



Innovative Workforce Solutions

WORKFORCE ARIZONA COUNCIL MEETING MINUTES

Thursday, May 31, 2018

1:00 p.m. – 3:00 p.m.

Arizona State Capitol

1700 W. Washington, Suite 200, Phoenix, AZ 85007

Conference Line: 1-240-454-0879, Access Code: 280-993-715

I. Call to Order

- The meeting was called to order at 1:10 p.m.

II. Roll Call

Members Present

Susan Anable, Cox Communications

Supervisor Steve Chucri, Maricopa Board of Supervisors

Naomi Cramer, Banner Health

Sheryl Hart, Arizona Department of Education

Alex Horvath, Tucson Medical Center

Mayor Jim Lane, City of Scottsdale

David Martin, Arizona Chapter, Association of General Contractors

Cecilia Mata, All-Source Global Management

Bill Terry, IBM

Michael Traylor, Arizona Department of Economic Security

Doug Yonko, Hensley Beverage Company

Members Present via Phone

Dennis Anthony, Arizona Apprenticeship Advisory Committee

Mark Gaspers, Boeing

Thomas Longstreth, Ventana Medical Systems

Steve Macias, Pivot Manufacturing

Members Absent

Dominic Escamilla, Country Financial

Randy Gibb, Grand Canyon University

Stephen Gilman, United Goodyear Firefighters Association

Todd Graver, Freeport-McMoRan

Dawn Grove, Karsten Manufacturing

Glenn Hamer, Arizona Chamber of Commerce and Industry

Representative Vince Leach, Arizona House of Representatives

Larry Lucero, Tucson Electric Power

Farrell Quinlan, National Federation of Independent Business

Robert Trenchel, Yuma Regional Medical Center

Sandra Watson, Arizona Commerce Authority

Thomas Winkel, Arizona Coalition for Military Families

Senator Kimberly Yee, Arizona State Senate

III. Welcome

- Vice-Chair Doug Yonko welcomed all the Council members and guests to the Council meeting and explained that he would be leading this meeting for Chair Grove.

IV. Chair Report

- Vice-Chair Yonko shared a success story from ARIZONA@WORK Yavapai County and updated hiring numbers from the Maryvale Workforce Initiative.
- Vice-Chair Yonko reminded the Council members of the upcoming Workforce Leaders Convening and the Second Chance Initiative event.

V. Manager Report

- Gave an update on the NGA Learning Lab: Building Inclusive Talent Pipelines for People with Disabilities she participated in with the Governor's office and Vocational Rehabilitation.
- Spoke about the business services training held with the sponsorship of the Department of Labor and thanked the Council members who attended the training event.

VI. Call to the Public

- No public comment was offered.

VII. Discussion & Possible Action

A. Approval of Minutes

- A motion to approve the March 1st meeting minutes was made by Supervisor Steve Chucuri and seconded by Bill Terry.
- The March 1st Council meeting minutes were approved.

B. Update: Maryvale Workforce Initiative

- Keith Forte, Project Manager, Arizona Office of Economic Opportunity, gave a background on the Maryvale Workforce Initiative and stated that there have been 3,321 new hires in the Maryvale area from July 1, 2017 to March 31, 2018. The lead agencies in the initiative organized a recent career fair in which 22 employers participated and 306 job seekers attended.

C. Presentation: Arizona Association of Workforce Developers

- Teri Drew, Yavapai County Workforce Development Board, and Chair of AAWD explained that the AAWD is working on developing a new structure including a charter and dues structure for their group. She announced that she is the Chair, and the Vice-Chair is Patricia Wallace from the Maricopa County Workforce Development Board. She requested to have a listening session with Council members and the AAWD members on work that has been completed by the local areas and areas of focus moving forward.

D. Presentation: Update on Employer Measures

- Molly Bright, Deputy Assistant Director, Arizona Department of Economic Security, Division of Employment and Rehabilitation Services gave an update on when they expect to have the ability to collect the state and federal employer measures. She stated that are working with AJLA, the owner of the data system Arizona uses, to make the necessary changes to collect the data for the measures. Their target date to have changes complete is the end of October 2018.

E. Presentation: Advanced Strategy Lab: Business Services Feedback

- Douglas Griffin, Founder/Director, Advanced Strategy Center, reviewed the responses received during two strategy sessions held prior to the business services training sessions. These sessions were held to receive feedback from employers on the employment environment and how ARIZONA@WORK business services is working with and for employers.

