



NOTICE AND AGENDA OF MEETING OF THE MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Maricopa County Workforce Development Board and to the general public that the Maricopa County Workforce Development Board will hold a meeting open to the public on:

Thursday, June 16, 2022 – 9:30 a.m.

<https://www.gotomeet.me/MaricopaCountyWDB>

Phone: +1 (872) 240-3212; Access Code/Meeting ID: 167-097-701

The Maricopa County Workforce Development Board may vote to go into executive session, which will not be open to the public, to discuss certain matters including, for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant A.R.S. 38-431.03(A)(3).

The Agenda for the special meeting is as follows:

**Indicates materials attached, please review/read prior to meeting.*

1. Call to order.

2. Roll Call.

3. Welcome and Opening Remarks.

4. Consent Agenda.

For Possible Action.

The board will consider and vote on the items on the consent agenda. Consent agenda is established to efficiently dispense the business of the MCWDB. These items will not be discussed unless a Member of the Board asks to remove the item from the consent agenda.

- a. Meeting Minutes: April 21, 2022*
 - b. Fiscal Reports*
 - c. MCWDB 3rd Quarter Report*
 - d. One-Stop Operator 3rd Quarter Report*
 - e. Shared Governance Agreement (SGA)*
 - f. MCWDB Bylaws*
 - g. FY23 MCWDB Meeting Schedule*
 - h. Title 1B 3rd Quarter Report*
 - i. MCWDB Executive Director Report*
-

5. Chair Report.

6. Community Impact Statements.

- a. MCWDB Youth Success Story*
-

PUBLIC PARTICIPATION AND ACCESS: "The public must be allowed to attend and listen to deliberations and proceedings taking place in all public meetings, A.R.S. § 38-431.01(A); however, Open Meeting Law does not establish a right for the public to participate in the discussion or in the ultimate decision of the public body." Note: Agenda items may be taken out of order

"Equal Opportunity Employer/Program." "Auxiliary aids and services are available upon request to individuals with disabilities." A sign language interpreter, alternative format materials, or infrared assistive listening devices will be made available within 72 hours' notice. Additional reasonable accommodations will be made available to the extent possible within the time frame of the request. Arizona@Work: Maricopa County products and services are made available through federal funding provided by the Workforce Innovation and Opportunity Act (WIOA); serving Employers by aiding job seekers, adults, dislocated workers and youth.

7. **Committee Reports.**

- a. Executive Committee Update
 - b. Youth Committee Update
 - c. Marketing and Outreach Committee Update
 - d. Employer Connection Committee Update
-

8. **Information/Discussion/Possible Action.**

- a. Chair Election
 - b. FY23 Service Provider Budget*
 - c. 2022 Strategic Plan*
-

9. **Information/Discussion Only.**

- a. Local Area Plan Mid-Cycle Report*
-

10. **Call to the Public.**

11. **Adjourn.**

NEXT MEETING: AUGUST 25, 2022

PUBLIC PARTICIPATION AND ACCESS: "The public must be allowed to attend and listen to deliberations and proceedings taking place in all public meetings, A.R.S. § 38-431.01(A); however, Open Meeting Law does not establish a right for the public to participate in the discussion or in the ultimate decision of the public body." Note: Agenda items may be taken out of order

"Equal Opportunity Employer/Program." "Auxiliary aids and services are available upon request to individuals with disabilities." A sign language interpreter, alternative format materials, or infrared assistive listening devices will be made available within 72 hours' notice. Additional reasonable accommodations will be made available to the extent possible within the time frame of the request. Arizona@Work: Maricopa County products and services are made available through federal funding provided by the Workforce Innovation and Opportunity Act (WIOA); serving Employers by aiding job seekers, adults, dislocated workers and youth.



Consent Agenda.

Meeting Minutes

MINUTES OF PUBLIC MEETING OF THE MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD

Thursday, April 21, 2022 – 9:30 a.m.

<https://www.gotomeet.me/MaricopaCountyWDB>

Phone: +1 (872) 240-3212; Access Code/Meeting ID: 167-097-701

Members Present: Angela Creedon, Bonnie Schirato, Brent Downs, Christine Colon, Erik Cole, Gregg Ghelfi, Grenee Martacho-Celuch, Ismial Rangel, Jason Walker, Loren Granger, Marcia Veidmark, Matthew Clark, Scott Holman, Scott Sudhalter, Shawn Hutchinson, Tina Drews
(Note: All members present attended via GoTo Meeting)

Members Absent: Leah Hill, Stan Chavira, Subhash Chandra,

MEETING

Call to Order.

Interim Chair Bonnie Schirato called the meeting to order at 9:30 a.m. and requested roll call.

Roll Call.

MCWDB Board Liaison Deseret Romero took the roll call. A quorum was present.

Chair Report.

Interim Chair Schirato recognized the recent announcement of former Chairman Matt McGuire's resignation to the MCWDB Board and invited Mr. McGuire to share a few words. Mr. McGuire shared with the Board his recent acceptance of an employment position that would unfortunately not meet the Board membership requirements. Mr. McGuire shared his appreciation of the Board, recognizing the work over the last year with the assistance of Executive Director Steve Clark and staff.

Board Member Gregg Ghelfi thanked Mr. McGuire for his leadership over the last few years with transforming the Board for the better.

Board Member Marcia Veidmark shared her appreciation for Mr. McGuire's initial welcome to the Board when she arrived. Noting that she had not experienced that level of leadership while sitting on previous boards. Ms. Veidmark also thanked Mr. McGuire and congratulated him on his new position.

Board Member Erik Cole thanked Mr. McGuire for his leadership and thoughtfulness.

Board Member Shawn Hutchinson thanked Mr. McGuire for his leadership, including his involvement in identifying the quality of MCWDB staff and steering the Board in a better direction. Mr. Hutchinson congratulated Mr. McGuire on his new position.

Interim Chair Schirato thanked Mr. McGuire for his courage, empathy, respect, and steering of the Board in a more positive direction. Interim Chair Schirato also shared the plaque to be presented to Mr. McGuire in the near future.

MCWDB Executive Director thanked Mr. McGuire for his leadership with focusing on Board goals and creating an environment to which Board members can freely share their ideas. Mr. Clark also thanked Mr. McGuire on behalf of the MCWDB staff.

Welcome and Opening Remarks.

Interim Chair Schirato welcomed everyone to the meeting and provide a review of the Board's vision, values, and goals.

Interim Chair Schirato introduced new Board member Grenee Martacho-Celuch. Ms. Martacho-Celuch briefly shared her professional construction experience and excitement to join the Board.

Interim Chair Schirato introduced new MCWDB staff member Jordan Dodeward. Ms. Dodeward briefly shared her personal and professional healthcare industry background.

Community Impact Statements.

MCWDB Success Story

MCWDB Board Liaison Deseret Romero read the apprenticeship success story of Nadia Bastros-Facciolla.

Board Member Shawn Hutchinson commented on Nadia's participation in the electrical apprenticeship program, noting her leadership in the program.

Board Member Marcia Veidmark also complemented Nadia and the program's growth.

Interim Chair Schirato also complemented Nadia and the importance of the apprenticeship program.

Interim Chair Schirato introduced new Board Member Ismial Rangel. Mr. Rangel briefly shared his professional experience in workforce and his excitement to be on the Board.

Consent Agenda.

- a. Meeting Minutes: February 17, 2022
- b. Fiscal Reports
- c. 2022 Title IA Governance Monitoring Letter – 1st Quarter
- d. MCWDB Executive Director Report

Interim Chair Schirato asked for a motion to approve consent agenda items. Gregg Ghelfi made a motion; Shawn Hutchinson seconded the motion.

All in favor vote held:

In favor: Bonnie Schirato, Brent Downs, Christine Colon, Erik Cole, Gregg Ghelfi, Grenee Martacho-Celuch, Ismial Rangel, Jason Walker, Loren Granger, Marcia Veidmark, Matthew Clark, Scott Holman, Scott Sudhalter, Shawn Hutchinson, Tina Drews

Opposed: None

Abstained: None

Motion passed.

Committee Reports.

Executive Committee.

Interim Chair Schirato noted the Committee's recent meeting March, which focused on the Strategic Plan Workshop.

Interim Chair Schirato also noted that the Executive Committee meetings were open to the whole Board if they wished to participate in the Strategic Plan discussion. She also noted that the next meeting would be held on May 19th.

Youth Committee.

Youth Committee Chairman Erik Cole noted the Committee's recent discussions attempting to align with the Strategic Planning process. Topics included but were not limited to:

- Broaden conversations with community partners on involvement with the Youth Committee
- Connecting with young clients, and spreading the word on all available programs

Mr. Cole notified the Board of his acceptance of a new position out of state, to which he would be resigning from the Board. He thanked the Board and MCWDB staff for their hard work.

Marketing and Outreach Committee

Marketing and Outreach Committee Chairman Gregg Ghelfi noted that Committee had not met recently but would be meeting soon.

Employer Connection Committee.

No report was provided, as Chair Hill was unavailable.

Informational/Discussion/Possible Action.

a. MCWDB Executive Committee

i. One-Stop Operator Contract Extension*

MCWDB Management Analyst Nancy Avina shared a brief review of the One-Stop contract with Maximus, Inc. with a recommendation to extend the contract for six months.

- Contract Terms July 1, 2021 – June 30, 2022
- Contract Extension July 1, 2022 – December 31, 2022

Interim Chair Schirato asked for a motion to approve the One-Stop Operator Contract Extension as presented. Marcia Veidmark made a motion; Shawn Hutchinson seconded the motion.

All in favor vote held:

In favor: Bonnie Schirato, Brent Downs, Christine Colon, Erik Cole, Gregg Ghelfi, Grenee Martacho-Celuch, Ismial Rangel, Jason Walker, Loren Granger, Marcia Veidmark, Matthew Clark, Scott Holman, Shawn Hutchinson, Tina Drews

Opposed: None

Abstained: None

Motion passed.

ii. One-Stop Operator Procurement*

MCWDB Management Analyst Nancy Avina provided the Board with a recommendation to begin the procurement for PY 2022-2023 for the One-Stop Operator (OSO) contact, as a best practice for procuring the OSO on an annual basis with an option to renew.

Interim Chair Schirato asked for a motion to approve the One-Stop Operator Procurement as presented. Loren Granger made a motion; Jason Walker seconded the motion.

All in favor vote held:

In favor: Bonnie Schirato, Brent Downs, Christine Colon, Erik Cole, Gregg Ghelfi, Grenee Martacho-Celuch, Ismial Rangel, Jason Walker, Loren Granger, Marcia Veidmark, Matthew Clark, Scott Holman, Shawn Hutchinson, Tina Drews

Opposed: None

Abstained: None

Motion passed.

Information/Discussion Only.

a. Strategic Plan Update.*

Trevor Stokes, CEO for Partnership for Workforce Innovation, provided an update on the recent MCWDB Executive Committee Strategic Planning Workshop. The following are highlights of the Strategic Planning Workshop.

- Strategic Planning Process Overview
- Workforce Board Role Overview
- Top Values
 - Integrity 38.5%
 - Partnerships 38.5%
 - Impact 37.0%
 - Credibility 34.6%
 - Innovation 23.1%
 - Effectiveness 22.2%
- Top Value Statements
 - We always seek to maximize the impact of our work on the individuals we serve. 19.0%
 - We create impact through partnerships. 16.7%
 - The principles of honesty, dignity, and respect govern our interactions with each other. 11.9%
 - We protect the integrity of this body via compliance with governing policies. 11.9%
 - Every activity is carried out with a commitment to excellence. 11.9%
- Goal Categories
 - Partnerships
 - Impact
 - Innovation
- Preliminary Strategies - Partnerships
 - Optimize the culture of collaboration among core partners and providers
 - Expand the role of the board in regional economic development efforts
 - Expand the role of the board in the local K-12 education ecosystem
- Preliminary Strategies - Impact
 - Increase the number of individuals served via the board's programs
 - Increase the scope of services available to individuals served by our programs
- Preliminary Strategies - Innovation
 - Position the board as a forward-thinking strategic leader in the community
 - Ensure innovations that improve the scope and quality of services from one partner or provider become systemic standards

Interim Chair Schirato thanked Mr. Stokes and noted that she was impressed with the innovation discussion, specifically that we do not innovate just to innovate.

MCWDB Board Member Shawn Hutchinson noted the importance of the talent pool in order to retain or attract businesses.

Mr. Stokes provided a brief overview of the Local Plan with the following highlights.

Local Plan

- Labor Market Analysis
 - Demographics
 - Labor Market Information
 - Strategic Priorities

Call to the Public.

Interim Chair Schirato made a call for public comment. No one spoke.

Adjourn.

Interim Chair Schirato adjourned the MCWDB meeting at 10:51 a.m.

**For additional information, contact MCWDB staff at: MCWDB@maricopa.gov*

DRAFT



Consent Agenda.

Fiscal Reports



Maricopa County FY2022 WIOA (BTA) Budget to Actuals

JUNE 16, 2022

WIOA FISCAL AGENT-NICOLE FORBES

FY22 WIOA Budget to Actual

Title 1 B Approved Budget \$22,057,750

- In FY22 at minimum \$15,757,336 must be Expended By June 30, 2022
95% Expended as of May 30, 2022

Service Provider(WDD) = \$21,210,296

Expended YTD as of April 30, 2022
\$ 17,596,746

WDB Approved Budget= \$ 1,006,980

Expended YTD as of April 30, 2022
\$ 666,559

WIOA

Funding by Category

Fiscal Year 07/01-06/30/2022						
FY22 Service Provider (WDD)						
	FY22 Approved Budget	YTD FY22 AS OF 5/31/2022	% Spent YTD	Forecast	% Forecast	Balance Remaining
Roll Up						
ADULT	13,898,007	10,522,908	76%	12,254,054	88%	1,643,953
DW	926,266	1,508,219	163%	1,508,219	163%	(581,953)
YOUTH	6,386,023	5,562,619	87%	5,961,394	93%	424,629
Total	21,210,296	17,593,746	83%	19,723,667	93%	1,486,629
Fiscal Year 07/01-06/30/2022						
FY22 Workforce Development Board (WDB)						
	FY22 Approved Budget	YTD FY22 AS OF 5/31/2022	% Spent YTD	Forecast	% Forecast	Balance Remaining
Roll Up						
ADULT	725,026	479,923	66%	604,376	83%	120,650
DW	90,628	59,990	66%	75,547	83%	15,081
YOUTH	191,326	126,646	66%	159,488	83%	31,838
Total	1,006,980	666,559	66%	839,411	83%	167,569



QUESTIONS?

Contact Information:
Nicole.Forbes@Maricopa.gov

THANK YOU FOR YOUR TIME.



**WORKFORCE DEVELOPMENT BOARD
BUDGET FY 2022
YTD May 2022
UNIT 2250**

WDB-FY22	BUDGET	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	13th close out	YTD EXPENDED	FORECAST	BALANCE	YTD % EXPENDED
TOTAL COSTS	1,006,980	11,314	56,145	54,175	38,620	48,939	75,187	79,718	32,575	132,269	102,839	34,779	82,186	99,307	666,560	839,411	154,319	66%
Fund - 222	BUDGET	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	13th close out	YTD EXPENDED	FORECAST	BALANCE	YTD % EXPENDED
PERSONNEL																		
REGULAR SALARIES	373,090	7,443	40,114	23,852	11,926	21,683	22,388	22,438	22,437	56,772	30,329	20,132	39,111		279,513	318,624	54,466	75%
TOTAL PERSONNEL	373,090	7,443	40,114	23,852	11,926	21,683	22,388	22,438	22,437	56,772	30,329	20,132	39,111	-	279,513	318,624	54,466	75%
FRINGE BENEFITS																		
TAXES	28,542	558	3,011	1,799	898	1,648	1,499	2,063	1,876	4,250	2,277	1,511	2,992		21,391	24,383	4,159	75%
RETIREMENT	46,300	930	4,978	2,960	1,480	2,643	2,778	2,785	2,599	7,045	3,764	2,485	4,854		34,448	39,301	6,999	74%
MEDICAL	68,160	2,272	6,816	4,544	4,544	2,272	4,544	4,544	4,544	8,520	5,680	6,816	5,680		55,096	60,776	7,384	81%
UNEMPLOYMENT & WORKERS' COMP	2,234	-	372	186	186	186	186	-	186	186	186	-	372		1,676	2,048	186	75%
TUITION REIMBURSEMENT	5,250	-	-	-	-	-	-	-	-	-	-	-	-		-	-	5,250	0%
TOTAL FRINGE BENEFITS	150,487	3,760	15,178	9,490	7,108	6,749	9,008	9,392	9,205	20,002	11,907	10,812	13,898	-	112,610	126,508	23,979	75%
INDIRECT COSTS																		
INDIRECT COSTS	115,068	-	-	14,762	11,586	-	-	20,348	-	13,752	9,447	-	28,925		69,895	98,819	16,249	61%
TOTAL INDIRECT COSTS	115,068	-	-	14,762	11,586	-	-	20,348	-	13,752	9,447	-	28,925	-	69,895	98,819	16,249	61%
TRAVEL & TRAINING																		
TRAVEL	30,000	-	-	-	-	-	-	14,001	478	657	1,652	2,462	-		19,249	19,249	10,751	64%
TOTAL TRAVEL & TRAINING	30,000	-	-	-	-	-	-	14,001	478	657	1,652	2,462	-	-	19,249	19,249	10,751	64%
SUPPLIES																		
OFFICE SUPPLIES	4,500	-	-	464	(15)	20	-	-	202	126	146	10	-		953	953	3,547	21%
FOOD	1,000	-	-	-	-	-	-	-	-	-	-	-	-		-	-	-	-
NON CAPITOL EQUIPMENT	25,500	-	-	-	4,269	12,748	-	255	-	-	8,415	-	-		25,687	25,687	(187)	101%
POSTAGE	50	-	-	-	-	-	-	-	-	-	-	-	-		-	-	50	0%
TOTAL SUPPLIES	31,050	-	-	464	4,254	12,768	-	255	202	126	8,561	10	-	-	26,640	26,640	3,410	86%
CONTRACTUAL																		
ONE STOP OPERATOR	197,036	-	-	3,395	-	7,739	43,791	12,778	-	27,709	14,639	-	-	67,311	110,050	177,361	19,675	56%
CONSULTANT	90,000	-	-	-	-	-	-	-	-	12,998	25,996	-	-	25,996	38,994	64,990	25,010	43%
TOTAL CONTRACTUAL	287,036	-	-	3,395	-	7,739	43,791	12,778	-	40,707	40,635	-	-	93,307	149,044	242,351	44,685	52%
OPERATING SERVICES																		
ASSOCIATION/MEMBERSHIPS	8,000	-	600	2,214	3,240	-	-	-	-	-	55	1,110	-		7,219	7,219	781	90%
MARKETING	2,000	-	-	-	-	-	-	-	-	-	-	-	-		-	-	-	0%
LABOR MARKET	1,000	-	-	-	-	-	-	-	-	-	-	-	-		-	-	-	0%
PRINTING (COPIER)	6,000	-	-	-	-	-	-	-	-	-	-	-	6,000		-	6,000	-	0%
CELL PHONES/LAND LINES	3,250	111	253	-	506	-	-	506	253	253	253	253	253		2,388	2,641	609	73%
TOTAL OPERATING SERVICES	20,250	111	853	2,214	3,746	-	-	506	253	253	308	1,363	253	6,000	9,608	7,219	781	47%
TOTAL COSTS	1,006,980	11,314	56,145	54,175	38,620	48,939	75,187	79,718	32,575	132,269	102,839	34,779	82,186	99,307	528,942	839,411	154,319	53%



Maricopa County FY2022 WIOA (BTA) Budget to Actuals

MAY 19, 2022

WIOA FISCAL AGENT-NICOLE FORBES

FY22 WIOA Budget to Actual

Title 1 B Approved Budget \$22,057,750

- In FY22 at minimum \$15,757,336 must be Expended By June 30, 2022
95% Expended as of April 30, 2022

Service Provider(WDD) = \$21,210,296

Expended YTD as of April 30, 2022
\$ 15,616,537

WDB Approved Budget= \$ 1,006,980

Expended YTD as of April 30, 2022
\$ 631,781

WIOA

Funding by Category

Fiscal Year 07/01-06/30/2022						
FY22 Service Provider (WDD)						
	FY22 Approved Budget	YTD FY22 AS OF 4/30/2022	% Spent YTD	Forecast	% Forecast	Balance Remaining
Roll Up						
ADULT	13,898,007	9,344,828	67%	12,329,937	89%	1,568,070
DW	926,266	1,377,851	149%	1,377,851	149%	(451,585)
YOUTH	6,386,023	4,893,857	77%	5,791,958	91%	594,065
Total	21,210,296	15,616,537	74%	19,499,746	92%	1,710,550

Fiscal Year 07/01-06/30/2022						
FY22 Workforce Development Board (WDB)						
	FY22 Approved Budget	YTD FY22 AS OF 4/30/2022	% Spent YTD	Forecast	% Forecast	Balance Remaining
Roll Up						
ADULT	725,026	454,882	63%	637,610	88%	87,416
DW	90,628	56,860	63%	79,701	88%	10,927
YOUTH	191,326	120,038	63%	168,258	88%	23,068
Total	1,006,980	631,781	63%	885,569	88%	121,411



QUESTIONS?

Contact Information:
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THANK YOU FOR YOUR TIME.



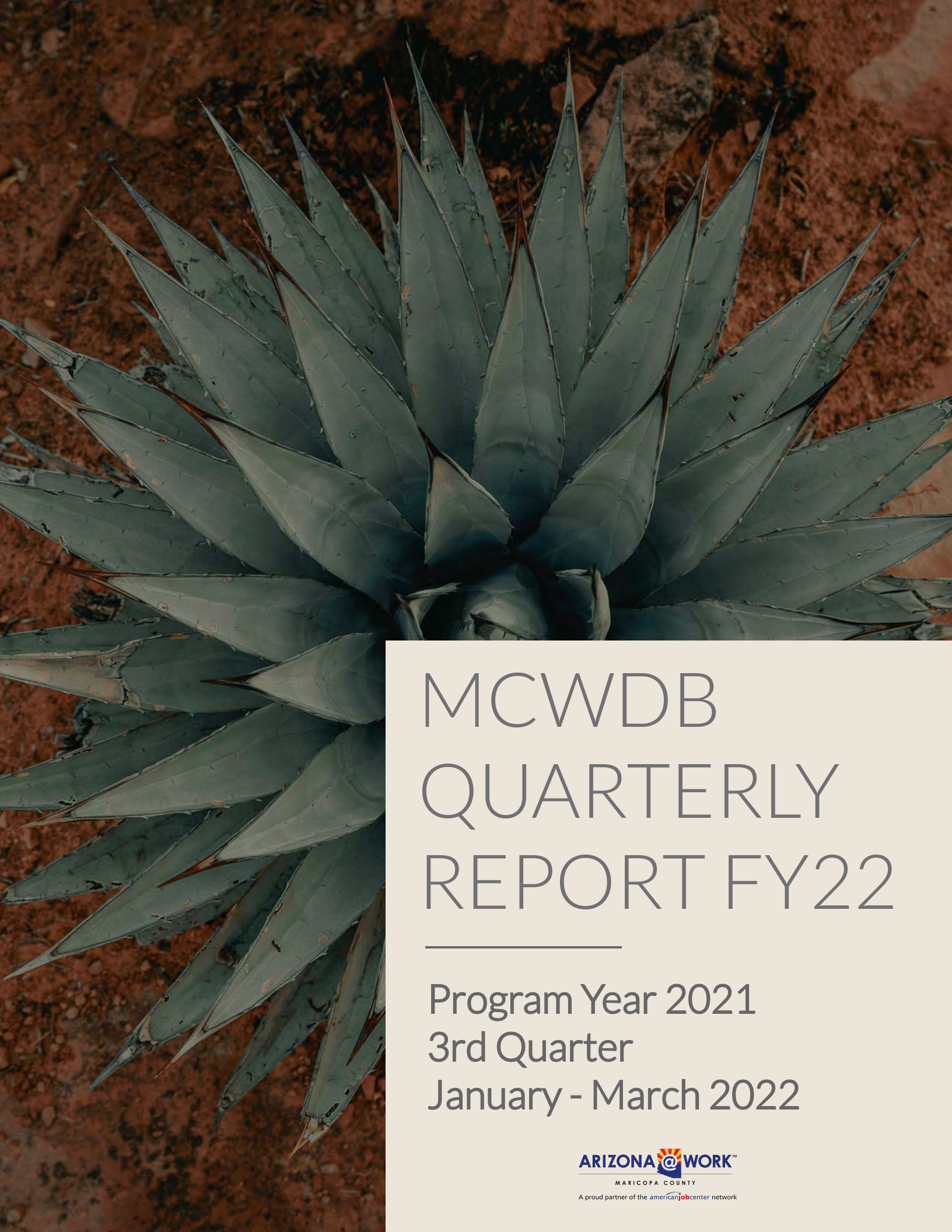
**WORKFORCE DEVELOPMENT BOARD
BUDGET FY 2022
YTD April 2022
UNIT 2250**

WDB-FY22	BUDGET	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	13th close out	YTD EXPENDED	FORECAST	BALANCE	YTD % EXPENDED
TOTAL COSTS	1,006,980	11,314	56,145	54,175	38,620	48,939	75,187	79,718	32,575	132,269	102,839	78,645	77,800	105,984	631,781	885,569	108,162	63%
Fund - 222	BUDGET	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	13th close out	YTD EXPENDED	FORECAST	BALANCE	YTD % EXPENDED
PERSONNEL																		
REGULAR SALARIES	373,090	7,443	40,114	23,852	11,926	21,683	22,388	22,438	22,437	56,772	30,329	39,111	39,111		259,381	337,603	35,487	70%
TOTAL PERSONNEL	373,090	7,443	40,114	23,852	11,926	21,683	22,388	22,438	22,437	56,772	30,329	39,111	39,111	-	259,381	337,603	35,487	70%
FRINGE BENEFITS																		
TAXES	28,542	558	3,011	1,799	898	1,648	1,499	2,063	1,876	4,250	2,277	2,992	2,992		19,881	25,864	2,678	70%
RETIREMENT	46,300	930	4,978	2,960	1,480	2,643	2,778	2,785	2,599	7,045	3,764	4,854	4,854		31,962	41,670	4,631	69%
MEDICAL	68,160	2,272	6,816	4,544	4,544	2,272	4,544	4,544	4,544	8,520	5,680	5,680	5,680		48,280	59,640	8,520	71%
UNEMPLOYMENT & WORKERS' COMP	2,234	-	372	186	186	186	186	-	186	186	186	186	186		1,676	2,048	186	75%
TUITION REIMBURSEMENT	5,250	-	-	-	-	-	-	-	-	-	-	-	-		-	-	5,250	0%
TOTAL FRINGE BENEFITS	150,487	3,760	15,178	9,490	7,108	6,749	9,008	9,392	9,205	20,002	11,907	13,712	13,712	-	101,799	129,222	21,265	68%
INDIRECT COSTS																		
INDIRECT COSTS	115,068	-	-	14,762	11,586	-	-	20,348	-	13,752	9,447	11,727	11,727		69,895	93,348	21,720	61%
TOTAL INDIRECT COSTS	115,068	-	-	14,762	11,586	-	-	20,348	-	13,752	9,447	11,727	11,727	-	69,895	93,348	21,720	61%
TRAVEL & TRAINING																		
TRAVEL	30,000	-	-	-	-	-	-	14,001	478	657	1,652	400	-		16,788	17,188	12,812	56%
TOTAL TRAVEL & TRAINING	30,000	-	-	-	-	-	-	14,001	478	657	1,652	400	-	-	16,788	17,188	12,812	56%
SUPPLIES																		
OFFICE SUPPLIES	4,500	-	-	464	(15)	20	-	-	202	126	146	445	-		943	1,388	3,112	21%
FOOD	1,000	-	-	-	-	-	-	-	-	-	-	-	-		-	-	-	-
NON CAPITOL EQUIPMENT	25,500	-	-	-	4,269	12,748	-	255	-	-	8,415	-	-		25,687	25,687	(187)	101%
POSTAGE	50	-	-	-	-	-	-	-	-	-	-	-	-		-	-	50	0%
TOTAL SUPPLIES	31,050	-	-	464	4,254	12,768	-	255	202	126	8,561	445	-	-	26,630	27,076	2,974	86%
CONTRACTUAL																		
ONE STOP OPERATOR	197,036	-	-	3,395	-	7,739	43,791	12,778	-	27,709	14,639	-	-		86,986	110,050	197,036	56%
CONSULTANT	90,000	-	-	-	-	-	-	-	-	12,998	25,996	12,998	12,998		38,994	77,988	12,012	43%
TOTAL CONTRACTUAL	287,036	-	-	3,395	-	7,739	43,791	12,778	-	40,707	40,635	12,998	12,998	99,984	149,044	275,024	12,012	52%
OPERATING SERVICES																		
ASSOCIATION/MEMBERSHIPS	8,000	-	600	2,214	3,240	-	-	-	-	-	55	-	-		6,109	6,109	1,891	76%
MARKETING	2,000	-	-	-	-	-	-	-	-	-	-	-	-		-	-	-	0%
LABOR MARKET	1,000	-	-	-	-	-	-	-	-	-	-	-	-		-	-	-	0%
PRINTING (COPIER)	6,000	-	-	-	-	-	-	-	-	-	-	-	-		-	6,000	-	0%
CELL PHONES/LAND LINES	3,250	111	253	-	506	-	-	506	253	253	253	253	253		2,135	2,641	609	66%
TOTAL OPERATING SERVICES	20,250	111	853	2,214	3,746	-	-	506	253	253	308	253	253	6,000	8,245	6,109	1,891	41%
TOTAL COSTS	1,006,980	11,314	56,145	54,175	38,620	48,939	75,187	79,718	32,575	132,269	102,839	78,645	77,800	105,984	528,942	885,569	108,162	53%



Consent Agenda.

MCWDB 3rd Quarter Report



MCWDB QUARTERLY REPORT FY22

Program Year 2021
3rd Quarter
January - March 2022

Summary of Progress on Goals

During the 3rd Quarter (January – March 2022), the Maricopa County Workforce Development Board (MCWDB) continued to clarify progress toward goals and closely monitor requirements to ensure compliance with the Workforce Innovation and Opportunity Act (WIOA) and the Department of Labor. The MCWDB, in partnership with the Chief Elected Official's liaison and the State of Arizona, has been successfully establishing procedures and timelines to ensure full compliance with WIOA and provide the best value-added services to the constituents of Maricopa County. During this quarter, the MCWDB actively worked on developing a strategic plan through multiple strategic planning workshops. In addition, the MCWDB is well into the mid-cycle review of the Local Area Plan. Both projects are expected to be finalized in early summer 2022. The 2022 Local Workforce Board Recertification review process is underway and will continue throughout the year.

MCWDB Goals

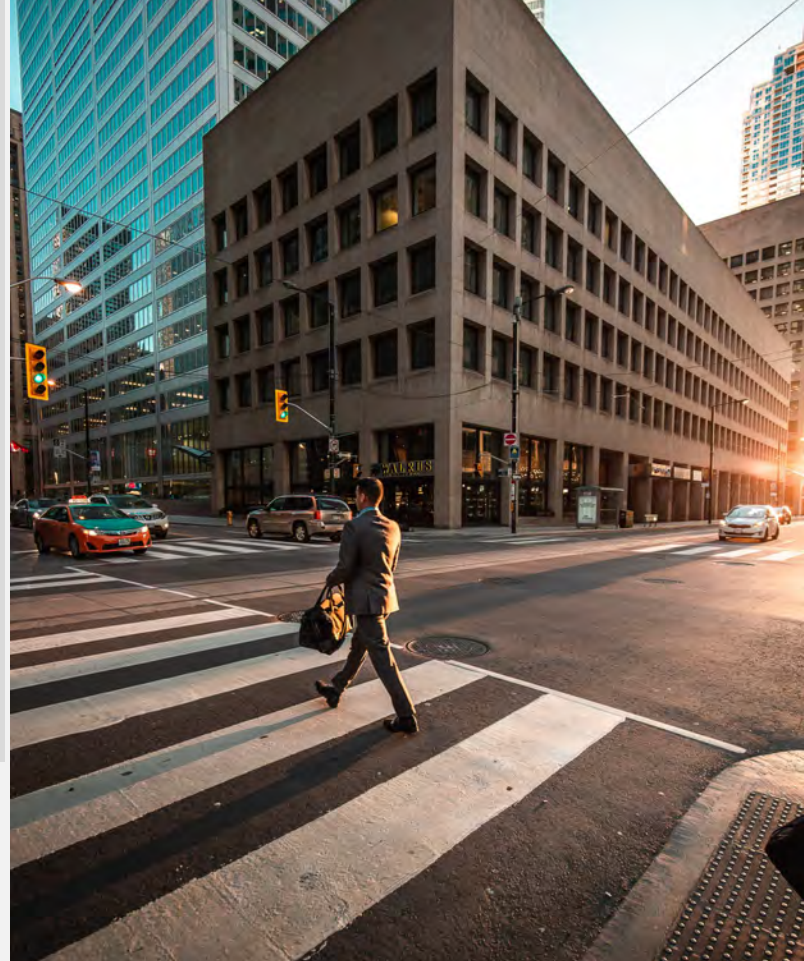
- Create a High-Quality Workforce Development System
- Build Brand Awareness of Workforce Development to Increase Utilization
- Implement Regional Workforce Entity
- Build a Self-Sustaining System of Workforce Development
- Design and Utilize Performance-Based Metrics that Ensure Capacity Management and Improve System Outcome



Actions on MCWDB Required Roles

Strategic Functions

- 01 Monthly MCWDB budget financial reviews with the MCWDB Fiscal Agent to ensure open communication and proper management of MCWDB funds.
- 02 Monthly meetings with City of Phoenix WDB leadership and Pinal County to discuss regionalism and alignment wherever possible.
- 03 Planning and development of a new Memorandum of Understanding - Infrastructure Funding Agreement.
- 04 Organized MCWDB workshops dedicated to the planning strategies for the new Strategic Plan and Local Area Plan.
- 05 Continued collaboration with all workforce development local area stakeholders to ensure compliance.



