	18%	42%
Salt River	2,105	19%	13%	17%	22%	29%
San Carlos	2,678	27%	13%	9%	19%	31%
Tohono O'odham	2,926	21%	13%	15%	21%	29%
White Mountain Apache (Fort Apache)	3,472	27%	9%	11%	19%	33%
Yavapai Apache	311	19%	11%	12%	33%	26%

Source: U.S. Census Bureau, American Community Survey, 2019 5-Year Estimates
Office of Economic Opportunity

- Service occupations account for the largest share of total employment within most of the Nineteen Tribal Nations.



Source: U.S. Census Bureau, American Community Survey, 2019 5-Year Estimates Office of Economic Opportunity

- The most common industry within the Nineteen Tribal Nations is Education Services and Health Care Services, followed by Arts, Entertainment, and Recreation; and Accommodation and Food Services.

The lack of transportation and broadband infrastructure are large barriers for the Tribal Areas. There are also limited training available to provide certifications and/or credential opportunities that are available through local training providers. Additional barriers include; individuals that have Justice/legal issues that preclude the availability of selected occupations and lack of valid driver’s license; these barriers hinder an individual’s ability to gain employment and to travel to training or employment opportunities that are not in the tribal communities.

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

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

Individual tribes in the NTN Workforce Development Area reflect distinctive approaches that integrate the needs of the tribal nations and the ARIZONA@WORK response to the Workforce Innovation and Opportunity Act. Consistently, Board members and workforce development directors engage in dialogue about practices that support service provision for the adults, youth, and dislocated workers served by the tribal communities.

Employment is generally very limited in the tribal areas – especially in the “rural” tribes. Only a few of the tribes have a college on their land, so this often makes it difficult for participants to be able to get to a college for further education. Individuals seeking training programs that are not available locally will be guided to the Eligible Training Provider List to find a training provider that provides the training for the certification needed. The tribal areas work closely with tribal partners, tribal government and local employers to provide other workforce activities such as work experience. Those living on the reservation usually have deep family ties and are involved in the cultural and spiritual activities which makes it difficult for them to branch out into the unknown. Lack of private transportation or reliable transportation and no public transportation is another hindrance for participating in educational activities off the reservation.

While some of the tribes have various enterprises on their land, the major employers in most instances are tribal government entities. So, employment is usually quite limited and this results in most training activities being work experience positions. For the rural tribes, the distance to off-reservation training venues makes it difficult to engage many participants in these training opportunities.

All tribes possess the core strengths of concern for community, culture, and the support of each tribal member in their workforce development activities. These strengths vary their application based on available resources in their local area.

Tribes will be encouraged to work to develop good relationships with training providers who could provide training for our in-demand occupations and try to bring training to the reservation in some form.

Core and Tribal Community Partners will work to:

- 1) Adapt the resources and services that are available to meet the needs of participants;
- 2) Design Career Pathway systems on an on-going basis;
- 3) Develop training opportunities that will help the participants gain the skills and knowledge to lead to employment and self-sufficiency;
- 4) Provide necessary support services to enable participants to enter the labor market and credentialing;
- 5) Improve customer service to promote seamless integrated service delivery;
- 6) Achieve common goals and objectives;
- 7) Strengthen awareness of resources and services that may be available
- 8) Collaborate to design and implement cross-training and to instill a clear understanding of services provided by each partner.

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

- i. individuals with barriers to employment, and**
- ii. the employment needs of businesses**

Strengths	Weaknesses
Ongoing Collaborative Relationships	Strong Effective Communication
Service to Multiple Populations	Limited or Lack of Resources
Leveraging Funding and Resources	Limited Available Employment
Delivery of Personalized Services	Coordination Between Entities
Supporting Cultural Differences	Good Understanding of WIOA by Board Members
Creativity in Developing Programs to Meet Specific Needs of the Population	Full Utilization of Programs, e.g., Apprenticeship
Respect and Understanding of Tribal Differences	

i. Individuals with barriers to employment.

Tribal Areas have a network of Tribal Departments to help with barrier resolution and the other funding available through DOL 166 and general tribal funds. Partnerships between agencies vary with each tribal area and are important to connect the most in need. Tribal Education Departments are critical to providing more tutors due to the lack of full-time tutors to provide support to adults and youth going to school that need special attention to complete and further their education. Tribal areas are limited in training providers to provide certificate programs and/or credential opportunities. The local board will take this opportunity to focus on specific industries and occupations to develop more training programs or utilize the providers that have adapted to virtual training to connect individuals that can take advantage of the training.

The lack of transportation and broadband is the largest barrier to employment, this makes it difficult for individuals to access any technology including online training opportunities. These barriers also impact job seekers in securing higher wage employment. The local board will work at addressing any solutions to increase both transportation and broadband throughout the Tribal Consortium.

ii. Employment Needs of Business

The local board recognized the need to strengthen business engagement and to better understand the needs of the businesses within the tribal areas. Tribal areas lack the pipeline of individuals to meet the businesses needs that require specific skill sets and the lack of soft skills. Businesses require individuals to travel a distance from their community, transportation continues to be a barrier. Receiving updates from contractors on tribal land and companies on the corridor will assist on upcoming employment opportunities.

Some tribal areas have developed Career Pathway Partnerships and work closely with the businesses that have a model already created. Registered apprenticeship programs are also considered a career pathway. Recruitment, interview areas and career/job fairs are other services offered to employers. To expand possible employment opportunities to the youth prior to graduating will be a strategy that the local board will address.

D. Vision to Support Growth and Economic Self-Sufficiency (20 CFR 679-560(a)(5)): Describe the LWDB’s strategic vision to support regional economic growth and economic self-sufficiency, to include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on performance indicators.

Employment opportunities are limited on Tribal lands, and training facilities are also limited or non-existent. The NTN Board will collaborate with all partners to help jobseekers find meaningful employment and work toward self-sufficiency. The NTN Board vision is “The Nineteen Tribal Nations collaboratively structure a Workforce Development System based upon listening, dialogue and consensus to build and grow their investment in education and career-building services. Each tribe operates within a context of community and honoring culture, kindling local economies and raising the quality of life for tribal members; this context is strengthened and enriched through the Nineteen Tribal Nations Local Workforce Development Area.”

The NTN board, workforce partners and tribal partners will come together to increase access to employment, education, training and supportive services to all job seekers and those that are included in the priority of services. Most, if not all eligible WIOA participants in a tribal community have at least one barrier to employment, and many of them have multiple barriers. Culture often has a significant impact on the customers full participation. Family ties are a very important and integral part in the customer’s participation. Strong emphasis will be placed on education, training, and career readiness for all youth participants that will lead them to self-sufficiency. Tribal areas will bring together other funding sources to braid services to assist individuals by determining strategies to help them overcome barriers to employment and training.

Individual Tribal WIOA Program Directors will regularly communicate with their economic development departments and TERO (Tribal Employment Rights Office) to stay abreast of any new employment opportunities. The NTN Executive Director will ask the Directors to work with their Tribal CEO and Human Resources Department to try to develop a process to formalize a Memorandum of Understanding (MOU) to increase communication whereby local residents and WIOA participants may be considered to fill job vacancies within the Tribal departments. This partnership will build a stronger workforce and promote stronger alignment of the workforce system.

The NTN Board will communicate regularly with staff regarding goals and strategies regarding performance accountability. Performance targets and achievements will be monitored by the NTN Program Operations Coordinator and Executive Director who will report out in each board meeting, directors meeting, and MIS meeting. The coordinator will work with individual tribes regarding their performance and provide technical assistance as appropriate.

The board agrees to prioritize services as stated in WIOA Title I-B and for individuals with barriers to employment. An individual with a barrier to employment is a member of one or more of the following populations:

1. Displaced homemaker
2. Low-income individual
3. Indian, Alaskan Native, and Native Hawaiian
4. Individuals with disabilities
5. Older individual
6. Ex-Offender
7. Homeless

8. Youth who are in or have aged out of the foster care system
9. Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing cultural barriers
10. Eligible migrant and seasonal farm workers
11. Single parents (including single pregnant women)
12. Long-term unemployed individuals
13. Other groups as the Governor determines to have barriers to employment

Veterans and eligible spouses, and other eligible individuals will receive priority of Service.

E. Workforce Development Capacity (20 CFR 679.560(a)(6)): Taking into account the analyses in Sections A-D above, describe the strategy to work with the entities that carry out the core programs and required ARIZONA@WORK partners to align resources available in the local area to achieve the strategic vision and goals as described in Section D above. Core partners include Titles I-V. Required One-Stop Partners can be found in Appendix IV.

In order to achieve the vision of the NTN ARIZONA@WORK, the board will work closely with all partners to ensure all staff have a full and clear understanding of how the partners might assist customers enrolled in a WIOA Program on tribal land and what resources they might have.

The Memorandum of Understanding (MOU) between the Nineteen Tribal Nations Local Workforce Development Board and core partners specifies the roles and responsibilities of all parties designated to provide services that ensure workforce development activities that prepare job seekers to effectively perform job responsibilities in current or emerging in-demand industries within organizations representing targeted industry sectors in the tribal areas.

The Core Partners will work to:

1. Strengthen awareness of available resources by working toward a strong system alignment
2. Share networking sources to use that could help in providing better customer service
3. Design strong Career Pathway Systems – not only for possible job opportunities on reservation but in off-reservation cities and towns
4. Provide support services to assist low-income individuals achieve self-sufficiency
5. Design and implement an effective referral system to help provide seamless and integrated service delivery
6. Have on-going open communication and provide easy access to information
7. Develop common goals for the One-Stop delivery system
8. Design and implement cross-training, to the extent allowable
9. Meet regularly to share outcomes, challenges, solutions
10. Share ideas on possible ways to improve delivery of services and best practices from other areas
11. Department of Economic Security (DES) will be included in the NTN Business Engagement Committee. This committee was formed to develop and improve communications between employers and tribal communities.

Part B – Strategic Vision, Goals, and Strategies

F. **Statewide Strategy Assurances**

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

G. **Statewide Strategy Support Describe what steps the LWDB will take to implement the state strategies in the LWDA over the next four years including who the board will work with to implement the state strategies. Include entities carrying out core programs, including programs authorized under the Carl D. Perkins Career and Technical Education Act of 2008 (20 CFR 679.506(b)(1)(ii), local community partners, economic development entities, etc. –**

Nineteen Tribal Nations have partnered with Career Technical Education and have a Native Career Technical Education Program (NACTE). Pascua Yaqui Tribe has co-enrolled participants in Native Career Technical Education (NACTE) that offer programs such as EMT and CNA Certifications. NACTE also offers resume development and dressing for the workplace. Gila River works with CTE Programs, when a participant's career goal falls within a technical area. South Mountain Community College provides Carpentry and Electrical Certificates. They also work with EVIT's Apprenticeship Program providing training in NCCER and Electrical and Masonry, alongside the relevant Trades Organizations and employers ending in clients achieving journeyman status. Yavapai College has a CTE program and Valley Academy for Career & Technology Education offers CTE programs, that include programs such as CNA and Cosmetology.

The NTN will continually explore methods of working with Carl D. Perkins Career and Technical Education to build upon developing partnership.