F. Presentation: Local Area Funding Allocations

- Molly Bright, Deputy Assistant Director, Arizona Department of Economic Security, Division of Employment and Rehabilitation Services, presented the funding allocation options based on a formula provided by the Department of Labor. She explained that the formula has specific measures and those measures are weighted differently in each of the six options provided. These options were presented to the local areas for review. The local areas have come to a consensus and have a request for approval to present to the Council.

1. Vote to approve the Funding Allocations

- Mayor Jim Lane approved the funding allocations to included Option 2 for Adult program funding, Option 2 for Youth program funding, Option 4 for Dislocated Worker program funding, and Option 4 for Rapid Response program funding as requested by the local areas. Cecilia Mata seconded.
- The funding allocations were approved.

G. Committee Reports

1. Measuring Effectiveness

- Committee Chair, Bill Terry, explained that they received presentations from Kelly Hart from the Department of Economic Security on their efforts to collect the state and federal employer measures. There is work being done at a state and national level to make the system changes needed to collect the measures.
- The Committee also received a presentation on the short-term projections done by the Office of Economic Opportunity. These projections are being delivered at a local level and to the local boards to help in their decision-making process.

2. Performance Excellence

- Committee Chair, David Martin, explained that as new committee members they felt it was important for them to understand their role and the role of the participants within the system. They received a history of the Committee and policies that have been created. They also invited workforce leaders in the various agencies to explain their roles within the workforce system and how their work connects to the committee. The committee members felt it was very informative in how they should move forward.

3. Quality Workforce

- Committee Chair, Mark Gaspers, explained that his committee learned more about the apprenticeship program from Willie Higgins and the goals that are set for that program. They received an update on the manufacturing corridor curricula and participated in the business services training that was sponsored by the Department of Labor.

4. Strategic Communications and Partnerships

- Committee Chair, Cecilia Mata, stated that her committee has been working on putting together the upcoming workforce convening. She encouraged all Council members to attend and thanked the staff for the work on putting the event together.

H. 2018 WAC Meeting Schedule

- Vice-Chair Yonko reviewed the upcoming meeting dates with the Council.

1. Thursday, August 30, 2018, 1:00 – 3:00 p.m.

Arizona State Capitol, 2nd Floor

2. Thursday, November 29, 2018, 1:00 – 3:00 p.m.

Arizona State Capitol, 2nd Floor

I. Council Member Remarks

- No additional remarks were received.

VIII. Adjournment

- David Martin made a motion to adjourn the meeting. Mark Gaspers seconded. The meeting was adjourned at 2:45 p.m.

DRAFT

The background of the slide features a close-up, slightly blurred view of the American flag. The flag is draped over a dark, rustic wooden surface, with the stars and stripes clearly visible. The lighting is soft, highlighting the texture of the fabric and the grain of the wood.


Arizona Roadmap to Veteran Employment

Keith Forte
Office of Economic Opportunity
Workforce Project manager

Arizona Roadmap to Veteran Employment

- ❑ The Roadmap is a statewide plan
- ❑ Engages public and private sector organizations
- ❑ Goal of connecting service members, veterans and their family members to employment opportunities, training & resources.

Connect Employers to Training Resources

- ❑ Arizona Veteran  Supportive Employer training
 - ❑ Coordinated two events in Pima and Maricopa County
- ❑ Highly successful; over 50 employers participated
- ❑ Employer feedback was overwhelmingly positive

Connecting Employers and Staff to Training

- ❑ Veteran Navigator Training
 - ❑ Purpose is to equip service providers with ability to connect service members, veterans & family members to the array of available resources.
- ❑ 15 Navigator training events statewide
 - ❑ Trained over 300 new navigators to add to the nearly 3,000 Statewide.

Skill Bridge



- Department of Defense authorized program
- Service members within 180 days of separation can participate in internships with civilian employers
- Still receive military pay and benefits
- Grown from a DOD instruction to a Statewide program with formal agreements between State, Non-Profits, and Military Installations
- Dedicated Coordinator

Skill Bridge

- ❑ 10 companies formally committed; 36 different internship opportunities
- ❑ 90 other companies are in the pipeline for future opportunities
- ❑ 18 service members have been hired as a result
- ❑ 28 service members are in the pipeline

Career Bridge Program

- ❑ Creative Program with Army National Guard
- ❑ Recruit ROTC candidates from national convening
 - ❑ Encourage them to consider coming to Arizona
- ❑ Arizona Corporate Council on Veteran Careers
 - ❑ Strong partnership with Business – Connect interested candidate to business
- ❑ July Convening at Ft. Knox resulted in 107 interested individuals
- ❑ And this was just the pilot phase!