System Capacity Building

- 01 Regular engagement with community stakeholders and key partners to actualize the Board's vision of creating a best-in-class workforce system.
- 02 Identified the goals and strategies for the 2022 MCWDB Strategic Plan.
- 03 Engagement with the National Association for Workforce Boards by attending their 2022 Forum to identify best practices and trends for areas of improvement.
- 04 Ongoing efforts to solicit and refer potential Board member candidates to the Board of Supervisors Liaison based on vacancies and needs of the MCWDB.



System Alignment & Effective Operations

Ongoing meetings with Board of Supervisors' Liaison, Administrative Entity, and Career Service Provider to ensure system and program oversight, alignment, and open and transparent communication.

One Stop Operator Quarter Progress

The OSO continued collaboration efforts through virtual meetings with title partners where various activities take place, including co-enrollment improvements, study sessions, surveys, and technical assistance.

Presented a Needs Analysis Report to the MCWDB Executive Committee at their March 31 meeting.

Continued to meet with partners at the City of Phoenix to discuss the new

regional referral platform for referrals between Title Partners to enhance regionalism.

Met with MCWDB Staff and partners to continue discussions on the facilitation and implementation of the Title II set aside funds project.

Visited the East and West Valley Career Centers and the City of Surprise's affiliate site.

MCWDB Policies

MCWDB staff is actively working on updating multiple policies for the Board's consideration at their upcoming meetings. No new policies were approved this quarter.

Anticipated Activities

This program year, the MCWDB, with support from their staff, will focus on the development of their Strategic Plan, outcome and performance of the local area to ensure resources are being maximized, regional and collaborative opportunities, and innovation in workforce development. All while ensuring compliance of the WIOA and the 13 required functions of the MCWDB.


MCWDB Activities include, but are not limited to:

- Board Training & Engagement
- Local Area Plan Review
- Policy Updates
- Strategic Plan Development
- Regional Collaborative Opportunities
- Innovation in Workforce Development
- Staff Reorganization



Consent Agenda.

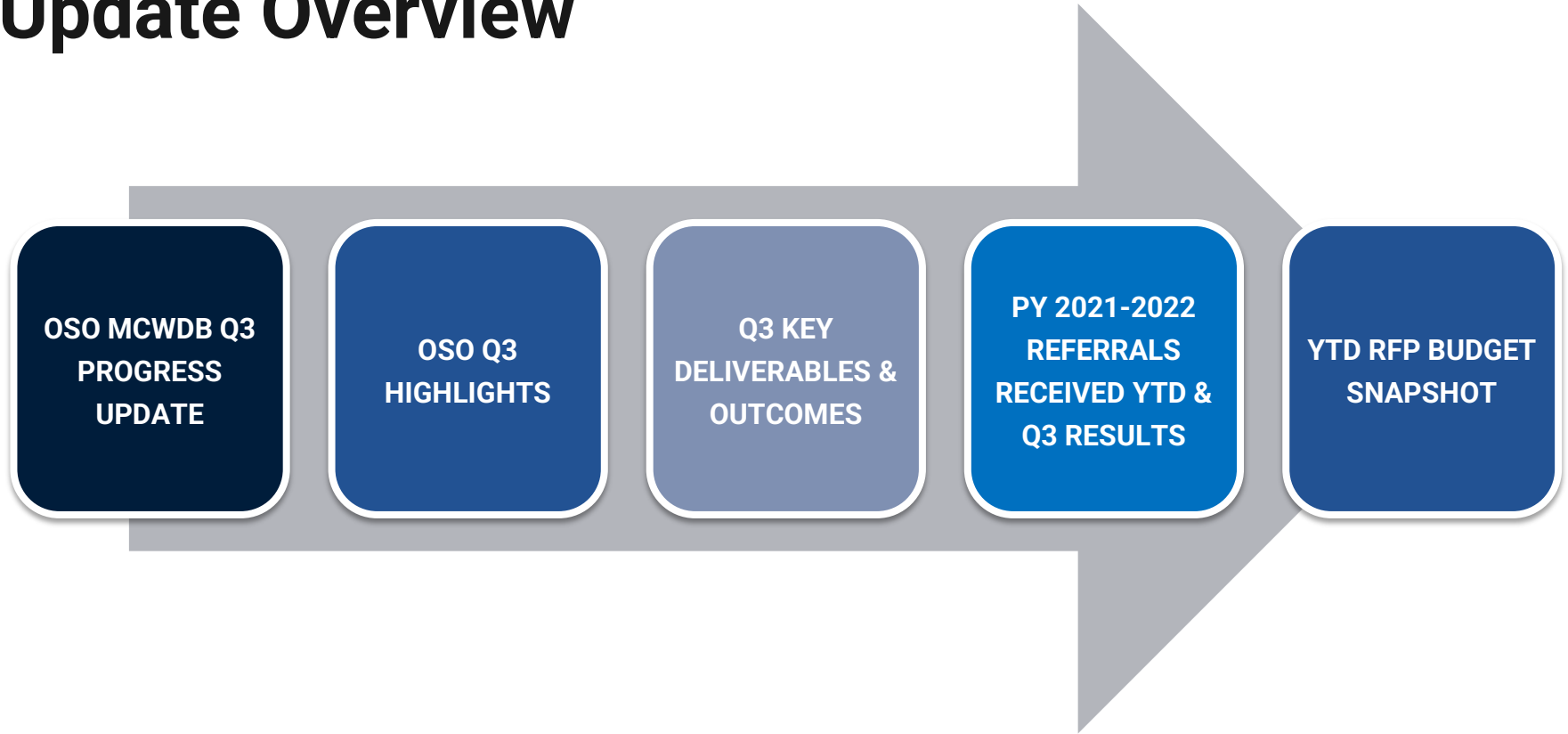
One-Stop Operator 3rd Quarter Report

The background features a collage of financial data visualizations. At the top, a line chart with multiple colored lines (blue, green, purple) tracks data points across a grid. Below it, a bar chart with green and blue bars shows an upward trend. A magnifying glass with a black handle is positioned over the center, focusing on the text. A black pen lies diagonally across the right side of the image. The overall color palette is light blue and green, suggesting a professional and analytical theme.

MCWDB Executive Committee
Maricopa County One-Stop Operator
Q3 Progress Update
PY 2021-2022

May 09, 2022

One-Stop Operator MCWDB Q3 Progress Update Overview





Q3 One-Stop Operator Progress Update:

- Improved Scorecard Results through focused efforts to enhance implementation of Scope of Work
- Increased Customer Referrals
- Completed Needs Analysis & Recommendations
- Increased Partner collaborations with on-site visits
- Continued Regional approach to service delivery

Q3 One-Stop Operator Highlights

- OSO increased score on scorecard **68%** from Q1 to Q3
- Customer referrals increased **44.26%** from Q2 to Q3
- Completed PY 2021/2022 Needs Analysis & Recommendations
 - 57 invited leaders overseeing 19 local WDA WIOA programs and 345+ positions
 - Received an average response rate of 51%
 - Provided recommendations and identified 9 key areas of training needs
- Resumed one session/month In-Person Collaboration Group Sessions after a two-year hiatus



Q3 Key Deliverables & Outcomes

DELIVERABLES	OUTCOMES
Key Q3 Trainings	OSO Training sessions provided to all Program Partners for the PartnerLink referral process.
One-Stop Operator (OSO) Onsite Monthly West & East Valley Career Center	Created a reoccurring calendar invite for all Partners and their staff to come to tour, engage with staff, and learn about the services and resources available to customers and center services including resources.
Q3 Key Partner Engagements	<ul style="list-style-type: none">• Engaged with the TITLE I-B Partner team to introduce the role of the OSO to new staff, offer technical support and guidance as needed and sent invites to the bi-monthly Collaboration Group sessions.• Engaged with TITLE I-B, II and IV leaders individually, and presented to all the TITLE IV supervisors during TITLE IV regional supervisor meeting.• Toured and engaged with staff at the Surprise, AZ affiliate site.

Q3 Key Deliverables & Outcomes

DELIVERABLES	OUTCOMES
Worked in collaboration with MCWDB staff and the City of Phoenix OSO to convene TITLE II & I-B Partners and programs to negotiate an addendum for the MOU/IFA “other shared costs” section	The purpose of this addendum is to increase TITLE I-B & II customer referrals and co-enrollments. Leaders are in final conversations to finalize document.
Regional Service Delivery	Completed the project summary for the Maricopa County and City of Phoenix regional approach to launching a comprehensive closed-loop referral system. See slide 7 for more details.



Regional Service Delivery Project Summary – Common Referral Platform for Maricopa County & City of Phoenix

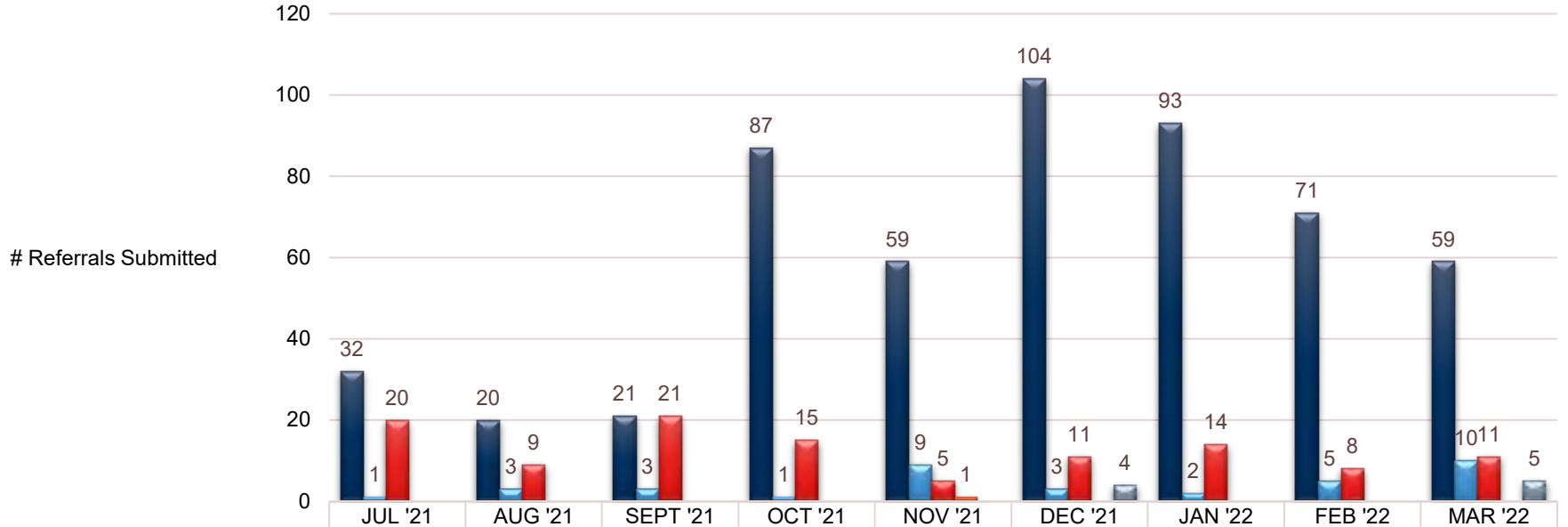
This project summary informs the Maricopa County and City of Phoenix stakeholders and local workforce development area (LWDA) Partners on the One-Stop Operators' efforts to procure and implement a solution to regionalize and implement a closed-loop customer referral system. Unite Us closed-loop referral solution met the Maricopa County and City of Phoenix local WDA goals and objectives for a regional system delivery approach to customer referrals and serves as the focus of this summary.

- **Objectives**

- Enhance ability to “communicate” with existing databases
- Enable users to access the full scope of services available to customers
- Provide analytics on items such as services referred, services received, referred customers' demographics, types of service referred etc.
- Offer standard approach for referring and tracking customer referrals
- Expand service delivery to improve partner transparency and accountability

PartnerLink Q3 PY 2021-2022 YTD Customer Referrals Outcomes

PY2021 Q3 Maricopa LWDA WIOA Programs Customer Referrals Received



■ Adult & DW	32	20	21	87	59	104	93	71	59
■ Youth	1	3	3	1	9	3	2	5	10
■ Smart Justice	20	9	21	15	5	11	14	8	11
■ Adult Ed - Mesa					1				
■ Adult Ed - Rio Salado College						4			5

PY 2021-2022 Quarterly & YTD Referral Scorecards

Q1 Referral Scorecard PY 21-22

170

Q3 Referral Scorecard PY 21-22

278

Q2 Referral Scorecard PY 21-22

176

YTD Referral Scorecard PY
21-22 Starting 12/30/2020

906

Q3 One-Stop Operator Administrative Requirements

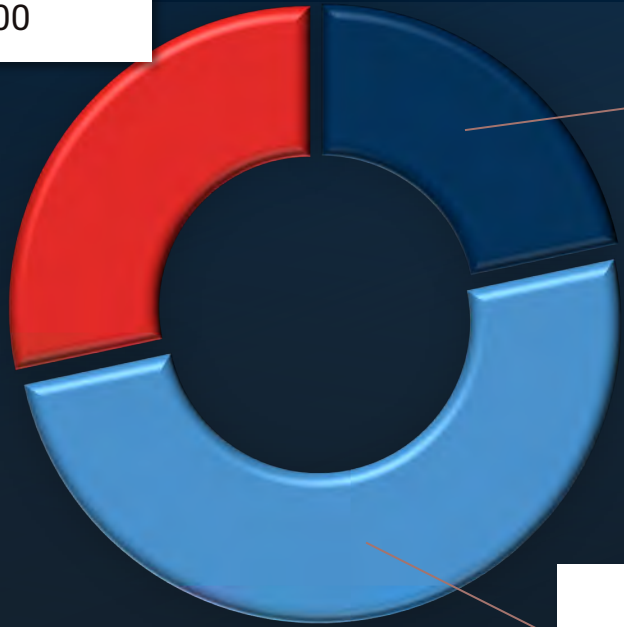
Q3	DEC monthly invoice and narrative	COMPLETE	100%
Q3	JAN Q2 Report to the Executive Committee	COMPLETE	100%
Q3	JAN Meet with WDB Staff; monthly invoice and narrative	COMPLETE	100%
Q3	FEB Meet with WDB Staff; monthly invoice and narrative	COMPLETE	100%
Q3	MAR Meet with WDB Staff; monthly invoice and narrative	COMPLETE	100%
Q3	MAR Needs Analysis Completed	COMPLETE	100%

MCWDB One-Stop Operator RFP PY 21-22 Budget Snapshot

Balance
\$64,425.00

YTD Expenditures
\$129,724.76

- YTD Expenditures
- Budget
- Balance



Budget
\$194,149.26

67%



Consent Agenda.

Shared Governance Agreement (SGA)



Martin D. @WORK

Bylaws & Shared Governance Agreement 2022 Updates

Kennedy Riley, MCWDB Management Analyst

May 19, 2022, Executive Committee Meeting

ARIZONA @WORK™
Innovative Workforce Solutions

Background

- The Bylaws outline the roles, responsibilities, and rules by which the MCWDB operates
- The Bylaws assist the MCWDB with a variety of tasks such as compliance, staff roles, membership, officers, and more
- The Shared Governance Agreement (SGA) is a signed agreement between the Chief Elected Official (Board of Supervisors) and the Maricopa County Workforce Development Board (MCWDB)
- The SGA outlines the roles and responsibilities of both parties in carrying out the functions of the Workforce Innovation and Opportunity Act (WIOA)

Bylaws Updates: Section 1; Compliance and Role

From:

- **Technology:** Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, workers, job seekers, and those with barriers to employment; develop intake and case management information systems, remote access, and improve digital literacy skills while leveraging resources and capacity within the system;

To:

- **Technology:** Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, workers, job seekers, and those with barriers to employment; Facilitating connections among the case management information systems of the one-stop partner programs to support a comprehensive workforce development system in the local area and for those with remote access, and improve digital literacy skills while leveraging resources and capacity within the system;

Bylaws Updates: Section 1; General

From:

- Resignations of committee members are effective when accepted by the MCWDB Chair.

To:

- Resignations of committee members must be submitted in writing and sent to the MCWDB Chair and MCWDB Executive Director. A member's resignation is effective when accepted by the MCWDB.

Bylaws Updates: Section 3; Standing Committees

From:

- Each Standing Committee shall have one (1) non-member of the MCWDB.
- This individual must have appropriate experience and expertise for the standing committee they are appointed to.

To:

- Each Standing Committee shall have at least one (1) non-member of the MCWDB.
 - This individual must have related knowledge and background as determined by the board chair for the Standing Committee they are appointed.
 - This individual shall be voting members of the Standing Committee they serve.
- (Added) The term of each Standing Committee member shall coincide with the term of the MCWDB Chair.

Bylaws Updates: Section 4; Youth Committee

From:

- The Youth Committee shall be a WDB Standing Committee comprised of a minimum of five (5) members appointed by the WDB.
 - Choosing to recommend competitively award grants or contracts to youth service providers to carry out some or all youth workforce investment activities;

To:

- The Youth Committee shall be a WDB Standing Committee comprised of a minimum of five (5) members (MCWDB members and non-members) appointed by the MCWDB Chair in consultation with the Executive Committee and BOS assigned staff.
 - Choosing to recommend for MCWDB approval to competitively award grants or contracts to youth service providers to carry out some or youth workforce investment activities;
- The term of each Youth Committee member shall coincide with the term of the MCWDB Chair or as determined at the discretion of the board chair
- The term of the Youth Committee chair shall coincide with the term of the MCWDB Chair or as determined at the discretion of the board chair.

Bylaws Updates: Section 5; Other Ad-hoc Committees

Added:

- The term of each Ad-Hoc Committee member shall coincide with the term of the MCWDB Chair.

Questions or Comments?



Motion Needed

- Motion to approve changes to the Bylaws

SGA Update: Section G; Youth Committee

From:

- The Youth Committee shall be a WDB Standing Committee comprised of a minimum of five (5) members appointed by the WDB.
 - Choosing to recommend competitively award grants or contracts to youth service providers to carry out some or all youth workforce investment activities;

To:

- The Youth Committee shall be a WDB Standing Committee comprised of a minimum of five (5) members (MCWDB members and non-members) appointed by the MCWDB Chair in consultation with the Executive Committee and BOS assigned staff.
 - Choosing to recommend for MCWDB approval to competitively award grants or contracts to youth service providers to carry out some or youth workforce investment activities;
- The term of each Youth Committee member shall coincide with the term of the MCWDB Chair or as determined at the discretion of the board chair
- The term of the Youth Committee chair shall coincide with the term of the MCWDB Chair or as determined at the discretion of the board chair.

Questions or Comments?



Motion Needed

- Motion to approve changes to the Shared Governance Agreement



AGREEMENT BETWEEN
MARICOPA COUNTY BOARD OF SUPERVISORS and
MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD

This shared governance and multi-function agreement is made by and between Maricopa County, a political body duly organized and existing under the laws of the state of Arizona and its Maricopa County Board of Supervisors (hereafter referred to as “BOS”), the Chief Elected Officials (CEOs) under the Workforce Innovation and Opportunity Act (WIOA), and the Maricopa County Workforce Development Board (hereafter referred to as “MCWDB”), the local workforce development board as designated by the Governor of Arizona, to articulate the relationship, roles, and responsibilities between the two entities as required by the federal Workforce Innovation and Opportunity Act (hereafter referred to as WIOA) of 2014 (Public Law No. 113-128). BOS and MCWDB are collectively referred to herein as the “Parties” and individually as “Party.”

RECITALS

Whereas, the Workforce Innovation and Opportunity Act (WIOA) was established to increase employment, education, and training for individuals with barriers, to support the alignment and improvement of the workforce development system, to improve the skills of workers to secure employment with family-sustaining wages and provide employers with a skilled workforce for global competitiveness, and to provide workforce activities through state and local workforce development systems; and

Whereas, Maricopa County is designated the local workforce development area by the Governor and is funded to administer WIOA in Maricopa County, outside of the City of Phoenix; and,

Whereas, the Maricopa County Board of Supervisors are the designated Chief Elected Officials by the State of Arizona; and,

Whereas, the Maricopa County Workforce Development Board is designated as the workforce development board for the Maricopa County Local Workforce Development Area; and,

Whereas, all Parties acknowledge that WIOA laws and regulations, Training and Employment Guidance Letters (TEGLs), Uniform Administrative Guidance, State Law and applicable policies, the Arizona Department of Economic Security WIOA contract, and County policies must be adhered to in their entirety; and,

Whereas, the WIOA emphasizes local control so the Local Workforce Area can tailor services for the unique needs of that Local Workforce Area; and,

Whereas, the WIOA requires that a shared governance and multi-function agreement be entered into to delineate the role and responsibilities of the BOS, MCWDB (and its staff), Fiscal Agent, and any entity performing multiple functions; and,

Whereas, it is the desire of both parties to have an agreement that provides a basis for cooperation and partnership which will lead to the success of the employment and training system (ARIZONA@WORK MARICOPA COUNTY) within the County and contribute to the overall economic prosperity of the region and its residents;

Therefore, in consideration of the recitals set forth above and incorporated by reference, the Parties agree as follows:

I. Purpose

The purpose of the Agreement is to define the roles and responsibilities of the BOS and MCWDB and establish the multi-function agreement between the BOS and MCWDB as required by the WIOA since the Maricopa County Human Services Department is performing more than one role.

II. Definitions

For the purposes of this agreement, the following terms shall have the meaning set forth below:

- A. Career Services Provider:** the provider of services as specified in WIOA to “Adults” and/or “Dislocated Workers.”
- B. Chief Elected Officials (“CEOs”):** the Board of Supervisors (BOS).
- C. Conflict of Interest:** a situation in which a person is in a position to derive personal benefit from actions or decisions made in their official capacity.
- D. Fiscal Agent:** the BOS, or designated entity, responsible to perform accounting and funds management for WIOA funds.
- E. Grant Recipient:** the BOS.
- F. Local Workforce Area:** Maricopa County as designated by the Governor.
- G. Local Workforce Development Board (“MCWDB”):** the Maricopa County Workforce Development Board as defined by 20 CFR 679.310.
- H. One Stop Delivery System:** the workforce development, educational, and other human resource services joined in a seamless customer-focused service delivery network that enhances access to the programs’ services and improves long-term employment outcomes for individuals receiving assistance.
- I. One Stop Operator (“OSO”):** the entity that coordinates the service delivery of required one-stop partners and service providers as specified in WIOA.
- J. Training and Employment Guidance Letter (“TEGL”):** the guidance letter issued by the US Department of Labor.
- K. Training Provider:** An entity with a demonstrated ability of training individuals to enter quality employment and that is included on the eligible training provider list.
- L. Vacancy Appointment:** a nominee selected to serve the remaining term of vacant position.
- M. Vacancy Date:** the date the BOS approves the resignation or termination of a MCWDB member.
- N. WIOA:** the Workforce Innovation and Opportunity Act of 2014, as amended.
- O. Youth Services Provider:** the provider of services to youth as specified in WIOA.

III. Effective Date, Term, and Termination

- A.** This Agreement shall be effective July 1, 2020 until June 30, 2023 unless terminated as provided herein.
- B.** The Agreement may be renegotiated or terminated by either Party with sixty (60) days’ notice in writing to the other party. Such notice shall be given by personal delivery or by Registered or Certified mail.
- C.** This Agreement is subject to the statutory language of A.R.S. § 38-511 which are incorporated herein by reference.

- D. If any action is taken by any State agency, federal department or any other agency or instrumentality to suspend, decrease or terminate its fiscal obligation under, or in connection with this Agreement, the Parties may amend, suspend, decrease or terminate its obligations under or in connection with this Agreement. In the event of termination, the Parties shall be liable for payment only for services rendered prior to the effective date of the termination, provided that such services performed are in accordance with the provisions of this Agreement. The Parties shall give written notice of the effective date of any suspension, amendment, or termination under this section at least ten (10) calendar days in advance.
- E. This Agreement may be terminated by mutual written agreement of the parties specifying the termination date therein.

IV. Amendments

- A. Proposed amendments or termination to this Agreement may be offered by either Party in writing within sixty (60) days, at a minimum, to the other Party, via official electronic communication and certified mail. Adoption of such proposals shall be approved and enforced through a signed document by both Parties.
- B. The Agreement may be amended if the governance structure changes, if the Bylaws are amended, or in the event the regulations or laws change.
- C. Any amendment or change to the Agreement must be maintained at the LMCWDB staff office and be available for monitoring by the state administrative entity.
- D. The entire Agreement of the Parties is contained herein, and this Agreement supersedes all prior agreements between the Parties relating to the subject matter thereof.

V. Notices of Election

A change of leadership of the MCWDB and the BOS does not constitute an amendment of this agreement, but Parties shall provide notification of leadership changes as follows:

- A. Notice of an election of a new MCWDB Chair, as evidenced within the minutes of the MCWDB meeting, shall be provided to the Maricopa County Clerk of the Board.
- B. Notice of an election of any new BOS and/or the BOS Chairman, as evidenced within the minutes of the BOS meeting, shall be published on the BOS website within 10 days after the first BOS meeting of each calendar year.

VI. BOS Roles and Responsibilities

A. Delegated Functions

1. Unless otherwise indicated as non-delegable, the BOS may fulfill its roles and responsibilities through staff and/or contracts. Any staff or contractors assigned to fulfill BOS responsibilities shall comply with the provisions of Section XIII. Internal Controls, Conflict of Interest, and Firewalls.
2. The BOS designates the Assistant County Manager to serve as MCWDB liaison to the BOS;
3. The BOS designates Maricopa County Human Service Department to serve as Fiscal Agent for the MCWDB and be responsible for the receipt and disbursement of WIOA funds in the Local Workforce Area. The specific roles and responsibilities of the Fiscal Agent are identified in Section IX.
 - a) HSD staff involved in Fiscal Agent function shall not be involved in policy or direct service provision activities of the Local MCWDB.
 - b) Any funding or costs shifted between the MCWDB budget and the

Service Provider budget(s) that results in an increased or decreased overall budget for either entity shall be presented to the MCWDB for review and authorization.

- c) BOS approval is required if the funds shift results in an increased budgeted amount for the MCWDB.
 - d) BOS approval is required if the funds shift results in a substantial decrease, as recognized by the MCWDB to the MCWDB budget.
4. To ensure proper separation of duties and functions, there shall be no commingling of budgets for the MCWDB staff, Fiscal Agent, and Service Provider (see Attachment A, Maricopa County Organizational Chart A, B, and C respectively). Each of these functions shall have a separate budget and personnel with separate functions and hierarchical reporting chains. Notwithstanding the foregoing, personnel shall be individually and collectively responsible for reporting compliance with WIOA and regulations, OMB circulars, and State and County policies and statutes.
5. The BOS delegates signatory capacity to the Chairman of the BOS.

B. Misuse of Funds

- 1. The BOS are liable in their official capacity for any misuse of grant funds as described in WIOA.

C. MCWDB Bylaws

- 1. Per CFR 679.310 (g), the BOS must establish bylaws consistent with federal law, regulations, and State policy.

D. MCWDB Membership

- 1. The BOS shall solicit nominations for the MCWDB. The final selection and appointment of MCWDB members shall be made by the BOS in accordance with WIOA and State and Federal requirements and consider recommendations pursuant to Section VII F (2) Composition: The MCWDB shall be composed of the following:
 - a) The MCWDB shall be comprised of private business sector and public sector members.
 - b) The Board membership shall be representative of the Local Workforce Area's geography and business demographics.
 - c) The BOS will seek to have a MCWDB membership which is diverse in gender and ethnicity.
 - d) An individual may serve as a representative of more than one membership category if the individual meets all the criteria for representative in accordance with WIOA.
 - e) At least 51% of members shall be representatives of business in the Local Workforce Area who:
 - (1) Are owners of businesses, chief executives or operating officers of businesses, or other individuals with optimum policymaking or hiring authority;
 - (2) Provide employment opportunities in in-demand industry sectors or occupations, and provide high-quality work- relevant training and development opportunities to its workforce or the workforce of others in the case of organizations representing business;
 - (3) Are appointed from among individuals nominated by local business organizations and business trade associations; and
 - (4) At least two (2) members must represent small business as

- defined by the U.S. Small Business Association.
- f) At least 20% of the members must be workforce representatives with optimum policymaking authority. These representatives:
- (1) Must include at least two (2) representatives of labor organizations, nominated by local labor federations or other representatives of employees;
 - (2) Must include at least one (1) representative of a joint labor-management, or union- affiliated, registered apprenticeship program within the Local Workforce Area who must be a training director or member of a labor organization;
 - (3) May include one or more representatives of community- based organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of individuals with barriers to employment, including organizations that serve veterans or support competitive, integrated employment for individuals with disabilities; and
 - (4) May also include one or more representatives of organizations that have demonstrated experience in addressing the employment, training, or education needs of eligible youth, including representatives or organizations that serve out-of-school youth.
- g) The balance of the Board membership shall include the mandatory category of individuals with optimum policymaking authority, as follows:
- (1) At least one (1) eligible provider administering adult education and literacy activities under WIOA Title II, selected from among the providers serving in the Local Workforce Area;
 - (2) At least one (1) representative from an institution of higher education providing workforce development activities, including community colleges;
 - (3) At least one (1) representative from economic and community development entities;
 - (4) At least one (1) representative from the state Employment Service office under the Wagner-Peyser Act;
 - (5) At least one (1) representative from the programs carried out under Title I of the Rehabilitation Act of 1973, other than sec. 112 or Part C of that title (i.e., the State Vocational Rehabilitation Program or the state agency responsible for the State Vocational Rehabilitation Program); and
- h) Members may also include a non-mandatory category of additional Local Workforce Area representatives appointed by the BOS from:
- (1) Entities administering education and training activities who represent local educational agencies or community-based organizations with demonstrated expertise in addressing the education or training needs for individuals with barriers to employment;
 - (2) Governmental and economic and community development entities who represent transportation, housing, and public assistance programs;
 - (3) Local Workforce Area philanthropic organizations; and,

- (4) Other appropriate individuals based on the WIOA law and regulations as determined by the BOS.
2. Nomination: Consistent with WIOA, the BOS adopts the following nomination criteria:
- a) All nominations submitted the BOS for consideration must be submitted in writing and include sufficient supporting documentation to demonstrate the qualifications of the nominee.
 - b) Nominees who are intended to serve as representatives of business in the Local Workforce Area must be appointed from among individuals nominated by business organizations and business trade associations.
 - (1) The CEO or designee of the nominating organization must sign the nomination letter submitted to the BOS.
 - (2) The nomination letter must acknowledge the nominee's optimum policy-making authority and include documentation of the candidate's curriculum vitae, resume, or work history.
 - c) Nominees who are intended to serve as representatives of labor must be appointed from among individuals nominated by local labor federations.
 - d) For the mandatory categories, nominees may be appointed from among individuals nominated by a senior executive from the agency or institution of employment or affiliation.
 - e) For the mandatory category of adult education and literacy, a solicitation of nominations will be based on a solicitation of Local Workforce Area providers of adult education and literacy activities under WIOA Title II.
 - f) For the mandatory category of higher education institutions, a solicitation of nominations will be based on a solicitation of institutions of higher education providing workforce development activities.
 - g) For the non-mandatory categories, a solicitation of nominations will be based on a:
 - (1) Solicitation of community-based organizations (CBOs). Representative nominations from local CBOs must be qualified by being workforce-centered and having demonstrated positive performance for at least three to five years in the community.
 - (2) Solicitation of nominations from other optional representatives with a workforce mission/focus must hold promise for beneficial partnerships.
 - h) Nominees shall meet the qualifications of the membership category for which they are applying. Nominees shall confirm their qualifications for the membership category for which they are applying in writing. Nominating organizations shall confirm the same.
 - i) Members shall notify the MCWDB and the Clerk of the Board if they no longer meet the qualification criteria required by WIOA for their position on the MCWDB.
 - j) All vacancies shall be publicly noticed on the Maricopa County website.
3. Appointments.
- a) The BOS shall appoint each member of the MCWDB by majority vote.
 - b) Reappointments will follow the same nomination process as outlined

- in this agreement and will be made within 120 days of the term expiration.
- c) Notification of appointments will be evidenced within the minutes of the BOS meetings.
4. Terms of Office of BOS Appointees.
- a) Members appointed to the MCWDB shall serve three-year terms, except vacancy appointees who shall serve the remaining term of their predecessor. Upon expiration of his or her term, any MCWDB Member may continue to serve until the BOS takes action.
- b) Appointments will be staggered to the extent possible to have only one-third (1/3) of the membership expire in a given year.
5. Resignations
- a) Resignation by MCWDB members shall be submitted in writing to the MCWDB Chair and the Clerk of the Board. A member's resignation is effective only when accepted by the BOS.
6. Terminations
- a) BOS may remove a member for the following reasons:
- (1) Failure to attend MCWDB meetings, as follows:
 - More than three consecutive absences from regularly scheduled meetings by any member during any 12-month program period (July 1 – June 30) shall result in the removal of the member from the MCWDB.
 - Any four absences from regularly scheduled meetings during a twelve-month period by any member during any 12-month program period (July 1 – June 30) shall result in the removal of the member from the MCWDB.
 - Within seven (7) days of notification of attendance policies violation a member may provide a written explanation to the MCWDB Chair on the reason for the absences.
 - Exceptions to attendance policies may be made by the MCWDB Chair due to special circumstances and shall be documented.
 - (2) Violation of Conflicts of Interest and Ethics imposed by WIOA, A.R.S. §38-501 *et seq.*, and Maricopa County Internal Policy HR2421.
 - (3) Failure to meet MCWDB member representation requirements as defined in WIOA.
 - (4) Documented malfeasance, fraud or abuse.
 - (5) Knowingly and intentionally acting in a manner that prohibits compliance with Federal law, State policy, or requirements set forth by the Workforce Arizona Council (WAC) or Department of Economic Security (DES). Examples include but are not limited to failing to meet deadlines and failing to provide requested information.
- b) "Just cause" for removal is established based on documented evidence of failure to meet the expectations outlined in Section VI.C.6.a. including but not limited to: attendance records, conflicts of interest, or actions inhibiting compliance with Federal law, State policy, or requirements of the WAC or DES.
- c) Removal of a MCWDB member shall require a formal vote of the BOS.
7. Vacancies
- a) MCWDB vacancies shall be filled within 120 days of the vacancy date

by the BOS.