1. **Promote Industry Sector partnerships/projects** – Work with the subject matter experts that have developed models that were approved by DOL Career Pathway funding in the following sectors:

- Construction *
- Medical *
- Hospitality (casinos)*
- Entrepreneurship
- Fire Department

New Sectors identified by employers include:

- First Responders
- Information Technology
- Education Department *
- Education (bus aides and bus drivers)

***These sectors were identified as in-demand in other tribal areas**

2. Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system.

The NTN Local Board staff will be implementing regional training to the tribal area, one topic of the training will be developing a communication and outreach plan that will promote the awareness unique to the NTN system. Each tribal area will establish connections with their community organizations and businesses to discuss partnerships that will integrate outreach plans to serve individuals and employers that promote awareness of various programs.

3. Increase and improve coordination between workforce education and economic development efforts at the local level.

The NTN Local Board will increase partnerships between workforce education and economic development within the tribal areas. Tribal areas will include tribal education departments and economic development departments where applicable. Partnerships will focus on creating career pathways, industry needs that combine education and training.

4. Ensure training provided to job seekers and workers has a focus on transferable skills.

Work with community employers and community agencies to establish work experience and internship opportunities based on the individual assessment of skills and abilities.

Upon completion of training activities the Case Manager will work with the Job Seeker to identify a career they may want to pursue, create a list of the skills and match them with the skills they learned or developed and update the resume. They will research their employer network for careers to find out from employers if they use these transferable skills and connect them to that job opportunity. Staff will be trained on having a firm understanding of what transferable skills are and how to identify them to help the job seeker put their career goals into perspective.

5. Create a comprehensive business engagement plan to support consistency and availability of services.

Promoting and building relationships with Tribal Economic Development, TERO and other Federal Workforce Partners to engage in discussions geared to identify the specific needs of job seekers and employers as a part of an integrated, customer centered, and effective business driven workforce development system. This will include creating meaningful linkages between workforce stakeholders to create and develop work-based learning opportunities.

6. Implement framework for supporting a tribal community model for career pathways based on the identified in demand industries and occupations, incorporating appropriate flexibility for regional variation.

Gila River Indian Community has developed 5 sectors with the original DOL Career Pathway funding. The framework for supporting the model has been established for the NTN and will be utilized throughout the tribal areas based on projected data on individual sectors and job projections. Regional variation will be incorporated as warranted.

7. Improve processes for co-enrollment across partners to share costs and case management to better serve customers.

The NTN has been focused on reviewing the process EDSI mapping and service delivery processes that identified gaps and areas for improving efficiency and consistency. This journey mapping will identify areas that need improvement to include co-enrollment with various partners within the NTN Consortium. The Tribal Areas receive other federal funding and tribal funding that are utilized when co-enrolling individuals, they work with their financial department to ensure the availability of funds. Providing cross training to job center staff on requirements of partner programs to make quality referral and integrate services is another strategy that will be implemented.

8. Enhance initiative supporting populations with barriers to employment to ensure customers are receiving needed services efficiently including special populations.

The NTN board will review support services policies to ensure that services are available to address barriers to employment that individuals have identified. If other funding and resources are available those will be considered when addressing barriers with individuals. Working with educational institutions within each of the tribal areas to develop training programs needed for certification to align with the in-demand industry or occupations. Tribal Areas have their own Tribal Vocational Rehabilitation Programs, TANF Programs, Veteran Programs and Criminal Justice Programs, they will work with them to ensure barrier resolution is addressed to support them in their individual plans.

9. Create a consistent system for continuous improvement.

The NTN Board will identify an area that needs improvement and plan for change. We have recently had an action plan due to the Job Center Certification that will be reinforced. The plan implemented a survey for job seekers/employers and formed a workgroup to analyze the feedback to determine what's needed to implement positive change. We recognize the need for continuous improvement that includes staff training, outreach and employer engagement and have already developed some resources and tools to improve.

10. Identify data system solutions to enhance the interoperability and quality of data for use across ARIZONA@WORK.

The NTN Consortium utilizes another case management system for other federal funding they receive which can be confusing to staff. To create a consistent system for continuous improvement the Management Information System (MIS) Committee will identify commonalties for all program data requirements to streamline the program processes and data.

The board will review this information with the thirteen WIOA Program Directors and recommend that they develop MOUs with entities in their respective area to implement the state strategies. On some reservations, there are many community partners to work with while they are much more limited on other reservations. The Director in the Comprehensive One-Stop Center will be expected to work with the core partners to implement the state strategies.

Because a few of the tribes are near metropolitan areas and others are in more remote areas, the NTN Executive Director will be asked to help provide guidance and assistance to the Affiliate Sites.

Due to the size of the individual tribal area, it will be much easier for the WIOA Program Director to connect with other entities. The number of entities will also vary from reservation to reservation.

Section 3 – ARIZONA@WORK System Coordination

A. Describe how the LWDB will work with the entities carrying out the core programs (Titles I through IV), (20 CFR 679.560(b) (2) to:

1. Expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;

All core partners agree to prioritize services as stated in the WIOA and for individuals with barriers to employment as allowable by regulations.

Displaced homemaker

Low-income individuals

Indian, Alaskan Native, and Native Hawaiian

Individuals with disabilities

Older individual

Ex-Offender

Homeless

Youth who are in or have aged out of the foster care system;

Individuals who are English language learners;

Individuals who have low levels of literacy, and individuals facing cultural barriers;

Eligible migrant and seasonal farm workers;

Single parents (including single pregnant women);

Long-term unemployed individuals;

Other groups as the Governor determines to have barriers to employment

Veterans and eligible spouses, and other eligible individuals will receive priority of service.

Priority of services will be provided to:

Low-income individuals receiving public assistance

Long-term unemployed

Older workers

Displaced homemakers

Individuals experiencing multiple barriers to employment, including substance abuse (drug and alcohol abuse)

Disabled

Vocational Rehabilitation (VR) provides vocational guidance and counseling to individuals with disabilities to determine vocational goals that match with their skills, knowledge, and abilities to ensure a successful employment outcome. VR will also identify an individual's functional limitations and determine specific types of services to provide to assist the individual with overcoming their barriers.

Pre-Employment Transition Services

Vocational Rehabilitation (VR) program is designed for high school aged youth transitioning from special education into the labor force. The curriculum focuses on communication and self-advocacy skills as well as workplace etiquette.

The Tribal Areas provide weekly in person and virtual orientations for those interested in services under WIOA. The orientation identifies that any tribal member, including those with barriers to employment, are welcome to learn about WIOA services. Representatives from Titles I, II, III, and IV provide information relevant to their programs, labor market information, community resources, and services available. Additionally, Title I provides on-site orientations to Title II Adult Education students, and Title I and Title III. We have also partnered with Reemployment Service and Eligibility Assessment (RESEA) to coordinate appointments to assist Dislocated Workers in education and training opportunities. When parties are interested in services, including individuals with barriers to employment, staff can schedule appropriate times to travel to the location to provide orientation, intakes, assessments, and any other additional services needed. Clients do have access to the www.azjobconnection.gov website, where they can register, upload resumes, obtain employment referrals, lists of approved Eligible Training Providers, as well as access many other services.

Gila River Indian Community serves as the Comprehensive One Stop Center within the NTN local workforce area. The staff at the center will be expected to use the approved referral form to refer customers between the core partners. A representative from each core program will be available on site or virtually at least once a week which will make it easier to refer between programs.

The referral form will also be used in the Affiliated Sites. Staff in these locations will call the appropriate core partner to coordinate the referral.

2. Facilitate the development of career pathways.

The Local Workforce Development Board will be working with the Tribal Entities to share the model developed by Gila River with input from other models within the Nineteen Tribal Nations. Gila River has provided many workshops on career pathways not only locally but at a national level. The partnerships with employers within each of the tribal communities will play a key role in developing and designing career pathways. Career pathway meetings will include employers of a specific sector, educational institutions, and support services partners with workforce staff convening the meetings. Core partners will be invited to participate to support the development of the sector training. Tribal communities have limited employment opportunities, positions are in-demand and occupations will vary depending on the employer. Career pathways programs will be designed to serve a diverse group that include adults, youth, dislocated workers, veterans, individuals with disability and reentry individuals.

The NTN Board recognizes the need to expand and develop a robust, portable and stackable system that allows individuals with barriers and disabilities to participate and gain industry recognized credentials. The Workforce Innovation and Opportunity Act (WIOA) outlines a mandate for shared accountability, particularly among the core programs. Shared accountability and coordination between core partners and other identified partners should

improve services to all participants, but especially benefits low-income, lower-skilled participants because of the emphasis of WIOA to serve these groups and the leveraging of additional program resources. These individuals should benefit from the WIOA's emphasis on integrated services, including concurrent and/or sequential co-enrollments, supportive services, and implementation of program designs that meet participant needs. Academic and occupational skill development, participation in work experience or internships, and work-based learning provides participants with greater employment opportunities. Titles I and III jointly utilize the AJC database to identify service gaps and avoid duplication of services.

The Tribal Areas partner with training providers and local colleges to facilitate the development of "Career Pathways" by providing a structured approach to enter and exit education and training in a flexible manner that meets individualized needs. Individuals are able to earn short-term credentials with clear local labor market value and build upon each credential to access higher wage employment opportunities. These stackable credentials offer an accelerated entrance to the job market. Stackable credentials can be earned while pursuing a post-secondary degree. The Workforce Development Board partners with the Arizona Department of Education in the evaluation of Title II Adult Education Program applicants, recommending both Central Arizona College and Yavapai College for the Title II Adult Education Award for NTN Title II services, which were awarded in January 2020. This partnership expands remote learning opportunities and services. The CAC and Yavapai College Directors both actively serve on the NTN Workforce Development Board.

Career Pathways Sectors:

GRIC Career Pathways Sectors:

1. Construction: Working with TERO Contractors, specific Trade Organizations, State Apprenticeship Staff, and East Valley Institute of Technology (EVIT), apprenticeships in Masonry, and Electrical have been developed. Currently working with South Mountain Community College to build a Construction Pathway for youth and those adults just entering the trades. This will add on to what we have already built. One of our Community Corporations, Sand & Gravel is developing a Construction Company and are currently waiting to be a partner in this new addition to the Construction Pathway.
2. Hospitality: Working with the Wild Horse Pass Casino's Food & Beverage, we have developed Pathways in the culinary area and now are developing Pathways in Housekeeping, Front of the House and Back of the House Positions, i.e., Guest, Culinary and Steward Services.
3. Entrepreneurship: Working with our Business Owners Association (35 Business Owners), GRIC Pima Leasing, Chandler Gilbert Community College and Arizona State University, an Entrepreneur Sector was developed that addresses becoming a new business owner and business owners that had been in business for a while. This Sector is inactive when there are no clients wanting to get into business, but the pathway has been created.

4. Medical: Working with the Huhukum Hospital, 3 GRIC Clinics and the Caring House, we have developed Pathways in Phlebotomy, Dental Assistant and Certified Nursing Assistant (CNA). Additional partners included South Mountain Community College and Maricopa Skills Center.

5. Fire Apprenticeships: Working with our Fire Department, we have developed a Pathway for Community Members to enter the field of Fire Fighter.