Northern Arizona Coal Communities Workforce Initiatives



NACOG
Northern Arizona
Council of Governments
Apache • Coconino • Navajo • Yavapai



Respectfully Submitted by
the Northern Arizona
Regional Alliance Coalition
July 2018

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The Northern Arizona Regional Alliance Coalition Contributors:

Northern Arizona Council of Governments – Economic Development District

Teri Drew, Regional Director

Julia Sawyer, Executive Assistant

Coconino County Local Workforce Development Area

C. Carol Curtis, Director, Coconino County Career Center

Northeastern Arizona Local Workforce Development Area

Paul Watson, Economic and Workforce Development Director

Stephanie Ray, Assistant Economic and Workforce Development Director

Arizona Office of Economic Opportunity

Rosalyn Boxer, Workforce Program Administrator

Keith Forte, Workforce Program Manager

Samuel Irvin, Workforce Program Intern

Executive Summary

Of continued concern across the Northern Arizona counties of Coconino, Navajo and Apache is the economic impact of the pending closures of coal-related industries. At-risk businesses include the Navajo Generating Station (NGS) in Page, Arizona (Navajo Nation), a 2,250-megawatt coal-fired power plant, scheduled to cease operations in December 2019; Cholla Power Plant in Joseph City, Arizona (Navajo County), a 1,021-megawatt coal-fired generating plant which began downsizing operations in April 2016 with the shut-down of Unit 2 of 4; Coronado Generating Station near St. Johns, Arizona (Apache County), a 773-megawatt coal-fired steam electric generation station, which recently received an extension from the Environmental Protection Agency (EPA) to continue operations through 2025; the Springerville Generating Station is not slated for closure but is included in this report due to the nature of its coal-fired operations; the Kayenta Coal Mine in Black Mesa, Arizona (Navajo County), operated by Peabody Western Coal Company faces closure by default a result of the non-demand from the power plants it supplies.

The Arizona Office of Economic Opportunity forecasts the loss of 2,000 jobs in 2018 due to the impending closure of NGS; 100 jobs are currently held vacant at the plant following layoffs in 2016. Economic impact to the City of Page alone represents approximately \$51 million.

A collaborative effort of the Northern Arizona Council of Governments Region, the State Office of Economic Opportunity and the Arizona Commerce Authority have developed this paper to identify resources to bolster the resiliency of the Northern Arizona coal communities, which include the cities of Page, St. Johns, Joseph City, the Navajo Nation, the Hopi Tribe and the surrounding areas affected by the restructuring of the coal industry.



Navajo Generating Station, Page, AZ



Springerville Generating Station, Springerville, Arizona



Coronado Generating Station, St. Johns, Arizona



Cholla Power Plant, Joseph City, Arizona

Problem and Goals

The disruption caused by the pending closure of the coal industry in Northern Arizona is widespread and evident as business owners delay plans for expansion, new businesses decide against relocating to the area, schools struggle to fill positions, families make tough decisions about selling their homes, youth delay plans for higher education, local shelters report an increase in domestic violence, and the future becomes unclear for all.



Kayenta (Peabody) Mine, Black Mesa, Arizona

Particularly affected is the Navajo Nation, whose poverty rate is 42% and unemployment is 22%, more than four times the rate of Arizona. Hundreds of Navajo NGS employees will face either relocation or be forced to look for work in an area with few jobs and hardly any infrastructure to support economic growth. The lack of basic infrastructure – running water and electricity are not common on much of the Navajo reservation – creates a difficulty that is hard to fathom for most of the U.S. According to Coconino County Supervisor Lena Fowler, “Navajos trying to achieve what most consider a life-and career-advancing progression end up in a cycle of having to leave the reservation. Some kids go to college but have to leave home to do so. Then, after they get a degree, they come home but can’t find a job and have to seek work outside the reservation. Veterans come home after serving in the military to find that they have to leave the reservation to use their GI Bill.” These patterns of economic stagnation and families being forced to split apart will only worsen in the wake of the NGS closure, she predicts, without some kind of drastic action.¹

Since the 1950s and 1960s, the coal-rich Northern Arizona lands fed energy to the Central Arizona Project (CAP), an immense water diversion system that now pumps water from the Colorado River uphill, across hundreds of miles of the Sonoran Desert, around the Phoenix metro area and south toward Tucson. The discovery of massive coal deposits in the Black Mesa area in northeastern Arizona led to the development of NGS as the coal-fired power plant that supplied the energy source for CAP. However, due to a land dispute between the Navajo and Hopi Tribes, a ban on any development or repairs in the disputed land was initiated by Robert Bennett, then the U.S. Commissioner of Indian Affairs. This act, known as the “Bennett Freeze”, allowed for mining operations to move forward without impediment, but for 40 years severely blocked any infrastructure projects, leaving the Native Americans unable to build new infrastructure or even repair existing structures, a devastating result for both tribes.