- b) If a vacancy occurs by other than an expiration of term, the vacancy shall be filled by appointment by the BOS for the unexpired portion of the term.
 - c) In the event a vacancy cannot be filled within 120 days, Assistant County Manager, or delegate, shall request a waiver in writing to the Director of the State Workforce Development Board with an explanation of why a vacancy was not filled in the 120-day timeframe and a description of the process underway to fill the vacancy. The Assistant County Manager or his/her delegate must maintain written approval of the waiver request by the Director of the State Workforce Development Board for State monitoring purposes.
 - d) Positions will be filled in compliance with WIOA.
 - e) Nominees for a vacancy shall meet the criteria needed to fulfill the Board composition requirements of WIOA.
8. Compensation
- a) Members of the MCWDB shall serve without compensation except for any pre-authorized travel expenses incurred in connection with their duties, including transportation, meals, and lodging; in accordance with WIOA and all applicable Maricopa County policies and regulations.
 - b) The BOS through the Fiscal Agent is authorized to reimburse those expenses identified in (A) post-travel to the extent such expenses are allowable and reimbursable under WIOA, Uniform Guidance, and all applicable County policies and regulations.

VII. MCWDB Roles and Responsibilities

- A.** Unless otherwise indicated as non-delegable, the MCWDB may fulfill its roles and responsibilities through staff and/or contracts. Any staff or contractors assigned to fulfill MCWDB responsibilities shall comply with the provisions of Section XIII. Internal Controls, Conflict of Interest, and Firewalls.
- B.** MCWDB serves as a strategic convener to promote and broker effective relationships with the County and the Maricopa County workforce system. The MCWDB shall maintain strategic and strong relationships with business organizations, chambers of commerce, labor and trade associations, education providers, and others as needed or required.
- C.** MCWDB provides strategic and operational oversight for the workforce system as follows:
 - 1. Provide ongoing reviews of services available, access to services, service delivery, cost of services, and system and program administration;
 - 2. Seek to avoid duplication with other system and program monitoring;
 - 3. Review current plans and proposals for service delivery;
 - 4. Develop detailed actions and timeframes in coordination with the necessary workforce system partners; and
 - 5. Provide the BOS with system and program oversight updates in a quarterly report.
- D.** The following MCWDB required roles and responsibilities shall be completed in a

timely manner by MCWDB members or at the direction of the MCWDB through staff, consultants, and/or allowable, designated entities. MCWDB shall consult with County concerning all responsibilities delegated to staff consistent with the requirements set forth in Section XI.

1. **Workforce Research and Regional Labor Market Analysis**

The MCWDB will conduct analyses of the labor market and workforce system and integrate the findings into the Local Plan. The MCWDB will coordinate with key stakeholders, contracted staff (as needed), and other parties in order to present a well-rounded representation of the economic conditions in the Maricopa County LWDA.

2. **Convening, Brokering, and Leveraging**

The MCWDB will convene local workforce development system stakeholders to develop the local plan. The MCWDB, will plan, coordinate and schedule all necessary meetings to execute the objectives of local plan.

3. **Employer Engagement**

Lead efforts to engage with a diverse range of employers, entities in the region, and economic development entities to promote business representation on the MCWDB and develop effective linkages with employers to support employer utilization of the Maricopa County workforce system to ensure the workforce investment activities meet the needs of employers, and support economic growth in the region. The MCWDB shall coordinate with BOS economic development strategies and workforce priorities that align with WIOA.

4. **Career Pathways**

Collaborate with secondary and postsecondary education program representatives leading the efforts in the local workforce development area to develop and implement career pathways by aligning occupational training in the targeted occupations and in-demand industries.

5. **Proven and Promising Practices**

Identify, promote, and disseminate proven and promising strategies, initiatives, and practices for meeting the needs of all job seekers and employers. Specific attention will be given to system performance, service delivery benchmarking, and program design/evaluation to identify strengths and opportunities for continuous process improvement.

6. **Technology**

Develop strategies, including coordination with the County and all workforce system partners, for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, workers, job seekers, and specifically those with barriers to employment. The MCWDB will address these issues from a strategic level and task the One Stop Operator with identifying referral tools and strategies between core partners.

7. **Coordination of Education Providers**

Coordinate activities with education and training providers, including those on the State-approved Eligible Training Provider List (ETPL) and all WIOA Title II service providers, to align education and training with MCWDB selected sectors to support career pathways.

8. **Accessibility for Individuals with Disabilities**

The MCWDB, through the One Stop Operator, will annually assess the physical and programmatic accessibility of all one-stop centers in the Local Workforce Area in accordance with the Americans with Disability Act of 1990.

9. **Certification of One-Stop Centers**

The MCWDB certifies all ARIZONA@WORK Maricopa County comprehensive and affiliate job centers every three (3) years in accordance with 20 CFR 678.800 and the WAC State Workforce Policy #6 Certification of the ARIZONA@WORK Job Centers.

E. Communication with the Public

1. All meetings of the MCWDB, including its committees and workgroups shall be conducted in compliance with Open Meeting Law (Arizona Revised Statutes 38-431 et seq.). Meetings shall be open, and it shall be a stated policy that interested citizens or groups will be heard on workforce development matters.
2. The MCWDB shall meet not less than six times per year.
3. Within three (3) business days of any MCWDB meeting, including its committees and workgroups, the MCWDB staff shall make available the meeting minutes on the MCWDB website.
4. On behalf of the MCWDB, the MCWDB staff shall make available to the public on the MCWDB website information regarding the activities of the MCWDB, including but not limited to:
 - a) Local Plan, including any modifications;
 - b) List and affiliation of MCWDB members; and
 - c) MCWDB Bylaws.

F. Board membership

1. The MCWDB may solicit and refer candidates to apply for MCWDB membership.
 - a) The MCWDB Chair may recommend removal of a member for any of the reasons cited in Section VI.D.6.

G. Youth Committee

1. The Youth Committee shall be a MCWDB Standing Committee comprised of a minimum of five (5) members (MCMCWDB members and non-members) appointed by the MCMCWDB Chair in consultation with the Executive Committee and BOS assigned staff. MCWDB
2. Responsibilities of the Youth Committee may include, but not be limited to the following:
 - a. Identify eligible providers of youth workforce development activities by:
 - i. Exercising the option described in CFR 681.400 to have the grant recipient provide directly some or all of the youth workforce investment activities; and/or
 - ii. Choosing to recommend for MCMCWDB approval to competitively award grants or contracts to youth service providers to carry out some or all youth workforce investment activities;
 - b. Inform, assist, and make recommendations to the Executive Committee and the full MCMCWDB in developing and overseeing a comprehensive youth program, including disconnected youth;
 - c. Foster integration and collaboration of youth activities in the local workforce development area;
 - d. Recommend system enhancements to ensure a broad range of services and opportunities for youth, including disconnected youth;

- e. Recommend ways to leverage resources and coordinate services among schools, public programs, and community-based organizations serving youth; and
 - f. Provide leadership and support for continuous quality improvement efforts for youth services programs.
3. The term of each Youth Committee member shall coincide with the term of the MCMCWDB Chair or as determined at the discretion of the board chair
 4. The term of the Youth Committee chair shall coincide with the term of the MCMCWDB Chair or as determined at the discretion of the board chair.
- H. Officers**
1. The MCWDB members select the MCWDB Chair and other officers, as described in the Bylaws.
- I. Career Services**
1. MCWDB selects the Career Services Provider. The expectations and terms of the service provider shall be documented in a contract approved by the MCWDB and BOS. Additional guidance on service provider selection can be found in Section VIII.
- J. Operational Budget**
1. The MCWDB shall have the operational budget for Adult, Dislocated Worker, and Youth Services presented to them for review and approval annually.
 2. The MCWDB may have the fiscal agent present the annual budget.
 3. The operational budget shall be approved no later August 15th.
 4. The annual approved budget must allocate all available WIOA funds for the fiscal year.
- K.** The MCWDB shall provide MCWDB member orientation.

VIII. Shared Roles and Responsibilities

- A. MCWDB Budget** The Parties share the responsibility for the MCWDB Budget as follows:
1. Development and Submission
 - a) MCWDB and their designated staff shall develop an annual line-item administrative budget and budget justification for the purpose of carrying out the duties as referenced in this agreement.
 - (1) The budgeting period must be aligned with the County fiscal year, which runs from July 1 through June 30.
 - (2) The budget must be in accordance with all County policies and guidelines, WIOA, and Uniform guidance.
 - (3) MCWDB shall submit the annual line-item budget and budget justification to the Assistant County Manager by December 1 of each year.
 - (4) The administrative budget will be included in the overall WIOA budget that the fiscal agent submits to the BOS in order to establish an overall spending cap for the upcoming fiscal year.
 - b) The MCWDB shall review and approve the operational budget for Adult, Dislocated Worker, and Youth Services by major program by June 30th of each year for the budget year beginning July 1st.
 - (1) The total WIOA budget (operational and administrative) may not

exceed the spending cap approved by the BOS.

- (2) This presentation may be done by the service provider(s) and/or fiscal agent, at the discretion of the MCWDB.

c) Budget Review and Approval

- (1) The Fiscal Agent shall review the MCWDB budget to ensure it is in accordance with all County policies and guidelines, WIOA, and Uniform Administrative Guidance.
- (2) The Fiscal Agent shall provide the budget review to the Assistant County Manager and the MCWDB Executive Director.
- (3) The Fiscal Agent shall submit the budget to the Maricopa County Office of Management and Budget, on behalf of the BOS.
- (4) The BOS in its discretion, shall review and approve the Budget in accordance with County policy.

d) On-going monitoring

- (1) On behalf of the BOS, the Assistant County Manager shall:
 - Monitor the MCWDB budget expenditures;
 - Notify the MCWDB Executive Director and the MCWDB Chair on expenditure and audit issues;
 - Provide updates to the BOS as requested.

B. WIOA Funds

1. BOS and MCWDB shall, to the best of their abilities, ensure all funds are expended prior to expiration with the assistance of the Fiscal Agent.

C. Local Plan

1. MCWDB and their staff shall develop the local plan for the Local Workforce Area every four years.
2. The Local Plan shall be consistent with:
 - a) WIOA Section 108;
 - b) State Unified Plan; and
 - c) BOS strategic priorities, including (but not limited to) economic development, regionalism, and priority populations.
3. On behalf of the BOS, the Assistant County Manager shall provide local plan feedback to the MCWDB Executive Director.
4. MCWDB shall vote and approve the local plan prior to the final submittal to the BOS.
5. The BOS shall review and approval the plan during a BOS meeting.
6. MCWDB shall submit the finalized local plan to the State only after receiving BOS approval.
7. The MCWDB shall follow the prescribed process in this section for all substantive (non-technical) local plan amendments.

D. Regional Plan

1. All Parties may collaborate with other Local Workforce Areas, as necessary. In the event the Local Workforce Development Area is designated to be a planning region that includes other Local Workforce Areas, the Parties shall follow the same process as for the development and approval of the local plan.

E. Selection of Operators and Providers

1. While it is the responsibility of the MCWDB to select a One Stop Operator and providers, as discussed in the following sections, it is the responsibility of the

BOS to execute contracts with selected entities/vendors. As such, selection of operators and providers is considered a shared function.

2. One Stop Operator(s)
 - a) Selection
 - (1) The MCWDB with the assistance of their staff shall determine the scope of work for the OSO.
 - (2) The MCWDB shall competitively procure the One Stop Operator with the Maricopa County Office of Procurement Services and in compliance with County procurement policies.
 - (3) The designation of an OSO must be approved by a majority vote of the MCWDB or designated committee or workgroup.
 - (4) Once approved, the contract shall be forwarded to the BOS. The OSO contract shall be effective only when approved by the BOS.
3. **Provider(s)**
 - a) Occupational Skills Training: The MCWDB shall encourage sufficient number and types of eligible training service providers who are consistent with the criteria established by the Governor and WIOA.
 - b) Career Services: The MCWDB shall determine the selection criteria for the provider of Career Services, as specified in WIOA to "Adults" and Dislocated Workers."
 - (1) The MCWDB selects the Human Services Department Workforce Development Division as the Career Services Provider.
 - c) Provider contracts may be competitively awarded for any WIOA services; if provider contracts are competitively awarded, they shall be publicly noticed and procured through the Maricopa County Office of Procurement Services.
 - d) Youth Services: Pursuant to CFR 681.400(b), the MCWDB elects to have the grant recipient provide youth services through its Human Services Department.
 - (1) The MCWDB retains the right to instead provide youth services via competitively procured grants or contracts (CFR 681.400(b)).

F. Performance Measures

1. Negotiation and Approval of Performance Accountability Measures
 - a) The MCWDB and their staff shall obtain proposed performance accountability measures from the State.
 - b) Service providers shall propose performance accountability measures to the MCWDB for consideration.
 - c) The MCWDB shall determine the acceptable performance accountability measures for the Local Workforce Area with the Core Partners and service providers.
 - d) The performance accountability measures must be approved by a majority of the MCWDB. Once passed, the finalized performance accountability measures shall be submitted to the State by the required due date.
2. The MCWDB shall focus on required performance measures with outcomes and impacts. The MCWDB shall review current performance measures and reports, identify additional priority and subordinate performance measures to be collected, and work with any organization or entity required to report

performance measures to determine reporting timeframes.

G. Local Board Policy

1. MCWDB shall create local board policies to provide strategic workforce direction and guidance in the Local Workforce Area in alignment with BOS priorities.
2. MCWDB, in coordination with Core Partners and service providers, shall review proposed policies, develop new major policies, and approve major policies that affect the priorities for service, service target levels and limitations, allocation of resources.
3. MCWDB shall create policies that are aligned with serving the WIOA priority populations and those with barriers to employment.
4. Policies must be approved by a majority of MCWDB members.
5. MCWDB staff shall keep written record of all approved MCWDB policies and ensure distribution to all Parties affected.
6. MCWDB shall provide approved policies to the BOS in the quarterly report.

I. Core Partner Agreement

1. MCWDB and their staff shall develop the Core Partner Agreement for the Local Workforce Area.
2. The Core Partner Agreement shall be consistent with WIOA, regulations, State and County policies.
3. The Assistant County Manager shall provide Core Partner Agreement feedback to the MCWDB Executive Director.
4. The Core Partner Agreement shall be reviewed by the Maricopa County Attorney's Office.
5. The Core Partner Agreement must be approved by a majority of the MCWDB.
6. Once approved, the request shall be forwarded to the BOS for approval. The Core Partner Agreement is effective only when approved by the BOS and the other Core Partners.
7. For all amendments to the fully executed Core Partner Agreement, the MCWDB shall follow the prescribed process in such Agreement.

J. Memorandum of Understanding and Infrastructure Funding for the One Stop Delivery System

1. The MCWDB, its staff and/or other allowable designated entity, shall develop the Memorandum of Understanding for the One Stop Delivery System (MOU) and its accompanying Infrastructure Funding Agreement (IFA) not less than every three years in partnership with the BOS and other One Stop delivery partners.
2. The MOU and IFA are created through a discussion, negotiation, and agreement.
 - a. The MOU shall include the items listed in 678.500 (b) 1-6, including description of services through the one-stop delivery system, agreement of costs, referral methods, and access to services for adults, youth, those with barriers to employments, and individuals with disabilities.
 - b. The IFA shall include such costs in accordance with 678.700.
 - i. The IFA shall be reviewed and reconciled at least once annually with the information financial information provided by the Fiscal Agent and/or One Stop partners.
 - c. The MOU and IFA draft shall be shared with the BOS Liaison for review and comment.

- d. The MOU shall provide a process by which periodic amendments and adjustments may be made.
3. MCWDB shall vote and approve the MOU and IFA, and its amendments, prior to the final submittal to the One Stop Partners for signature.
4. The BOS shall review and approve the final MOU and IFA, and its amendments.

K. Communication of Parties

1. The MCWDB and its staff shall prepare quarterly progress reports, which shall include, but are not limited to summaries of progress on goals, actions on each of the required roles, policies approved by the MCWDB and anticipated activities of MCWDB for the next quarter.
 - a) The MCWDB Executive Director shall submit the quarterly reports for BOS review 45 days following the end of a quarter.
2. The MCWDB and its staff shall prepare and submit an annual report to the BOS for review and approval on or before October 1 of each calendar year.
3. At least annually, the MCWDB Chair, MCWDB Executive Director, and the Assistant County Manager, shall provide briefings to the BOS regarding performance accountability measures, program oversight, MCWDB policy, strategic direction, and other areas, as deemed necessary.
4. The MCWDB Chair and the Assistant County Manager shall work together to identify new potential applicants to the MCWDB with skillsets that compliment current Board members.

L. Amendments to the LMCWDB Bylaws

1. Amendments to the MCWDB Bylaws may be necessary from time to time. Any proposed changes to the Bylaws must:
 - i. Be submitted to the Maricopa County Attorney for legal review;
 - ii. Approved by the MCWDB;
 - iii. Receive final approval by the BOS.
2. Each time the Bylaws are amended, a copy of the updated Bylaws will be distributed to all MCWDB members, the BOS, County Attorney, and will be posted on the ARIZONA@WORK MARICOPA COUNTY website.

IX. WIOA Fiscal Agent

- A.** The WIOA Fiscal Agent shall perform accounting and funds management for WIOA funding received.
- B.** The Fiscal Agent shall exchange information with the MCWDB and BOS, as necessary.
- C.** The Fiscal Agent shall provide the following financial services:
 1. Receive and disburse WIOA funds, which includes first-in, first-out accounting methods;
 2. Ensure sustained fiscal integrity and accountability for expenditure of funds in accordance with Office of Management and Budget (OMB) circulars, WIOA and corresponding federal regulations, and County and State policies;
 3. Comply with State and Federal requirements and timelines as defined by DES;
 4. Be subject to an annual audit by the Auditor of State as well as periodic monitoring by DES;
 5. Cooperate in any audit procedure, respond to financial audit findings, and provide corrective action plans when necessary;

6. Maintain proper accounting records and adequate documentation;
 7. Prepare financial reports;
 8. Conduct financial monitoring of the fiscal activities of sub recipients, contractors, and service providers;
 9. Provide technical assistance to sub recipients regarding fiscal issues;
 10. Review, recommend, and monitor the WIOA budget and its funds, including both administrative and programmatic funds;
 11. Recommend the transfer of funds between Dislocated Worker and Adult programs, and provide this to the MCWDB Chair for signature;
 12. Track and monitor the MCWDB receipts and expenditures in a separate Unit code;
 13. Track and monitor WIOA Title I service provider receipts and expenditures in a separate Unit Code;
 - a) Career Services and Youth Services shall be tracked separately by Program Code.
 14. Procure contacts or obtain written agreements on behalf of the MCWDB
 - a) Except for the One Stop Operator; and
 15. Appoint personnel to carry out the duties outlined above who will not be permitted to engage in policy or service delivery issues or Service Provider activities.
- D.** The Fiscal Agent shall perform the following budgetary functions on behalf of the MCWDB:
1. Under the guidance of the MCWDB, develop an annual budget by major program service type (Adult, Dislocated Worker, Youth, Rapid Response, and other types that may be identified by the MCWDB) that supports the strategic direction of the MCWDB.
 2. Present to the MCWDB when major program service type budgets increase, decrease, or it is deemed appropriate to move budgeted monies between major program service types.
 3. Reconcile the IFA costs at least annually.
- E.** The fiscal agent is subject to the internal control measures and firewall requirements described in Section XIII.
- X. WIOA Career Services**
- A.** Those providing career services shall provide services in accordance with WIOA.
1. The Career Service provider shall implement MCWDB policies and provide quarterly reports to the MCWDB on program service delivery, performance accountability, and continuous improvement.
 2. Service providers shall propose the following for review, consideration, and approval of the MCWDB:
 - a) Priority populations;
 - b) Service targets;
 - c) Budget utilization;
 - d) Performance measures.
 3. The person(s) responsible to carry out the duties of service provider will not be permitted to be appointed to complete the activities of the WIOA Fiscal Agent.
 4. Provider of Services shall follow OMB Uniform guidance, County, State regulation, policy, law for procurement of required goods and services.

XI. MCWDB Staff

- A.** Title 20 CFR 679.400 describes the MCWDB's authority to hire staff and the appropriate roles for the MCWDB staff as outlined in WIOA Section 107(f).
1. Full costs for staff must be included in MCWDB Board budget submitted to and approved by the BOS.
 2. Maricopa County shall be the employer of record for the MCWDB staff.
 3. MCWDB staff shall be subject to the County's policies, procedures, and processes, including personnel policies and organizational oversight.
 4. The MCWDB Board delegates personnel management responsibilities of the MCWDB staff to the assigned assistant county manager, and the assigned assistant county manager will consult with the MCWDB Chair on personnel matters, as necessary. See attached Organizational Chart for reporting relationship information.
 5. MCWDB staff shall be subject to Maricopa County's policies, procedures and processes regarding personnel, including but not limited to the confidentiality of personnel information.
 6. MCWDB staff shall not provide core, intensive, and training services or participate in the operation of the One-Stop centers, including the management of personnel providing these services.
 7. MCWDB staff are subject to the internal control measures and firewall requirements described in Section XIII.

XII. Conflict resolution

- A.** Except as may otherwise be provided for by law, or otherwise specifically agreed upon to by the parties, any dispute not involving the question of law that is not resolved between the parties within a reasonable time shall be submitted to the following Maricopa County's dispute process:
1. Disputes must be filed with the Maricopa County Ombudsman.
 2. The Ombudsman shall respond in writing to the dispute within fourteen (14) days.
 3. The parties may abide by the decision. If the conflict is not resolved, the Party shall submit in writing to the Ombudsman and the other Party within seven (7) days that a resolution has not been reached.
 4. If either party determines it must pursue formal mediation related to this agreement, either party may choose to contract with external mediation services. Contracted services would be at the contracting party's expense and would require following the usual processes for procurement and budget approval.
- B.** If the conflict is not resolved, it will be resolved as directed by the Governor's Office.

XIII. Internal Controls, Conflict of Interest, and Firewalls

- A.** MCWDB members, County employees, service providers, training providers, One-Stop Operator, and other workforce system stakeholders will report any official conflict of interest to the Assistant County Manager.
- B.** In addition to the reporting requirements contained in County Policy HR2416 concerning "Avoidance of Conflicts of Interests" MCWDB staff shall also notify the MCWDB Chair concerning any alleged conflict of interest.
- C.** MCWDB members, staff, or vendors may not be involved in official votes, the hiring of staff, or the procurement of services in which they have a personal financial interest.
- D.** Physical and electronic access will be limited to only the functions and responsibilities assigned to a specific WIOA role.
- E.** Only staff performing Fiscal Agent duties may have access to the County's financial system(s) of record with regard to the funds overseen by the MCWDB.
- F.** Service provider, Fiscal Agent, and MCWDB Staff shall not:
 - 1. Have involvement in one another's hiring, promotional, termination, discipline, or performance management matters;
 - 2. Have involvement in one another's vendor selections, unless pre-approved by the MCWDB and BOS Liaison.
 - 3. Share information that is not considered a public record or seek approval from the MCWDB and BOS Liaison prior to sharing non-public records; or
 - 4. Have input into one another's standard operating procedures or internal policies.
- G.** No entity or person involved with the issuance of a solicitation may compete or submit a proposal under the procurement action. This prohibition includes but is not limited to development of requirements, drafting the solicitation document, evaluating proposals/bids, or selection of vendors.
- H.** No division and/or unit within the County may simultaneously provide services and oversee or monitor the provision of those services.
- I.** All entities involved in MCWDB activities and functions, including but not limited to County employees, contracted vendors, and MCWDB members, are subject to performance and financial audits performed by the Maricopa County Internal Audit Department, an independent agency reporting directly to the Board of Supervisors. Entities shall comply fully with all audit requests and participate in the resolution of audit findings.
- J.** The assistant county manager, as the executive manager over multiple roles, is expected to be aware of the potential competing interests of the MCWDB, One-Stop Operator, providers, fiscal agent, and other stakeholders.
 - 1. The assistant county manager shall refrain from intervening in the performance of duties assigned to the MCWDB staff by the MCWDB, if said duties are legally allowed, supported by the approved budget, and not prohibited by County policy;
 - 2. The assistant county manager shall:
 - a) Encourage the open exchange of information and data between all entities, as allowed by law and County policy, in order to inform decisions of the MCWDB and BOS;
 - b) Be mindful of the internal controls and firewalls outlined in this Section and make every effort to ensure they are not breached.

XIV. Sunshine Provision

- A. The MCWDB shall make available to the public, on a regular basis through electronic means and open meetings, information regarding the activities of the MCWDB, including information regarding the local plan prior to the submission of the plan, and regarding membership, the designation and certification of one-stop operators, and the award of grants or contracts to eligible providers of youth workforce investment activities, and, on request, minutes of formal meetings of the MCWDB.

XV. Agreement and Bylaws

- A. To the extent there is a conflict between this Agreement and the Bylaws of the MCWDB, this Agreement controls.

XVI. Notices

- A. Notifications and communications concerning this Agreement shall be directed to the following:

Maricopa County Assistant County Manager
301 W. Jefferson 10th Floor
Phoenix AZ 85003

Maricopa County Workforce Development Board Executive Director
301 W. Jefferson 9th Floor
Phoenix AZ 85003

Maricopa County Clerk of the Board of Supervisors
301 W. Jefferson 10th Floor
Phoenix AZ 85003

XVII. Conflict Waiver

The Parties to this Agreement acknowledge that they are aware that the Civil Services Division of the Maricopa County Attorney's Office (Civil Division) may be chosen as the attorney for all the Parties. The Parties acknowledge that they are aware of a potential conflict of interest, and waive any claim of conflict of interest, which may arise by virtue of Civil Division's representation of another Party to this Agreement.

(Remainder intentionally left blank: Signatures to follow)

IN WITNESS THEREOF, the Parties have signed this Agreement:

Approved By:
MARICOPA COUNTY
WORKFORCE DEVELOPMENT BOARD

Approved By:
MARICOPA COUNTY

Authorized Signature

Bill Gates, Chairman, Board of
Supervisors

Date

Date


Attested to:

Juanita Garza, Clerk, Board of Supervisors

Date

IN ACCORDANCE WITH A.R.S. § 11-952, THIS AGREEMENT HAS BEEN REVIEWED BY THE UNDERSIGNED DEPUTY COUNTY ATTORNEY, AND, IN ACCORDANCE WITH A.R.S. § 11-952, AND HAS DETERMINED THAT THIS AGREEMENT IS PROPER IN FORM AND WITHIN THE POWER AND AUTHORITY GRANTED UNDER THE LAWS OF THE STATE OF ARIZONA.

APPROVED AS TO FORM:

 6-08-2022

Deputy County Attorney Date



Consent Agenda.

MCWDB Bylaws

MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD BYLAWS

ARTICLE I. NAME AND LEGAL AUTHORITY

Section 1. Name

- A. The name of this organization shall be the Maricopa County Workforce Development Board (MCWDB).

Section 2. Establishment

- A. The MCWDB is established and receives its authority in accordance with the Workforce Innovation and Opportunity Act (WIOA), which was signed into law on July 22, 2014 as [Public Law 113-128](#) and replaces and supersedes the Workforce Investment Act of (WIA) of 1998.

Section 3. Legal Authority

- A. The MCWDB shall act as the Workforce Development Board ("WDB") for the Maricopa County Local Workforce Development Area. In execution of its business, the MCWDB must comply with the Workforce Innovation and Opportunity Act (hereinafter referred to as "WIOA"), and its regulations, applicable Federal and State Laws, rules and regulations, and State policies and procedures. The MCWDB and its committees derive their authority from Section 107 of the WIOA. The Maricopa County Board of Supervisors (BOS) shares governance responsibilities with the MCWDB and is responsible for all WIOA funds. As such, the MCWDB must follow all County policies and procedures with regard to making payments, entering into contracts, hiring staff, and any other action that obligates funding.

ARTICLE II. AREA SERVED

Pursuant to the State of Arizona designation and in compliance with WIOA, the area to be served by the MCWDB shall be Maricopa County excluding the City of Phoenix. This area shall be known as the Maricopa County Local Workforce Development Area. MCWDB may also provide services in cooperation and coordination with other local workforce areas in the region and the State of Arizona.

ARTICLE III. PURPOSE, VISION, AND VALUES

Section 1. Purpose

The MCWDB shall work collaboratively with the BOS as the Chief Local Elected Officials in strategic planning, oversight, and evaluation of the local workforce development area, and shall promote effective outcomes consistent with statewide goals, objectives, and negotiated local performance.

The BOS shall establish the MCWDB to represent a wide variety of individuals, businesses, and organizations throughout the local area. The MCWDB serves as a strategic convener to promote and broker effective relationships between the County and economic, education, and workforce partners.

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The MCWDB shall maintain strategic and strong relationships with business organizations, chambers of commerce, labor and trade associations, education providers, and others as needed or required.

Section 2. Vision

The MCWDB is a best-in-class workforce system that connects jobseekers to career opportunities and employers to skilled talent, stimulating economic prosperity and enhancing quality of life for all.

Section 3. Values

The MCWDB's values are as follows:

- A. Customer-centric service
- B. Public trust and accountability
- C. Data-driven and performance-based
- D. Responsive to a changing environment

ARTICLE IV. COMPLIANCE, ROLE, AND

METHODSSection 1. Compliance and Role

MCWDB shall be operated in accordance with applicable Federal, State, and local laws and regulations including without limitation: a.) WIOA and related regulations, including any future amendments and guidance which may be issued; and b.) official policies and directives of the Arizona Department of Economic Security and the Workforce Arizona Council.