New Developing Emerging Sectors:

6. First Responders: This is a Sector designed for youth who want to enter one of the First Responder Fields. Our partners are the Police Department, EMT Department and the Fire Department. It began as summer program and is now a year- round program. All 3 Departments are involved in the monthly training and activities. Mentorship and Leadership opportunities are built into the program.

7. Information Technology: This is a newly developing Sector with Gila River Telecommunications Inc. (GRTI) and came about as a result of the need for trained IT Workers, i.e., computer technicians. They will be building a new Technology Training Center. We are currently reaching out to the Casinos, our MIS Department and all other Departments who have the same need. We anticipate this to be a large Sector. Once we gather all the partners, we will begin regular meetings to identify academic levels, common training interests, schools, recruitment ideas, resources and supportive services needed. We will meet weekly/monthly until the Sector Model is developed.

8. Education: Teacher Assistants and Child Care Workers are needed for GRIC's.

7. Head Start Centers. We are in the early stages of development with Tribal Education.

9. Education: Sacaton Public Schools has reached out to us to develop a pathway for Bus Aides and Bus Drivers.

Nineteen Tribal Nations Workforce will also partner with training providers and local colleges to facilitate the development of "Career Pathways" by providing a structured approach to enter and exit education and training in a flexible manner that meets individualized needs. Individuals are able to earn short-term credentials with clear local labor market value and build upon each credential to access higher wage employment opportunities. These stackable credentials offer an accelerated entrance to the job market. Stackable credentials can be earned while pursuing a post-secondary degree. The WDB partners with the Arizona Department of Education in the evaluation of Title II Adult Education Program applicants. This partnership expands remote learning opportunities and services. The CAC and Yavapai College Directors both actively serve on the NTN Workforce Development Board.

3. Facilitate the coordination of co-enrollment with ARIZONA@WORK Partners.

The board will emphasize to directors the importance of co-enrollment with ARIZONA@WORK partners, when possible and appropriate, as a means of sharing resources and to promote better service delivery to customers.

The tribal areas don't have all WIOA core partners, except at the Comprehensive Center at Gila River. For example, some Tribal areas have Tribal Vocational Rehabilitation and Adult Educational partners within their own tribal community, therefore they have referral processes in place to co-enroll when deemed appropriate based on the clients' assessments. Tribal areas that have DOL 166 and tribal funding co-enroll with Title 1B after eligibility determination for each individual program is determined. The Local Workforce Board will be working with core partners to determine how to strategize to increase co-enrollments now that services are available virtually.

Nineteen Tribal Nations Workforce strategies will include the strengthening of core programs and seamless provision of specialized services offered by the other NTN programs and partner staff to ensure that there is more diversity in the types of services offered to individuals with barriers to employment. Cross-training among all core partners must be ongoing and strengthens a proven referral and service access strategy – no wrong door approach.

NTN Board strategies include the strengthening of core programs and career pathways that make available quality education, training and workforce services through On-the-Job Training, Work Experiences, utilization of support services and co-enrollment between programs to leverage resources. This integrated and seamless provision of specialized services offered by NTN programs and partner staff ensures that there is more diversity in the types of services offered to individuals with barriers to employment. Cross-training among all core partners is ongoing and strengthens a proven referral and service access strategy – no wrong door approach. The NTN WDB recognizes the need to expand and develop a robust, portable and stackable system that allows individuals with barriers and disabilities to participate and gain industry recognized credentials.

The WIOA Core Partners are:

Adult, Dislocated Worker and Youth Services (Title I)

Adult Education (Title II)

Wagner-Peyser, Employment Services (Title III)

Vocational Rehabilitation (Title IV)

Other Partners:

Tribal Federal Programs

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

The NTN Board will work with program directors to review sector strategies and in-demand occupations in the individual area. Directors will be expected to communicate with businesses, including tribal government, and enterprises in their area to determine what their needs are.

Each Tribal Entity has developed relationships with business within their tribal community, in discussions with employers and other employment enterprises they determine the needs of the business and collect information including the required skillsets for that career pathway this information is used to determine if there is a training provider on the ETPL that can provide that certification/credential, if not discussions are held with the ETPL Coordinator to discuss specific training necessary and explore training providers. Focusing on the needs and expectations of business and industry that will define career pathways will result in industry-recognized certification, portable and stackable credentials.

Definition of a Recognized Postsecondary Credential: A recognized postsecondary credential is defined as a credential consisting of an industry-recognized certificate or certification, a certificate of completion of an apprenticeship, a license recognized by the State involved or Federal government, or an associate or baccalaureate degree, as well as graduate degrees for purposes of the VR program as required by section 103(a)(5) of the Rehabilitation Act. A recognized postsecondary credential is awarded in recognition of an individual's attainment of measurable technical or industry/occupational skills necessary to obtain employment or advance within an industry/occupation. These technical or industry/occupational skills generally are based on standards developed or endorsed by employers or industry associations.

All Title II programs offering services within the NTN sphere in Arizona provide Integrated Education and Training (IET) classes. IET is a program where students work on their adult education academics such as improving English skills or obtaining their HSE, while concurrently working towards an industry-recognized certification or other occupational skills training. The adult education academic skills are contextualized in the workforce training and preparation.

- Through IET programs, participants seek goal-oriented, relevant, practical knowledge. Providing education that truly leads to economic mobility offsets the opportunity costs for individuals with family and work responsibilities.
- Integrated Education and Training is the core educational strategy for career pathways developed between WIOA partners. As IET alone won't meet the requirement to promote educational and career advancement; the education component of IET must be aligned with a state's content standards and the IET program must be part of a career pathway. This "goes beyond classroom innovations"; career pathways must provide robust participant support services, including career counseling, navigation, placement, and retention services.
- The Workforce Innovation and Opportunity Act of 2014 and subsequent regulation codified the definition of IET as a three-part strategy that balances attention to adult education, literacy preparation, and workforce training. These three components must be proportionally balanced and have an integrated set of outcomes – in other words, an IET program is intentionally designed and delivered.

Vocational Rehabilitation will fund education for a client to obtain certification or post-secondary education if it is required to meet the job requirements of their vocational goal.

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

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

The Nineteen Tribal Nations Workforce Board are working on a communication system to work with Tribal Employers and other Tribal businesses. Each Tribal Area Director and Outreach Coordinators serve as the business representative in their respective community and report out during NTN Directors Meetings. Tribal Directors understand the employers need and the in-demand industries and occupations within their areas. The NTN has formed a Business Engagement Workgroup that will work on improving business engagement activities for the NTN such as; facilitate discussions on industry workforce needs, seek business partners especially in industries with the tribal communities to bring knowledge to local businesses of our menu of services. The Workgroup will be conducting surveys to businesses and analyzing feedback to improve services. The data that is collected through these strategies will be vital to ensure that the workforce development programs develop a pipeline of skilled workers that meet the needs of businesses, and will include identifying the skillsets that are required for the occupations and coordinating with training programs.

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

The NTN Workforce Development Board has created the Business Engagement Workgroup that will develop a plan based on data collected; data will identify workforce needs of employers specific to each tribal area and will partner with DES Business Service Team to ensure no duplication in employer outreach. The Workgroup will evaluate the training opportunities available to ensure that we have the training providers that have the programs that offer the credential or certification in existing and emerging in-demand industries and occupations. Career Pathways Sector development is the most effective and comprehensive way to meet the needs of employers and the model at Gila River will be reviewed with other tribal areas.

Employers are provided choices when they post jobs. They may set up a job fair at the One Stop partner location, they may have candidates pre-assessed, may ask the candidates to be funneled through one representative, or they may just post the job on Arizona Job Connection with assistance from the One Stop staff and see who gets referred.

3. Better coordinate workforce development programs and economic development.

Each Tribe has their own Economic development department. Therefore, the WIOA Program Director will work with each department along with their business service team, and/or other appropriate entities to coordinate workforce development programs that meet the needs of employers. This could include providing a comprehensive overview of the WIOA, specifically in regards to the education and training available to eligible participants.

The NTN Workforce Development Board will increase coordination with workforce development programs and economic development by increasing communication and expanding on:

- Entrepreneurship
- Work Experience opportunities
- Evaluating Training Programs and creating new ones if required
- Educational opportunities
- Developing partnerships with economic development
- Providing LMI data to employers

In addition, the WIOA Program Director brings together, in strategic coordination, the four (4) core programs of Federal investment in skill development:

- Title I Adults, Dislocated Workers, and Youth Employment and Training programs and services;
- Title II Adult Education and Family Literacy programs;
- Title III Wagner-Peyser employment services; and
- Title IV Vocational Rehabilitation Services programs that assist eligible individuals with disabilities in obtaining employment.

Under WIOA, partner programs and entities that are jointly responsible for workforce and economic development, educational, and other human resource programs collaborate to create a seamless customer-focused One-Stop delivery system that integrates service delivery across all programs and enhances access to the programs' services.

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

The NTN Workforce Development Board will work with DES/UI to provide up to date information on how to connect customers entering or calling the Tribal Areas with a UI Representatives or if in person provide computer access and a direct phone number to a UI Representative. Training by DES/UI will be set-up with tribal staff to ensure that customers are connected to apply for UI benefits. Customers are also provided with information on WIOA services available to them to assist them in their job search, training and other opportunities. A referral system for clients will be created so that potential customers can be referred for WIOA services.

WDA staff have specific obligations in serving UI claimants and carrying out components of the state's UI program, which include:

- Coordination of basic career services, particularly labor exchange services;
- Targeting UI claimants for job search assistance and referrals to employment;
- Administering state UI work test requirements, including, obtaining/documenting relevant information for eligibility assessments and providing job search assistance and referrals to employment;
- Provision of referrals to and application assistance to UI claimants for training and education resources and programs, including but not limited to Pell Grants, GI Bill, Post 9/11 Veterans Educational Assistance, WIOA, higher education assistance, and

VR; Outreach, intake (including identification through the state's Worker Profiling and Reemployment Services system of UI claimants likely to exhaust benefits and related programs, such as the Reemployment Services and Eligibility Assessment program), RESEA services are provided virtually and other services are available through the One-Stop system; Provision of information and assistance regarding filing claims under UI programs, including meaningful assistance to individuals, including individuals with language or other program access barriers, seeking assistance in filing a claim.

Meaningful assistance is provided in the One-Stop Job Center(s) and by staff who are well trained in UI claims filing activities, the rights and responsibilities of claimants, and the information necessary to file a claim. And assistance is provided by appropriately-trained and available staff within a reasonable time, by phone or via other technology, such as live web chat or video conference. One-Stop clients are not referred to the state UI agency's self-service website nor public phone line to be placed into a queue with all other claimants.

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

On-the-Job Training Programs: Most tribal government entities will not participate in the on-the-job training program because they are not willing to commit to hiring the individual after completion of training. Many of the participants do not have transportation to travel to off reservation locations where they might be able to participate in an OJT. However, when appropriate and if the participant has transportation, staff are expected to work with the participant to develop a suitable OJT.

VR will enter into OJT agreements with local employers and pay for 50% of the client's wages while the employer trains the client in the new job duties for a limited period of time.