The Bennett Freeze barred communities from building roads, schools or hospitals, making it impossible to attract any industry outside of the established fossil fuel interests. As a result, NGS and

¹ Arizona Center for Investigative Reporting – “As Coal Plant Shutdown Looms, Arizona’s Navajos and Hopis Look For Economic Solutions” by Evan Wyloge. 10/20/2017

the coal mine it supported were effectively the only opportunities for high-paying, full-time jobs. That makes the prospect of an NGS closure all the more dire.²

Economic impacts to the region include loss of tax payments from the 3 major coal-fired power plants to the 3 Counties of Apache, Coconino and Navajo, which affect public safety and health districts, library and school districts and fire and flood control districts. Navajo County reports a projected loss of \$1.6 million from the closure of the Kayenta Mine, representing 4.3% of Navajo County's annual budget. In 2017, Navajo County closed 2 departments (Juvenile Detention Facility and Child Support Enforcement), laying off 31 employees. Another 11 employees were laid off as a result of departmental budget cuts in anticipation of reduced tax revenues, representing a 7% reduction in County staff. Since 2008, Navajo County has reduced employment by 12% and capital costs by 75%, also reflective of the anticipated loss of revenue due to the closure of the Kayenta Coal Mine.

NGS is slated to continue operations until the end of December 2019. Following the scheduled shut-down, decommissioning of the plant would commence, to be completed by 2024. According to a July 2017 report, NGS has an employee payroll of \$39.7 million, with 330 hourly and 133 salaried employees. The jobs at NGS will be very difficult to replace with like wages.

The total number of employees at the Cholla Power Plant is 190 as of December, 2017. This includes 165 direct plant workers and 25 support staff. This represents a 20% reduction in force from the time all 4 units were operational. As employees leave, there is no plan to hire full-time employees to fill those positions. Vacancies for direct plant positions are filled contractually, while support positions are being transitioned to a central office in Phoenix.

By most recent available reports, the Coronado Generating Station (CGS) employs 218, according to a September 2014 Economic Impact Study from the Arizona State University W. P. Carey School of Business. Payroll estimates for the 218 full-time and 69 salaried employees were \$29.7 million in 2013, which was over \$100,000 per employee higher than the U.S. Census Bureau's median household income of \$31,615 (2008-2012) for Apache County.³ CGS nearly had to close down Unit 1 of its operations this past December, but received an extension from the EPA until 2025 in order to implement a plan that provides an alternative to Best Available Retrofit Technology (BART) requirements regarding regional haze emissions from the plant.

There is a fourth coal-fired power plant, the Springerville Generating Station (SGS), Arizona's newest state-of-the-art coal-fired power plant that generates 1,560 megawatts of energy, supplying power to Tucson Electric Power (TEP), Tri-State Generation & Transmission and the Salt River Project (SRP). SGS supplies Arizona, Colorado, New Mexico, Wyoming and Nebraska with power utilizing low-sulfur coal. The air emission controls on Unit 4 (built in 2009) will meet EPA's Best Available Control

² Arizona Center for Investigative Reporting – "As Coal Plant Shutdown Looms, Arizona's Navajos and Hopis Look For Economic Solutions" by Evan Wyloge. 10/20/2017

³ U.S. Census Bureau, (July 8, 2014) *State & County Quick Facts*

Technology (BACT) requirements. Emission controls on Units 1 and 2 were upgraded as a part of the plant expansion to add a 3rd unit in 2006. As a result, emissions from all four units will be less than the original 2 units. SGS is not in danger of downsizing or shut-down at this time.

Currently, SGS utilizes natural gas for approximately 11% of its energy portfolio, and TEP plans to invest in utility-scale solar and wind production, as well as battery storage technology as part of the diversification strategy at SGS. As opposed to the current 69% of the company's generating capacity coming from coal-fired plants, by 2032, TEP predicts that only 38% of the energy produced by the company will come from coal.⁴ This is yet another representation of the imminent impact on the coal industry, as fossil fuels are abandoned for the less expensive renewable energy sources.

The economic impact of the closure or partial closure of any of these coal-related industries would be extremely significant to the communities, counties (4%-6% of local jobs and personal income) and state without immediate remediation. Following are some of the steps that have been taken to stay or buffer the effects of the restructure of the coal industry in Northern Arizona.