In cooperation with County staff identified by the BOS and subject to the approval of the BOS, MCWDB shall be responsible to ensure the completion of the following:

- A. **Local Plan:** Develop and submit a local workforce development area plan to the Governor of Arizona;
- B. **Regional Plan:** Collaborate with the other local boards and chief elected officials, or their delegates, from the other local areas in the preparation and submission of a regional plan, if the local area becomes a part of a planning region with other local areas;
- C. **Workforce Research and Regional Labor Market Analysis:** Conduct research, specified regional market labor analysis, and periodic economic and workforce analyses as a part of the local planning process and to assist the Governor in developing the statewide workforce and labor market information system;
- D. **Convening, Brokering, and Leveraging:** Convene the local workforce development system stakeholders to assist in the development of the local area plan, and identify non-federal expertise and resources to leverage support for workforce activities;
- E. **Employer Engagement:** Lead efforts to engage with a diverse range of employers, entities in the region, and economic development entities, including coordination with BOS economic development strategies, in order to promote the participation of local area and regional private

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sector employers, develop effective linkages with employers, support employer utilization of the Maricopa County workforce system, ensure the workforce investment activities meet the needs of employers, and support economic growth in the region;

- F. **Career Pathways Development:** Collaborate with secondary and postsecondary education program representatives leading the efforts in the local workforce development area to develop and implement career pathways;
- G. **Proven and Promising Practices:** Identify, promote, and disseminate proven and promising strategies, initiatives, and practices for meeting the needs of job seekers and employers;
- H. **Technology:** Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, workers, job seekers, and those with barriers to employment; Facilitating connections among the case management information systems of the one-stop partner programs to support a comprehensive workforce development system in the local area and for those with remote access, and improve digital literacy skills while leveraging resources and capacity within the system;
- I. **Program Oversight:** Conduct program oversight for: local WIOA youth, adult, and dislocated workforce development program activities; the local service delivery system; and the use, management, and investment of workforce development funds to maximize performance outcomes under WIOA through evidenced-based decision-making ;
- J. **Negotiation of Local Performance Accountability:** Establish, through negotiation with the BOS and the Governor, local performance and accountability measures;
- K. **Selection of Operators and Providers:** Designate and certify one-stop operators, identify eligible adult and youth training providers, and also ensure the provision of opportunities that lead to competitive employment for individuals with disabilities; in conjunction with the State, ensure there are sufficient numbers and types of career and training service providers in a manner that maximizes consumer choice; select adult, dislocated worker, and youth service providers. Contracts, IGAs, or MOUs for operators or service providers must be pursued collaboratively with the BOS, must conform with all Maricopa County policies and procurement codes, and are subject to formal approval by the BOS.
- L. **Coordination of Education Providers:** Coordinate activities with education and training providers;
- M. **Budget and Administration:** Develop and approve a budget for the activities of the MCWDB and the services provided in the County’s workforce system consistent with the local workforce development plan and the duties of the MCWDB under WIOA, and in a manner that maximizes resources for direct services. Should the MCWDB fail to approve a budget within 60 days of the beginning of a fiscal year, the BOS or its designee shall develop and implement a budget; and
- N. **Accessibility for Individuals with Disabilities:** Annually assess the physical and programmatic accessibility of all one-stop centers in the local area in accordance with the Americans with Disability Act of 1990.

Section 2. Methods

The MCWDB shall perform all duties in accordance with these methods:

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- A. *Convener* – Convene local workforce development system stakeholders to assist in the development of the local plan and in identifying expertise and resources to leverage support for workforce development activities. Such stakeholders may assist the MCWDB in carrying out convening, brokering, and leveraging functions at the direction of the MCWD
- B. *Leader* - Lead efforts to engage with a diverse range of employers and other entities in the region in order to:
 - 1. Promote business representation (particularly representatives with optimum policy-making or hiring authority from employers whose employment opportunities reflect existing and emerging employment opportunities in the region) on the MCWDB;
 - 2. Develop effective linkages (including the use of intermediaries) with employers in the region to support employer utilization of the local workforce development system and to support local workforce investment activities;
 - 3. Ensure that workforce investment activities meet the needs of employers and support economic growth in the region by enhancing communication, coordination, and collaboration among employers, economic development entities, and service providers;
 - 4. Develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers (such as the establishment of industry and sector partnerships), that provide the skilled workforce needed by employers in the region, and that expand employment and career advancement opportunities for workforce development system participants in in-demand industry sectors or occupations.
- C. *Workforce Analyst* – Understand and disseminate current local and regional labor market and economic information and trends.
- D. *Broker* – Bring together systems to solve common problems, or broker new relationships with businesses and workers.
- E. *Community Voice* – Advocate for the importance of workforce policy, providing perspective about the need for and availability of skilled workers.
- F. *Capacity Builder* – Enhance the local workforce development area’s and planning region's ability to meet the workforce needs of local employers.

ARTICLE V. STAFFING AND SUPPORT

Section 1. Staffing and Support

- A. Necessary staffing and support of the MCWDB shall be funded by WIOA funds and is subject to approval by the BOS or their designee.
- B. MCWDB staff shall include staff necessary to support the activities of the MCWDB. Staffing levels shall be determined during the annual budget development process.

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ARTICLE VI. MEMBERSHIP

Section 1. Composition and Size

- A. The MCWDB shall be comprised of private business sector and public sector members.
- B. The Board membership shall be representative of the local area's geography and business demographics.
- C. To the greatest extent possible, the MCWDB will seek to have a membership diverse in gender and ethnicity.
- D. The membership of the Board shall be kept to the smallest number possible by having members represent more than one category wherever possible and as permitted by WIOA.
- E. An individual may serve as a representative of more than one membership category if the individual meets all the criteria for representative in accordance with WIOA.
- F. At least 51% of members shall be representatives of business in the local area who:
 - 1. Are owners of businesses, chief executives or operating officers of businesses, or other individuals with optimum policymaking or hiring authority;
 - 2. Provide employment opportunities in in-demand industry sectors or occupations, and provide high-quality work-relevant training and development opportunities to its workforce or the workforce of others in the case of organizations representing business;
 - 3. Are appointed from among individuals nominated by local business organizations and business trade associations; and
 - 4. At least two (2) members must represent small business as defined by the U.S. Small Business Association.
- G. At least 20% of the members must be workforce representatives with optimum policymaking authority. These representatives:
 - 1. Must include at least two (2) representatives of labor organizations, nominated by local labor federations or other representatives of employees;
 - 2. Must include at least one (1) representative of a joint labor-management, or union-affiliated, registered apprenticeship program within the local area who must be a training director or member of a labor organization.
 - 3. May include one or more representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of individuals with barriers to employment, including organizations that serve veterans or support competitive, integrated employment for individuals with disabilities; and
 - 4. May also include one or more representatives of organizations that have demonstrated experience in addressing the employment, training, or education needs of eligible youth, including representatives or organizations that serve out-of-school youth.
- H. The balance of the Board membership shall include individuals with optimum policymaking authority, as follows:

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1. At least one (1) eligible provider administering adult education and literacy activities under WIOA Title II, selected from among the providers serving in the local area;
 2. At least one (1) representative from an institution of higher education providing workforce development activities, including community colleges;
 3. At least one (1) representative from economic and community development entities;
 4. At least one (1) representative from the state Employment Service office under the Wagner-Peyser Act;
 5. At least one (1) representative from the programs carried out under Title I of the Rehabilitation Act of 1973, other than sec. 112 or Part C of that title (i.e., the State Vocational Rehabilitation Program or the state agency responsible for the State Vocational Rehabilitation Program); and
- I. Members under the category referenced in Article VI, Section 1-H of these bylaws may also include additional local area representatives appointed by the BOS from:
1. Entities administering education and training activities who represent local educational agencies or community-based organizations with demonstrated expertise in addressing the education or training needs for individuals with barriers to employment;
 2. Governmental and economic and community development entities who represent transportation, housing, and public assistance programs;
 3. Local area philanthropic organizations; and,
 4. Other appropriate individuals based on the WIOA law and regulations as determined by the BOS.
- J. Members of the MCWDB shall not be permitted to delegate any duties to proxies or alternates.
- K. Membership on the MCWDB shall be on an unpaid, volunteer basis.
- L. No matter how many membership categories an individual represents, the individual is only entitled to one vote.

Section 2. Nominations

- A. The CEO is responsible for MCWDB member recruitment and nominations.
- B. At the request of the CEO, the MCWDB, or its designee, may assist in the solicitation of applications and nominations for MCWDB membership in accordance with representation needed.
- C. Nominees who are intended to serve as representatives of business in the local area must be appointed from among individuals nominated by business organizations and business trade associations.
 1. The CEO or designee of the nominating organization must sign the nomination letter submitted to the BOS.
 2. The nomination letter must acknowledge the nominee's optimum policy-making authority and include documentation of the candidate's curriculum vitae, resume, or work history.

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- D. Nominees who are intended to serve as representatives of labor must be appointed from among individuals nominated by local labor federations.
 - E. For the other mandated categories, nominees must be appointed from among individuals nominated by a senior executive from the agency or institution of employment or affiliation.
 - F. For the mandatory category of adult education and literacy, a solicitation of nominations will be based on a solicitation of Local Workforce Area providers of adult education and literacy activities under WIOA Title II.
 - G. For the mandatory category of higher education institutions, a solicitation of nominations will be based on a solicitation of institutions of higher education providing workforce development activities.
- H. For the non-mandated categories, a solicitation of nominations will be handled by:
- 1. Solicitation of community-based organizations (CBOs). Representative nominations from local CBOs must be qualified by being workforce-centered and having demonstrated positive performance for at least three to five years in the community.
 - 2. Solicitation of nominations from other optional representatives with a workforce mission/focus must hold promise for beneficial partnerships.
- I. Nominees shall meet the qualifications of the membership category for which they are applying. Nominees shall confirm their qualifications for the membership category for which they are applying in writing. Nominating organizations shall confirm the same.
- J. Members shall notify the MCWDB and the Maricopa County Clerk of the Board if they no longer meet the qualification criteria required by WIOA for their position on the MCWDB.
- K. All vacancies shall be publicly noticed on the Maricopa County website.
- L. Written applications and, when applicable, nominations must be submitted to the Maricopa County Clerk of the Board.

Section 3. Appointments

- A. The BOS shall appoint each member of the MCWDB.
- B. Notification of appointments will be evidenced within the minutes of the BOS meetings.

Section 4. Term of Office

- A. Members appointed to the MCWDB shall serve three-year terms, except vacancy appointees who shall serve the remaining term of their predecessor. Upon expiration of his or her term, any WDB Member may continue to serve until the BOS takes action.
- B. Board member appointments will be monitored on a regular basis to ensure only one-third (1/3) of the membership expires in a given year.

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Section 5. Resignations

- A. Resignation by MCWDB members shall be submitted in writing to the MCWDB Chair, and the Clerk of the Board. A member's resignation is effective when accepted by the BOS.
- B. An agenda item will be placed on the next MCWDB meeting for the MCWDB to acknowledge that member's resignation.

Section 6. Terminations

BOS may remove a member for any of the following reasons:

- A. Failure to attend MCWDB meetings as required in these bylaws.
- B. Failure to comply with the Conflict of Interest and Ethics as required by WIOA, A.R.S. §38-502 et seq., and Maricopa County Internal Policy HR2421.
- C. Failure of a member to continue to hold the qualifications of membership which were the basis for their initial appointment.
- D. Documented malfeasance, fraud, or abuse.
- E. Knowingly and intentionally acting in a manner that prohibits compliance with Federal law, State policy, or requirements set forth by the Workforce Arizona Council (WAC) or Department of Economic Security (DES). Examples include but are not limited to failing to meet deadlines and failing to provide requested information.
- F. Removal of a WDB member shall require a formal vote of the BOS.

Section 7. Vacancies

- A. Members who no longer hold the position or status that made them eligible Local Board members must resign or be removed by the chief elected officials. The chief elected officials will be immediately notified by the Local Board chair of the change in status as a representative of that entity.
- B. A member's position on the MCWDB may become vacant upon failure to attend regularly scheduled meetings as required in these bylaws, his or her death, resignation, by operation of law, or upon removal by the BOS.
- C. All efforts shall be made to fill MCWDB vacancies within 120 days of the vacancy by the BOS.
- D. If a vacancy occurs by other than an expiration of term, the vacancy shall be filled by appointment by the BOS for the unexpired portion of the term.
- E. In the event a vacancy cannot be filled within 120 days, BOS designated staff shall request a waiver in writing to the Director of the State Workforce Development Board with an explanation of why a vacancy was not filled in the 120-day timeframe and a description of the process underway to fill the vacancy. Maricopa County must maintain written approval of the waiver request by the Director of the State Workforce Development Board for State monitoring purposes
- F. Positions will be filled in compliance with WIOA and these Bylaws.

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- G. Nominees for a vacancy shall meet the same membership requirement as the outgoing member or the criteria needed to fulfill the Board composition requirements of WIOA.

Section 8. Reappointments

- A. Reappointments are not guaranteed.
- B. Reappointments must be made within 120 days of the term expiration.
- C. The nomination process will be the same as outlined in these bylaws.

Section 9. Compensation

- A. Members of the MCWDB shall serve without compensation except for any pre-authorized travel expenses incurred in connection with their duties, including transportation, meals, and lodging; in accordance with WIOA and all applicable Maricopa County policies and regulations.
- B. The BOS through the Fiscal Agent is authorized to reimburse those expenses identified in (A) post-travel to the extent such expenses are allowable and reimbursable under WIOA and all applicable Maricopa County policies and regulations.

ARTICLE VII. OFFICERS AND THEIR ELECTION

Section 1. Officers

- A. The officers of the MCWDB shall be Chair, Vice Chair, and Second Vice Chair.
- B. There may be an Immediate Past Chair of the MCWDB, which shall be a business member of the MCWDB.
- C. There shall be elected one (1) individual to serve in each designated office.
- D. The Chair of the MCWDB shall be selected from among the Business representatives.
- E. The remainder of the officers may be elected from any of the representative groups.

Section 2. Election and Term of Officers

- A. All officers shall be elected for two-year terms by a majority vote of the current membership of the MCWDB.
- B. Elections shall be held at the last regularly scheduled meeting of each Program Year.
- C. The terms of office shall begin on July 1 of each year.
- D. At its option, MCWDB may elect an Immediate Past Chair whose term shall be one (1) year.
- E. If a vacancy occurs by other than an expiration of an Officer term, the vacancy shall be filled for the unexpired portion of the term using the process outlined in Section 1 of this Article.

Section 4. Duties of Officers

- A. Chair. The MCWDB Chair shall:

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1. Preside over all regular, special, and Executive Committee meetings of the MCWDB;
 2. Serve as Chair of the Executive Committee of the MCWDB;
 3. Encourage best and broadest participation possible from all Board members;
 4. Provide information for the preparation of the agenda for MCWDB meetings;
 5. Appoint all committee Chairs and committee members;
 6. Work cooperatively with BOS assigned staff to provide information on workforce development in the local area;
 7. Review, and/or appoint a MCWDB workgroup;
 8. Represent the MCWDB as appropriate; and
 9. Assign and delegate such responsibilities as needed.
- B. Vice Chair. The MCWDB Vice Chair shall:
1. In the absence of the MCWDB Chair, perform all the duties of the MCWDB Chair; and
 2. Assign and delegate such responsibilities as directed by the MCWDB Chair.
- C. Second Vice Chair. The MCWDB Second Vice Chair shall:
1. In the absence of the MCWDB Chair and MCWDB Vice Chair, perform all duties of the MCWDB Chair; and
 2. Assign and delegate such responsibilities as directed by the MCWDB Chair.
- D. Immediate Past Chair. The MCWDB Immediate Past Chair shall:
1. Mentor the Chair in the transition period regarding Board operations.

Section 5. Removal of Officers

Any Officers may be removed from office for cause and a vote of majority of the current members of the MCWDB.

ARTICLE VIII. COMMITTEES

Section 1. General

- A. All committees established under the MCWDB shall comply with these bylaws.
- B. The Chair of any Standing Committee shall be appointed by the Chair of the MCWDB for a term coinciding with the MCWDB Chair's term.
- C. All actions of MCWDB Standing Committees and other ad-hoc committees are advisory to the MCWDB.
- D. Chairs of Standing Committees, in consultation with the MCWDB Chair, shall prepare the agenda for Standing Committee meetings.
- E. Members who are designated as a One-Stop Career Center Operator shall not serve on any Standing Committee that deals with the oversight of the Job Center or One-Stop system or

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allocation of resources that would potentially be allocated to that member's program or might otherwise be the basis of a conflict of interest as outlined in these bylaws.

- F. Resignations of committee members must be submitted in writing and sent to the MCWDB Chair and MCWDB Executive Director. A member's resignation is effective when accepted by the MCWDB.

Section 2. Executive Committee

- A. The Executive Committee shall be comprised of the following Board members: Chair, Vice Chair, Second Vice Chair, Youth Committee Chair, the Chair of any other Standing Committee, and up to two other MCWDB members appointed at the discretion of the MCWDB Chair.
- B. If the Immediate Past Chair position is filled, this position shall also be on the Executive Committee.
- C. The Executive Committee shall always be comprised of an odd number of members
- D. The MCWDB Chair shall serve as Chair of the Executive Committee.
- E. Responsibilities of the Executive Committee shall include:
 - 1. Report on all action taken by the committee at regularly scheduled MCWDB meetings;
 - i. Emergency actions and all other actions taken by the Executive Committee without the prior approval of the full MCWDB are conditional and subject to either ratification or rescission by the full MCWDB at its subsequent meeting.
 - 2. In consultation with BOS assigned staff, make recommendations for membership to the Youth Committee, Standing Committees, and other committees in compliance with membership requirements as outlined in the WIOA;
 - 3. Determine responsibilities of all Standing Committees and other ad-hoc committees and review work plans of such bodies; and
 - 4. Perform other duties as the MCWDB may deem necessary.

Section 3. Standing Committees

- A. The MCWDB shall have at least one Standing Committee, which is the Youth Committee.
- B. To the extent possible, Standing Committees shall be comprised of the required MCWDB representative categories as outlined in WIOA.
 - 1. Each Standing Committee shall be chaired by a member of the MCWDB.
 - 2. Each Standing Committee shall have at least one (1) non-member of the MCWDB.
 - i. This individual must have related knowledge and background as determined by the board chair for the Standing Committee they are appointed.
 - ii. This individual shall be voting members of the Standing Committee they serve..
 - 3. Each Standing Committee shall have a minimum of three (3) MCWDB members appointed to serve on the committee.

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- C. All members of Standing Committees shall be appointed by the MCWDB Chair in consultation with the Executive Committee and BOS assigned staff.
- D. The term of each Standing Committee member shall coincide with the term of the MCWDB Chair or as determined at the discretion of the board chair
- E. The term of the Standing Committee chair shall coincide with the term of the MCWDB Chair or as determined at the discretion of the board chair.

Section 4. Youth Committee

- A. The Youth Committee shall be a WDB Standing Committee comprised of a minimum of five (5) members (MCWDB members and non-members) appointed by the MCWDB Chair in consultation with the Executive Committee and BOS assigned staff.
- B. Responsibilities of the Youth Committee may include, but not be limited to the following:
 - 1. Identify eligible providers of youth workforce development activities by:
 - i Exercising the option described in CFR 681.400 to have the grant recipient provide directly some or all of the youth workforce investment activities; and/or
 - ii Choosing to recommend for MCWDB approval to competitively award grants or contracts to youth service providers to carry out some or all youth workforce investment activities;
 - 2. Inform, assist, and make recommendations to the Executive Committee and the full MCWDB in developing and overseeing a comprehensive youth program, including disconnected youth;
 - 3. Foster integration and collaboration of youth activities in the local workforce development area;
 - 4. Recommend system enhancements to ensure a broad range of services and opportunities for youth, including disconnected youth;
 - 5. Recommend ways to leverage resources and coordinate services among schools, public programs, and community-based organizations serving youth; and
 - 6. Provide leadership and support for continuous quality improvement efforts for youth services programs.
- C. The term of each Youth Committee member shall coincide with the term of the MCWDB Chair or as determined at the discretion of the board chair
- D. The term of the Youth Committee chair shall coincide with the term of the MCWDB Chair or as determined at the discretion of the board chair.

Section 5. Other Ad-Hoc Committees

- A. The MCWDB may from time to time establish other ad-hoc committees to assist the MCWDB in carrying out its duties or current work.
- B. Ad-Hoc committees may include individual(s) who are not appointed to the MCWDB so long as the MCWDB Chair determines the individual(s) has expertise in the topic/task of such body.
- C. All members of other Ad-Hoc committees shall be appointed by the MCWDB Chair

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inconsultation with the Executive Committee and BOS assigned staff.

- D. The term of each Ad-Hoc member shall coincide with the term of the MCWDB Chair or as determined at the discretion of the board chair
- E. The term of the Ad-Hoc chair shall coincide with the term of the MCWDB Chair or as determined at the discretion of the board chair.

ARTICLE IX. MEETINGS

Section 1. Public Meetings

- A. All meetings of the MCWDB, including its committees shall be conducted in compliance with Open Meeting Law (Arizona Revised Statutes 38-431 et seq.). Meetings shall be open, and it shall be a stated policy that interested citizens or groups will be heard on workforce development matters.
- B. Where these bylaws and other applicable law do not afford an adequate procedure in the conduct of a meeting, the MCWDB chair may refer to Robert's Rules of Order as a guide.
- C. The MCWDB shall meet not less than six times per year.
- D. Regular meetings of the MCWDB and its Standing Committee(s) as determined by the Executive Committee shall be published in an annual schedule of meetings in June for the period of July 1st to June 30th of the upcoming program year. The annual meeting schedule shall be posted on the Maricopa County public website and the ARIZONA@WORK Maricopa County website.
- E. Special meetings of the MCWDB or its committees may be called by the MCWDB Chair or any other officer of the MCWDB. Special meetings shall be announced in the same manner as regular meetings.
- F. Phone- and web-based meetings and other use of appropriate technology may be used to promote and enhance MCWDB member participation in conjunction with face-to-face, in-person meetings when applicable. The agenda may state the means of connection to the meeting if participation via phone or other electronic means is being utilized. MCWDB members participating in a telephone conference call or other electronic means shall be clearly identified in the minutes.
- G. The agenda for MCWDB meetings shall be developed by the MCWDB Chair or officer calling the meeting in consultation with MCWDB Executive Director.
- H. The MCWDB Chair or officer calling the meeting shall be responsible for orderly business of meetings and for calling items on the agenda.
- I. Within three (3) business days of any WDB meeting, including its committees and Ad-Hoc committees, the WDB staff shall make available the meeting minutes on the WDB website.

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Section 2. Quorum

- A. A simple majority of appointed members shall constitute a quorum for the transaction of business at all MCWDB and designated standing committee meetings; vacant positions shall not be counted when determining quorum.
- B. A meeting at which a quorum is initially established may not continue to transact business if the quorum is not maintained due to the withdrawal or departure of members.

Section 3. Voting

- A. Each member of the MCWDB shall be entitled to one vote on an action.
- B. No member of the MCWDB shall cast a vote on any matter which has direct bearing on services to be provided by the member or any organization with which that member is associated, or would otherwise be the basis for a conflict of interest, as outlined in these bylaws.
- C. Action brought before the MCWDB shall be resolved by a vote of a simple majority of the members present, provided a quorum is present.

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- D. Members recusing or abstaining from a vote shall be counted as “absent” from the vote, so as not to inadvertently affect the desired outcome of the majority of voting members.
- E. At the request of any member, or at the discretion of the MCWDB Chair, a roll-call or ballot vote may be taken for any action of the MCWDB. The outcome of voting shall be recorded in the minutes of the MCWDB.

Section 4. Attendance

- A. All MCWDB members are expected to attend regularly scheduled meetings.
- B. More than three consecutive absences from regularly scheduled meetings by any member during any 12-month program period (July 1 – June 30) may result in the removal of the member from the MCWDB.
- C. Any four absences from regularly scheduled meetings during a twelve-month period by any member during any 12-month program period (July 1 – June 30) may result in the removal of the member from the MCWDB.
- D. Within seven (7) days of notification of attendance policies violation a member may provide a written explanation to MCWDB staff on the reason for the absences.
- E. Exceptions to attendance policies may be made by BOS appointed staff due to special circumstances.

ARTICLE X. CONFLICT OF INTEREST AND ETHICS

Section 1. Conflict of Interest

- A. The MCWDB shall follow Arizona Law on Conflict of Interest as set forth in [Arizona Revised Statutes, Section 38-501](#) et seq. and comply with [State Workforce Policy #1 \(Local Governance\)](#) and [State Workforce Policy #8 \(Conflict of Interest\)](#) regarding conflicts of interest.
- B. Should a conflict of interest arise, MCWDB members shall follow the procedures delineated in the [MCWDB’s Conflict of Interest Policy](#).
- C. MCWDB member may not vote on any matter that would provide direct financial benefit to the member or the member’s immediate family, or on matters of the provision of services by the member or the entity the member represents.
- D. MCWDB member must avoid even the appearance of a conflict of interest. Prior to taking office, MCWDB members must provide to the MCWDB Chair and to Maricopa County Human Services Department (HSD) a written declaration of all substantial business interests or relationships they, or their immediate families, have with all businesses or organizations that have received, currently receive, or are likely to receive contracts or funding from the MCWDB. Such declarations must be updated annually or within 30 days to reflect any changes in such business interests or relationships. MCWDB must appoint an individual to review the disclosure information in a timely manner and advise the MCWDB chair and appropriate members of potential conflicts.
- E. Prior to a discussion, vote, or decision on any matter before MCWDB, if a member, or a person in the immediate family of such member, has a substantial interest in or relationship to a

MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD BYLAWS

business entity, organization, or property that would be affected by any official MCWDB action, the member must disclose the nature and extent of the interest or relationship and must abstain from discussion and voting on or in any other way participating in the decision on the matter. All abstentions must be recorded in the minutes of the MCWDB meeting and be maintained as part of the official record.

- F. It is the responsibility of the MCWDB members to monitor potential conflict of interest and bring it to the MCWDB's attention in the event a member does not make a self-declaration.
- G. In order to avoid a conflict of interest, MCWDB must ensure that the MCWDB's workforce service providers for WIOA Title IB adult, dislocated worker, and youth programs must not employ or otherwise compensate a current or former MCWDB member or MCWDB employee who was employed or compensated by the MCWDB or its administrative entity, fiscal agent, or grant recipient anytime during the previous 12 months.
- H. The MCWDB shall ensure that the MCWDB, its members, or MCWDB staff do not have any supervisory responsibility for the daily activities of its workforce service providers, workforce system partners or contractors. There must be a complete separation between governance functions and operating functions within an organization including different reporting structures.
- I. Notwithstanding the foregoing, MCWDB members, or the organizations to which they belong, may receive services as a customer of Maricopa County Workforce Development or any formal workforce system partner.

Section 2. Ethics

- A. MCWDB shall comply with the Maricopa County Internal Policy on Professional Conduct (HR2421). MCWDB Members who violate this policy may be removed from MCWDB.

ARTICLE XI. CONFLICT RESOLUTION

- A. Conflict which arises between MCWDB members will be resolved through the MCWDB Executive Committee. If the conflict involves members of the Executive Committee and/or if a resolution cannot be reached by the Executive Committee, then the resolution shall be reached pursuant to the process stated in Article XI, B.
- B. Except as may otherwise be provided for by law, or otherwise specifically agreed upon to by service delivery partners and/or consortium partners (Partners), any dispute not involving the question of law that is not resolved between the parties within a reasonable time shall be submitted to the following Maricopa County's dispute process:
 - 1. Disputes must be filed with the Program Administrator administering the program, if one has been appointed, or if not, with BOS assigned staff.
 - 2. The Program Administrator or BOS assigned staff shall respond in writing to the dispute within fourteen (14) days.
 - 3. The partners may abide by the decision or may appeal the decision to the County Ombudsman within seven (7) days.

MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD BYLAWS

4. The decision of the County Ombudsman shall be final unless appealed timely pursuant to [A.R.S. §12-904](#).

ARTICLE XII. AMENDMENTS

Section 1. Amendments

- A. Amendments to the MCWDB Bylaws may be necessary from time to time. Any proposed changes to the Bylaws must:
 1. Be submitted to the Maricopa County Attorney for legal review;
 2. Approved by the MCWDB;
 3. Receive final approval by the BOS.
- B. Each time the Bylaws are amended, a copy of the updated Bylaws will be distributed to all MCWDB members, the BOS, County Attorney, and will be posted on the ARIZONA@WORK Maricopa County website.

ARTICLE XIII. SEVERABILITY

If any part of these bylaws is held to be null and/or void, the validity of the remaining portion of the bylaws shall not be affected.



Consent Agenda.

FY23 MCWDB Meeting Schedule



NOTICE OF MEETINGS FOR 2022-2023
MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD, MCWDB EXECUTIVE COMMITTEE,
MCWDB YOUTH COMMITTEE, AND AD-HOC COMMITTEES

(Prepared in compliance with A.R.S. §38-431.02)

The Maricopa County Workforce Development Board and/or the above-referenced Committees may vote to recess into an executive session for the purpose of obtaining legal advice from the Board’s attorney on any matter listed on an agenda pursuant to ARS §38-431.03(A)(3), or for any other matter authorized under ARS §38-431.03, which has been specifically listed on the meeting agenda identifying the statutory basis for executive session consideration.

NOTICE IS HEREBY GIVEN to the General Public that the Maricopa County Workforce Development Board, and/or the above referenced Committees, will hold meetings open to the public as follows:

DAY	DATE	TIME	TYPE
NO MEETING	July 2022	-----	Regular MCWDB Committee Meetings
NO MEETING	July 2022	-----	Full MCWDB Meeting
Thursday	August 4, 2022	9:30 a.m.	Regular MCWDB Executive Committee Meeting
Thursday	August 25, 2022	9:30 a.m.	MCWDB Full Board Meeting
Thursday	September 1, 2022	9:30 a.m.	Regular MCWDB Youth Committee Meeting
Thursday	September 1, 2022	2:00 p.m.	Regular MCWDB Marketing & Outreach Committee Meeting
Thursday	September 15, 2022	9:30 a.m.	Regular MCWDB Executive Committee Meeting
Thursday	October 6, 2022	9:30 a.m.	Regular MCWDB Employer Connection Committee Meeting
Thursday	October 20, 2022	9:30 a.m.	MCWDB Full Board Meeting
Thursday	November 3, 2022	9:30 a.m.	Regular MCWDB Youth Committee Meeting
Thursday	November 3, 2022	2:00 p.m.	Regular MCWDB Marketing & Outreach Committee Meeting
Thursday	November 17, 2022	9:30 a.m.	Regular MCWDB Executive Committee Meeting
Thursday	December 1, 2022	9:30 a.m.	Regular MCWDB Employer Connection Committee Meeting
Thursday	December 15, 2022	9:30 a.m.	MCWDB Full Board Meeting
Thursday	January 5, 2023	9:30 a.m.	Regular MCWDB Youth Committee Meeting
Thursday	January 19, 2023	9:30 a.m.	Regular MCWDB Executive Committee Meeting
Thursday	February 2, 2023	9:30 a.m.	Regular MCWDB Employer Connection Committee Meeting
Thursday	February 2, 2023	2:00 p.m.	Regular MCWDB Marketing & Outreach Committee Meeting
Thursday	February 16, 2023	9:30 a.m.	MCWDB Full Board Meeting
Thursday	March 2, 2023	9:30 a.m.	Regular MCWDB Youth Committee Meeting
Thursday	March 16, 2023	9:30 a.m.	Regular MCWDB Executive Committee Meeting
Thursday	April 6, 2023	9:30 a.m.	Regular MCWDB Employer Connection Committee Meeting
Thursday	April 6, 2023	2:00 p.m.	Regular MCWDB Marketing & Outreach Committee Meeting
Thursday	April 20, 2023	9:30 a.m.	MCWDB Full Board Meeting
Thursday	May 4, 2023	9:30 a.m.	Regular MCWDB Youth Committee Meeting
Thursday	May 18, 2023	9:30 a.m.	Regular MCWDB Executive Committee Meeting
Thursday	June 15, 2023	9:30 a.m.	MCWDB Full Board Meeting

LOCATIONS: Meeting locations may vary. Meeting locations will be identified on meeting agendas (remote participation will also be available).

NOTE: Agendas are available at least 24 hours prior to each of the above-scheduled meetings at the following website: <https://arizonaatwork.com/locations/maricopa-county/local-board/meetings> or at 301 W. Jefferson Street, 1st Floor, Phoenix, Arizona, Monday through Friday, between the hours of 8:00 a.m. to 5:00 p.m.

The Maricopa County Workforce Development Board, and/or the above-referenced Committees may cancel regularly scheduled meetings for any reason. Canceled meetings will be noted at the following website: <https://arizonaatwork.com/locations/maricopa-county/local-board/meetings>

The Maricopa County Workforce Development Board, and/or the above-referenced Committees may call special meetings based on the needs of the board. Special meetings will be noted at the following website: <https://arizonaatwork.com/locations/maricopa-county/local-board/meetings>. Special meetings are also subject to Open Meeting Laws.

Approved:
Amendments:

Executive Sessions are always preceded by an open meeting as per A.R.S. §38-431.03 and are held in compliance with one or more of the following statute(s).

A.R.S. §38-431.03.1 - Personnel matters

A.R.S. §38-431.03.2 - Records exempt by law from public inspection

A.R.S. §38-431.03.3 - Legal advice

A.R.S. §38-431.03.4 - Litigation; contract negotiations; settlement discussions

A.R.S. §38-431.03.5 - Personnel matters dealing with employee organizations

A.R.S. §38-431.03.6 - International and interstate negotiations

A.R.S. §38-431.03.7 - Purchase sale or lease of real property

CC: Board Members
Committee Members



Consent Agenda.