Registered Apprenticeships: Registered Apprenticeship opportunities are more available on the Salt River Pima-Maricopa Indian Community. Dislocated Worker participants usually are more ready to enter into an apprenticeship training and to follow through to completion. The NTN Executive Director will train staff on how to explore in-demand occupations, industries, and hard to fill jobs in their area and work with the employer/business to develop an apprenticeship program that could help meet their needs.

VR utilizes the Department of Economic Security Registered Apprenticeship website to find those that are currently hiring. Depending on the person's disability, hands on training through and apprenticeship program is more effective for the client to learn the skills and master a specific trade. VR will provide needed assistive technology for the client so they may successfully complete the apprenticeship program.

Work Experience Programs: The NTN Board will encourage staff to work with businesses/entities in their area to write Work Experience Contracts for youth that include academic and occupational education. We will work to increase the number of the work experience contracts, especially for youth who have recently graduated from high school or a post-secondary institute and need experience to become more employable. We will continue to promote work experience for adults and dislocated workers to help them gain the necessary experience and training needed to obtain full-time permanent employment.

VR provides Work Adjustment Trainings, job shadowing, and OJT opportunities for individuals with disabilities to gain work experience for a limited period of time. VR uses contracted vendors to provide on-site job coaching to train clients on how to do the job that they were hired to do. Customized training is provided through the job coach for a period of time dependent on the client's need for employment support in order to learn and become proficient at the job.

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

The NTN Workforce Development utilizes the ETPL list and training programs within each of the local regions. Historically, they have not approved any programs. The Executive Director will work with any of the tribal areas that identify a training provider or a program that is not on the list. Once identified the ETPL State Policy will be followed to ensure compliance. Eligible Training Providers interested in becoming eligible under the NTN must upload the required documentation as listed under the Workforce Arizona Council's Policy #10 to the Arizona system of record. The NTN's ETPL Coordinator will follow up on the process and will be taken to the LWDB for vote. The NTN has been challenged due to the limit of training providers in the tribal areas, we realize the need to identify the training gap and work with employers to ensure that we develop the training that will support the business. The Employer Workgroup will continue to work on gathering data from employers and will address the needs for training to fill the skills gap with the Tribal Directors.

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

The NTN Workforce Development Board has several representatives. The board will be asked to participate in discussions on how to increase collaboration between the tribal areas to formulate strategies to service businesses effectively, these efforts will strengthen the tribal communities. Developing the coordination and expanding the partnerships with economic development will assist in developing an entrepreneurial system that will encourage entrepreneurs to explore ideas and provide the resources for training in small businesses. Training tribal area staff on resources and information on entrepreneurial training and programs to disseminate to customers expressing interest in starting or expanding a business. Gila River Indian Community has developed a Career Pathway Program for Entrepreneurship that will be shared with other tribal areas.

Vocational Rehabilitation clients can request to pursue Self Employment and will be assisted in writing a small business plan to present to the Self Employment Review Committee for possible funding of startup costs for a small business.

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

The NTN Workforce Board completed an assessment during the Job Center Certification process, it was determined that the tribal areas have not had a need to expand their normal business hours. Tribal areas do work beyond normal business hours when working on Job Fairs, Resource Fairs or when Tribal Councils request, they participate in an event. An annual evaluation will be completed to evaluate the customer needs. During the Job Center Certification surveys are being developed and will include a question regarding ability to access services during normal business hours.

VR services can be provided using Google Meet and Zoom as early as 7 am or as late as 5 pm to accommodate the clients and/or guardian's schedule.

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

Executed MOU will be provided via link. The MOU will require revisions that will be amended following the procedures identified in the MOU with the required partners.

State of Arizona Rehabilitation Services Administration currently has a MOU with Tribal VR offices to coordinate services between the VR offices as needed based on the individual needs of the clients being served.

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

Priority of service will be used to receive individualized career services. All individuals who are eligible to work in the United States may be served.

The 13 Tribal Areas assessments vary depending on the area and the activity requested by the customer. Orientations are provided to customers that express interest for the Adult or DW program, during orientations program staff provide information on eligibility, career and training services. Information about supportive services, work experience and occupational training are also covered. Most of the tribal areas also have other funding available such as DOL 166, 477 and tribal general funds, these programs and activities are also covered during orientation. The tribal areas follow the priority of services state policy to ensure priority is given to customers that are requiring individualized career services and training services, there is no sequence of services under WIOA.

The Dislocated Worker (DW) program provides services to individuals who have been laid off, or received a notice of layoff through no fault of their own from employment generally due to closure or downsizing, self-employed individuals who are unemployed due to general economic conditions and displaced homemaker who have been dependent on a family member's income and that income is no longer available. One on One orientations are provided to these individuals and assessments are conducted. The DW staff will go over the employment and training activities with the individual and determine the customer's needs and initial assessments are completed.

Universal access to a wide range of career services is made available to any individual regardless of age or employment status. Individualized career and training services are offered to individuals identified in need of additional assistance in obtaining employment.

The NTN WIOA programs for the adult and dislocated workers is structured around two main levels of service, career and training. Career services are categorized in the Act as “basic” and “individualized”. Basic services include labor market information and job openings, while individualized services include services such as skills assessment and case management.

Career services provided to Adult and Dislocated Worker under Title I-B of WIOA include:

1. Eligibility determination
2. Outreach, Intake and Orientation and other services available through the One-Stop delivery system
3. Assessment of skills and needs; Interest Inventory
4. Labor Market Information (LMI)
5. Information on local in-demand Occupations
6. Information on in-demand Sectors, Occupations, or Non-traditional Employment
7. Information om Workforce and Labor Market Employment Statistics
8. Performance and Program Cost information for Providers of Training
9. Information for filing claims for unemployment compensation
10. Services to obtain and retain employment
11. Assistance with information on financial aid for non-WIOA and education programs
12. Adult and literacy combined training
13. Job readiness training
14. Skills upgrading and retraining
15. Information on availability of Supportive Services
16. Transitional jobs
17. Work Experience and Internship linked to careers
18. Occupational skills (e.g., classroom training)
19. On-the-Job Training (OJT)
20. Incumbent Worker Training (IWT)
21. Apprenticeships
22. Combined workplace training with related instruction
23. Job Development and Referral
24. Job Search Assistance
25. Job Club/Workshops
26. Follow-up services for one year to participants who are placed in unsubsidized employment

Once an individual has been determined in need of training, the WIOA staff will work with the individual to identify a program of study utilizing the Eligible Training Provider List (ETPL). While training is typically carried out in the form of a Individual Training Account (ITA), WIOA allows other training such as on-the-job training, incumbent worker training and customized training activities. Each tribal entity will set limits on the amount of an ITA to ensure that funds are spent in a fiscally manner.

Training services are available to assist individuals in gaining skills and knowledge to obtain and retain employment. Training is administered by public and private sector employers, as well as institutions of

higher education, Registered Apprenticeships (RA) and other public and private providers of programs of training services. Training services must be linked to employment opportunities in either the LWDA in which the participant resides or in another local area where the participant is willing to relocate or commute.

Training services available within the tribal areas for adults and dislocated workers may include:

1. Occupational Skills Training – Training designed to meet the technical needs of the workplace and provide specific vocational skills leading to proficiency in the performance of actual tasks and technical functions required by specific occupational fields, including training in non-traditional employment. The NTN utilizes the Eligible Training Provider List (ETPL) for any training offered to adults and dislocated workers.
2. On-the-Job Training (OJT) – Training provided through a contract with an employer who is reimbursed 50% of the wage rate of the participant being trained while the participant is engaged in productive work.
3. Incumbent Worker Training (IWT) – Training designed to help the employer’s existing workplace obtain skills necessary to retain employment and prevent job loss. Training activities are provided through a contract between the LWDB and an employer or a group of employers (which may include employers in partnership with other entities for delivering such training) for the purpose of assisting such workers in obtaining the skills necessary to retain employment or avert layoffs.
4. Skill Upgrading and Retraining – Short-term or part-time training designed to upgrade skills in the workplace and provide retraining to enhance current skills.
5. Entrepreneurial Training – Training on the responsibilities of organizing, managing, and operating a business or enterprise.
6. Job Readiness Training – Training offered in combination with:
 - a. Occupational skills training;
 - b. On-the-Job Training
 - c. Incumbent Worker Training
 - d. Programs that combine workplace training with related instruction;
 - e. Training programs operated by the private sector;
 - f. Skill upgrading and retraining; or
 - g. Entrepreneurial training.
7. Customized Training – Training designed for specific requirements of an employer or a group of employers, which is related to new production or service procedures, upgrading to new jobs that require new skills, workplace literacy, or other appropriate purposes as identified by the local board. Upon completion of the training, the employer must commit to employ or continue to employ the individuals who participated in the training.

8. Registered Apprenticeship (RA) – Training based on an approved set of National Guidelines for Apprenticeship Standards and developed by a national committee or organization, which includes OJT and related technical instruction in a classroom instructional setting.
9. Training via programs that combine workplace training with related instruction which may include cooperative education programs.
10. Training programs operated by the private sector.

DW Staff continue to refine and follow statewide policies for training and job opportunities. Using demographic data, employer input, and insight from one stop system service providers, we identify opportunities to coordinate and leverage resources to support our dislocated workers. Through use of assessment tools, staff is well positioned to support customers with career, postsecondary and work-based training opportunities. Funding is available to anyone eligible under the adult and dislocated worker program.

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

1. General Announcement

The NTN board definition of the term “General Announcement” refers to an individual employed at a facility where the employer has made a general announcement that the facility will close within 180 days. This may include but is not limited to a WARN notice.

The NTN board definition of “Dislocated Workers” is individuals who are:

- I. An individual who has been laid off or terminated or who has received a notice of layoff or termination eligible or exhausted unemployment, and unlikely to return to previous industry/occupation.
 - i. Has been terminated or laid-off, or has received a notice of termination or layoff from employment, including recently separated U.S. veterans within 48 months after discharge or release from active duty (under other than dishonorable conditions);
 - ii. Is eligible for or has exhausted entitlement to Unemployment Insurance (UI) compensation, or
 - iii. Has been employed for a duration sufficient to demonstrate attachment to the workforce but is not eligible for UI compensation due to insufficient earning or having performed services for an employer that was not covered under state unemployment compensation law; and
 - iv. Is unlikely to return to a previous industry or occupation. (Labor market information shows a zero or negative growth rate.
- II. Dislocation from Facility Closure or Substantial Layoff, includes individuals who;

- i. Has been terminated through no fault of their own or laid off, or has received a notice of termination or layoff from employment as result of any permanent closure of, or any substantial layoff at, a plant, facility, or enterprise. This also includes businesses closed due to an emergency are considered permanent; or
 - ii. Individuals employed at a facility at which the employer has made a general announcement that such facility will close within 180 days. This includes an announcement of a temporarily business closure.
 - iii. For purposes of eligibility to receive services other than training services, individualized career services, or supportive services, includes an individual employed at a facility at which the employer has made a general announcement that such facility will close.
- III. Was self-employed including employment as an independent contractor, small business owner, farmer, rancher, fisherman or gig worker. Includes an individual unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters.
- IV. Is a displaced homemaker who has been providing unpaid services to family members in the home; is unemployed or underemployed and experiencing difficulty finding or upgrading employment; and
 - i. Has been dependent on the income of another family member but is no longer supported by that income due to the spouse's medical condition, divorce or death of the spouse. The loss of support income may be the result of a former wage earner's job loss and that the former wage earner may still be living in the home; or
 - ii. Is the dependent spouse of a member of the Armed Forces on active duty and who family income is significantly reduced because of deployment, a call to active duty, a permanent change of station, or the service-connected death or disability of the member.
- V. A Dislocated spouse of an Active-Duty Member of the Armed Forces; who
 - i. Has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such members. Active duty is defined in section 101(d)(1) of title 10, United States Code (U.S.C.); or
 - ii. Is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment. A person is considered underemployed if they are employed either full or part-time, whose current annualized wage does not exceed the higher of either;
 - a. 80% of their wages at the date of dislocation; or
 - b. The individual's earned wages are at or below the self-sufficiency threshold established.