Layoff Aversion Planning

As demonstrated above, the financial impact of the loss of these high wage jobs will ripple throughout the family, community, county and state, and pose unwanted and immediate poverty for many. Job loss will not be limited to the coal industry, as other industry sectors will also notice loss of revenue as people move out of the area in search of comparable wages. The housing industry will suffer, as will tourism, retail and hospitality. Many people, particularly in the tribal nations, will not leave their homes, and may face the burden of adjusting to lower income because of the lack of jobs available for the skills they possess.

Rapid Response funding through the State Workforce Innovation and Opportunities Act (WIOA) is an available resource to assist dislocated workers in transition to a new career, along with training resources for certification courses in various sectors of available employment. Layoff aversion strategy funding is a #1 priority for the District in an attempt to limit total current and future economic impacts.

In 2016, Coconino County applied for and received \$300,000 from the EDA Partnership for Opportunity and Workforce and Economic Revitalization (POWER) Initiative. Coupled with matching funds from stakeholders, the County launched the Northern Arizona Regional Resilience (NARR) – an initiative to build new economic models customized to the coal communities most impacted by the shut-down of NGS to provide alternative job training opportunities for displaced coal workers. In addition to the EDA grant, Coconino County also solicited a grant from USDA for an Economic Strategic Plan for the Lake Powell Region, developed by the Economic Collaborative of Northern Arizona (ECoNA). The plan was completed in May 2017, and Coconino County is developing plans to expand on the NARR project with the Revitalization for Local Success Initiative to support economic

⁴ White Mountain Independent, "Springerville Generating Station safe, secure for now" by Trudy Balcom, editor – July 11, 2017

diversification planning and re-employment opportunities by engaging the new strategic plan for the multi-jurisdictional area of the Lake Powell Region, identifying re-employment that targets the current skills of employees as NGS and Peabody Coal.

In early summer 2017 the EDA announced a special funding opportunity targeting coal communities – Assistance to Coal Communities Initiative (ACC). The funding was intended to provide technical assistance funding for strategic planning specifically for areas impacted by the downturn of the coal industry. The Seattle Region received \$1 million of the national \$33 million available. The Northern Arizona Region received over half of the Seattle Region allotment through grant applications submitted by Navajo County (\$104,265), Navajo Nation (\$154,016), the Hopi Tribe Economic Development Corporation (\$128,805), the Hopi Tribe (\$137,000) and an Arizona State University/Northern Arizona University collaboration (\$100,000) to support the preparation of plans to proactively address recovery strategies.

While the EDA funds are greatly appreciated and impactful to our Region, we are concerned for funding implementation projects in our Region. Averting layoffs is, and should be, a function of the public workforce investment system, and Rapid Response is the most logical place to develop and implement layoff aversion strategies.

The NACOG Economic Development District is a very large geographical area rich with many natural resources – from our national forests and parks to large supplies of energy resources, such as coal, solar and wind. Each of these assets also poses threats to the District, whether from wildfires, drought, flooding and recent federal regulations stifling the coal industry.

A key component of the NACOG 2015-2020 Comprehensive Economic Development Strategy (CEDS) is a focus on “economic resiliency”. This concept analyzes and works to ensure the region’s ability to withstand, prevent or quickly recover from major disruptions to its underlying economic base. For example, forest health is a critical aspect of Northern Arizona’s economy that is an asset but also can impact the region’s economy. The CEDS identifies these vulnerabilities and assets while identifying preventive strategies and post-disruption efforts to ensure regional economic resiliency.

Establishing economic resilience in a local or regional economy requires the ability to anticipate risk, evaluate how that risk can impact key economic assets, and build a responsive capacity. The NACOG region has experienced both natural disasters and economic disruptions; not the least of which is the main focus of this paper, the loss of coal industry-related jobs.

The Arizona Office of Economic Opportunity (OEO) is developing a unique **Skills Crosswalk Tool**. A skills crosswalk provides an opportunity to identify the current skills and abilities of an occupation using a standard occupation code in ONET Online. Once this catalog of skills is complete, ONET Online can be used to locate by affected workers other occupations that have similar or matching tasks to those of the original occupation in Northern Arizona. This gives an individual an idea of other occupations that can be career options that they may not have been aware of. Since the new occupations have some similarity in tasks, they could be relevant options for a newly displaced job seeker to consider all their options. The workforce areas can then use the new and relevant occupation titles to search their areas for potential job matches. This crosswalk also renders assistance to document those transferrable skills in the resume and case management will provide technical assistance for how to identify transferrable skills in an interview.