Title IB 3rd Quarter Report

*January 2022 -
March 2022*

3rd Quarter Report



Title 1B: Workforce Development Division

Quarterly Operations Report
Program Year 2021

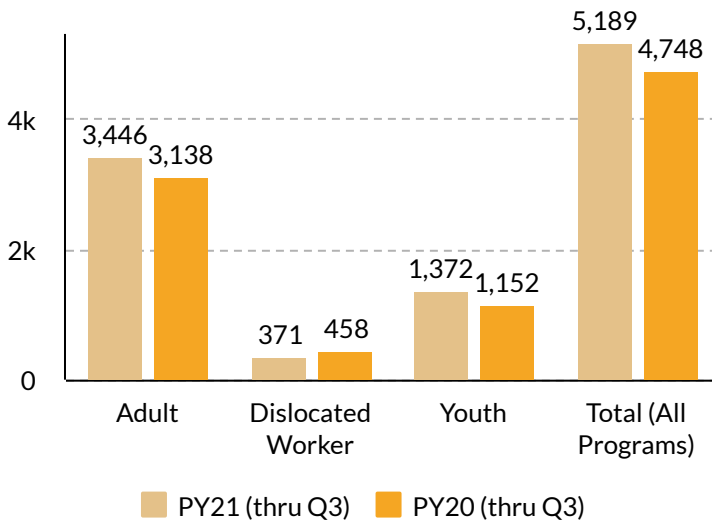
ARIZONA @ WORK™
MARICOPA COUNTY
A proud partner of the americanJobcenter network



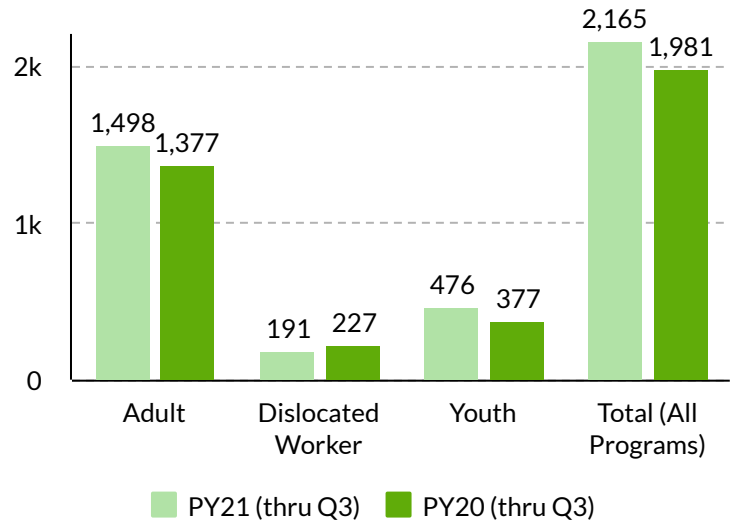
Quarterly Participation

Through the 3rd Quarter, the Workforce Development Division served 5,189 participants across the three WIOA Programs. **This represents a year-over-year increase of 9%** from the same time frame of Program Year 2020. By the same metric, Training Service participation also increased by 9%.

Program Participation

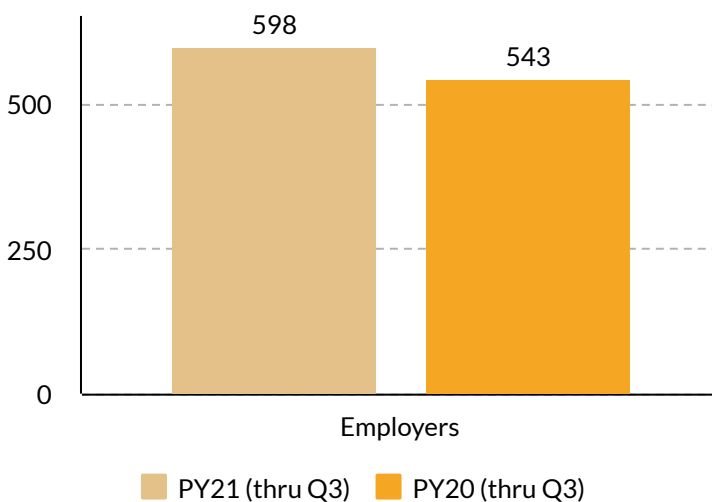


Training Service Participation

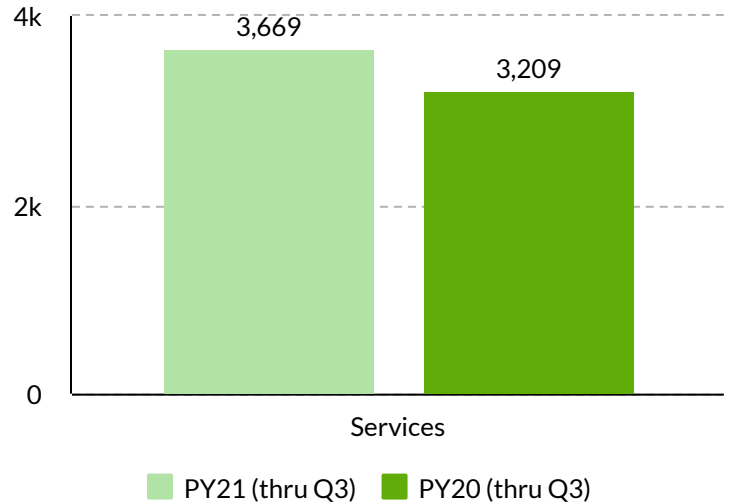


Through the 3rd Quarter, the Business Services team served 598 employers, a year-over-year increase of 10%. **Total services delivered to employers increased by 14%.**

Employers Served



Employer Services



Highlights



10% increase in employers served



Served 5,189 participants (YTD thru Q3)

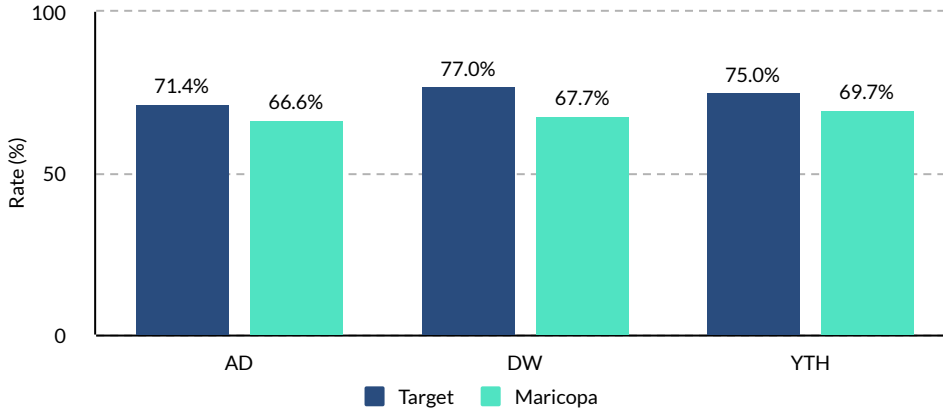


14% increase in services delivered to employers

WIOA Performance

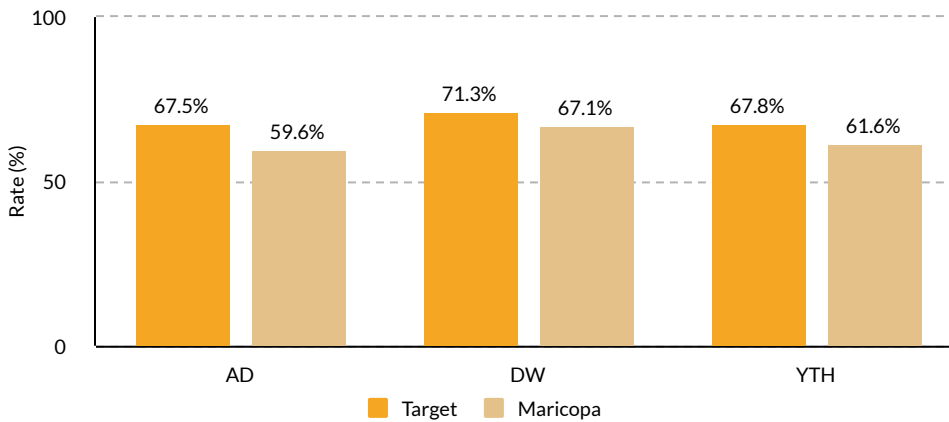
Through the 3rd Quarter of PY21, Maricopa County is exceeding the negotiated performance levels in 8 of the 15 WIOA Performance Indicators across all Programs. In an additional 4 measures, Maricopa County is meeting (within 90%) the negotiated levels.

2nd Quarter Placement Rate



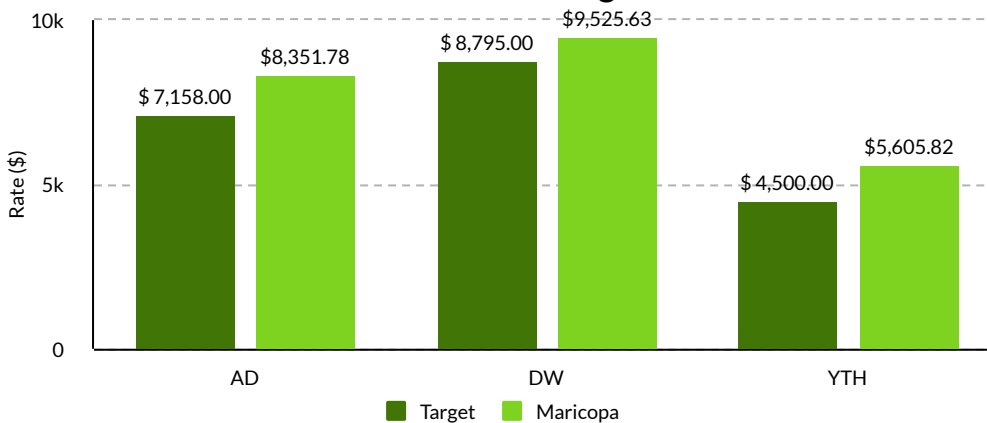
Employment Rate (2nd Quarter After Exit): The percentage of participants who are in unsubsidized employment (or education/training activities for Youth Program participants) during the second quarter after exit from the program

4th Quarter Placement Rate



Employment Rate (4th Quarter After Exit): The percentage of participants who are in unsubsidized employment (or education/training activities for Youth Program participants) during the fourth quarter after exit from the program

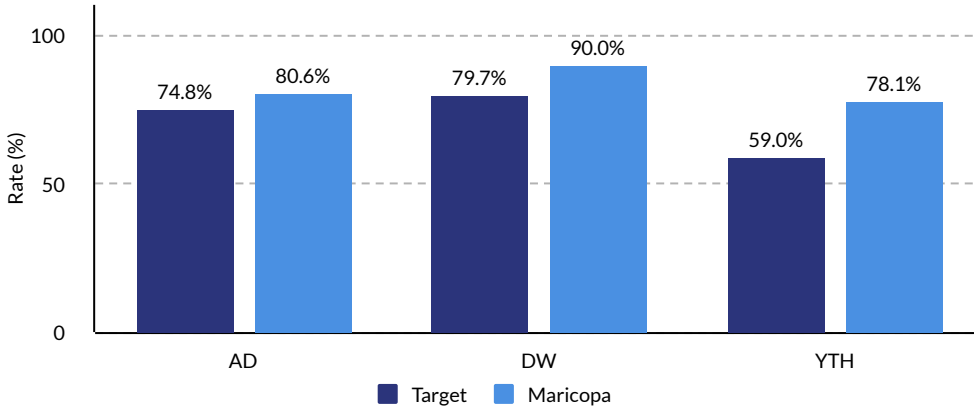
Median Earnings



Median Earnings (2nd Quarter After Exit): The median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program.

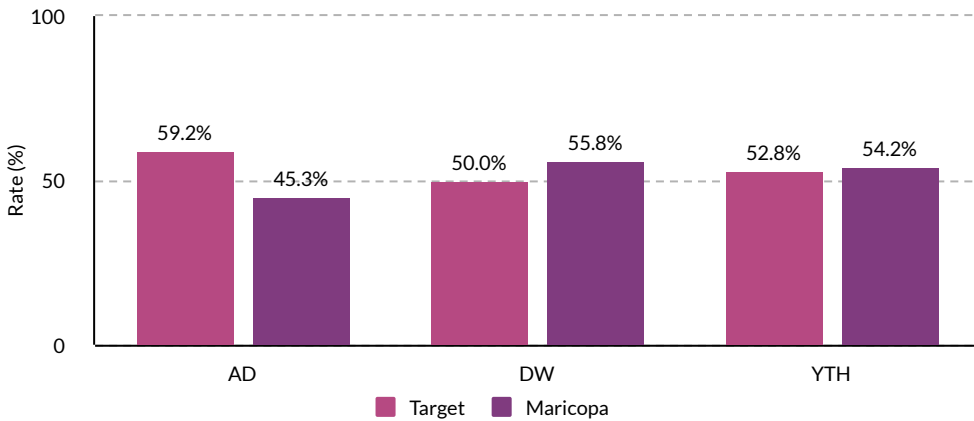
WIOA Performance

Credential Attainment Rate



Credential Attainment: The percentage of those participants enrolled in an education or training program who attain a recognized postsecondary credential or a secondary school diploma/equivalent, during participation in or within one year after program exit.

Measurable Skill Gains



Measurable Skill Gains: The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment.

*Note: Measurable Skill Gains is a cumulative measure that has performance added to it throughout the year. As additional performance information comes in, this score will increase and the target should be met.

Program Highlights

Adult and Dislocated Worker

- New Workforce Development Manager Nichol Ellis-McGregor started on March 7, 2022. Nichol has been developing trust, building relationships, and understanding the cultures of staff members and teams at West Valley.
- The team met with Mesa Adult school and developed a warm handoff. The new partnership includes some on site services such as a combined youth and adult orientation, enrollment, and a specific career advisor to work with the program.
- The Smart Justice team met with JPMorgan Chase to discuss the Second Chance initiative that will connect job seekers that have criminal backgrounds to key resources, such as legal services, job search support and mentorship

Youth

- The Youth Team connected with the following organizations/events:
 - o Buckeye Union High School Career Fair
 - o Glendale High School Junior Parent Night
 - o Cactus High School STEM Night
 - o Mesa High School
 - o Ombudsman Resource Fair
 - o Tempe Town Hall
 - o Mesa Adult Education
 - o MCSO Y-J.A.I.L. initiative
 - o Arizona Complete Health Avondale Resource Center

Business Services

- Five new Workforce Development Coordinator (WDC) positions located in community centers and libraries across Maricopa County have been established and are anticipated to begin delivering services in Q4. WDCs provide both employer and jobseeker services in local communities and are cost-shared with cities, municipalities and towns.
- The Workforce Development Coordinators, at community-based sites in Wickenburg, Surprise, Tempe, and Scottsdale, held:
 - 11 Job Fairs / Hiring Events, with
 - 50 participating employers, and
 - 152 job-seeker attendees, and
 - 22 confirmed hires
- The Business Services Team, at the Gilbert and Glendale Career Centers and employer sites, held:
 - 11 Job Fairs / Hiring Events, with
 - 25 participating employers, and
 - 97 job-seeker attendees, and
 - 38 confirmed hires
- Awake Window and Door has a mission to provide employment opportunities to formerly incarcerated individuals. They requested candidate referrals for second-chance applicants as well as veterans. In February, four candidates visited the East Valley Career Center and indicated that they were recently released out of prison and have various backgrounds. Business Services Representatives called the HR manager of Awake, who immediately came to the Center to meet with the candidates. **Awake was able to offer employment to all four candidates.** Additionally, four more candidates have been referred and hired by Awake.

Youth Success Stories

Eddie

The City of Mesa and Maricopa County interviewed Nicole Higdon, Mesa Youth Hub Career Advisor and participant Eddie to share his success story starting in a sober living home to becoming an employed apprentice electrician.

Karimu

When Karimu came to ARIZONA@WORK, he was juggling working two jobs and taking care of a newborn baby boy. His friend, who had much success with the program, recommended that he check to see if he was eligible, and he was. Excited to make a career move, Karimu quickly completed labor market research on truck driving and began school in September of 2021- successfully finishing the program in less than two months. But he didn't stop there. Karimu participated in Entrepreneurial Skills Training with the intent to build a foundation for him to pursue his goal of becoming an owner-operator in the future. According to Karimu, it was, "an enjoyable training full of useful information." With a Class A CDL and training under his belt, Karimu is now living out his dream of working in a career that fulfills his passion for driving as well as enabling him to provide for and take care of his family.

Maya

Maya is a parenting youth who enrolled into the Youth Program in the spring of 2021. She was taking classes at the local community college during that time and told her Career Advisor that she really wanted to get hands on experience through an occupational skills training program in Dental Assisting because she enjoyed working with people and the healthcare field. Maya was very motivated to get an in-demand certificate like Dental Assisting since she had done some research about the industry and knew that the job growth outlook was very bright. Another thing that appealed to Maya was that she could get the Dental Assisting certificate in just a few short months and then obtain a job so she could start earning money to help support her young family. Maya communicated often with her Career Advisor once she was enrolled in the program about which services would help meet her educational and career goals. While in the program she successfully participated in Labor Market Information Services, Postsecondary Preparation and Transition Activities, Career Planning Services, Occupational Skills Training, Paid Work Experience/Internship, Financial Literacy, Transportation Support, Work Related Expenses, and Assistance with Educational Testing Support Services. Maya not only received her certificate in Dental Assisting through the grant program, but she did such a great job at the Paid Work Experience/Internship site that she was hired on full time as a Dental Assistant in the dentist office. Maya is so excited as she starts her new career in Dental Assisting and hopeful for what the future holds in this growing in-demand profession.

Contact Information

Janet Moreno, Management Analyst
janet.moreno@maricopa.gov



Consent Agenda.

MCWDB Executive Director Report



Maricopa County Workforce Development Board Executive Director Report-June 2022

June 16, 2022

Strategic Planning/Local Area Plan Mid-Cycle Review

We are pleased to report that the Strategic Plan and the Local Area Plan Modification are nearly final. The Strategic Plan will be presented to the Full Board in June. The Local Area Plan Modifications draft has been sent to the Arizona Department of Economic Security for feedback. We anticipate finalizing this document sometime this summer.

Maricopa County Workforce Development Board Roster

We anticipate the Maricopa County Board of Supervisors (BOS) to vote on the appointment of a few new MCWDB members at the June 22 BOS meeting. After these appointments, we hope to have only one remaining open seat. We hope to have this seat filled in July and a full roster for our FY23 Retreat in August.

PY22 Allocations Update

We have received our preliminary PY22 Allocations for Adults, Dislocated Worker, and Youth. These Department of Labor allocations are down around 9% across the nation. Pending final approval in June, we anticipate the following allocations by category:

- | | | |
|---------------------|-------------|--------------|
| • Dislocated Worker | \$6,701,532 | (-\$312,058) |
| • Adult | \$5,693,880 | (-\$440,199) |
| • Youth | \$5,692,414 | (-\$441,665) |

Partnership Updates

As we strive to have connections with all six of our in-demand industries, we continue to develop new workforce partnerships, and they include:

- Greater Phoenix Chamber of Commerce
- Arizona Manufacturer's Council
- Home Builders Association of Central Arizona
- City of Phoenix
- Pinal County
- Maricopa County Community College District
- Healthcare Workforce Collaborative
- Arizona Association of Health Plans (AzAHP) Workforce Alliance
- WESTMARC
- Arizona Tech Council



Community Impact Statements.

MCWDB Youth Success Story



JB came to ARIZONA@WORK after being released from prison a few months earlier. He stated that he needed assistance in figuring out how to move forward with his life in a productive way while dealing with the changes he was facing after having been incarcerated for 25% of his life. He stated that he and his wife were expecting twins in a few months and that he needed to be able to support his family as well as create stability for them. JB has had little experience with stability in his life from which to draw.

JB and his Career Advisor had an honest conversation about the percentage of people who return to prison after release— ranging from 50% and up within 3 years – so if he truly wanted to create a different life for his children, he was going to need to be very intentional in structuring for success. JB was open to any resources in the community that could help fill in any of the gaps in his upbringing.

JB's father has been incarcerated for 20 years and his brother is serving a life sentence. This is the life he has known. He stated that he had come to certain realizations while serving so much time from such a young age. His "homies" that he hung out with prior to his incarceration were nowhere to be found once he was in prison. He stated that he no longer lived in that neighborhood and that he is not in proximity to the same crowd and feels no allegiance to them. He states that he understands the need to remain removed from his former friends and places where they socialized.

JB reported struggling with PTSD and a lifetime of trauma. He was willing to work on his mental health issues through participating in Counseling offered through the Youth Program. He is receiving EMDR treatment in person which is considered very effective for individuals with PTSD/Trauma. It is also an opportunity to show his Parole Officer that he is taking his release seriously.

He is currently employed as an assistant HVAC worker and would like to go to school for HVAC. His program of choice was recently removed from the ETPL (Eligible Training Provider List) and we are currently waiting for it to be readded. This program will allow him to learn through videos four nights a week and one-night hands on training per week to practice the skills he learned via video. This way he can support his family and move toward his career goals concurrently. It is an incredibly good fit for him. The school is aware of his justice background and CA spoke with the Career Placement Coordinator to ensure that they have had past success with placing students with justice involved backgrounds.

JB stated that he feels very unknowledgeable about using a computer. CA referred him to the Goodwill in his neighborhood that teaches 3 basic introductory computer courses so that he will have the skills needed to succeed in an online program.

JB grew up without the presence of a father and does not want the same thing for his children. He is very intent on breaking the generational cycle but will need additional support to make this happen. He

was referred for Mentoring through Father Matters where he can receive the support that he needs in a culturally relevant manner.

JB has a lot ahead of him and additional stressors once the twins are born. JB and his CA have discussed what resources could be put into place and how to determine his network of support so that he can manage the stress of work, school, and parenting. In this case, as in many, it truly takes a village. Fortunately, JB sought out the Youth Program that can assist him with not only education and employment but also counseling and support services – as well as a connection to community resources to assist his family. The transparency with which he functions and his willingness to deal with his issues is laying the groundwork for future success.

Submitted by Nancy Dang, Youth Career Advisor on 03/31/2022.



Information/Discussion/Possible Action.

FY23 Service Provider Budget



Maricopa County FY2023 Service Provider Budget Request Approval

JUNE 16, 2022

WIOA FISCAL AGENT-NICOLE FORBES

FY2023-2025 Top Line Budget Approval

Workforce Board meeting April 2021

Approved Top Line Budgets:

- FY23 Budget \$22,285,720
- FY24 \$22,285,720
- FY25 \$19,378,887

Per Shared Governance Agreement (SGA):

b) The WDB shall review and approve the operational budget for Adult, Dislocated Worker and Youth Services by major program by June 30th of year for the budget year beginning July 1st.

FY2023 Budget Per Category

Budget \$22,285,720

4 Year Actual Average	
Program	Average
ADULT	60%
DW	6%
YOUTH	34%
Total	100%

FY23 Budget	
Program	Amount
ADULT	13,371,432
DW	1,337,143
YOUTH	7,577,145
Total	22,285,720



QUESTIONS?

Contact Information:
Nicole.Forbes@Maricopa.gov

THANK YOU FOR YOUR TIME.



Information/Discussion/Possible Action.

2022 Strategic Plan

Strategic Planning and Local Plan Updates



**PARTNERSHIP FOR
WORKFORCE INNOVATION**

Making The World of Work Understandable



Trevor Stokes

*CEO, The Partnership for Workforce
Innovation*

Maricopa County Workforce Board

– *Strategic Planning and Local Plan Updates*



- 01** **Process Review**
- 02** **Strategic Plan Update**
- 03** **Local Plan Update**
- 06** **Closing and Next Steps**

Maricopa County Workforce Board

– *Strategic Planning and Local Plan Updates*



01 Process Review



Project Standards

- Inclusion
- Humility
- Impact
- Relevance

Local Workforce Development Boards

Chief Architects of the Workforce System

- **Strategist**
- **Convener**
- **Manager**
- **Optimizer**



Maricopa County Workforce Board

– *Strategic Planning and Local Plan Updates*



02 Strategic Plan Update



Top Values

Five Value Statements

Statement
We always to seek to maximize the impact of our work on the individuals we serve.
We create impact through partnerships.
The principles of honesty, dignity and respect govern our interactions with each other.
We protect the integrity of this body via compliance with governing policies.
Every activity is carried out with a commitment to excellence.

Goal Categories

Goal Categories

- **Partnerships**
- **Impact**
- **Innovation**

Strategies

Strategies

Partnerships

1. Optimize the culture of collaboration among core partners and providers

Strategies

Partnerships

1. Optimize the culture of collaboration among core partners and providers
2. Expand the role of the board in regional economic development efforts

Strategies

Partnerships

1. Optimize the culture of collaboration among core partners and providers
2. Expand the role of the board in regional economic development efforts
3. Expand the role of the board in the local K-12 education ecosystem

Strategies

Partnerships

1. Optimize the culture of collaboration among core partners and providers
2. Expand the role of the board in regional economic development efforts
3. Expand the role of the board in the local K-12 education ecosystem
4. Strengthen regional collaboration with other Local Workforce Areas

Strategies

Impact

1. Increase the number of individuals served via the board's programs

Strategies

Impact

1. Increase the number of individuals served via the board's programs
2. Increase the scope of services available to individuals served by our programs

Strategies

Innovation

1. Position the board as a forward-thinking strategic leader in the community

Strategies

Innovation

1. Position the board as a forward-thinking strategic leader in the community
2. Create system-wide standards derived from implemented best practices that improve the scope and quality of services from partners and providers

Tactics

Deliverables

- Inventory and Evaluation of Past Initiatives
- Annual Report: Best Practices in Regional Collaboration
- Annual Industry Trends Report
- Annual Community Resources Report
- Report on the annual meeting of regional workforce leadership, and/or annual progress reports on a regional collaboration charter
- A recommended course of action that will improve, increase, and enhance the board's presence on various social media platforms

Tactics

Updates to the Board

- The percentage of partners and providers who have wholly adopted the unified intake platform
- The number of stakeholder groups convened or supported in key industry sectors
- The number of regional economic development partnerships and initiatives actively supported by staff and board members
- Participation in local and regional workforce-related initiatives
- Best practices of core partners and providers

Tactics

Activities

- Annual meeting of regional workforce leadership
- Regional collaboration meetings
- Attendance at professional conferences
- Engagement with innovative workforce areas across the nation

Maricopa County Workforce Board

– *Strategic Planning and Local Plan Updates*



03 Local Plan Update

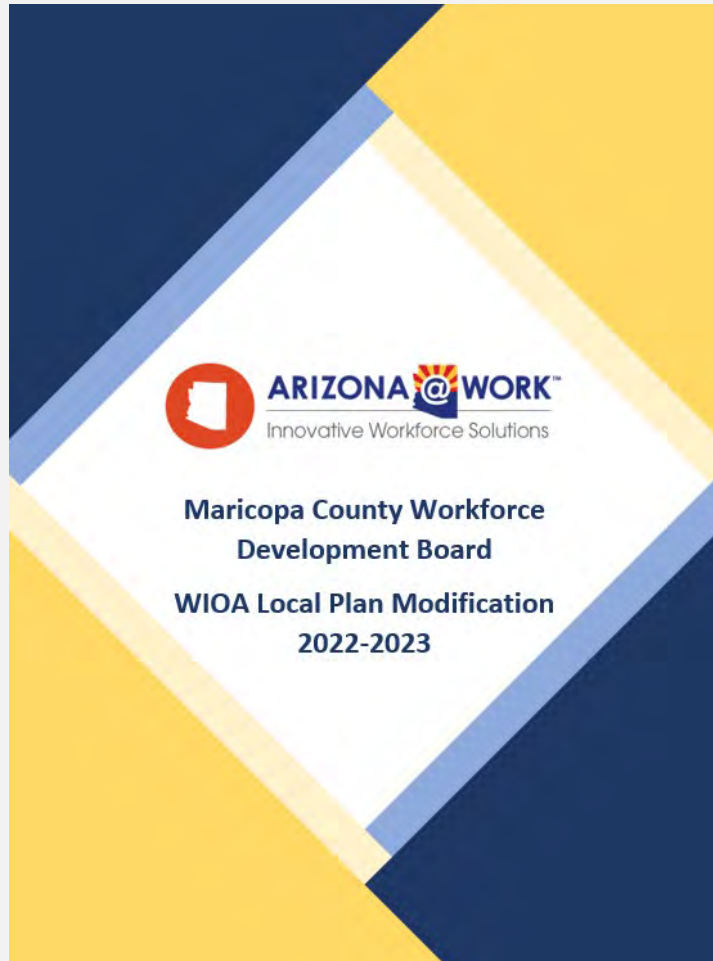


Introduction



2020-2023 Plan	2022 Modification Topic	Summary of Changes
Introduction	Board goals	Updated goals per the Board Strategic Plan
	WIOA directives to support board goals	Added excerpt from WIOA specific to the roles of the local workforce board
	Added modifications crosswalk	Added table that details the modifications made to the WIOA Local Plan
	Impact of COVID-19	Updated data in the statement on COVID-19

Introduction



2020-2023 Plan	2022 Modification Topic	Summary of Changes
Section 1.1	Description of the ARIZONA@WORK system in Maricopa County	Updated population data
	Chief Elected Officials	Updated profiles of the Maricopa County Board of Supervisors
	Executive Director and LWDB staff	Changed name of Executive Director and added board staff positions
	Overall operations (administration, fiscal operations, board membership)	Updated board roster

Introduction



2020-2023 Plan	2022 Modification Topic	Summary of Changes
Section 1.2	Economic Analysis	Updated the economic and labor market data throughout the section
	Workforce Analysis	Updated the skills profiles and workforce analysis throughout the section
	Current activities	Inserted a summary of the board's new strategic plan
	Assessment of strengths and weaknesses of the workforce	Updated data on Arizona postsecondary institutions and awards

Introduction



2020-2023 Plan	2022 Modification Topic	Summary of Changes
Section 1.2	Individuals with barriers to employment	Updated the profiles of relevant programs, including elimination of the Maryvale Workforce Initiative and the Strengthening Working Families Initiative and added statements on the impact of COVID-19 on Smart Justice and Clean Smart programs.
	Vision to support growth and economic self-sufficiency	Updated the profile of the board's vision and the strategic plan to achieve it
	Workforce Development Capacity	Updated profiles of Maricopa County workforce assets, including a description and summary of the value proposition of the new East Valley Career Center

Introduction



2020-2023 Plan	2022 Modification Topic	Summary of Changes
Section 1.2	Expand access to services for individuals with barriers to employment	Eliminated profiles of the Maryvale Workforce Initiative and SWIFI programs
	Registered apprenticeships	Updated tables of current programs
	LLSIL and Poverty Thresholds	Updated LLSIL and poverty thresholds with 2022 standards

Maricopa County Workforce Board

– *Strategic Planning and Local Plan Updates*



06 Closing and Next Steps





**PARTNERSHIP FOR
WORKFORCE INNOVATION**

Making The World of Work Understandable



**Maricopa County Workforce
Development Board
2022 Strategic Plan**

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Background

The Maricopa County Workforce Development Board was established to assist the Maricopa County Board of Supervisors as the Chief Local Elected Officials in strategic planning, oversight and evaluation of the local workforce development area, as well as to promote effective outcomes consistent with statewide goals, objectives and negotiated local performance.

The MCWDB receives its authority in accordance with the Workforce Innovation and Opportunity Act (WIOA), signed into law on July 22, 2014, and comprises leaders representing the area’s geographic and business demographics in both private business and in the public sector.

The Maricopa County Workforce Development Board Vision

"We are a best-in-class workforce system that connects job-seekers to career opportunities and employers to skilled talent, stimulating economic prosperity and enhancing quality of life for all."

Members (June 16, 2022)

Bonnie Schirato, Interim Chair
Tivity Health

Loren Granger
Wells Fargo

Angela Creedon
Intel Corporation

Marcia Veidmark
SSC Underground

Brent Downs
St Joseph the Worker

Matthew Clark
Verizon

Christine Colon
Arizona Department of Economic Security

Scott Sudhalter
Dell Technologies

Gregg Ghelfi
Maricopa County Industrial Development
Authority

Shawn Hutchinson
Phoenix Electrical JATC

Greene Martacho-Celuch
Concord General Contracting

Stan Chavira
United Food and Commercial Workers

Ismial Rangel
Arizona Department of Economic Security

Subhash Chandra
TBC Services, LLC

Jason Walker
Maricopa County Adult Probation

Tina Drews
Salt River Project

Leah Hill
Mayo Clinic

Scott Holman
Taiwan Semiconductor Manufacturing
Corporation

The board’s Executive Director, since January 2021, is Steve Clark.

Process Review

The process of crafting the Strategic Plan for the Maricopa County Workforce Development Board involved three primary types of activities: executive committee workshops, a values survey and operations team efforts.

The Executive Committee is a standing committee of the Maricopa County Workforce Development Board, and it served as the workgroup charged with producing the new strategic plan. The project team recognizes and appreciates the effort of the board members who participated in these extra efforts.