2. Unlikely to return to previous occupation or industry

- A credible source has confirmed the occupation or industry has shown a significant decline
- A plant closure or layoff in the same industry or occupation has occurred within the last six months
- Individuals have been looking for employment but have been unable to find
- Employment in the previous industry or occupation for 90 days or more from time of separation from previous job
- Individual is separating from the Armed Forces with discharge that is anything other than dishonorable
- A person is laid off from a job due to lack of certification.

The separating service member is separating from the Armed Forces with a discharge that is anything other than dishonorable who qualifies for dislocated worker activities when he or she:

- Has received a notice of separation, a DD-214 from the Department of Defense, or other documentation showing a separation or imminent separation from the Armed Forces to satisfy the termination or layoff part of the dislocated worker eligibility criteria in WIOA sec. 3(15)(A)(i);
- Qualifies for the dislocated worker eligibility criteria on eligibility for or exhaustion of unemployment compensation in WIOA sec. 3(15)(A)(ii)(I) or (II); and
- Meets the dislocated worker eligibility criteria that the individual is unlikely to return to a previous industry or occupation in WIOA Section 3(15)(A)(iii).

Note: Veterans do not automatically qualify as DWs under this category. Only recently separated service members who have been released within the past 48 months from active military, naval or air duty, and service members who have an imminent separation date. Veterans who are voluntarily retiring from the military are not eligible as DWs. However, Veterans who are “forced to retire” by the military (within the past 48 months or have imminent separation date) are considered to be terminated at no fault of their own and must meet the other requirements for Category I DW to be eligible.

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

An individual who has become unemployed during a period due to general economic conditions in which there is a marked increase in the unemployment rate over the prior quarter or the region has sustained unemployment or poverty rates that are above state or national averages.

The NTN board defines unemployed as a result of a natural disaster as an individual who has become unemployed following a natural disaster that occurred within the tribal entities including a wildfire or a public health or safety emergency that has led to business closures.

Natural disasters, as defined by the Department of Homeland Security (<https://www.dhs.gov/natural-disasters>), includes all types of naturally occurring events that have the potential to pose a significant threat to human health and safety, property, critical infrastructure, and both short- and long-term employment statuses. Natural disasters may occur both seasonally and without warning, subjecting Pima County’s population to frequent periods of insecurity, disruption, and economic loss. The most commonly experienced natural disasters that may cause unemployment in the local area include all types

of severe weather (including winter storms, thunderstorms, and monsoons), floods, heavy winds, dust storms, and wildfires. A viral outbreak, epidemic, or pandemic or any combination of events thereof are also considered as a natural disaster in the local area.

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

The NTN Dislocated Worker Program Manager is the Rapid Response Coordinator. The Rapid Response Coordinator will work with the local area director to notify the affected Chief Elected Official with an invitation to participate in the coordination and delivery of rapid response services.

The local Rapid Response Team members will be different from one tribe to another. The State Workforce Innovation and Opportunity Section coordinates the services with the local Rapid Response Coordinator. The local coordinator may take the lead in locating appropriate facilities for meetings and to provide services.

The LWDB provides a rapid response team of specialists who are notified of a substantial layoff or projected closure. The team will make contact with the affected employer within two (2) business days. The rapid response team leader will verify details of the layoff or plant closure; information is provided to the employer about rapid response services and programs offered through the LWDA.

The Rapid Response Team for the NTNWDB consists of:

- Rapid Response Coordinator
- Rapid Response Assistant Coordinator
- Employment Services
- Unemployment Insurance (UI)
- Trade Act Assistance (TAA)
- Tribal Representatives impacted by dislocation event
- Labor organizations representing affected workers (if applicable)
- Local representatives of the WIOA Title I-B programs and/or service providers, as applicable

When a Rapid Response event has been identified, NTN dislocated worker rapid response team leader establishes contact with the employer, arranges and schedules all Rapid Response activities and completes related reports. At a minimum, the following services are made available as determined appropriate and needed:

- assessment and plan to address the layoff plans and schedules of the employer; the probable assistance required for the affected workers; re-employment prospects for workers; available resources to meet the short and long-term assistance needs of the affected workers; and investigation of possible trade impact;
- provision of information about and access to Reemployment Assistance (RA) benefits and programs, such as the comprehensive career center services, and employment and training activities, including information on the TAA program WIOA Pell Grants, and other resources;

- delivery of other available services and resources including workshops and classes, and job fairs, to support reemployment efforts of affected workers;
- provision of emergency assistance adapted to the mass layoff;
- services to worker groups for which a petition for TAA has been filed; and
- provision of limited, additional assistance to local areas that experience rapid response events when such events exceed the capacity of the local area to respond with existing resources.

Locally driven layoff aversion strategies and activities are also a required component of Rapid Response. The Rapid Response Team Leader utilizes available technology to run reports to identify local employers that appear to be experiencing material weaknesses and/or financial stress. The Business Services Team uses this information to conduct screening with the identified businesses to identify and provide appropriate layoff aversion strategies. Such strategies may include:

- ongoing engagement, partnership, and relationship-building activities;
- provision of assistance to affected workers;
- connecting businesses and workers to short-term, on-the-job, or customized training programs and apprenticeships before or after layoff to help facilitate rapid reemployment;
- engaging in proactive measures to identify opportunities for potential economic transition and training needs in growing industry sectors or expanding businesses;
- identifying other programs designed to prevent layoffs or to quickly reemploy dislocated workers, employer loan programs for employee skill upgrading; and other Federal, state, and local resources as necessary to address other business needs;
- developing, funding, and managing incumbent worker training programs or other worker upskilling approaches as part of a layoff aversion strategy or activity;

Local information suggesting issues with business continuity may also be used to trigger Rapid Response related business screening, such as but not limited to reported supply-chain issues, lack of resources, infrastructure concerns, or unplanned IT or technology outages.

The Rapid Response Team will work closely with companies to avert layoffs in order to keep a skilled workforce engaged in the current economy or industry. The Rapid Response team may devise strategies or conduct activities that are intended to minimize the negative impacts of dislocation on workers, businesses, communities and ensure workers impacted by dislocations are able to be reemployed as quickly as possible. The Rapid Response will make resources available to proactively support employers and mitigate potential layoffs or closings. Some of the activities available to employers to maintain their workforce include:

- Work-Shared Program
- Workforce Training Funds
- On-the-Job Training (OJT)
- Registered Apprenticeship Programs
- Incumbent Worker Training
- Customized Training

The State Rapid Response Team will take the lead on rapid response activities within the tribal entities and other local workforce development areas. The State will notify the NTN Rapid Response Team leader

of such event. The NTN Rapid Response Team will participate in the Rapid Response events on a regional and local level. Other team members and WIOA partners will be notified of scheduled events.

The NTN Rapid Response Team will work closely with employers that will benefit from a layoff aversion to avoid a potential layoff.

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

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

Intake, assessment, orientation, service planning, participant tracking, and accountability are available to youth with disabilities. In the areas that have a Tribal Vocational Rehabilitation Program, WIOA staff work closely with the Rehabilitation Program staff to ensure all appropriate services are offered to these youth.

Title 1B youth services are offered to youth that are in need of services and activities to resolve barriers, skill levels, gain work experience and education/training. All youth are TABE tested to determine literacy levels that will assist case management on assigning the appropriate activities, this is done during the application process. Other assessments include CareerScope and O*NET. Tribal Areas work closely with Tribal Government and other employers in their tribal community to implement youth internships and work experiences, these activities will prepare the youth for exposure in the workplace, confidence, work ethics and will strengthen their resumes.

Title IV youth are offered a specific set of job readiness services referred to as Pre-Employment Transition Services. Eligible students must have documented disabilities, be between the ages of 14 and 24 enrolled in an educational program. These services are intended to help students with disabilities prepare for future employment; are short in duration; and include job exploration, work-based learning experiences, counseling on post-secondary training opportunities, work readiness training, and instruction in self-advocacy.

2) Design framework for youth programs and how the 14 program elements required in 20 CFR 681.460 are to be made available within that framework (20 CFR 679.420(b)(8)).

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention strategies

- Guidance and tutoring provided free by Tribal Education Department (Johnson O'Malley Program, located in the high schools - GRIT)
- Provided by our Year-Round Youth Program. WIOA Counselors follow-up with all in-school youth to check on grades and arrange for supportive services or additional tutoring assistance, if needed, The One Stop provides study skills and motivational workshops while in school.

2. Alternative Secondary School Services

- Provided by local educational schools

3. Paid and unpaid work experiences, i.e., summer, pre apprenticeships, internships, job shadowing, OJT

- Work Experience is provided by Tribal funding or 166 and 1B WIOA contracts
- Apprenticeships provided free by TERO

- Internships provided by Tribal Internship funding
- Job Shadowing, OJT provided by WIOA staff as needed

4. Occupational skill training

- Scholarship funding provided by Tribal Education Department
- Provided by 1B and 166 WIOA funding for private schools that the Tribe doesn't fund
- Provided by TERO

5. Education offered concurrently with workforce preparation activities

- Provided for free by employers as part of all Career Pathways Programs
- Provided by Education Department as WIOA provides work preparation activities
- Work Readiness is provided free by 2 in-house trainers – GRIC

6. Leadership Development

- Provided by Indian Nations Youth Camp
- Membership in Gila River Youth Council
- WIOA Programs provide leadership opportunities throughout the year for youth projects, i.e., elders' initiatives, Elder Prom, Christmas event for Youth and families, Veterans writing letter project, etc. Youth develop and choose their own projects, a minimum of 2 projects a year.

7. Supportive Services

- Provided by the 166 and 1B Grants and Tribal budget. We use Tribal Departments and the 7 Districts for resources as well, which are free to the Tribe. Referrals are made to behavioral health counselling, food commodities, eye glasses, financial assistance, etc. We also provide 5 vans for transportation, car repair maintenance assistance, utilities assistance and mileage, etc.

8. Adult mentoring for participation period and subsequent period not less than 12 months

- Worksite supervisors are mentoring their participants throughout their work experience period
- First Responders Program Participants are being mentored by Police, Fire and EMT Adult staff and other adults 18 and over that have already gone through the program.

9. Follow-up services for not less than 12 months

- Follow-up is done for each client for a minimum of 15 months. During this time participants are invited to workshops and are contacted to ensure they are doing well on the job.