Layoff aversion is a critical component of the vision for effective Rapid Response, requiring a shared responsibility among numerous partners at the state and local level. It is important to understand that averting layoffs is far less disruptive and costly compared to providing food, health care and other emergency services to financially strained residents, the loss of revenues from lower spending, and the loss of property taxes associated with high home foreclosure rates that may result from dislocation. It is necessary to prevent or minimize the duration of unemployment resulting from layoffs.

The Quest for Economic Adjustment

The struggle is real for Northern Arizona, and we need assistance. It's time for focused discussion that leads to action from stakeholders and partners on the state, tribal and federal level. Partnerships with economic and workforce development professionals to start business incubators and accelerators to assist entrepreneurs to start their own businesses is necessary. Assistance is needed from the owners of the utilities to re-purpose their employees into similar opportunities within their own communities while providing alternative power sources. Collaborations must happen between the federal, state, tribal, counties, public and private stakeholders and outside industries to encourage business attraction and relocation, to take advantage of existing infrastructure and innovate new ideas for the resiliency of Northern Arizona.



re·sil·ience (noun); the capacity to recover quickly from difficulties; toughness.

Together we can make a difference!

LIFE HAPPINESS LIBERTY



Pursue a career that's more true to you.

At Liberty Mutual, we embrace all that fulfills and inspires you. We create a workplace that gives you more room to stretch. To raise your voice. To be not just an employee, but a changemaker. Join our team, and discover a company that knows—happiness is a job that lets you be you.

LIBERTY MUTUAL IS CURRENTLY HIRING FOR OUR SALES APPRENTICESHIP PROGRAM

In partnership with the **State of Arizona Apprenticeship Program**

Liberty Mutual is hiring motivated Sales Apprentices with the potential to develop into a highly compensated Sales Representative.

The ideal candidate would possess the following skills/traits:

- ✓ **Successful enrollment in the State of Arizona Apprenticeship Program**
- ✓ **Goal oriented (track record of success)**
- ✓ **Excellent interpersonal skills and ability to build rapport**
- ✓ **Ability to be coached**
- ✓ **Determination to succeed and grow professionally**

For additional information and to apply, please reach out to:
Your Career Counselor

Joan Blue - Joan.Blue@LibertyMutual.com
John Walters - John.Walters@LibertyMutual.com

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We acknowledge, welcome, and accept the differences
that each employee brings to the workplace.



1. **History:** City of Phoenix Symposium, Liberty Mutual approval process
2. **Key Players:** Monica Magoon, Willie Higgins, Denise Gredler, Connie Weber, Arizona Commerce Authority, Office of Economic Opportunity, Department of Economic Security, ARIZONA@WORK
3. **Career Counselor Brief:** ARIZONA@WORK - State, Industry, East Valley, Company

Career Function:

- Identify, develop, and close new business clients and build relationships that are long-lasting.
- Meet customer needs through daily contact, networking, and prospecting.

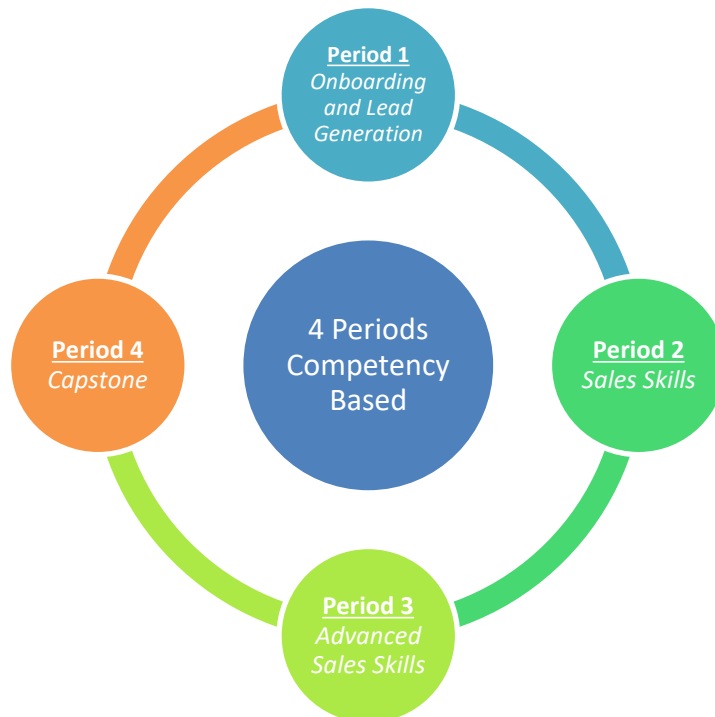
Resume Attributes:

- Hard Worker
- Responsible
- Relationship Builder
- Effective Negotiator
- Coachable
- Driven/Motivated

Candidate Photo:



4. **Liberty Program**



5. **Future State**

Liberty Mutual, Insurance Industry, State of Arizona

Performance Measures for the Workforce Innovation and Opportunity Act

WIOA VISION

- ❖ **A workforce system characterized by three critical hallmarks of excellence:**
 - ◆ The needs of business and workers drive workforce solutions;
 - ◆ One-Stop Centers provide excellent customer service to jobseekers and employers and focus on continuous improvement; and
 - ◆ The workforce system supports strong local economies and plays an active role in community and workforce development.