Bonnie Schirato

*Vice President, People and Culture Business
Tivity Health*



Shawn Hutchinson

*Apprenticeship Program Director
Phoenix Electrical JATC*



Loren Granger

*Human Resources Senior Recruiter
Wells Fargo*



Erik Cole (Former Member)

*Director, Design Studio for Community Solutions
Arizona State University*



Matt McGuire (Former Member)

*Executive Director
Arizona Healthcare Collaborative*



Leah Hill

*Manager, HR Workforce Education Investments
Mayo Clinic*



This workgroup met on January 20, March 17 and May 19. The objectives of the workgroup centered on establishing priorities and high-level aspirations for the region’s workforce development system and intentionally avoided detailed operational considerations.

In the workshops, the approach to the development of the new strategic plan was established, including the deployment to the entire board of a “values survey” that would incorporate the inputs of all the body’s membership in establishing the standards with would guide the board’s work. Later, that work was synthesized into categories of strategic goals, and the development of specific goals, actionable strategies and realistic metrics within each category was delegated to the board staff.

Finally, the goals and strategies were brought back to the Executive Committee for review. The group approved eight strategic goals within three categories and a total of 19 strategies that will make those goals realities.

The full board approved this strategic plan in a unanimous vote on June 16, 2022.

Reports on each workshop, presentations that were offered to the board, and the survey report are included as appendices to this document.

Goal Categories, Strategies and Metrics

The values which govern the work of the Maricopa County Workforce Development Board are summarized in five statements:

- We always to seek to maximize the impact of our work on the individuals we serve.
- We create impact through partnerships.
- The principles of honesty, dignity and respect govern our interactions with each other.
- We protect the integrity of this body via compliance with governing policies.
- Every activity is carried out with a commitment to excellence.

The goals which form the structure of the strategic plan are organized into three general categories. Within each category, between two and four specific goals were established.

Partnerships

- Goal #1: Optimize the culture of collaboration among the core partners and providers
- Goal #2: Expand the role of the Maricopa County Workforce Development Board in regional economic development efforts
- Goal #3: Expand the role of the Maricopa County Workforce Development Board in the local education ecosystem
- Goal #4: Strengthen regional collaboration among the Maricopa County Workforce Development Board and other local workforce areas.

Impact

- Goal #5: Increase participation of individual job seekers and businesses served across all Maricopa County Workforce Development Board title partner programs
- Goal #6: Maximize the scope of services available to individuals served by our title partner programs

Innovation

- Goal #7: Position the Maricopa County Workforce Development Board as a forward-thinking strategic leader
- Goal #8: Create system-wide standards derived from implemented best practices that improve the scope and quality of services from partners and providers

Category One: Partnerships

In the values survey that was deployed to the membership of the Maricopa County Workforce Development Board, respondents were asked to indicate the values they most preferred to serve as the priorities for the board's work. The most frequently selected response in any category was "partnerships," indicating the priority status in which the board views its role as "connective tissue" among the partners and providers who bring value to jobseekers and employers within Maricopa County's workforce development ecosystem. In the Executive Committee's workshops, a number of pertinent thoughts were expressed that led to this category of strategic goals, including a comment that the role of the board is to empower staff and partners to execute the vision of the board, not to insert itself into operational considerations.

Leah Hill

"We must leverage existing relationships and build new ones with jobseekers, employers and educators to change the narrative regarding career preparation and education through effective pathways models." – Leah Hill

Goal #1: Optimize the culture of collaboration among the core partners and providers

- *Strategy 1.A: Deploy a unified platform for partnership and referrals and ensure universal adoption of the chosen platform*

We will measure progress against this goal by tracking and reporting the percentage of partners and providers who have wholly adopted the unified platform.

Goal #2: Expand the role of the Maricopa County Workforce Development Board in regional economic development efforts

- *Strategy 2.A: Actively engage in partnerships with local and regional economic development organizations.*

The number of regional economic development partnerships and initiatives actively supported by staff and board members will be documented and reported.

Goal #3: Expand the role of the Maricopa County Workforce Development Board in the local education ecosystem

- *Strategy 3.A: Actively engage with K-12 school districts in bridging the career readiness gap between K-12 and post-secondary education institutions.*

Our methods for tracking progress within this strategy will depend on the detailed approach selected and deployed by the board and its staff.

- *Strategy 3.B: Convene employers and educational providers.*

Our methods for tracking progress within this strategy will depend on the detailed approach selected and deployed by the board and its staff.

- *Strategy 3.C: Construct a career literacy initiative that will support the educational system in introducing students to the local labor market's high-value career pathways.*

Our methods for tracking progress within this strategy will depend on the detailed approach selected and deployed by the board and its staff.

Goal #4: Strengthen regional collaboration among the Maricopa County Workforce Development Board and other local workforce areas.

- *Strategy 4.A: Explore best practices for regional collaboration.*

This work will be documented by the submission of *Annual Report: Best Practices in Regional Collaboration* by board staff. Participation in local and regional workforce-related initiatives will also be tracked and reported.

- *Strategy 4.B: Investigate the potential to establish a regional entity to support the pursuit of grants and other opportunities*

This work will be documented via a report on the annual meeting of regional workforce leadership, and/or annual progress reports on a regional collaboration charter

- *Strategy 4.C: Establish quarterly meetings to collaborate with other local workforce areas in addressing regional solutions to workforce development issues.*

This work will be documented via records of the regional collaboration meetings and/or an annual progress report on regional collaboration

Category Two: Impact

In the Values Survey, board members were asked to prioritize a number of potential statements that would guide the board’s work. The two highest-ranked statements both dealt with the topic of maximizing the impact of the workforce development system’s efforts:

1. We always seek to maximize the impact of our work on the individuals we serve.
2. We create impact through partnerships.

It was noted that the topic of increasing the numbers of jobseekers and employers served by WIOA-funded programs is regularly broached during board meetings when activity levels are reported. This goal category is a response to those concerns.

Matt McGuire

“These board members have a passion for finding great jobs for great people... There is no more important time for this body’s work than now.” -former Chair Matt McGuire

Goal #5: Increase participation of individual job seekers and businesses served across all Maricopa County Workforce Development Board title partner programs¹

- *Strategy 5.A: Develop and implement marketing and outreach strategies to drive participation and public awareness of the title partner programs in the ARIZONA@WORK system.*

We will measure progress within this strategy by tracking and reporting on the number of individual jobseekers and employers served by WIOA-funded programs.

- *Strategy 5.B: Build and leverage relationships with community-based organizations and local businesses to encourage partnerships with the title partner programs in the ARIZONA@WORK system.*

Measuring progress within this strategy will depend on the same data and mechanisms as Strategy 5.A, specifically the number of individual jobseekers and employers served by WIOA-funded programs

- *Strategy 5.C: Annually review, identify, and prioritize the in-demand industry sectors in Maricopa County.*

This work will be accomplished by the submission of the *Annual Industry Trends Report* prior to the Annual WIOA Report by board staff.

- *Strategy 5.D: Assess in-demand industry needs and education programs to identify gaps.*

This work will be accomplished by the submission of the *Annual Industry Trends Report* prior to the Annual WIOA Report by board staff.

- *Strategy 5.E: Convene in-demand sector stakeholders to develop career pathways to alleviate labor market shortages.*

The number of stakeholder groups convened or supported in key industry sectors will be tracked and reported.

Goal #6: Maximize the scope of services available to individuals served by our title partner programs

- *Strategy 6.A: Evaluate community resources to increase services and assets available to ARIZONA@WORK participants.*

This work will be accomplished by the submission of the *Annual Community Resources Report* by board staff prior to the Annual WIOA Report.

- *Strategy 6.B: Increase the number of providers on the Eligible Training Provider List (ETPL)*

The number of Maricopa County providers and programs on the ETPL will be tracked and reported.

¹ Title Partners include Workforce Development Activities (Title I), Adult Education and Literacy (Title II), and Wagner-Peyser Act (Title III), Rehabilitation Act of 1973 (Title IV).

Category Three: Innovation

Innovation is seen by the board as a high-value concept in the work of the ARIZONA@WORK Maricopa County. It was the second highest rated response in the values survey in the “Responsibility and Stewardship” category. It was made clear, however, in the Executive Committee workshops that pursuit of innovation purely for the sake of innovation has limited value and will not necessarily improve the impact of the workforce development system on jobseekers and employers in the region.

Bonnie Schirato

*“We need to become the connector between jobseeker and employer and to crosslink providers. As I’ve grown and become less reactive and more proactive, I’ve come to appreciate this body.” Interim Chair
Bonnie Schirato*

Goal #7: Position the Maricopa County Workforce Development Board as a forward-thinking strategic leader

- *Strategy 7.A: Research global best practices in workforce development.*

This work will be accomplished via attendance at professional conferences and engagement with innovative workforce areas across the nation.

- *Strategy 7.B: Create best practices for engaging the public on the topic of Maricopa County workforce trends*

Board staff will submit a recommended course of action that will improve, increase, and enhance the board’s presence on various social media platforms

Goal #8: Create system-wide standards derived from implemented best practices that improve the scope and quality of services from partners and providers

- *Strategy 8.A: Document and evaluate past strategies and initiatives*

Past and current strategies and initiatives of the board will be documented, and a report on the efficacy of these strategies will be submitted to the board.

- *Strategy 8.B: Identify and compile successful practices from core partners and providers*

Best practices of core partners and providers will be documented

Continuous Improvement Protocols

Progress toward each of these goals will be reported by the Executive Director on a regular basis. Each update will include progress within the current period, year-to-date activity levels, and strategies for furthering the progress in the coming period.

The new and enhanced responsibilities arising from this plan are summarized here into three categories:

Activities

- Annual meeting of regional workforce leadership
- Regional collaboration meetings
- Attendance at professional conferences
- Engagement with innovative workforce areas across the nation.

Deliverables

- Inventory and Evaluation of Past Initiatives
- *Annual Report: Best Practices in Regional Collaboration*
- Report on the annual meeting of regional workforce leadership, and/or annual progress reports on a regional collaboration charter
- *Annual Industry Trends Report*
- *Annual Community Resources Report*
- A recommended course of action that will improve, increase, and enhance the board's presence on various social media platforms

Regular Updates to the Board

- The percentage of partners and providers who have wholly adopted the unified intake platform
- The number of stakeholder groups convened or supported in key industry sectors
- The number of regional economic development partnerships and initiatives actively supported by staff and board members
- Participation in local and regional workforce-related initiatives
- Best practices of core partners and providers

Addenda

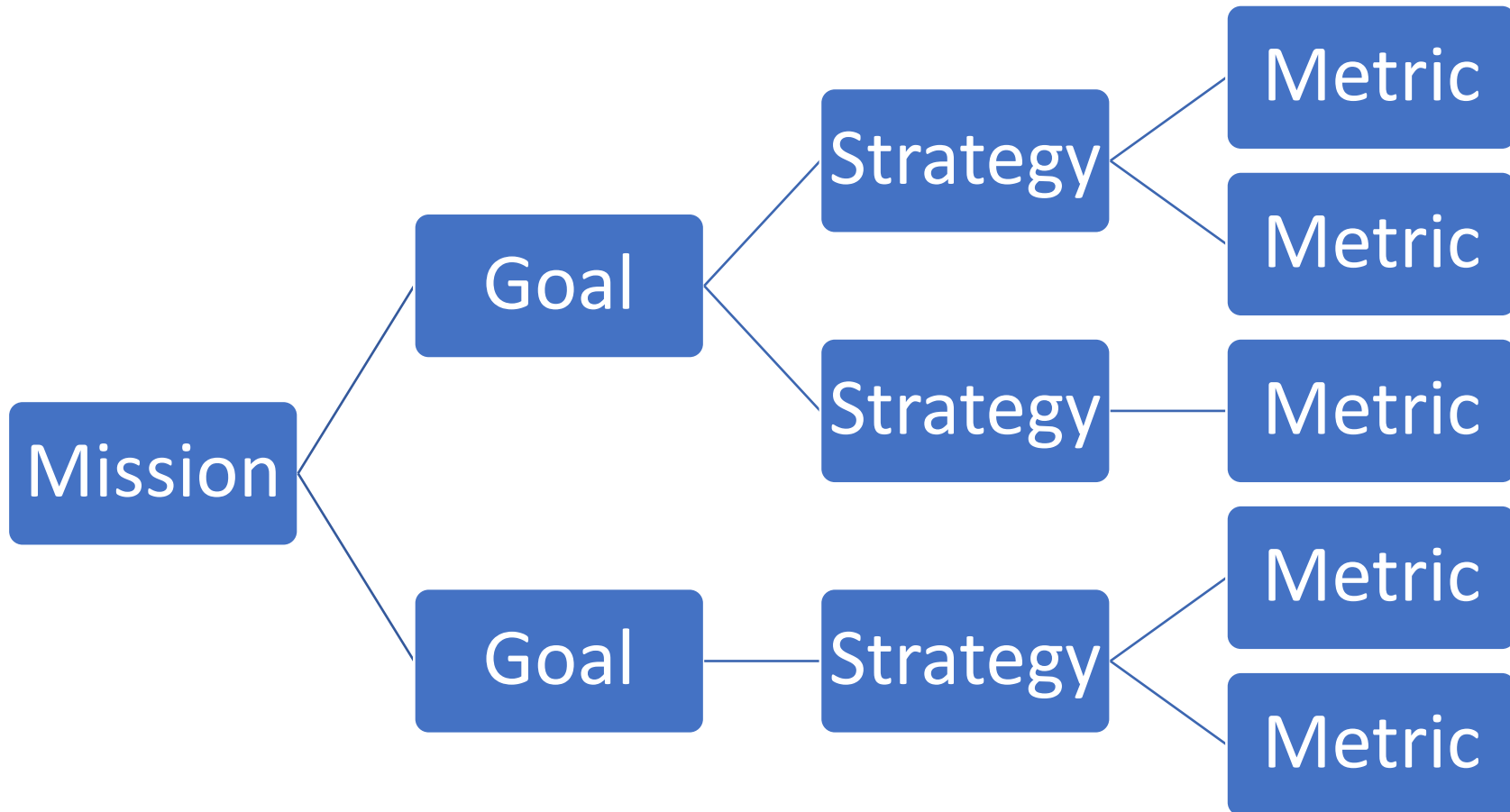
1. Handout: The Strategic Planning Lifecycle
2. Board Values Survey Report

The Strategic Planning Lifecycle

- Vision is the world we want to see.
- Mission is a description of what we are going to do to get us to that vision.
- Goals are the improvements we want to see in the areas that fall within our mission.
- Strategies are the efforts we will make to bring the goals to reality.
- Tactics are the detailed components of the strategies to which we are committing.
- Metrics are the standards and mechanisms by which we will measure our success.
- Evaluations are a standard effort to analyze performance against our goals and supplement or revise goals and strategies.



The Strategic Planning Lifecycle



Questions to consider:

- Why do you think the Workforce Innovation and Opportunity Act provides for Local Workforce Development Boards?
- Who is our customer?
- What realities can we and can we not impact?
- What is the potential impact of this board?
- What are the core competencies of this board?
- What is working for us?
- Where could we be better?
- What are we not doing that would bring real value?

Vision

I look at the Maricopa County Workforce Development Board in its ideal state and describe it this way:

Mission

I describe the role of the Maricopa County Workforce Development Board in making that vision a reality this way:



**Maricopa County Workforce
Development Board
Values Survey
Results**

Introduction/Overview

A survey of Maricopa County Workforce Development Board members was conducted from March 7 through 13 as a component of the board’s strategic planning efforts. The inputs of the board’s Executive Committee provided the framework and preliminary content for the survey, which was designed to engage the full board in the establishment of values and protocols that will govern the work of the board as it pursues its mission. Thirteen board members submitted full responses to the survey.

In the first section of the survey, terms and phrases were organized into four categories based on the outputs of the Executive Committee workshops. Respondents were asked to select up to two terms from each category. In the second section, twelve statements were offered, and respondents indicated a preference for up to three of them.

Questions and Top Responses

Table 1: Category 1: Effectiveness and Impact

Response	Percentage of Responses
Impact	37.0%
Effectiveness	22.2%
Excellence	14.8%
Accomplishments above Activities	11.1%
Courage to tackle big challenges	7.4%
Compliance	7.4%

Table 2: Integrity and Credibility

Response	Percentage of Responses
Integrity	38.5%
Credibility	34.6%
Competence	11.5%
Continuous learning	11.5%
Accuracy of work	3.8%

Table 3: Responsibility and Stewardship

Response	Percentage of Responses
Partnerships	38.5%
Innovation	23.1%
Efficiency	15.4%
Continuous improvement	7.7%
Wisdom	7.7%
Responsibility	7.7%

Table 4: Inclusion and Quality Interactions

Response	Percentage of Responses
Inclusion	19.2%
Respect for those we serve	15.4%
Collaboration	15.4%
Accountability to each other	11.5%
Dignity	7.7%
Empowerment	7.7%
Service Attitude	7.7%
Respect for each other	3.8%
Teamwork	3.8%
Honesty	3.8%
Diversity	3.8%

Table 5: Values Statements

Response	Percentage of Responses
We always to seek to maximize the impact of our work on the individuals we serve.	19.0%
We create impact through partnerships.	16.7%
The principles of honesty, dignity and respect govern our interactions with each other.	11.9%
We protect the integrity of this body via compliance with governing policies.	11.9%
Every activity is carried out with a commitment to excellence.	11.9%
The individual strengths of board members are leveraged for the good of the body.	7.1%
We exhibit the courage to take on big challenges.	4.8%
We value innovation.	4.8%
Our actions always enhance the credibility of this body.	4.8%
We are accountable to each other.	2.4%
Every individual associated with this board is treated with dignity and respect.	2.4%
We are never satisfied and are committed to continuous improvement.	2.4%

Summary and Key Findings

- The board prioritizes impact and wants to engage in work that makes a difference.
- The board wants to develop standing as an authoritative voice on workforce-related issues in Maricopa County and to protect that standing via a culture of integrity and competence.
- The board sees partnerships as the primary vehicle for accomplishing its mission and values its commitment to collaboration.
- The boards want its work model to incorporate the concepts of inclusion and respect.
- The board is motivated by its impact on individual lives and communities.
- The board is committed to integrity and to protecting its credibility by ensuring compliance with governing policies.



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Information/Discussion Only.

Local Area Plan Mid-Cycle Report



**Maricopa County Workforce
Development Board
WIOA Local Plan Modification
2022-2023**

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Introduction

The Maricopa County Workforce Development Board and the Local Plan

The Maricopa County Workforce Development Board (MCWDB) was established to assist the Maricopa County Board of Supervisors as the Chief Local Elected Officials in strategic planning, oversight, and evaluation of the local workforce development area, as well as to promote effective outcomes consistent with statewide goals, objectives and negotiated local performance.

The MCWDB receives its authority in accordance with the Workforce Innovation and Opportunity Act (WIOA) and is comprised of leaders representing the area’s geographic and business demographics in private business and in the public sector.

The MCWDB is required every four years to author a unified Local plan describing its strategies for implementing the Workforce Innovation and Opportunity Act in the region, along with a two-year mid-cycle update to that plan.

The MCWDB expresses gratitude to the state-level resources who play such a significant leadership role in the delivery of workforce development services in Maricopa County, including the Department of Economic Security and the Workforce Arizona Council. The state’s vision for workforce development flows through these entities and the MCWDB intends to deploy all possible resources and effort to align Maricopa County’s vision and strategies to the state’s direction while also making regional services as directly aligned to the needs of regional jobseekers and employers.

Within its vision for the One Stop Delivery System, the Workforce Arizona Council established ideal characteristics of local boards and delivery systems, and the MCWDB remains committed to aligning its priorities and strategies to these twelve standards.¹

1. **Extensive Knowledge of Local Economy:** Local Workforce Development Boards and ARIZONA@WORK Job Centers have extensive knowledge about the local and regional economy they serve and use labor market, economic, and employer data to inform decision-making about how to maximize the impact of the public workforce system on the local and regional economy.
2. **Business Engagement:** Local Workforce Development Board's and ARIZONA@WORK Job Centers efforts to engage business partners are robust and comprehensive. Business Services



¹ <https://arizonaatwork.com/sites/default/files/media/SWP%20%232%20Vision%20for%20One-Stop%20Delivery%20System%20Policy%20Adopted%202%2016%2017.pdf>

representatives in the local areas will possess the knowledge, expertise and capacity to design and deploy custom workforce solutions for employers.

3. **Sector Partnerships:** Local Workforce Development Boards and ARIZONA@WORK Job Centers convene and/or participate in one or more sector partnerships that are rooted in economic and labor market data analysis and driven by industry.
4. **Work-Based Learning Opportunities:** Local Workforce Development Boards and ARIZONA@WORK Job Centers collaborate with employers to increase the availability of work-based learning opportunities such as on-the-job training, work experiences, pre-apprenticeships, and Registered Apprenticeship as training paths to employment.
5. **Job Seekers Trained for In-Demand Jobs:** Local Workforce Development Boards and ARIZONA@WORK Job Centers focus education and training efforts on equipping job seekers and workers with skills and credentials directly connected to job placements along career pathways in high-growth/high-wage industries to the greatest extent possible.
6. **Industry-recognized Credentials:** Local Workforce Development Boards and ARIZONA@WORK Job Centers increase the number of participants who attain personal, portable, industry recognized credentials.
7. **Career Pathways:** Local Workforce Development Boards and ARIZONA@WORK Job Centers perpetually work to create new career pathways and promote existing employer-validated career pathways.
8. **Access to Services:** Local Workforce Development Boards and ARIZONA@WORK Job Centers ensure access to skill development and employment services for all job seekers including access to supportive services and relevant guidance for those with barriers to employment.
9. **Actively Engage Veterans and Other Priority and Special Populations:** Local Workforce Development Boards and ARIZONA@WORK Job Centers, working collaboratively with other community or statewide efforts when available, implement effective strategies to engage Veterans and other priority and special populations (as defined in WIOA) in workforce development services.
10. **Highly Integrated Service Delivery System:** Local Workforce Development Boards and ARIZONA@WORK Job Centers ensure that service delivery and resources are fully integrated, coordinated between all job center partners, and centered on meeting the needs of job seekers, workers, and business customers. An integrated model of service delivery and resources includes policies that enable partners to share and use captured information across multiple programs; cross-program staffing and customer flow management that optimizes efficiency and enhances customer experiences; and a management information system that effectively shares customer information across programs.
11. **Continuous Evaluation and Improvement of Services:** Local Workforce Development Boards and ARIZONA@WORK Job Centers continuously evaluate and improve services and processes to

increase job seeker, worker, and business customer access and satisfaction, and achieve performance measures.

- 12. Use Evidence-based, Best and Promising Practices for Service Delivery:** Local Workforce Development Boards and ARIZONA@WORK Job Centers provide comprehensive business and skill development services using best and promising practices and/or evidence-based practices when available.

The production of this report involved the work of many stakeholders, including MCWDB staff, Human Services Department leadership and staff, board members, core partners, service providers, state resources and other stakeholders. It strives to provide as comprehensive a view as possible of workforce development activities in the region and to establish a vision for coming years.

The MCWDB recognizes the critical value of the core WIOA partners and expresses appreciation for the indispensable work they provide to the jobseekers and employers served by the region's workforce system. One of the primary changes wrought in the workforce system by the passage of WIOA in 2014 was a deeper alignment of core partners in the system, and the MCWDB remains committed to continuously improving that alignment and developing new and innovative methods for leveraging the world-class expertise of its core partners: Arizona Adult Education, the Department of Economic Security, and the Rehabilitative Services Administration.

The MCWDB further recognizes the value of labor market analysis to the delivery of workforce development services and remains committed to continuous analysis of labor market data related to understand economic trends that affect jobseekers and service providers and to strive for nimbleness and agility as it reacts to these shifting dynamics.

The report includes analysis of the labor market in Maricopa County in general and the service area of the MCWDB. It then reiterates goals for the 2020-2023 program years, details strategies, both continuing and novel, that will better align regional workforce development services to state objectives and regional labor market realities. Finally, the report will detail the county's commitment to performance and continuous improvement.

The overarching theme of the report is the continuing commitment of the MCWDB to service. Effective service to jobseekers that improves the economic well-being of the families we serve and effective service to employers that creates pipelines of talent to support the industries on which the region's economy depends and through which higher-quality career opportunities will be created.

The Workforce Innovation and Opportunity Act and Local Boards

The Workforce Innovation and Opportunity Act (WIOA) is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. Congress passed the Act by a wide bipartisan majority in 2014, and it was the first legislative reform of the public workforce system in 15 years.

WIOA superseded the Workforce Investment Act of 1998 and amended the *Adult Education and Family Literacy Act*, the *Wagner-Peyser Act*, and the *Rehabilitation Act of 1973*. WIOA brings together, in strategic coordination, the core programs of Federal investment in skills development:

- Employment and training services for adults, dislocated workers, and youth; and Wagner-Peyser employment services administered by the U.S. Department of Labor (DOL) through formula grants to states; and
- Adult education and family literacy programs as well as State Vocational Rehabilitation Services programs that assist eligible individuals with disabilities in obtaining employment; both core programs are administered by the U.S. Department of Education.

WIOA also authorizes programs for specific vulnerable populations, including the Job Corps, YouthBuild, Indian and Native Americans, and Migrant and Seasonal Farmworker programs as well as evaluation and multistate projects administered by DOL. In addition, WIOA authorizes other programs administered by U.S. Department of Education and the U.S. Department of Health and Human Services.

According to the United States Department of Labor, WIOA effected ten primary reforms.² The

MCWDB Goals
Category One: Partnerships
Goal #1: Optimize the culture of collaboration among the core partners and providers
Goal #2: Expand the role of the Maricopa County Workforce Development Board in regional economic development efforts
Goal #3: Expand the role of the Maricopa County Workforce Development Board in the local education ecosystem
Goal #4: Strengthen regional collaboration among the Maricopa County Workforce Development Board and other local workforce areas
Category Two: Impact
Goal #5: Increase participation of individual job seekers & businesses served across all title partner programs
Goal #6: Maximize the scope of services available to individuals served by our title program partners
Category Three: Innovation
Goal #7: Position the Maricopa County Workforce Development Board as a forward-thinking strategic leader
Goal #8: Create system-wide standards derived from best practices that improve the scope and quality of services from partners and providers

² <https://www.dol.gov/agencies/eta/wioa/about>

description of one of the identified reforms was particularly relevant to the establishment of the MCWDB's vision for service delivery in the Maricopa County region:

#1: Streamlines and Strengthens the Strategic Roles of Workforce Development

Boards: WIOA makes state and local boards more agile and well-positioned to meet local and regional employers' workforce needs.

- State and local boards must coordinate and align workforce programs to provide coordinated, complementary, and consistent services to job seekers and employers.
- Business continues to contribute to strategic development and other activities by maintaining a leadership role on the boards and forming the majority of workforce board members.

State and local boards are more strategic and flexible as board membership is streamlined.

The other reforms:

#2: Requires States to Strategically Align Workforce Development Programs

#3: Promotes Accountability and Transparency

#4: Improves Services to Employers and Promotes Work-Based Training

#5: Provides Access to High-Quality Training

#6: Enhances Workforce Services for the Unemployed and Other Job Seekers

#7: Improves Services to Individuals with Disabilities

#8: Makes Key Investments in Serving Disconnected Youth and Other Vulnerable Populations

#9: Enhances the Job Corps Program

As provided in WIOA sec. 107(d), the Local WDB must:

(a) Develop and submit a 4-year local plan for the local area, in partnership with the chief elected official and consistent with WIOA sec. 108;

(b) If the local area is part of a planning region that includes other local areas, develop, and submit a regional plan in collaboration with other local areas. If the local area is part of a planning region, the local plan must be submitted as a part of the regional plan;

(c) Conduct workforce research and regional labor market analysis to include:

- (1) Analyses and regular updates of economic conditions, needed knowledge and skills, workforce, and workforce development (including education and training) activities to include an analysis of the strengths and weaknesses (including the capacity to provide) of such services

to address the identified education and skill needs of the workforce and the employment needs of employers;

(2) Assistance to the Governor in developing the statewide workforce and labor market information system under the Wagner-Peyser Act for the region; and

(3) Other research, data collection, and analysis related to the workforce needs of the regional economy as the WDB, after receiving input from a wide array of stakeholders, determines to be necessary to carry out its functions;

(d) Convene local workforce development system stakeholders to assist in the development of the local plan under § 679.550 and in identifying non-Federal expertise and resources to leverage support for workforce development activities. Such stakeholders may assist the Local WDB and standing committees in carrying out convening, brokering, and leveraging functions at the direction of the Local WDB;

(e) Lead efforts to engage with a diverse range of employers and other entities in the region in order to:

(1) Promote business representation (particularly representatives with optimum policy-making or hiring authority from employers whose employment opportunities reflect existing and emerging employment opportunities in the region) on the Local WDB;

(2) Develop effective linkages (including the use of intermediaries) with employers in the region to support employer utilization of the local workforce development system and to support local workforce investment activities;

(3) Ensure that workforce investment activities meet the needs of employers and support economic growth in the region by enhancing communication, coordination, and collaboration among employers, economic development entities, and service providers; and

(4) Develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers (such as the establishment of industry and sector partnerships), that provide the skilled workforce needed by employers in the region, and that expand employment and career advancement opportunities for workforce development system participants in in-demand industry sectors or occupations;

(f) With representatives of secondary and postsecondary education programs, lead efforts to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment;

(g) Lead efforts in the local area to identify and promote proven and promising strategies and initiatives for meeting the needs of employers, workers and job seekers, and identify and disseminate information on proven and promising practices carried out in other local areas for meeting such needs;

(h) Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, and workers and job seekers, by:

(1) 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;

(2) Facilitating access to services provided through the one-stop delivery system involved, including access in remote areas;

(3) Identifying strategies for better meeting the 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 skills; and

(4) Leveraging resources and capacity within the local workforce development system, including resources and capacity for services for individuals with barriers to employment;

(i) In partnership with the chief elected official for the local area:

(1) Conduct oversight of youth workforce investment activities authorized under WIOA sec. 129(c), adult and dislocated worker employment and training activities under WIOA secs. 134(c) and (d), and the entire one-stop delivery system in the local area;

(2) Ensure the appropriate use and management of the funds provided under WIOA subtitle B for the youth, adult, and dislocated worker activities and one-stop delivery system in the local area; and

(3) Ensure the appropriate use management, and investment of funds to maximize performance outcomes under WIOA sec. 116;

(j) Negotiate and reach agreement on local performance indicators with the chief elected official and the Governor;

(k) Negotiate with CEO and required partners on the methods for funding the infrastructure costs of one-stop centers in the local area in accordance with § 678.715 of this chapter or must notify the Governor if they fail to reach agreement at the local level and will use a State infrastructure funding mechanism;

(l) Select the following providers in the local area, and where appropriate terminate such providers in accordance with 2 CFR part 200:

(1) Providers of youth workforce investment activities through competitive grants or contracts based on the recommendations of the youth standing committee (if such a committee is established); however, if the Local WDB determines there is an insufficient number of eligible training providers in a local area, the Local WDB may award contracts on a sole-source basis as per the provisions at WIOA sec. 123(b);

(2) Providers of training services consistent with the criteria and information requirements established by the Governor and WIOA sec. 122;

(3) Providers of career services through the award of contracts, if the one-stop operator does not provide such services; and

(4) One-stop operators in accordance with §§ 678.600 through 678.635 of this chapter;

(m) In accordance with WIOA sec. 107(d)(10)(E) work with the State to ensure there are sufficient numbers and types of providers of career services and training services serving the local area and

providing the services in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive integrated employment for individuals with disabilities;

(n) Coordinate activities with education and training providers in the local area, including:

- (1) Reviewing applications to provide adult education and literacy activities under WIOA title II for the local area to determine whether such applications are consistent with the local plan;
- (2) Making recommendations to the eligible agency to promote alignment with such plan; and
- (3) Replicating and implementing cooperative agreements to enhance the provision of services to individuals with disabilities and other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination;

(o) Develop a budget for the activities of the Local WDB, with approval of the chief elected official and consistent with the local plan and the duties of the Local WDB;

(p) Assess, on an annual basis, the physical and programmatic accessibility of all one-stop centers in the local area, in accordance with WIOA sec. 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.); and

(q) Certification of one-stop centers in accordance with § 678.800 of this chapter.

Methodology and Approach

Construction of this plan modification involved the development of a professional labor market analysis, interviews with the staff of the Maricopa County Workforce Development Board and the Maricopa County Human Services Division, the work of the board's Executive Committee, and the construction of a professional labor market analysis by a third party.

The modified plan retains the structure and outline of the original along with a crosswalk of the changes made in this version.

The labor market analysis is available as a complete, stand-alone document, suitable for use in policy discussions and research, but is also organized within this plan into the required elements within the original outline.