10. Comprehensive guidance and counseling, i.e., drug and alcohol abuse counseling and referrals

- Referrals are made to the experts in the Community, Behavioral Health, Drug and Alcohol counselling, domestic violence assistance, etc.

11. Financial Literacy Education

- Financial Literacy Training is offered by our 2 on-site trainers – GRIC
- Tribal Community Agencies
- Provided by local Gila River Entrepreneurs (34) and Pima Leasing

12. Entrepreneurial Skills Training

- Provided by Pima Leasing, local entrepreneur and Gila River
- Small Business Owners Association
- Provided by in-house trainers

13. Service that provide labor market and employment information about in demand industries

- Job Club is provided weekly to the Community. All Tribal openings are shared, online searching is encouraged and participants sign up with TERO and with the DES Representative that is on site 4 days a week.

14. Activities that prepare youth for the transition to post-secondary education

- Workshops are provided by our in-house trainers on study habits, etc.
- Tribal Education provides a free workshop to potential students on how to do the Pell and works to get them scholarships
- WIOA Provides tours to local universities so they get a feel for campus life

Some of the tribes occasionally contract, through sole source, with Career Services Network to deliver work readiness and financial literacy training.

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

1. If using, Individual Training Accounts (ITA), provide limitations for ITA amount and duration, if included in LWDB's policies (20 CFR 680.310).

ITA's are not generally used by the tribes. Tribal Areas use other methods of an ITA such as, purchase order, letter of intent (LOI) and contract, and they ensure that they address the requirements within the state policy. The Tribal Financial Departments determine how the training account will be set-up. Each tribal area determines the total amount that may be paid for an individual based on the individual assessments, needs and funding available, training is offered and available for all eligible Adults, Dislocated Workers, and Youth.

2. Include whether contracts for training services will be used and the process for their use. Training contracts may only be used if at least one of the five circumstances listed in TEGL 19-16 section 8 applies and the process for their use is described in the Local Plan. If the LWDFB determines that there are an insufficient number of Eligible Training Providers in the LWDA to accomplish the purpose of a system of ITA's, the determination process must include a public comment period of interested providers of at least 30 days and must also be described in the Local Plan (20 CFR 680.320).

On-the-Job training may be provided under a contract with an employer in the public, private non-profit, or private sector. Occupational training is provided and the employer is reimbursed up to 75% of the wage rate to compensate the employer for providing the training. The duration of the training depends on the occupation for which the participant is being trained. OJT's have been non-existent on tribal lands since the majority of businesses are tribal government or other tribal entities, and these employers are not willing to commit to hiring the participant upon completion of training.

Customized training has not been used since most job opportunities on tribal lands are with tribal government entities, and the majority of participants do not have transportation to travel to other locations. If the opportunity were to arise, the NTN would work with the employer to develop the customized training.

Contracts for training services are not used. If they use a trainer the tribal areas will follow their individual Tribal Area policy and ensure it is within the WIOA rules and regulations. Other contracts

that are used are work experience contracts that identify specific number of hours and are subject to labor standards that apply where employer and employee relationships exist as defined in the Fair Labor Standards Act. On-the-Job Training are not often utilized with the Tribal Areas, this is something the NTN Board will be revisiting with to increase wherever possible

The LWDB ensures program staff know about the Eligible Training Provider List (ETPL) and that they inform participants of cost information, entry level wage and other information regarding the program in order for the customer to make informed decisions. Training providers on the ETPL can receive WIOA Title I-B funds to train eligible adults and dislocated workers. During the enrollment/eligibility determination process, orientations and assessments, participants are provided information on the training institution that provides the desired training.

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

Lack of transportation is a major obstacle for many participants to access training and/or to be able to find and retain employment. Public transportation is only available on a few reservations. In those areas where public transportation is available, bus passes may be given to participants when appropriate.

Participants are expected to use the tribal transportation system, when available, to be able to go to appointments, orientation, etc., in the local office. This type of transportation is a bus that goes throughout the reservation area.

Supportive services that may be provided include:

- Housing or rental assistance
- Counseling
- Child care
- Uniforms and work clothing
- Tools and equipment for training and/or employment
- Purchase of books when needed for training
- Transportation Related

Needs-Related Payments:

Adult

Payments made be made to individuals who are enrolled in a training activity that will begin within 30 calendar days and who would not be able to participate in the training program without needs-related assistance. The individual must be unemployed and ineligible to receive unemployment insurance and be enrolled in a WIOA training program or education service.

Dislocated Worker

Needs-related payments may be made to these individuals as long as they are unemployed and did not qualify for unemployment insurance or trade adjustment assistance or are no longer eligible to receive unemployment insurance or trade adjustment assistance.

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

TABE 11 and 12 tests are administered as a means to determine if the participant is basic skills deficient. A youth is considered to be basic skills deficient if the test shows the youth performs at an 8.9 grade level. Adults are considered as basic skills deficient if, through observation, assessment, or testing, staff determine they are unable to compute, solve problems, read, write or speak English as a level necessary to function on the job, in the individual’s family, or in society. The NTN Board will provide a Basic Skills Questionnaire for the Tribal Areas as a resource.

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

WIOA establishes priority requirements with respect to funds allocated to a local area for adult individualized career services and training activities. Priority of funds for the adult program must be provided to any of the following:

1. Public Assistance recipients;
2. Other low-income individuals
3. Individuals who are basic skills deficient; or
4. Services for Individuals with Barriers to Employment

Tribal Areas must also ensure access to quality services for individuals with barriers to employment across all titles and any federal programs that are utilized. Case Managers must record all barriers that are self-identified by the client in the Arizona Job Connection (AJC) system.

The Tribal Areas are aware of the priority of services for low-income individuals, recipients of public assistance that those are basic skills deficient. Individuals are required to complete an application that staff review to determine if they are a priority based on the information provided at that time, they will collect the documentation on proceed with the enrollment into the program they are deemed eligibility to receive services/activities. Currently, most adults are TABE tested during the assessment to determine if they are basic skills deficient. The NTN Workforce Board will be working on a policy to ensure that we are tracking priority of services, this will include tracking in the system of record (AJC).

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

Priority of service will be given to a “covered person” for employment and training services.

A “covered person” is:

- A person who served in the active military and was discharged or released under conditions other than dishonorable

- Active service includes full-time duty in the National Guard or a Reserve component, other than full-time duty for training purposes
- Spouse of:
 - Any veteran who died of a service-connected disability
 - Any member of the armed forces on active duty who, at the time of application for the priority, is listed in one or more of the following categories and has been so listed for a total of more than 90 days
 - Missing in action
 - Captured in the line of duty by a hostile force
 - Forcibly detained or interned in the line of duty by a foreign government or power
- Any veteran who has a total disability resulting from a service-connected disability as evaluated by the Department of Veterans Administration
- Any veteran who died while a disability was in existence

Upon entry into the office and/or virtually, staff will ask all customers if they are a veteran or eligible spouse of a veteran (covered person). For those who answer yes, they will be given a special screening form on which the customer will indicate the type of service they are requesting. The customer will then take precedence over non-covered persons in obtaining services.

Veterans and eligible spouses that are identified are made aware of their entitlement to priority of service, and to any applicable eligibility requirement for the WIOA Title IB Adult, Dislocated Worker and Youth Programs. The Nineteen Tribal Nations board will annually monitor priority of services requirements to ensure the requirements are being implemented in accordance with the State and NTN Board policies

P. Provide the LWDB’s definition of “underemployed”. The definition of “underemployed may be used to determine whether employed adults and dislocated workers are in need of individualized career and training services through the WIOA Title IB Adult and Dislocated Worker Programs.

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

Some examples of underemployed are:

- Individuals employed less than full time but seeking full time employment.
- Individuals who are employed and meet the definition of low income.
- Individuals who are employed in a position that is not in alignment with respect to their skills and training.
- Individuals who are employed but their job income is not sufficient compared to income from previous employment.
- Individuals who are underemployed and meet the low-income definition may receive career and training services through the adult program on a priority basis. Individuals who have barriers to employment may also be served.
- Individuals who have been determined eligible for the Dislocated Worker Program and are considered underemployed may still potentially receive services under the Dislocated Worker Program.

Veterans and eligible spouses that are identified are made aware of their entitlement to priority of service, and to any applicable eligibility requirement for the WIOA Title IB Adult, Dislocated Worker and Youth Programs. The Nineteen Tribal Nations board will annually monitor priority of services requirements to ensure the requirements are being implemented in accordance to the State and NTN Board policies

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

Annually WIOA Administration provides information on the Lower Living Standard Income Level (LLSIL) and poverty guidelines to be used to determine low-income status for WIOA Title IB programs and to determine eligibility for disadvantaged youth, disadvantaged adults who are employed, and for employed adults.

Because most of the tribes are located in very rural and/or remote areas, income levels are very low. It would be very difficult to determine a LLSIL for each tribal area. Therefore, the NTNWDB has determined the self-sufficiency level for adults and dislocated workers as 300% of the poverty level.

Job opportunities on reservations are limited; and wages are often lower than they are for similar jobs in non-reservation areas. The self-sufficiency level may be reviewed and revised by the NTN Board at any time.

The NTN Board defines individuals who are underemployed as defined under P1 of this section for the use of the self-sufficiency. Levels are reviewed during plan revisions and or modifications.

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

1. Out-of-school youth (20 CFR 681.300)

- Parent or guardian is currently incarcerated
- Has a poor work history, no work history, or has been terminated from a job in the last 6 months
- Has dropped out of post-secondary education program during the last 12 months
- Was placed in foster care, group home, kinship care, etc. for more than 6 months when between the ages of 16 and 24

2. In-school youth (20 CFR 681.310)

- Has below average grades
- Has been expelled from school within the last 12 months
- Has been suspended from school within the last 12 months
- Has poor attendance
- Has a parent or guardian who is currently incarcerated
- Was placed in foster care, group home, kinship care, etc. for more than 6 months when between the ages of 14 and 21

R. A description of the competitive procurement process to be used to award the subgrants and contracts in the LWDA for activities carried out under this title with assurance that all federal, state and local procurement laws, regulations and policies are followed (20 CFR 679.560(b) (9)).

The process used to award contracts in the local area is predominantly sole source, based upon the scarcity of vendors available to provide services needed by individual tribes. The process in the local area is consistent with tribal policies, and each tribe has its own procedures for providing services. Services are procured in accordance with tribal policy. The process used by tribes for procurement and bidding meet the standards set forth by federal and state regulations.

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

1. Include the name of the Title II adult education provider grantee in the local area that was included in this coordination.

Craig Lefever
Program Director
Yavapai College - Adult Education
Arizona Department of Education

Susan Aguilar
Program Director
Central Arizona College – Adult Education
Arizona Department of Education

2. Include how the LWDB will coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II. This description must include how the LWDB will carry out the review of local applications submitted under Title II consistent with WIOA secs. 107(d)(11(A) and (B(i) and WIOA Sec. 232. (20 CFR 679.560(b)(12)

The board has determined that Title II services will be incorporated as a primary value-generating component of its larger strategy for the local area. This is based upon the need for youth and adults to gain basic education to earn high school equivalency in preparing for acquiring stackable credentials in pursuit of gainful employment in their community.