- ❖ **Across the system, continuous improvement is supported through evaluation, accountability, identification of best practices, and data driven decision making.**

WIOA CORE PROGRAMS

- ❖ **Title I** Adult
 Dislocated Worker
 Youth

- ❖ **Title II** Adult Education and Family Literacy

- ❖ **Title III** Wagner-Peyser
 - ◆ Employment Services
 - ◆ Employer Services

- ❖ **Title IV** Vocational Rehabilitation

PRIMARY INDICATORS OF PERFORMANCE

- ❖ **Employment Rate 2nd Quarter after Exit
(Education/Employment for Youth)**
- ❖ **Employment Rate 4th Quarter after Exit
(Education/Employment for Youth)**
- ❖ **Median Earnings in the 2nd Quarter after Exit**



Primary Indicators cont'd

- ❖ **Measurable Skill Gains** (Participant based/one gain/person/year)
 - ◆ Educational functioning level increase
 - ◆ Secondary school diploma attainment
 - ◆ Transcript/report card showing 12 credits attained*
 - ◆ Satisfactory progress report toward established milestone*
 - ◆ Successful passage of a required exam*
- ❖ **Credential Attainment Rate** (of those who received training or education, excluding OJT or Customized Training)



*Do not apply to Title II

Primary Indicators cont'd

❖ Effectiveness in Serving Employers

- ◆ Retention with the same employer in the 2nd and 4th quarters after exit
- ◆ Employer Penetration Rate (% of business/employers using services out of all employers in the state)

Arizona identified these additional indicators:

- ◆ Average number of days to fill job openings using ARIZONA@WORK staff assistance (measured from the employer's first contact requesting staff assistance filling a currently available job opening to the job seeker's start date, fulfilling the employer's job opening).
- ◆ Percentage of employers who contacted an ARIZONA@WORK Job Center who confirm ARIZONA@WORK services assisted in identifying qualified job applications (percentage will be derived from those employers providing a response).
- ◆ Number of businesses whose worksites have been visited by an ARIZONA@WORK Business Services Representative.

WIOA DATA AVAILABILITY DATES

	Title I	Title II	Title III	Title IV
Employment Rate 2 nd Quarter after Exit	PY2017	Baseline until 2020	PY2017	Baseline until 2020
Employment Rate 4 th Quarter after Exit	PY2017	Baseline until 2020	PY2017	Baseline until 2020
Median Earnings	PY2017 (except Youth: Baseline until 2020)	Baseline until 2020	PY2017	Baseline until 2020
Measurable Skills Gain	Baseline until 2020	PY2017-18	NA	Baseline until 2020
Credential Attainment	PY2017	Baseline until 2020	NA	Baseline until 2020
Effectiveness in Serving Employers	Baseline until 2020			

Process for Setting Performance Indicators

❖ States and local areas set targets on the indicators

- ◆ Targets based on actual data considering specific economic conditions and participant characteristics
- ◆ No targets set for baseline data

❖ Negotiated levels of performance on indicators

- ◆ State negotiates collective, statewide data with Department of Labor
- ◆ State negotiates with local areas for Title I indicators
 - Titles II – IV data are negotiated statewide

ARIZONA – DOL NEGOTIATIONS JUNE 2018

- Engaged Local workforce areas to share successes, challenges and specific work in their areas related to measures
- June 2018 negotiated Title I and Wager-Peyser indicators (excluding baseline indicators)
- Local areas, reps from Titles II – IV, and OEO invited to negotiation call with DOL
- Used available, actual data through the day of negotiation (not full program year)