Table 1: Local Plan Modifications

2020-2023 Plan	2022 Modification Topic	Summary of Changes	Page
Introduction	Board goals	Updated goals per the Board Strategic Plan	12
	WIOA directives to support board goals	Added excerpt from WIOA specific to the roles of the local workforce board	13-16
	Added modifications crosswalk	Added table that details the modifications made to the WIOA Local Plan	17
	Impact of COVID-19	Updated data in the statement on COVID-19	18
Section 1.1			
1.1.1	Description of the ARIZONA@WORK system in Maricopa County	Updated population data	21
1.1.1.2	Chief Elected Officials	Updated profiles of the Maricopa County Board of Supervisors	24-25
1.1.1.3	Executive Director and LWDB staff	Changed name of Executive Director and added board staff positions	26
1.1.1.6	Overall operations (administration, fiscal operations, board membership)	Updated board roster	30
1.1.2	Regional planning efforts	Added statement on the priority of the board's new strategic plan on regional collaboration	33
Section 1.2			
1.2.1	Economic Analysis	Updated the economic and labor market data throughout the section	34-43
1.2.2	Workforce Analysis	Updated the skills profiles and workforce analysis throughout the section	44-61
1.2.3.1	Current activities	Inserted a summary of the board's new strategic plan	62-67
1.2.3.2	Assessment of strengths and weaknesses of the workforce	Updated data on Arizona postsecondary institutions and awards	69-70

1.2.3.2.1	Individuals with barriers to employment	Updated the profiles of relevant programs, including elimination of the Maryvale Workforce Initiative and the Strengthening Working Families Initiative and added statements on the impact of COVID-19 on Smart Justice and Clean Smart programs.	74-75
1.2.4	Vision to support growth and economic self-sufficiency	Updated the profile of the board's vision and the strategic plan to achieve it	77-81
1.2.5	Workforce Development Capacity	Updated profiles of Maricopa County workforce assets, including a description and summary of the value proposition of the new East Valley Career Center	82-84
Section 1.3			
1.3.1.1	Expand access to services for individuals with barriers to employment	Eliminated profiles of the Maryvale Workforce Initiative and SWIFI programs	72-76
1.3.2.5.6	Registered apprenticeships	Updated tables of current programs	93-94
1.3.15	LLSIL and Poverty Thresholds	Updated LLSIL and poverty thresholds with 2022 standards	121
Section 1.4			
1.4.3	Performance levels	Updated the negotiated performance level targets and most recent performance levels	138-139
Section 1.5			
1.5.1.1	Public comment	Added statement describing the submission of the plan modification for public comment and a summary of comments received	144-145
Appendices			
Appendix One	Industries in Maricopa County	Updated employment and establishment values in industry table	147-148

Statement on the Impact of COVID-19

In January 2020, an unseen invader hit the shores of the United States. A novel coronavirus, related to the common cold and seasonal influenza, but extremely contagious and deadly to at-risk populations, tore through communities across the country and left trails of devastation, both human and economic.

According to the Arizona Department of Health Services, as of this writing in May 2022, the number of COVID-19 cases in Arizona has topped 2,000,000, with approximately 1,300,000 of those in Maricopa County. More than 30,000 deaths in the state have been attributed to COVID-19, with 17,300 of those coming from Maricopa County. At its peak in December 2021, an average of more than 5,000 people were currently hospitalized due to this illness every week. Altogether, around 68,300 individuals were hospitalized in Maricopa County, and around 27,500 of them were older than 65 years.

In addition to the human toll wreaked by the virus on health and quality of life, the economic downturn that threatened to derail the regional economy was unprecedented in its both its precipitous nature and the depth of its impact. Businesses were ordered to close. Unemployment soared. Uncertainty was the order of the day. The impact on much of our business community approached catastrophic levels. While some businesses did not survive, and others are operating at a fraction of normal capacity, the resilience and determination of Maricopa County's employers, workers, jobseekers, and service providers are found everywhere one looks.

A recent analysis of the impact of the pandemic by the Greater Phoenix Chamber Foundation sought to quantify the impact of the pandemic on the regional labor market. Its three key findings underscore the challenges of this crisis:

1. The speed at which the pandemic impacted our economy was unprecedented. Businesses and workers reeled under the dramatic economic downturn, and the long-term effects are yet to be understood.
2. The number of people who are dropping out of the labor force risks reversing years of hard-fought gains.
3. The impact of the crisis was uneven, with sectors like *Accommodation and Food Services*, *Retail Trade* and *Health Care* deeply impacted by the constrictions of the labor market.

The situation had particularly challenging impacts on the delivery of workforce development services. The system's leadership is still working to understand the immediate impact on our customers and the long-term changes in the world of work that are still unfolding. In the short term, it is apparent that an unusual percentage of our customers are in crisis mode with immediacies that must be addressed before any intentional career planning or skills development can even be considered. Employers are struggling to recapture their workforces displaced by business closures and lessened demand for services.

ARIZONA@WORK: Maricopa County is committed to understanding these impacts and adjusting service delivery models that maintain its value proposition regardless the evolving nature of the world of work.

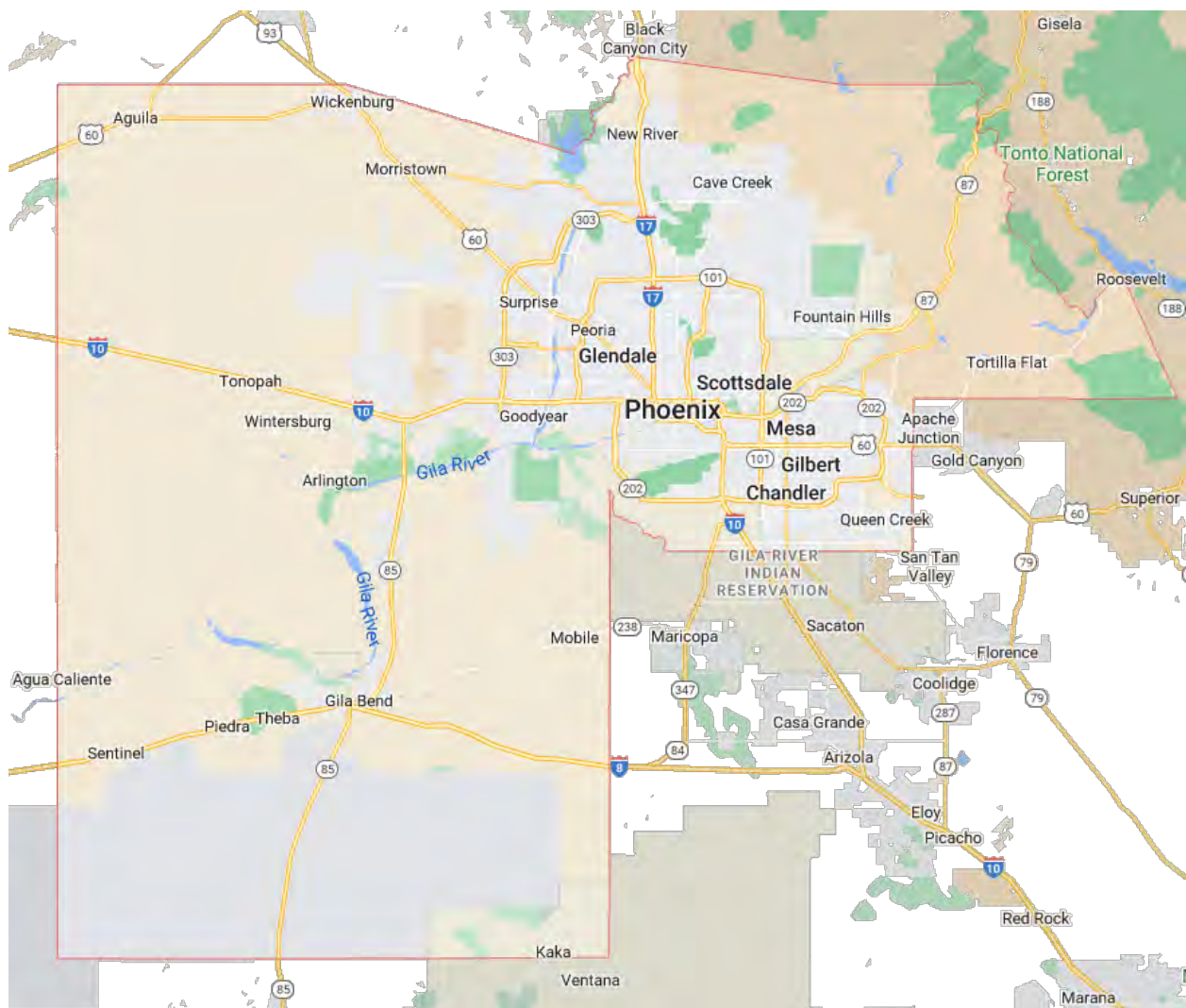
Section 1.1 Infrastructure

1.1.1 Description of the ARIZONA@WORK system in Maricopa County

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

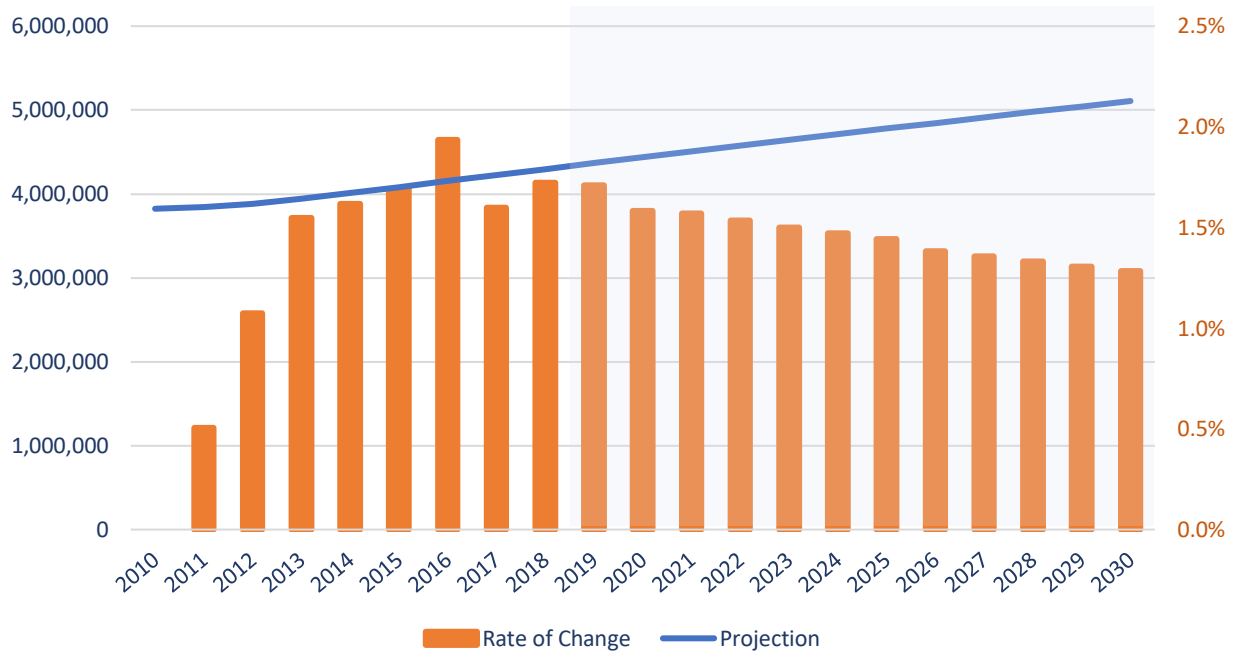
Maricopa County located in south-central Arizona, spans 9,224 square miles, measuring 132 miles from east to west and 103 miles from north to south, making it geographically larger than four American states. The County's outer geographical boundaries were set in 1881 and have not changed since. Figure 1 outlines Maricopa County boundaries and demonstrates the depth of service area access site locations. The governor has designated two workforce areas within Maricopa County, one serving the City of Phoenix and the other the balance of Maricopa County.

Figure 1. Maricopa County Boundary Map



Maricopa County, with 4,485,414 residents, is the most populous county in Arizona and the fourth most populous county in the nation. Maricopa County makes up 61.6% of the State’s total population: 7,278,717. Further, Maricopa County has the highest population per square mile in the state at 414.9 individuals per square mile with Pima County coming in second with 106.7 individuals per square mile. Maricopa County added more new residents than any county in the country from 2010-2019, according to a 2020 Census Bureau press release.³ The State of Arizona’s Office of Economic Opportunity projects that the County will continue to grow at an average rate of 1.6% over the next four years.

Figure 2. Maricopa County Population, Annual Estimated and Projected Growth Rates 2010 – 2030
Shaded area=Projections



-Arizona Office of Economic Opportunity

Maricopa County comprises 24 cities and towns and several unincorporated communities. More than half (53%) of the land in Maricopa County is owned by the federal government. Private land accounts for 29%, and 13% belongs to the state.

Cities

- | | | |
|-----------|-----------------------------------|------------|
| Avondale | Goodyear | Phoenix |
| Buckeye | Litchfield Park | Scottsdale |
| Chandler | Mesa | Surprise |
| El Mirage | Peoria (partly in Yavapai County) | Tempe |
| Glendale | | Tolleson |

³ <https://www.census.gov/newsroom/press-releases/2020/pop-estimates-county-metro.html>

Towns

Carefree	Gilbert	Queen Creek (partly in Pinal County)
Cave Creek	Guadalupe	Wickenburg (partly in Yavapai County)
Fountain Hills	Paradise Valley	Youngtown
Gila Bend		

Census-Designated Places

Aguila	Maricopa Colony	Sun City West
Anthem	Morristown	Sun Lakes
Arlington	New River	Theba
Citrus Park	Rio Verde	Tonopah
Gila Crossing	San Tan Valley	Wintersburg
Kaka	St. Johns	Wittman
Komatke	Sun City	

Tribal Areas

- Fort McDowell Yavapai Nation
- Gila River Indian Community
- Salt River Pima–Maricopa Indian Community
- Tohono O'odham Indian Reservation

1.1.1.2 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)

Consisting of rural, urban and suburban communities, Maricopa County is a diverse region. Each community is served by one of five districts, shown in Table 2 below. The five districts are led by elected Supervisors, each of whom brings a specialized background and unique expertise to the County, and together serve as the Board of Supervisors (BOS).

To ensure Maricopa County is a great place for residents to live and work, county government funds positions to serve the public in 40 departments, including: public health and health care; transportation infrastructure construction and maintenance; flood control; law enforcement and courts; education; parks and recreation facilities; libraries; animal control; economic and community development; and elections. Because of the effectiveness to enhance services for residents and the innovation of the programs offered by these departments, Maricopa County has received 32 Achievement Awards from the National Association of Counties (NACo) for 2020.

Table 1: Maricopa County Supervisor Districts:

District One	District Two	District Three	District Four	District Five
Chandler	Apache Junction	Paradise Valley	Aguila	Avondale
Gilbert	Carefree	Peoria	Avondale	Buckeye
Mesa	Cave Creek	Phoenix	Buckeye	Gila Bend
Phoenix	Fort McDowell Yavapai Nation		El Mirage	Gila River Indian Community
Queen Creek	Fountain Hills		Glendale	Glendale
Scottsdale	Gilbert		Goodyear	Goodyear
Sun Lakes	Mesa		Litchfield Park	Guadalupe
Tempe	Paradise Valley		Peoria	Phoenix
	Phoenix		Phoenix	Sentinel
	Scottsdale		Sun City	Tohono O' Odham Nation
	Salt River Pima- Maricopa Indian Community		Sun City West	Tolleson
			Surprise	
			Wickenburg	
			Youngtown	

Figure 3: Maricopa County Supervisor Districts



Figure 4: Maricopa County Board of Supervisors



Bill Gates
Chairman
District 3



Clint Hickman
Vice-Chairman
District 4



Jack Sellers
District 1



Thomas Galvin
District 2



Steve Gallardo
District 5

Bill Gates, Chairman (District 3)

Bill was re-elected to another four-year term on the Maricopa County Board of Supervisors in 2020. He was first elected to the Board of Supervisors in 2016 and currently serves as the Chairman of the Board, a position he held in 2019. Prior to joining the Board of Supervisors, Bill served on the Phoenix City Council from 2009-2016, including a stint as Vice Mayor in 2013.

District 3 includes the cities of Anthem, Desert Hills, New River, Paradise Valley and Phoenix.

Clint Hickman, Vice Chairman (District 4)

Clint Hickman, a 4th-generation Arizonan from one of the West Valley's most prominent families and businesses, was appointed to the Maricopa County Board of Supervisors March 21, 2013. Hickman was reelected in 2016 and 2020 for four-year terms.

District 4 includes the cities of Avondale, Buckeye, El Mirage, Glendale, Goodyear, Litchfield Park, Peoria, Sun City, Sun City West, Surprise, Wickenburg and Youngtown.

Jack Sellers (District 1)

Jack Sellers joined the Board of Supervisors on February 13, 2019 after a unanimous appointment to fill the empty seat representing District 1. Mr. Sellers previously served two terms on the Chandler City Council and continues to serve as chairman of the Arizona State Transportation Board. He also has a position on the GPEC International Leadership Council, the Arizona-Mexico Commission and Arizona Sister Cities.

District 1 includes the cities of Chandler, Gilbert, Mesa, Tempe, Queen Creek, and Ahwatukee-Phoenix.

Thomas Galvin (District 2)

Thomas Galvin is an attorney, and his practice area focuses primarily on matters related to land use and development law, as well as water issues, which are beneficial in service of a fast-growing district and county. Tom was appointed on December 8, 2021, in a unanimous vote by the Board of Supervisors to represent District 2.

District 2 includes the cities of Apache Junction, Carefree, Cave Creek, Fort McDowell Yavapai Nation, Fountain Hills, Gilbert, Mesa, Paradise Valley, Phoenix, Scottsdale and the Salt River-Maricopa Indian Community-Scottsdale

Steve Gallardo (District 5)

Steve Gallardo was born and raised in Phoenix. As a fourth generation Arizonan, Steve has spent all of his life in the West Valley and is a graduate of Trevor Browne High School. In 2002, he was elected to the State House of Representative in a new legislative district covering the Southwest Valley. Steve spent 10 years at the Arizona State Legislature both in the House and the Senate. During his term as State Representative, he served as the House Minority Whip, and in 2013 he was selected to be Senate Democratic Whip.

District 5 includes the cities of Avondale, Buckeye, Gila Bend, Gila River Indian Community, Glendale, Goodyear, Guadalupe, Phoenix and Tolleson.

The region's diversity also offers myriad attractions for residents and visitors alike. The County offers lakes, parks, hiking destinations, resorts, historical places, and much more. Maricopa County is home to professional athletic teams such as the

Arizona Cardinals, Phoenix Suns, Arizona Diamondbacks, Arizona Coyotes, and the Phoenix Mercury. In addition, there are a variety of sports venues and events that bring millions of visitors to Maricopa County including: University of Phoenix Stadium which has hosted a number of college championship football games, and two NFL Super Bowl events; Waste Management's Phoenix Open annual PGA tour event; bi-annual NASCAR races at Phoenix International Raceway; performances at Arizona's Broadway Theater; and multiple Major League Baseball spring training facilities and games. From the Queen Creek Olive Mill to the Wildlife World Zoo, there are a number of activities to experience that showcase the region's character!

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

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

As described in WIOA Section 107(d)(12)(B)(i)(III) and as determined by the chief local elected official or governor under section 107(d)(12)(B)(i), the designee responsible for performing accounting and funds management of the WIOA grant, at the direction of the Maricopa County Board of Supervisors, is the Maricopa County Human Services Department, Administration, Policy and Planning Division.

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

The following staff members provide administrative support to the Maricopa County Workforce Development Board:

- MCWDB Executive Director – Steve Clark
- Management Analyst- Nancy Avina
- Management Analyst- Kennedy Riley
- Board Liaison- Deseret Romero
- Pathways Strategist-Ron Drake
- Pathways Strategist- Jordan Dodeward

1.1.1.3.3 Provider(s) selected by the LWDB

In collaboration with local partners, ARIZONA@WORK: Maricopa County is the workforce network of business and employment-related service providers for the Maricopa County Local Workforce Development Area (LWDA). Multiple providers have subcontracts with Maricopa County Human Services Department to deliver adult and youth services. The Maricopa County LWDA provides services through a

seamless customer-focused service delivery network that enhances access to the programs' services to create long-term employment outcomes for individuals receiving assistance.

All service provider agreements are to be in place through June 30, 2023 and subject to decisions at that time.

Adult Program

Maricopa County Human Services Department, Workforce Development Division provides services to individuals who are 18 and older and who have been chronically unemployed or underemployed, have barriers to getting and keeping a job, and need assistance with job search and/or training.

Dislocated Worker Program

Maricopa County Human Services Department, Workforce Development Division provides services to Services target individuals who have lost jobs due to closure or downsizing through no fault of their own.

Youth Program

The Maricopa County Human Services Department is the provider of services to youth 14 years to 24 years of age who have barriers to getting and keeping a job and need educational and employment services. Additional vendors are used to provide services aligned with the fourteen elements, and their services are detailed in a matrix in Section 1.3.9.

One Stop Operator

MAXIMUS Inc.

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

In compliance with WIOA requirements, the MCWDB must determine the selection for the one stop operator, and adult, dislocated worker, and youth services providers. In partnership with the CEO, the MCWDB shall maximize performance outcomes by ensuring sufficient number and types of eligible service providers who are consistent with the criteria established by the Governor and WIOA. All competitive awards and contracts will be publicly noticed as required by the MCWDB procurement policies.

The MCWDB has established criteria for selecting eligible providers of services to support workforce in the local service area of Maricopa County. The Eligible Training Provider List (ETPL) for ARIZONA@WORK: Maricopa County facilitates the selection of well-qualified providers who serve the training needs of job seekers in the interest of employers throughout the local workforce development area.

Governance of the relationships among partners who perform critical roles on behalf of the unified workforce system serving ARIZONA@WORK: Maricopa County rest with two documents:

- Memorandum of Understanding (MOU), and
- Shared Local Governance Agreement

These documents specify resource sharing agreements, performance expectation, and responsibilities associated with the performance of tasks and the expenditure of funds according to the Workforce Innovation and Opportunity Act.

The Eligible Training Providers List anchors and integrates the constellation of community partners that comprise the regional workforce development system. The strategic endeavors of multiple organizations represent a fusion of targeted economic development and workforce development to serve employers and job seekers in the local workforce area.

Current contracts may be found at <https://www.maricopa.gov/3916/County-Contracts>.

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

1.1.1.5.1 Fiscal,

1.1.1.5.2 Equal opportunity,

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

The State’s Methods of Administration (MOA) includes nine elements that the Board has addressed to ensure that WIOA Title 1 financially assisted programs, activities, and recipients are complying, and will continue to comply, with the nondiscrimination and equal opportunity requirements of WIOA and its associated regulations. The required elements of MOA are:

1. Element 1: Designation of State and Local-level EO Officer (29 CFR 38.28)
2. Element 2: Notice of Communication (29 CFR 38.39)
3. Element 3: Review Assurances, Job Training Plan, Contract, & Policies and Procedures (29 CFR 38.42)
4. Element 4: Universal Access (29 CFR 38.44)
5. Element 5: Compliance with Section 504 of the Rehabilitation Act of 1973 (as amended) and 29 CFR 38.2
6. Element 6: Data & Information Collection and Maintenance (29 CFR 38.41)
7. Element 7: Monitoring Recipients for Compliance (29 CFR 38.51)
8. Element 8: Complaint Processing Procedures (29 CFR 38.54)
9. Element 9: Corrective Actions/Sanctions Procedures (29 CFR 38.110)

To ensure compliance with the 9 required elements of the State Methods of Administration (MOA), the local board directs County staff and partners to maintain compliance with all regulations.

The Maricopa County Workforce Development Board Executive Director and staff provide monitoring, audit, and oversight activities for Adult, Dislocated Worker and Youth program services and the One-Stop Operator.

Additionally, the Arizona Department of Economic Security monitors the Maricopa County Workforce Innovation and Opportunity Act Adult, Dislocated Worker, and Youth program services, Equal Opportunity compliance and the Workforce Innovation and Opportunity Act fiscal records on an annual basis.

Policies to Ensure Compliance

The MCWDB Board follows the Americans with Disabilities Act of 1990 and all requirements imposed by or pursuant to the implementing regulations. The MCWDB works in collaboration with partner programs to ensure that customers with disabilities receive timely and appropriate services.

The MCWDB works closely with its various partners to ensure that services are delivered on a non-discriminatory basis without regard to race, ethnicity, color, religion, age, gender or any other protected characteristic.

The MCWDB provides information in a language other than English for clients with limited English proficiency to effectively inform or enable those individuals to participate in core partner programs or activities. The guidance in serving English Language Learners (ELL) is pursuant to Title IV of the Civil Rights Act of 1964 and Section 188 of the WIOA. The MCWDB ensures that persons of limited English-speaking abilities have equal and meaningful access equal to those who are proficient in English. The MCWDB and partner programs must translate written program materials into the language in question and provide effective interpretation services to clients of the significant ELL group.

1.1.1.6 Overall operations (Administration, fiscal operations, board membership.)

The team that makes ARIZONA@WORK: Maricopa County possible includes the staff of the Human Services Department, the members of the board, the core partners and the Maricopa County Board of Supervisors. Each plays a critical role in the integrated service delivery system, and the roles are detailed in section 1.3.

Table 2: MCWDB Membership as of May 2022:

Business	Education and Training	Government, Economic and Community Development	Workforce
Bonnie Schirato (Interim Chair)	Jason Walker	Gregg Ghelfi	Shawn Hutchinson
Angela Creedon		Ismial Rangel	
Subhas Chandra		Christine Colon	Stan Chavira
Loren Granger			Brent Downs
Greene Martacho-Celuch			Tina Drews
Leah Hill			
Marcia J Veidmark			
Matt Clark			
Scott Sudhalter			
Scott Holman			

1.1.1.3 The ARIZONA@WORK partner programs that are included in the ARIZONA@WORK system in the LWDA (e.g., core, required, and other partners)

Workforce Innovation and Opportunity Act Title IB core programs and Title 1 programs include:

Core and Required Programs

U.S. Department of Labor

- Title IB Youth Program - Services for youth 14 years to 24 years of age who have barriers to getting and keeping a job and need educational and employment services. Maricopa County Human Services Department is the current service provider.
- Title IB Adult Program - Services target individuals who are 18 and older and who have been chronically unemployed or underemployed, have barriers to getting and keeping a job, and need assistance with job search and/or training. Maricopa County Human Services Department is the current service provider.
- Title IB Dislocated Worker Program - Services target individuals who have lost jobs due to closure or downsizing through no fault of their own. Maricopa County Human Services Department is the current service provider.
- Adult Education and Family Literacy Act program (authorized under Workforce Innovation and Opportunity Act Title II) services individuals in need of basic education with low basic skills and low educational attainment; English language acquisition for eligible learners to achieve competence in reading, writing, speaking and comprehension of the English language; and math skills needed to attain a high school credential and transition to post-secondary education and employment. Arizona Adult Education is the current provider.
- Wagner-Peyser Act Employment Service program, authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), as amended by Workforce Innovation and Opportunity Act Title III services target individuals who need help with updating or developing a resume and labor exchange assistance that connects them to employment. Arizona Department of Economic Security Employment Services is the service provider.
- The State Vocational Rehabilitation Services program, authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.) and amended by the Workforce Innovation and Opportunity Act Title IV, services targets individuals with disabilities. Arizona Department of Economic Security is the provider for Maricopa County.
- The Senior Community Service Employment Program, authorized under Title V of the Older Americans Act of 1965, services older adults with employment and training assistance.
- Trade Adjustment Assistance activities, authorized under Chapter 2 of Title II of the Trade Act of 1974, services individuals who are eligible workers who lose their jobs, or whose hours of work and wages are reduced, because of increased imports or production transfers abroad.

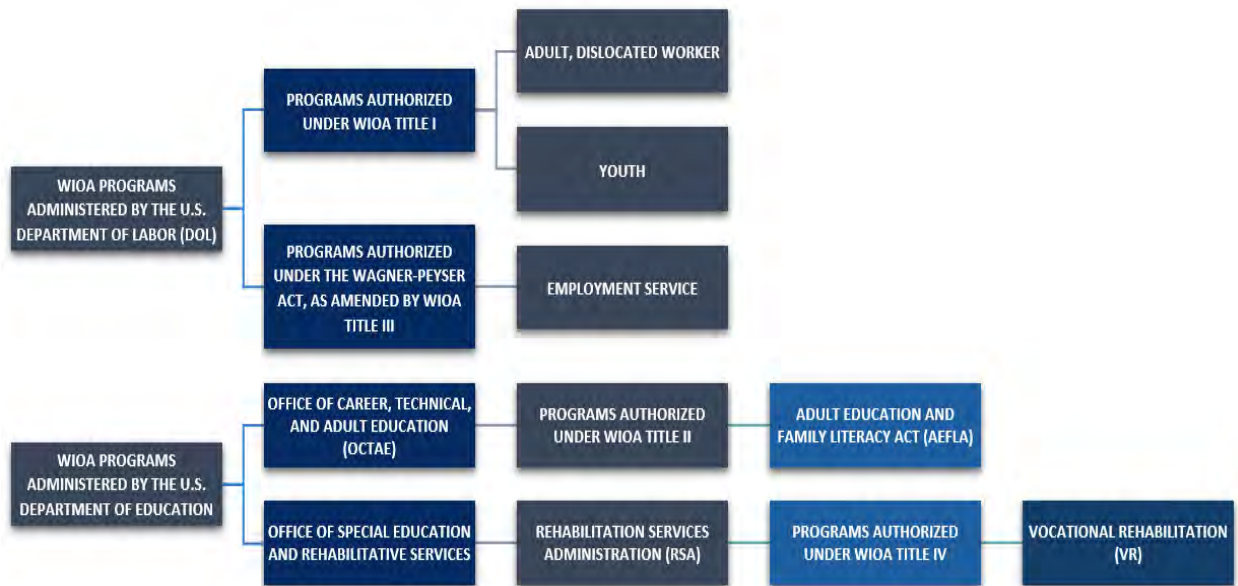
- Unemployment Compensation programs, services individuals who are unemployed and eligible to receive unemployment compensation. Arizona Department of Economic Security is the provider.
- Jobs for Veterans State Grant programs, authorized under chapter 41 of Title 38, U.S.C., services individuals who are veterans with significant barriers to employment to receive tailored employment and training services. Career and Technical Education programs at the postsecondary level are authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV).

US Department of Health and Human Services

Employment and training activities are carried out under the Community Services Block Grant programs (42 U.S.C. 9901 et seq.).

Temporary Assistance for Needy Families program is authorized under part A of Title IV of the Social Security Act (42 U.S.C. 601 et seq.) unless exempted by the Governor under 20 CFR 678.405(b), 34 CFR 361.405(b), and 34 CFR 463.405(b).

Figure 5: WIOA Core Programs



1.1.2 Describe regional planning efforts if the LWDB is engaging in regional planning and/or coordination with other LWDAs (such as for sector strategies, coordination with education providers, or other service planning activities). (See 20 CFR 679.540). Include a description of any regional service strategies that include the use of cooperative service delivery agreements including the entities in which the agreements are with.

While Maricopa County and the City of Phoenix are not formally joined as a Planning Region, efforts to optimize the regional delivery of workforce development services are longstanding. In 2015 the two regions entered into an Intergovernmental Service Agreement that called for a Joint Regional Planning Committee to review and develop policy and procedural improvements. The agreement expired in June of 2019.

The vision that emerged from that effort comprised six elements and remains a framework for regional collaboration today:

1. Jointly coordinate planning efforts
2. Target funding
3. Invest in technological infrastructure
4. Pursue joint procurement for services
5. Improve clarity of service delivery communications
6. Implement standardized staff professional development

In recent years, board members representing the two local workforce development boards have attended meetings reciprocally to explore opportunities of mutual benefit in serving employers and job seekers. Such issues as data gathering, data integration, and service innovation have been focal points in discussions and presentations shared by both boards.

A current focal example of coordination and collaboration for regional benefit is the Client Referral System. ARIZONA@WORK: Maricopa County has engaged a number of partners on the design and implementation of a client referral system that can be used by multiple partners. The local workforce area recognizes the value of and remains committed to the concept of referring job-seeking customers to appropriate partners and resources, and ensuring those customers are provided objective information that informs the choice of training and service providers.

In addition to the idea-sharing of these two local workforce boards, board and staff members of ARIZONA@WORK City of Phoenix interact regularly with different board representatives in the State. The nature of regional service connection is informational and coordinative, rather than established in a formal cooperative service delivery agreement.

The board strategic plan, which was developed in parallel with this WIOA Local Plan Modification, established eight strategic goals, on “strengthen the regional collaboration among the Maricopa County Workforce Development Board and other local workforce development boards.” The Maricopa County Workforce Development Board intends to accomplish this goal by inviting the boards of Pinal County, Pima County and the City of Phoenix to participate in regular efforts to develop regional strategies to improve the outcomes of the workforce development system in the region.