The purpose of Adult Education in Arizona under WIOA is to enable local adult education providers, as core partners, to develop, implement, and improve adult education and literacy services throughout the area. Eligible individuals for Adult Education services are those who are not enrolled or required to be enrolled in school, and are basic skills deficient, lack a secondary diploma, or are English language learners.

The NTN will work closely with the Title II board representative and request for greater involvement working with staff and participants in the Comprehensive One-Stop Center. We will rely on this representative to provide names, contact information, and other relevant information for providers

in the Affiliate Sites locations. This information will be shared with all program directors, and the Title II board representative will also make presentations in board and director's meetings.

The Nineteen Tribal Nations Workforce Development Board (WDB) works in concert with its secondary and postsecondary "program partners" to coordinate education and workforce investment activities carried out in the local area, and make certain these education programs and activities are designed to align strategies, enhance hybrid training delivery services, and avoid duplication of services. The regional economic development areas served by the Nineteen Tribal Nations need a workforce trained in the jobs of today, and workforce and education programs tailored to the jobs of tomorrow. With a number of post-secondary education institutions across the region, there are extensive resources and opportunities for success in building the next-generation talent pool that meets the needs of target industry sectors. Successful implementation of a secondary and postsecondary strategic vision requires both engaged partners and connectedness throughout the service area.

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

Title III staff are not permanently co-located in the Comprehensive One-Stop Center on the Gila River Indian Community in Sacaton. Staff will be available virtually or in the office at least once a week and more often if requested.

Core partner meetings will be held regularly to collaborate and coordinate services in efforts to provide seamless service to all utilizing our services.

The Title III Staff coming to the Comprehensive One-Stop Center will provide an overview of their services to WIOA staff to ensure they fully understand Wagner-Peyser, how to access job orders, and refer suitable, qualified applicants to job openings, or who should be contacted to make the referral. The Title III board representative or another designated staff will also periodically provide information and technical assistance in our board and directors meetings so WIOA staff in affiliate sites have the same information and guidance as the comprehensive one-stop center staff.

The Title III staff working out of the Comprehensive One-Stop Center will attend regular core partner meetings virtually or in person and provide any updates, challenges, and successes.

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

Vocational Rehabilitation (VR) has been established to provide individuals the needed services and supports to overcome disability-related barriers to employment. In this way, the individuals receiving services can assume their place in the workforce and contribute their skills. VR services are provided statewide through a comprehensive network of staff and contracted service providers who are trained to meet the unique needs of persons with disabilities, including those who are visually impaired or blind,

hard of hearing or deaf, those who have experienced a traumatic brain or spinal cord injury, have a mental health diagnosis, or youth with a disability.

WIOA program staff in all tribal offices have a list of the VR Offices in the state of Arizona. Only a few tribes have their own VR Program, and there is no guarantee this will continue every year. In the tribes with their own VR Program and staff, WIOA staff will collaborate and communicate with them regularly to ensure a seamless referral process. Procedures will be put in place for WIOA staff to receive follow-up information on the status of their referral.

In the Comprehensive One-Stop Center, appropriate individuals will be immediately referred to the Title IV staff person in the office at least once a week. Title IV staff will be available virtually on in the office at least once a week and more often if requested.

Section 4 - ARIZONA@WORK Job Center Delivery Description

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

A. List the addresses of the ARIZONA@WORK comprehensive Job Centers, affiliate job centers, and specialized job centers in the LWDA, noting the type of ARIZONA@WORK Job Center. These are to be updated when there are changes.

- Cocopah Vocational Training Center
Cocopah Indian Tribe
14250 S Ave. I
Somerton AZ 85350
Phone: (928) 627-8026
Center Type: Affiliate

- Employment Development & Training
Colorado River Indian Tribes
13370 1st Ave
Parker AZ 85344
Phone: (928) 669-8555
Center Type: Affiliate

- Fort Mojave Workforce Development Department
Fort Mojave Indian Tribe
8490 S Hwy 95, Ste. 102
Mohave Valley AZ 86440
Phone: (928) 346-1787
Center Type: Affiliate

- Employment & Training
Gila River Indian Community
192 Skill Center Rd #208
Sacaton AZ 85147
Phone: (520) 562-3387
Center Type: Comprehensive

- Higher Education & Workforce Development Programs
The Hopi Tribe
Main Street off Highway 264
Kykotsmovi AZ 86039
Phone: (928) 734-3531
Center Type: Affiliate

- Education & Training/WIOA
Hualapai Tribe
460 Hualapai Way
Peach Springs AZ 86434
Phone: (928) 769-2200
Center Type: Affiliate

- Workforce Development
Pascua Yaqui Tribe
7600 S. Settler Ave.
Tucson AZ 85757
Phone: (520) 879-5845
Center Type: Affiliate

- WIOA Office
Quechan Indian Tribe
498 Quechan Drive
Winterhaven, CA 92283
Phone: (760) 572-2314
Center Type: Affiliate

- Community Employment
Salt River Pima-Maricopa Indian Community
10005 E Osborn Rd
Scottsdale AZ 85256
Phone: (480) 362-7962
Center Type: Affiliate

- WIOA Employment
San Carlos Apache Tribe
20 San Carlos Ave
San Carlos AZ 85550
Phone: (928) 475-2305
Center Type: Affiliate

- One Stop Division/WIOA
Tohono O'odham Nation
SR 86 & Indian Route 19 – Main Business Loop
Sells AZ 85634
Phone: (520) 383-4251
Center Type: Affiliate

- WIOA
White Mountain Apache Tribe
201 E. Walnut Street
Whiteriver AZ 85941
Phone: (928) 338-4818
Center Type: Affiliate

- WIOA
Yavapai-Apache Nation
2400 W Datsi St
Camp Verde AZ 86322
Phone: (928) 567-1091
Center Type: Affiliate

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

The NTN Board is committed to addressing the needs of the tribal communities by providing quality workforce development and career services that prepare workers to secure quality employment. The board strives to ensure that resources used for WIOA meet labor market needs that help program participants secure jobs.

Designing and securing training programs that respond to highest priority needs is a major board responsibility. In partnership with the state, the board selects qualified eligible training providers and programs. Initial eligibility is determined based on meeting state and local workforce delivery criteria. The ETPL Coordinator in the local area will follow procedures set by the state to assist in determining initial eligibility. Once the provider and program(s) are approved, staff will be notified that the provider can be used.

Currently, there are no Eligible Training Providers in the tribal areas since there are few or no training facilities. The NTN pledges to reach out to possible providers in an effort to get their programs approved which could then enable participants to obtain training in their immediate area.

The NTN Board recently established a Business Engagement Team that will provide tools and training for the Tribal Areas to work with employers to understand their needs and respond with solutions, that also includes training for a skilled workforce. Staff reviews the training needs of the job seekers based on an assessment. Staff will review labor market information, in-demand opportunities, wage information and training providers to determine if the training is available. Tribal Areas have the flexibility to enroll job seekers in training that may or may not be on the ETPL by utilizing other tribal funding. Outreach plans will be developed to educate business on our menu of services. Tribal areas will target businesses in their areas based on in-demand and sectors.

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

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

The Comprehensive One-Stop Center Director will coordinate with the core partners to determine the need for specific assistive technology equipment at the Comprehensive One-Stop Center. Currently, an adjustable desk is available in the center. Then we will decide how the equipment can be purchased and appropriate training provided. All equipment will be inspected monthly to ensure it is working properly.

In addition to the adjustable desk, an ergonomic keyboard and mouse is available. Microsoft Office Ease of Access software will be used to make a workstation accessible to individuals with disabilities.

Physical access, including ramps and doorbells, is available in all offices. The NTN EO Officer will communicate with the affiliate site directors to determine what equipment they have and what is needed.

Currently WIOA staff call other offices or community members when a sign language interpreter is needed, although on occasion there may be a staff person available in some offices to provide this service.

If necessary, staff will call the nearest VR Office and arrange for the needed services as defined in the MOU between partners.

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

An individual would self-identify and request the need for a specific accommodation. Staff would then inform the individual if the accommodation is available in the office. If not available, staff would inform the individual that it is not available in the office, and they would call the appropriate office to arrange for the accommodation.

VR staff will be available to provide an orientation virtually or in person on a monthly basis to educate individuals who may have a disability and be eligible for the VR program. VR staff will work with individuals who qualify for VR services to determine what accommodations/ assistive technology are needed in order to participate in VR services and to become gainfully employed.

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

The board is in compliance with the Americans with Disabilities Act of 1990 and Section 188 of WIOA. Staff will create a partnership with a local vocational rehabilitation agency, create a formal referral process, and provide transportation, as appropriate and allowed. Staff will seek training from local vocational rehabilitation offices to provide guidance on serving individuals with disabilities.

VR staff will work in collaboration with the staff and partners at the One-Stop to assist with serving individuals that may require accommodations to participate in services or to become gainfully employed. In addition, VR staff will offer training related to disability awareness, reasonable accommodations, and assistive technology.

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

The Partners MOU and IFA are in the development process at this time. Because the job centers are located in tribal venues, it is probable that most, if not all, of the contributions will be in-kind contributions. Staff collaborate with other tribal entities in their area to leverage all resources that help to provide services; these services are provided at no charge to the WIOA Program.

Title I-B Adult, Dislocated Worker, and Youth

Title I-B Adult and Youth services are provided by Title I-B staff in the Comprehensive One-Stop and Affiliate sites. These services are provided in-person and virtually depending on location, staffing, and client accessibility.

Title I-B Dislocated Worker Program services are provided by the NTN Dislocated Worker Program Manager and NTN Dislocated Worker Program Coordinator. Again, depending on the situation, services are provided in-person and virtually. Local offices contact the Dislocated Worker Program staff when they have a potential eligible client. Dislocated Worker Program staff then contact the potential eligible client and schedule an appointment to determine eligibility or process information virtually to determine eligibility.

The One-Stop Center provides physical, electronic, and referral based processes that offer seamless access to job-seeking and employer customers. Partners combine resources to ensure full and complete access to all individuals.

The Gila River One-Stop Center provides access through the One-Stop Delivery System to such programs or activities that are available at the physical location, including the following:

- Facilitating connections among the intake and case management information systems of the one-stop partner programs to support a comprehensive workforce development system in the local area
- Facilitating access to services provided through the one-stop delivery system involved, including facilitating access in remote areas
- Identifying strategies for better meeting needs of individuals with barriers to employment, including strategies that augment traditional service delivery, and increase access to services and programs of the one-stop delivery system, such as improving digital literacy
- Leveraging resources and capacity for serving individuals who can benefit from assistive technology

Career Services

Basic career services are available to all customers and include:

- Determination of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs, including co-enrollment
- Outreach, intake, and orientation to information and other services available through the one-stop delivery system
- Initial assessment of skill levels, including literacy, numeracy, and English language proficiency and aptitudes, abilities, and support service needs
- Labor exchange services including job search and placement assistance, and career counseling
- Referrals to other programs and services staff let these individuals know that the resource room and use of computers are available.