**AZ PY18 and
PY19
Negotiated
Performance
Measures**

	AJC Actual Perf for PY17 as of 6/04/18	FINAL NEGOTIATED MEASURES PY18	FINAL NEGOTIATED MEASURES PY19
WIOA Adults (Title I)			
Employed 2 nd quarter after exit	70.4%	74.1%	75.1%
Employed 4 th quarter after exit	66.0%	65.0%	67.0%
Median earnings	\$5,925.93	\$5,700	\$5,900
Credential attainment rate	73.3%	65.0%	66.0%
Measurable skills gain	Baseline	Baseline	Baseline
WIOA Dislocated Worker (Title I)			
Employed 2 nd quarter after exit	76.0%	76.5%	77.5%
Employed 4 th quarter after exit	71.4%	70.0%	72.0%
Median earnings	\$8,801.09	\$7,300	\$7,500
Credential attainment rate	56.9%	54.8%	57.8%
Measurable skills gain	Baseline	Baseline	Baseline
WIOA Youth (14-24) (Title I)			
Employed, in education, or in occupation skills training 2 nd quarter	67.3%	67.5%	68.5%
occupation skills training 4 th quarter after exit	67.5%	64.0%	66.0%
Median earnings	Baseline	Baseline	Baseline
Credential Attainment Rate	33.7%	50.0%	54.0%
Measurable skills gain	Baseline	Baseline	Baseline
WIOA - Wagner-Peyser (Title III)			
Employed 2 nd quarter after exit	64.3%	63.0%	64.0%
Employed 4 th quarter after exit	61.0%	59.0%	61.0%
Median earnings	\$5,059.98	\$4,600	\$4,800

Sanctions*

- ❖ Based on totality of State data, i.e., all data for Titles I – IV
- ❖ Requires two consecutive years' worth of data (earliest date = 2020) to develop statewide score
- ❖ If State fails to meet the following adjusted performance levels:
 - (1) 90 percent of the overall State program score for the same core program;
 - (2) 90 percent of the overall State indicator score for the same primary indicator; or
 - (3) 50 percent of the same indicator score for the same program.

*DOL retains authority to issue new guidance in this area.

STATE PROGRAM SCORE

- ❖ Sanction determination based on ACTUAL ÷ NEGOTIATED outcomes
- ❖ Each “score” is plotted in this table; the outside numbered boxes represent the average across/down the rows/columns

Indicator/Program	Title II Adult Education	Title IV Rehabilitative Services	Title I Adults	Title I Dislocated Workers	Title I Youth	Title III Wagner - Peyser	Average Indicator Score
Employment 2nd Quarter After Exit							1
Employment 4th Quarter After Exit							2
Median Earnings 2nd Quarter After Exit							3
Credential Attainment Rate							4
Measurable Skill Gains							5
Effectiveness in Serving Employers							6
Average Program Score	7	8	9	10	11	12	-

SAMPLE

Types of Sanctions

- ❖ Technical assistance may be provided at any time for not meeting any indicator's adjusted level of performance (includes assistance to develop a performance improvement plan)
- ❖ Reduction of 5 percentage points of the Governor's reserved amount from prior year if two, consecutive years of failing to meet State adjusted levels of performance

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ANY QUESTIONS



ARIZONA NEGOTIATED PERFORMANCE MEASURES WITH DEPARTMENT OF LABOR FOR PY18 AND PY19

	PY17 Actual Data as of 6/04/18	FINAL NEGOTIATED MEASURES PY18	FINAL NEGOTIATED MEASURES PY19
WIOA Adults (Title I)			
Employed 2 nd quarter after exit	70.4%	74.1%	75.1%
Employed 4 th quarter after exit	66.0%	65.0%	67.0%
Median earnings	\$5,926	\$5,700	\$5,900
Credential attainment rate	73.3%	65.0%	66.0%
Measurable skills gain	Baseline	Baseline	Baseline
WIOA Dislocated Worker (Title I)			
Employed 2 nd quarter after exit	76.0%	76.5%	77.5%
Employed 4 th quarter after exit	71.4%	70.0%	72.0%
Median earnings	\$8,801	\$7,300	\$7,500
Credential attainment rate	56.9%	54.8%	57.8%
Measurable skills gain	Baseline	Baseline	Baseline
WIOA Youth (14-24) (Title I)			
Employed, in education, or in occupation skills training 2 nd quarter after exit	67.3%	67.5%	68.5%
Employed, in education, or in occupation skills training 4 th quarter after exit	67.5%	64.0%	66.0%
Median earnings	Baseline	Baseline	Baseline
Credential Attainment Rate	33.7%	50.0%	54.0%
Measurable skills gain	Baseline	Baseline	Baseline
WIOA - Wagner-Peyser (Title II)			
Employed 2 nd quarter after exit	64.3%	63.0%	64.0%
Employed 4 th quarter after exit	61.0%	59.0%	61.0%
Median earnings	\$5,060	\$4,600	\$4,800