Staff let these individuals know that the resource room and use of computers are available

Staff may determine that individualized career services are necessary for an individual to obtain or retain employment. Individualized career services include:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers
- Development of an individual employment plan
- Individual or group counseling
- Career planning
- Short-term pre-vocational services, including development of learning, communication, and interviewing skills
- Internships and work experiences that are linked to careers
- Workforce preparation activities
- Financial literacy services

Job clubs will be conducted monthly or bi-monthly with Title I-B, Wagner-Peyser, Veteran Services, and Vocational Rehabilitation representatives participating, or providing support.

Title III services will be available virtually (telephone or online) as needed and on a pre-arranged coordination for on-site job fairs/events.

Business Services

Businesses, other than tribal government and tribal entities, are non-existent or very limited on tribal lands. Staff will monitor job announcements received for all businesses. Staff are expected to regularly

communicate with businesses to be made aware of expected job openings, layoffs, or closures and to ensure the employer knows about all services that can be provided.

Staff will regularly communicate with area employers to determine their needs and assist them with recruitment, screening, referrals, and interviewing. Also, staff will work with employers to develop training, including coordination with local colleges, if it is determined there is an insufficient number of individuals who possess the necessary skills.

Title III – Wagner-Peyser (WP) Employment Services

Wagner-Peyser Employment Service provides a variety of labor-exchange services including, but not limited to, job-search assistance, job referral and placement, re-employment services to unemployment insurance claimants, as well as recruitment services to employers. Staff will coordinate or participate in local job fairs.

WP staff may also provide, or participate in providing, other services such as assessments of job seekers' skills and abilities and career guidance. They may also provide job-search workshops and participate in orientation sessions. These services may be provided on a one-on-one or in a group setting.

Title II Adult Education and Literacy

The NTNWDB will work collaboratively with the Title II Partners to support highly coordinated programming that addresses the needs of youth and adults to meet educational needs. The Title II partner/representative will attend monthly partner meetings at the Comprehensive One-Stop Center.

Under WIOA Section 231, the Title II State Agency, Arizona Department of Education, Adult Education Services (ADE/AES), is required to award multi-year grant contracts on a competitive basis to eligible providers. The grant contracts are for the purpose of developing, implementing and improving adult education and literacy activities within Arizona.

In the specific Tribal area where a grant was awarded, Title I-B staff are instructed to maintain contact with the entity that received the grant and work together to provide the Adult Educational Services.

The Title II representative on the NTNWDB will be requested to provide contact information of entities to provide Adult Educational Services in Tribal areas where a grant was not received.

Job Corps

There is no Job Corps Office on any of the reservations where the Comprehensive One-Stop and Affiliate Centers are located. Staff are instructed to contact the nearest Job Corps location if they have an interested individual.

YouthBuild

None of the Tribes have a YouthBuild grant. Services are not provided through this program.

Native American Programs

Under WIOA Native American Programs are authorized as national "set aside" programs under Section 166. The Division of Indian and Native American Programs (DINAP) Workforce Innovation and Opportunity Act Section 166 grantees and the Department of Labor share a vision of providing quality employment and training services to tribes, tribal organizations, and low income Native Americans. The Section 166 Programs are designed to support employment and training activities in order to develop more fully the academic, occupational and literacy skills; make individuals more competitive in the workforce; and promote economic and social development in accordance with the goals and values of

such communities. These programs are consistent with the traditional cultural values and beliefs of the people they are designed to serve.

Several of the Tribes have received Section 166 grants and these funds are used to provide services as stated above to eligible clients. Tribes often are able to use these funds to leverage resources to provide employment and training activities by co-enrolling participants.

The 477 Program was established by Public Law 102-477 and authorizes Tribal governments to consolidate up to thirteen different programs from the Department of the Interior, Department of Labor, Department of Education, and Department of Health and Human Services into a single plan, approved by the Secretary of the Interior, to foster employment and economic development in Indian Country. It builds capacity in Indian Country by authorizing Tribal governments and Tribal organizations to integrate eligible employment, training, and related services programs that support workforce development and, thereby, reduce the high unemployment rates in tribal communities.

Both the Section 166 and 477 Programs have their own set of requirements for eligibility and participation. Some of the Tribes have received 166 Grants, while for others, the program is administered through the Inter-Tribal Council of Arizona (ITCA). Only the Tohono O'odham Nation receives funding through the 477 Program.

MSFW

MSFW services are not provided by Title I-B staff. MSFW services are provided by the Portable Practical Educational Preparation (PPEP). If these particular services are needed, staff will contact the main office in Tucson at (520) 622-3553.

Unemployment Insurance (UI)

UI services are not directly provided by Title I-B staff. Staff will encourage customers to use the resource room computers to complete their UI application.

Jobs for Vets

The veteran service representative who regularly visits the comprehensive one-stop center will assist in providing services to veterans and other eligible persons. There is no specific Jobs for Vets program in the office.

U.S. Department of Housing and Urban Development

This program is not available on Tribal lands. Each Tribe has its own Housing Department that operates a similar program. Therefore, HUD E&T does not provide services.

Section 212 of the Second Chance Act of 2007

No staff for this program are physically located in any Tribal office. However, staff make appropriate contact and referrals when needed.

Senior Community Service Employment Program (SCSEP)

SCSEP is not located in the comprehensive one-stop center. AARP received the Title V state portion for SCSEP. Staff are instructed to contact the Arizona Project Director, Jessica Howell, at jhowell@aarp.org if they need more information about this program or assistance in providing services.

SHARED COSTS/CONTRIBUTIONS

The comprehensive one-stop center and the twelve affiliate centers are located in tribal-owned buildings, and there are no infrastructure costs or cost sharing. Titles II, III, and IV staff are not co-located in any of the offices. Non-federal funds are used to support the cost of the comprehensive and affiliate sites. Therefore, there are no infrastructure costs.

Partners will:

- Support cross-program collaboration with sensitivity to roles and capacities of Partners
- Specify the various roles and responsibilities of each core partner
- Build processes for co-enrollment of mutual customers

Operating costs, such as overhead and administration, in the comprehensive one-stop center are covered exclusively by the Gila River Indian Community.

Leveraging Funding and Resources

The NTN is served by WIOA and 166/477 Federal Tribal Funds and Tribal General Funds. Resources included other Tribal Community funded programs.

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

WIOA staff are familiar with the priority of services, and they are the service providers for adult and youth participants. The Title I-B Adult program provides priority of service to veterans, public assistance recipients, other low-income individuals, and individuals who are basic-skills deficient.

The NTN board will be revising the Priority of Service Policy. The NTN board will implement monitoring activities that include desk reviews of files using AJC, onsite visits and during QAIA monitoring reviews. The MIS Committee meetings will discuss priority of service and the importance of documenting in AJC.

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

Tribes have not generally used ITA's; however, training will be provided on using ITA's and staff will comply with all policies and regulations.

Tribal Areas are aware of the waiver and are still using other forms of training accounts for youth who are in school, they include all required elements to align with State Policies.

Section 5 - Performance and Continuous Improvement

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

We will continue working to create a technology-enabled intake and case management information system. We will request each core partner to provide information as to what is on their individual website that can help participants find more possible resources and information to help guide them in their job search or career exploration.

A major goal will be to create and implement an on-line intake form and on-line referral form between partners.

Arizona Job Connection is the system of record for case management and reporting. The NTN Board will ensure all Tribal Areas and Service Providers use the AJC system to track participants enrolled in the WIOA Title 1B programs and all services provided with Title 1B funds.

- B. Provide proposed levels of performance for Title I-B for Program Years 2020-2021 in the format provided in Appendix 1 and describe the economic conditions experienced in the LWDA and the characteristics of the actual individuals served supporting the proposed levels of performance.**

Economic conditions vary greatly from tribe to tribe and job opportunities also vary depending on the location of the tribe. Many tribal participants live in very remote areas and have no access to technology-based equipment, such as computers, and often no telephone. The economic downturn turn we have experienced has had a major impact on tribal communities that resulted in many office closures and staff furloughs. The belief is that it will take longer for tribes to recover than it will take for cities and towns.

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

	Title I-B – Adult Program			
	Program Year: 2022		Program Year: 2023	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)	63.0%	63.0%	63.0%	63.0%
Employment (Fourth Quarter after Exit)	62.0%	62.0%	62.0%	62.0%
Median Earnings (Second Quarter after Exit)	\$5,800	\$5,800	\$5,800	\$5,800
Credential Attainment Rate	46,0%	46,0%	46,0%	46.0%
Measurable Skill Gains	45.0%45.0%	45.0%		45.0%

	Program Year: 2022		Program Year: 2023	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)	Title I-B – Dislocated Worker Program	71.8%	71.8%	71.8%
Employment (Fourth Quarter after Exit)	73.2%	73.2%	73.2%	73.2%
Median Earnings (Second Quarter after Exit)	\$8,000	\$8,000	\$8,000	\$8,000
Credential Attainment Rate	55.0%	55.0%	55.0%	55.0%
Measurable Skill Gains	50.0%	50.0%	50.0%	50.0%

	Title I-B Youth Program			
	Program Year: 2022		Program Year: 2023	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)	55.0%	55.0%	55.0%	55.0%
Employment (Fourth Quarter after Exit)	55.0%	55.0%	55.0%	55.0%
Median Earnings (Second Quarter after Exit)	\$4,000	\$4,000	\$4,000	\$4,000
Credential Attainment Rate	45.0%	45.0%	45.0%	45.0%
Measurable Skill Gains	35.0%	35.0%	35.0%	35.0%

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

- A. Describe the process used by the LWDB to provide no more than a 30-day public comment period through electronic and other means (such as public hearings or Local media) prior to submission of the local plan, particularly for representatives of businesses, education, and labor organizations (20 CFR 670.560(19))**

The plan is submitted prior to the public comment period in order to meet the submission deadline. The plan will be posted on the NTN website (www.azntn.org) on Tuesday, February 21, 2023. An electronic copy of the plan will also be distributed to each Tribal CEO, NTN Board Members, and NTN WIOA Program Directors. Program Directors will be instructed to post the information on community bulletin boards. Board members and directors will also be requested to disseminate the information to other entities as deemed appropriate.

The public comment period will be through Tuesday, March 7, 2023

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

No public comments were submitted.

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Welcome to the Nineteen Tribal Nations Website

Welcome to the Nineteen Tribal Nations Workforce Investment Area Website
We hope this website will serve as a resource and information for everyone interested in Tribal workforce issues.
Send comments or questions about the website via email or mail to:
Connie Fraijo
NTNWB Executive Director
PO BOX 52275
Mesa, AZ 85208

Notice of Public Comment-WIOA Local Plan Notice of Public Comment The Nineteen Tribal Nations Workforce Development Area, which includes thirteen Tribal Nations across Arizona are accepting public comment on their four-year local plan required by The Workforce Innovation and Opportunity Act (WIOA) of 2014. WIOA is designed to help youth, job seekers and businesses. The comprehensive four-year local plan, in partnership with Chief Elected Officials, serves as a plan to develop, align, and integrate local area service delivery strategies with those that support the State's strategic and operational goals. :

Download Plan Here 2023

Comments will be accepted through Tuesday - March 7th, 2023
Send comments to: Connie Fraijo, NTN Executive Director at
ntnposting2021@gmail.com