Section 1.2 Strategic Planning Elements

1.2.1 Economic Analysis

1.2.1.1 Economic conditions, including existing and emerging in-demand industry sectors and occupations

1.2.1.1.1 To include explanation of industries and occupations, and full list available as appendix

Maricopa County continues to diversify, grow and evolve, and exciting changes in the County's population are driving exciting changes with its economy. Maricopa County maintains a current perspective on trends and changes in the region through regular data analysis and direct contact with multiple stakeholders. The Arizona *Office of Economic Opportunity* works directly with Maricopa County to ensure the data on which it relies is comprehensive, relevant and as current as possible. To adequately evaluate a rapidly changing economic landscape for the next two years, the Arizona *Office of Economic Opportunity* has leveraged multiple data series it produces in partnership with the United States Department of Labor to designate existing and emerging in-demand industries and occupations in Maricopa County. These designations indicated that certain industries and occupations have favorable labor market traits including recent and projected growth and high earning potential, and they serve as strategic targets for the local area's economic and workforce strategies.

Labor market variables were assigned different weights as part of the formula used by OEO to designate existing and emerging in-demand industries and occupations. In-demand industries (i.e., sectors and subsectors) were selected based on their overall performance in these primary labor market indicator categories:

- Employment size
- Historical two-year employment growth
- Projected two-year employment growth
- Wages
- Local competitive advantage

In-Demand Industry Sectors

Table 3 displays the MCWDB-selected existing and emerging in-demand industry sectors. The results reflect a wide range of industries in Maricopa County and demonstrate the growth and high demand in the healthcare, construction, and financial industries in Maricopa County. A complete listing of top-ranked industries can be found in Appendix 1.

Table 3. In Demand Industry Sectors

NAICS Code	Industry Sectors
51	Information
31-33	Manufacturing
62	Health care and Social Assistance
52	Finance and Insurance
23	Construction
48-49	Transportation & Warehousing

Source: Arizona Office of Economic Opportunity Maricopa Workforce Area- In-Demand Existing & Emerging Industry Sectors

In-Demand Occupations

In addition to these industry designations, in 2018, the *Office of Economic Opportunity* established a rating system for existing and emerging in-demand occupations based on four primary factors:

- Employment level
- Projected employment growth
- Average wage level
- Educational requirement

Occupations were compared against those with the same educational requirement and assigned a “Star” rating from one to five (five being the highest rating). MCWDB staff were provided with the dataset and identified 129 occupations for the Maricopa County Workforce Area, rated from three to five stars, within the six target industries.

Occupations are an element that exists entirely separately from industries. While occupations are not subsets of industries, a comprehensive crosswalk from the *United States Department of Labor* estimates the rates at which each occupation is employed by each industry. It is expected that any given occupation is employed frequently by multiple industries.

Occupations commonly employed in the *Health Care and Social Assistance*, *Finance and Insurance*, and *Information* industries made up the majority of the table of highest-paying occupations. Several in-demand occupations are commonly employed in multiple industries. Table 4 displays the ten highest-paying, 5-star rated occupations and their associated industries.

Table 4. 5-Star Rated Occupations, Ten Highest Average Annual Wages, Maricopa County Workforce Area:

In-Demand Occupation	Common Industries	Average Annual Wages	Projected 2-Year Growth
29-1228 Physicians and Surgeons, All Other	Health Care and Social Assistance (62)	\$237,213	309
13-2052 Personal Financial Advisors	Finance and Insurance (52)	\$102,455	452
15-1132 Software Developers, Applications	Finance and Insurance (52) Information (51) Manufacturing (31-33)	\$97,995	805
29-1071 Physician Assistants	Health Care and Social Assistance (62)	\$96,602	196
29-1292 Dental Hygienists	Health Care and Social Assistance (62)	\$86,778	151
13-1111 Management Analysts	Finance and Insurance (52) Information (51) Manufacturing (31-33)	\$82,976	482
29-2032 Diagnostic Medical Sonographers	Health Care and Social Assistance (62)	\$82,261	107
13-2098 Financial Analysts	Finance and Insurance (52) Information (51) Manufacturing (31-33)	\$78,929	385
49-9051 Electrical Power-Line Installers & Repairers	Construction (23)	\$77,293	82
29-1141 Registered Nurses	Health Care and Social Assistance (62)	\$76,178	2,925

While the *Transportation and Warehousing* and *Construction* industries may not appear as frequently among the higher-paying in-demand occupations, they do account for a significant number of projected job openings. The growth within the *Health Care and Social Assistance* industry is evident from this perspective, as well. Table 3 displays the ten 5-star rated occupations with the highest projected annual numeric growth.

Table 5. 5-Star Rated Occupations, Ten Largest Projected Growth, Maricopa County Workforce Area:

In-Demand Occupation	Common Industries	Average Annual Wages	Projected 2-Year Growth
29-1141 Registered Nurses	Health Care and Social Assistance (62)	\$76,178	2,925
31-1120 Personal Care Aides	Health Care and Social Assistance (62)	\$23,449	2,655
53-7062 Laborers and Freight, Stock & Material Movers, Hand	Manufacturing (31-33) Transportation and Warehousing (48-49)	\$80,828	1,679
47-2061 Construction Laborers	Construction (23)	\$34,130	1,260
31-1120 Home Health Aides	Health Care and Social Assistance (62) Transportation and Warehousing (48-49)	\$23,836	1,235
53-3032 Heavy and Tractor-Trailer Truck Drivers	Construction (23) Manufacturing (31-33) Transportation and Warehousing (48-49)	\$45,519	1,211
43-6013 Medical Secretaries	Health Care and Social Assistance (62)	\$36,281	933
41-3091 Sales Representatives, Services, All Other	Construction (23) Finance and Insurance (52) Health Care and Social Assistance (62) Information (51)	\$52,377	902
41-3021 Insurance Sales Agents	Finance and Insurance (52)	\$67,974	847
47-2031 Carpenters	Construction (23) Manufacturing (31-33)	\$44,599	832

One of the Maricopa County Workforce Development Board’s four workgroups, the Quality Workforce Workgroup was established to further research these occupations and present findings to the full Board to identify Targeted In-Demand Occupations. The targeted occupations will serve as the basis for WIOA-funded services such as Occupational Skills Training, Apprenticeships, and On-the-Job Training. The research included analysis of 2018-2025 projected occupational growth, 2018 employment and wage estimates, living wage calculations (based on Massachusetts Institute of Technology Living Wage Calculator), and PY2018 WIOA participant demographics and training outcomes. This research established the following selection criteria for Maricopa County’s Targeted In-Demand Occupations:

- Educational Attainment: Bachelor’s Degree or below
- Living Wages: \$11.90 or above
- Faster Growth Rate: 9.1% or above
- Projected Annual Openings: 75 or more
- Overriding Labor Market Conditions

The selection criteria resulted in 83 diverse targeted occupations in the existing and emerging industries. These in-demand occupations have varying educational requirements, lead to living wages ranging from \$12.78 to \$49.54 an hour and meet the needs of employers in the Maricopa County Workforce Area. A full list of the 83 Targeted Occupations can be found in Appendix 5.

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

The skills profiles required by employers in the region are just as dynamic as industry employment trends. There is consistent annual growth for a number of occupations, in multiple industries – providing myriad opportunities for a pipeline of workers.

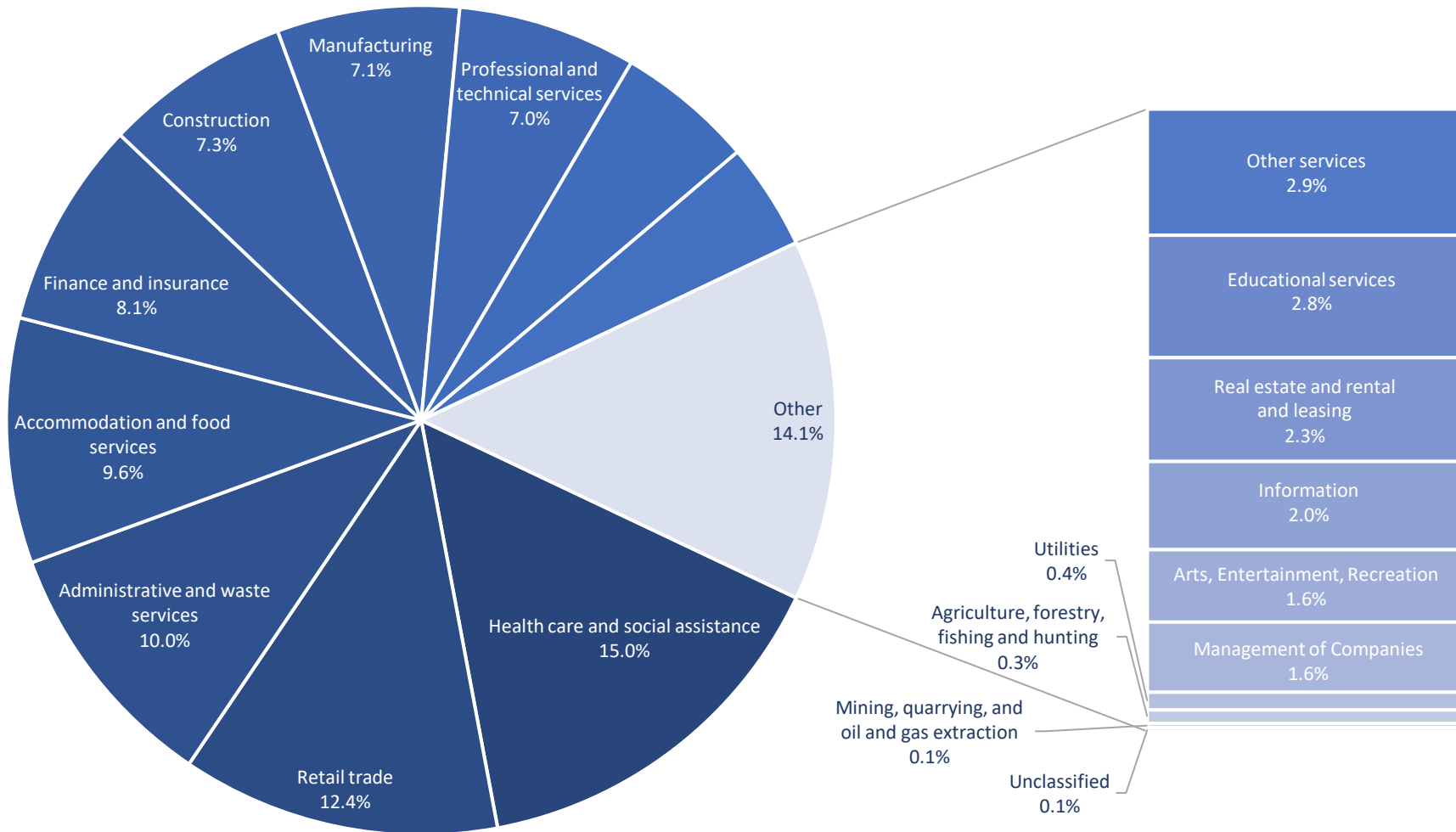
It is the intent of the Maricopa County Workforce Development Board in the program years covered by this Plan to remain committed to regular, sophisticated analysis of the labor market from as many perspectives as possible. There is no single view of a reality as complex as the labor market of one of America’s largest counties, so the board intends to approach the issue of labor market intelligence via as many different angles as possible.

- Labor market data
- Quarterly Census of Employment and Wages
- Employment Projections
- Occupational Employment Statistics
- Local Area Unemployment Statistics
- Unemployment Insurance Claims Data
- Job Postings Analysis
- Industry and Employer Summits and Sector Strategies

Employment

At the highest level of industry categorization, the largest employer in Maricopa County is the Health Care and Social Services industry.

Share of Jobs by Industry, Maricopa County, September 2021



Within each of these industries are a number of sub-industries that provide a more detailed perspective on the employers that drive Maricopa County’s labor market.

Table 6: Industry Components, Health Care and Social Assistance

Industry	Establishments	Jobs	Average Wages
Health Care and Social Assistance	12,642	279,983	\$62,608
General Medical and Surgical Hospitals	94	59,967	\$74,305
Offices of Physicians	3,336	50,504	\$99,221
Home Health Care Services	411	23,998	\$32,746
Services for the Elderly and Disabled	535	22,530	\$24,666
Offices of Dentists	1,867	16,023	\$58,583
Child Day Care Services	511	13,720	\$20,136
Nursing Care Facilities	129	8,782	\$49,312
Continuing Care Retirement Communities	102	8,679	\$36,962
Assisted Living Facilities for the Elderly	443	8,669	\$30,612
Physical/Occupational/Speech Therapists & Audiologists Offices	581	8,436	\$43,994
Offices of All Other Miscellaneous Health Practitioners	647	7,118	\$49,969
Medical Laboratories	159	6,803	\$64,638
Other Individual and Family Services	288	6,422	\$42,852
HMO Medical Centers	38	6,288	\$84,045
Outpatient Mental Health and Substance Abuse Centers	185	6,189	\$55,302
Residential Mental Health and Substance Abuse Facilities	150	5,939	\$49,083
Residential Intellectual and Developmental Disability Facilities	83	5,474	\$32,909

Table 7: Industry Components, Retail Trade

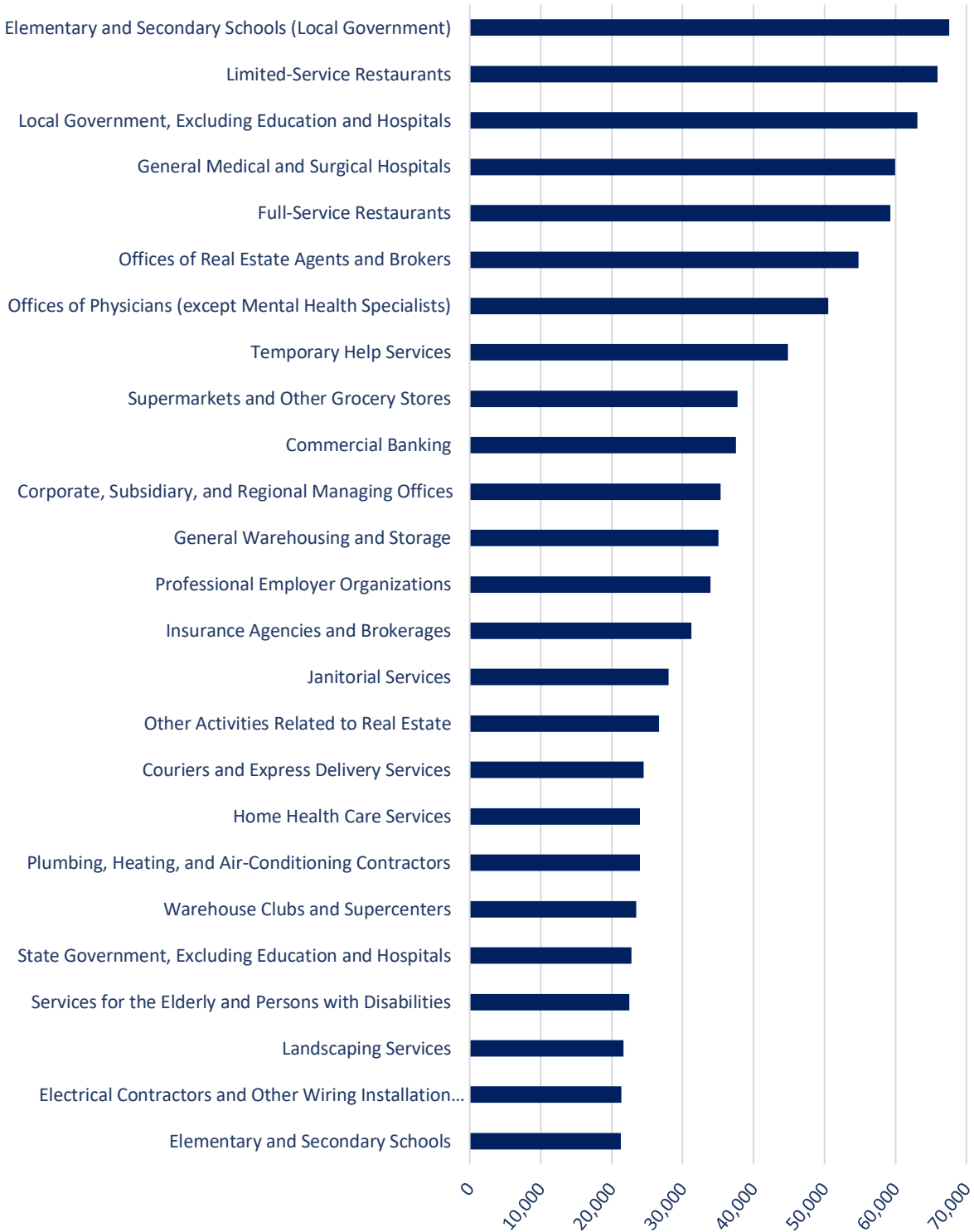
Industry	Establishments	Jobs	Average Wages
Retail Trade	10,493	231,417	\$44,460
Supermarkets and Other Grocery Stores	457	37,755	\$30,088
Warehouse Clubs and Supercenters	77	23,463	\$33,610
Electronic Shopping and Mail-Order Houses	851	19,836	\$57,241
Other Direct Selling Establishments	241	16,937	\$16,840
New Car Dealers	166	16,669	\$85,246
Department Stores	155	13,069	\$25,584
Home Centers	84	11,387	\$31,883
Pharmacies and Drug Stores	730	9,810	\$57,725
Gasoline Stations with Convenience Stores	718	9,311	\$31,737
Used Car Dealers	291	8,338	\$63,243
Electronics Stores	342	6,934	\$60,864
Automotive Parts and Accessories Stores	370	6,933	\$44,363
Used Merchandise Stores	159	6,847	\$23,106
All Other Miscellaneous Store Retailers (except Tobacco Stores)	393	5,597	\$42,889
Sporting Goods Stores	267	4,380	\$29,811

Table 8: Industry Components, Administrative and Waste Services

Industry	Establishments	Jobs	Average Wages
Administrative and Waste Services	8,116	185,928	\$48,100
Temporary Help Services	884	44,828	\$42,539
Professional Employer Organizations	314	33,953	\$46,118
Janitorial Services	720	28,056	\$22,556
Landscaping Services	1,071	21,649	\$35,165
Office Administrative Services	948	20,486	\$60,131
Telemarketing Bureaus and Other Contact Centers	217	16,435	\$44,623
Security Guards and Patrol Services	170	12,493	\$31,681
Employment Placement Agencies	438	6,702	\$53,159
Other Services to Buildings and Dwellings	557	5,904	\$31,472
Exterminating and Pest Control Services	348	4,009	\$40,472
All Other Support Services	186	3,691	\$40,857
Security Systems Services (except Locksmiths)	167	3,197	\$53,004
Collection Agencies	110	2,620	\$46,504
Document Preparation Services	94	2,386	\$22,235
All Other Travel Arrangement and Reservation Services	84	2,353	\$67,215
Travel Agencies	170	2,156	\$58,476
Solid Waste Collection	84	2,090	\$48,928
Telephone Answering Services	36	1,794	\$45,488
Investigation Services	84	1,787	\$26,319

At a more granular level, we can see the largest detailed industries in the county.

Employment by Industry, Maricopa County, January 2022



Section 1.2.2: Workforce Analysis

1.2.2.1 Description of knowledge and skills needed to meet employment needs of the businesses in Maricopa County, including employment needs in in-demand industries and sectors

The analysis of job postings data from EMSI provided valuable insight into the knowledge, skills, and qualifications being sought after by businesses in Maricopa County. The most common educational attainment requirements were a bachelor's degree (25%) or a high school diploma/GED (19%). However, more than half (56%) of postings did not identify a required education level.

Perhaps more informative were the results of research into the most common qualifications listed in postings. Each of the 20 most frequently mentioned qualifications were postsecondary nondegree credentials. The qualifications that appeared most frequently on job postings in Maricopa County were a Driver's License (18,309 postings), Certification in Cardiopulmonary Resuscitation (13,249) and Registered Nurse (10,618). Table 12 displays the full list of the 20 most required qualifications. The emphasis on postsecondary nondegree credentials in these job openings aligns very well with the strategic direction of the MCWDB.

In-Demand Skills

While traditional labor market data, as presented in this analysis, provides an invaluable perspective on the labor market in which the individuals we serve are attempting to build careers, another complementary perspective can be had by looking at the real-time priorities of employers in Maricopa County. JobsEQ is a third-party platform from Chmura Economics that aggregates online job postings from employers in all industries across Maricopa County and allows us to query for the prevalence of specified skills or credentials in job postings from April 2021 to March 2022.

It is notable that in spite of the traditional focus of educational and workforce development practitioners and analysts on the role of postsecondary degrees in opening doors for quality career opportunities, a majority of job postings over the previous year did not specify a minimum educational level.

Educational Requirements, Job Postings, Maricopa County

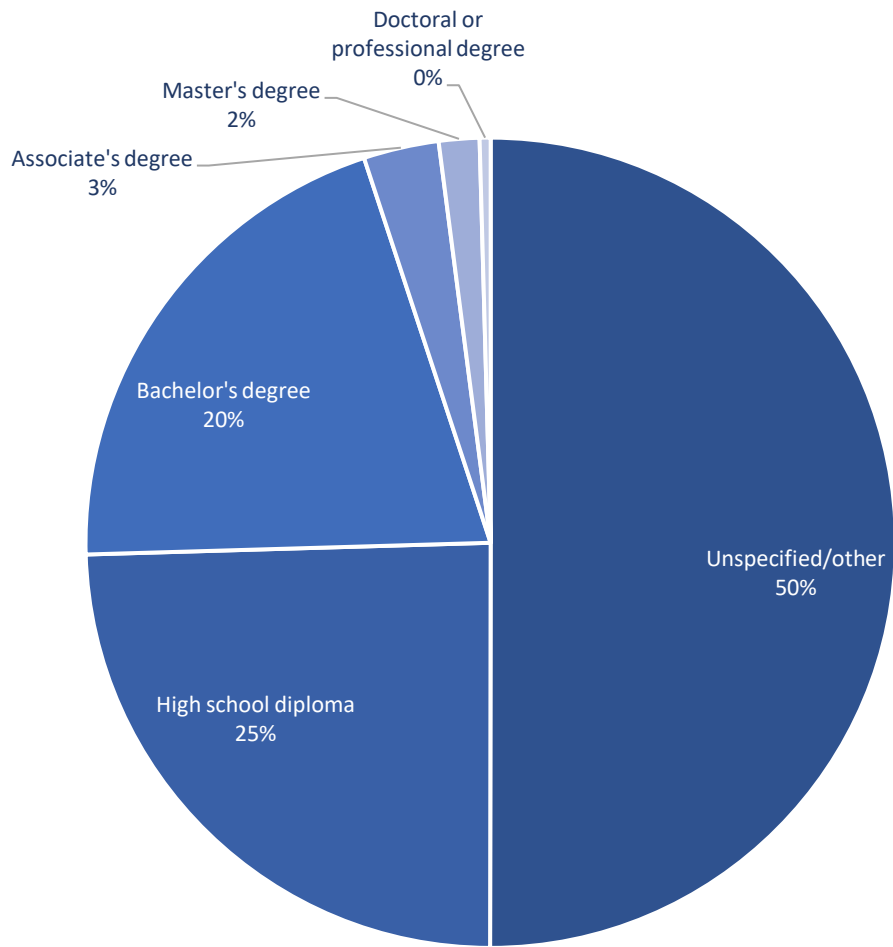


Table 9: Employers by Number of Postings, Top 25

Employer	Postings
HonorHealth	10,124
Wells Fargo	8,588
Banner Health	7,749
Deloitte	5,250
Aerotek	5,118
Honeywell	4,363
Walgreens	4,252
Intel	3,933
Mesa Public Schools	3,922
Humana	3,856
Arizona State	3,812
Allied universal	3,326
Goodwill of Central and Northern Arizona	3,255
LOWES	3,130
American Express	3,118
General Dynamics - Information Technology	2,872
Tenet Health	2,794
United Health Group	2,666
Bashas'	2,590
Robert Half	2,575
KROGER	2,497
Amazon	2,475
Paradise Valley Unified School District	2,454
Maricopa County	2,407
CVS Health	2,281

Table 10: Employability Skills by Number of Postings, Maricopa County, Top 25

Employability Skill	Postings
Verbal and Written Communication Skills	351,160
Cooperative/Team Player	206,176
Customer Service	159,130
Organization	97,483
Problem Solving	94,391
Detail Oriented/Meticulous	87,532
Adaptability/Flexibility/Tolerance of Change and Uncertainty	82,542
Self-Motivated/Ability to Work Independently/Self Leadership	81,786
Ability to Work in a Fast-Paced Environment	78,950
Interpersonal Relationships/Maintain Relationships	72,647
Supervision/Management	64,578
Analytical	55,579
Prioritize	50,613
Multi-Task	46,335
Project Management	40,964
Leadership	40,416
Time Management/Time Utilization	40,306
Good Judgment	38,273
Punctual	36,219
Listening	35,634
Initiative	34,622
Work Ethic/Hard Working	32,366
Confidentiality/Information Sensitivity	27,316
Optimism/Positive Attitude	26,137
Negotiation	26,034

Table 11: Technical Skills by Number of Postings, Top 40

Technical Skill	Postings
Microsoft Excel	72,581
Microsoft Office	67,070
Ability to Lift 41-50 lbs.	30,529
Microsoft Outlook	29,793
Microsoft PowerPoint	26,207
Microsoft Word	24,608
Agile	22,714
Ability to Lift 51-100 lbs.	22,087
Sales	21,084
Structured Query Language (SQL)	19,640
Retail Sales	19,067
Teaching/Training, School	17,778
Spanish	16,271
English	16,238
Personal Computers (PC)	15,980
Presentation	15,874
Finance	15,503
Computer Programming/Coding	15,309
Cash Handling (Cashier)	14,519
Ability to Lift 21-30 lbs.	14,301
Java	14,078
Python	13,985
Customer Relationship Management (CRM)	13,228
Mathematics	13,005
Bilingual	12,395
Salesforce	11,932
Manufacturing	11,447
Clinical Research	11,150
Merchandising	10,541
Change Management	10,506
Amazon Web Services (AWS)	10,382
Oracle	10,217
Information Security	9,997
Linux	9,916
Ability to Lift 31-40 lbs.	9,827
Microsoft Azure	9,724
Teaching/Training, Job	9,569
Marketing	9,529
Plumbing	8,845
JavaScript	8,702

Table 12: Certifications by Number of Postings, Top 40

Certification	Postings
Driver's License	18,309
Certification in Cardiopulmonary Resuscitation (CPR)	13,249
Registered Nurse (RN)	10,618
Basic Life Support (BLS)	10,373
First Aid Certification	6,248
Advanced Cardiac Life Support Certification (ACLS)	4,203
Certified Nursing Assistant (CNA)	3,009
Certified Public Accountant (CPA)	2,805
Secret Clearance	2,765
Commercial Driver's License (CDL)	2,688
Project Management Professional (PMP)	2,383
Licensed Practical Nurse (LPN)	2,261
Medical Assistant Certification (MA)	1,942
Certified Information Systems Security Professional (CISSP)	1,627
Class A Commercial Driver's License (CDL-A)	1,529
Pediatric Advanced Life Support (PALS)	1,510
Child Development Associate (CDA)	1,378
The American Registry of Radiologic Technologists (ARRT) Certification	1,234
Emergency Medical Technician (EMT)	1,185
Certified Information Systems Auditor (CISA)	1,134
Licensed Clinical Social Worker (LCSW)	991
Certified Pharmacy Technician (CPT)	775
Licensed Professional Counselor (LPC)	760
Cisco Certified Network Associate (CCNA)	738
Certified Information Security Manager (CISM)	721

A solution that targets priority skills

ARIZONA@WORK Maricopa County was one of the first workforce areas in the state to implement the Arizona Career Readiness Credential (ACRC) curriculum and assessments at its American Job Centers. The ACRC was developed at the direction of the Governor’s office as an effort to improve Arizona’s economy and workforce. The development included extensive research into the needs of Arizona’s employers and the identification of high-demand skills. The curriculum centers around three foundational academic skills and four personal/interpersonal skills: below formatting?

- Applied Mathematics
- Reading for Information
- Workplace Data and Graphics
- Communicating Effectively
- Teamwork and Collaboration
- Professionalism
- Critical Thinking and Problem Solving

The skills being developed and/or validated by ACRC participants align closely with those identified by this analysis of job postings data.

1.2.2.2 Regional workforce needs including:

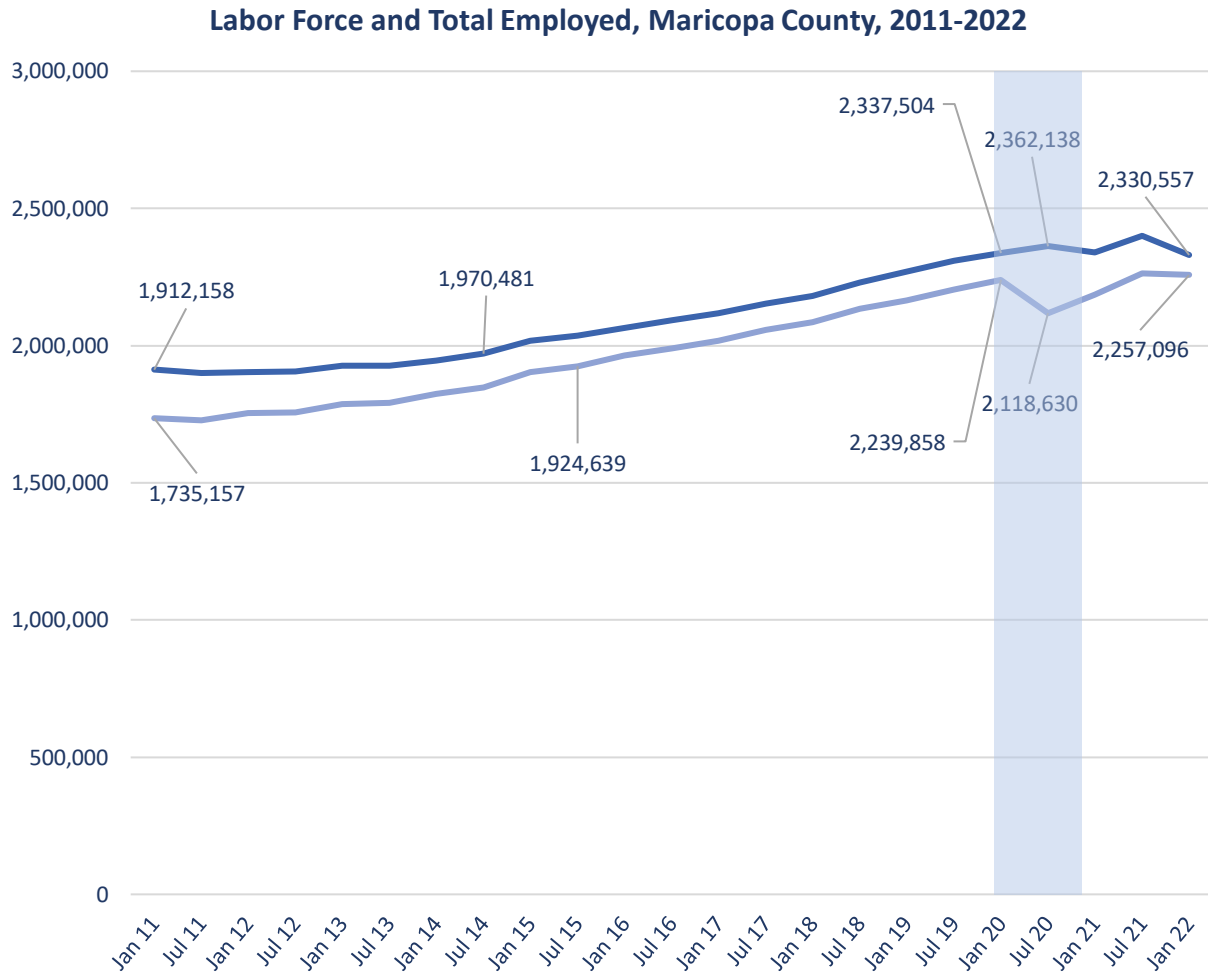
This analysis of the regional workforce provides perspective on trends in the Maricopa County workforce, and specifically the impacts of the COVID-19 pandemic. Labor force, employment and unemployment data in this section were produced by the Arizona *Office of Economic Opportunity*, and the Maricopa County Workforce Development Board is grateful for the consistently excellent work of the team that has provided these invaluable data consistently and without interruption during the COVID-19 crisis.

1.2.2.2.1 Current labor force employment and unemployment data

Local Area Unemployment Statistics (LAUS) provide perspective on the participation of the people of Maricopa County in the region’s workforce. The labor force comprises the employed (those working in any capacity) and the unemployed (those looking for work). The *Labor Force Participation Rate* (LFPR) estimates the percentage of the civilian noninstitutional population that is in the labor force. This section looks at the most recent complete profile of labor force data (2018) and a number of observations can be drawn from the data. Maricopa County’s LFPR is higher than the state average (59.5%) and is the highest among Arizona counties.

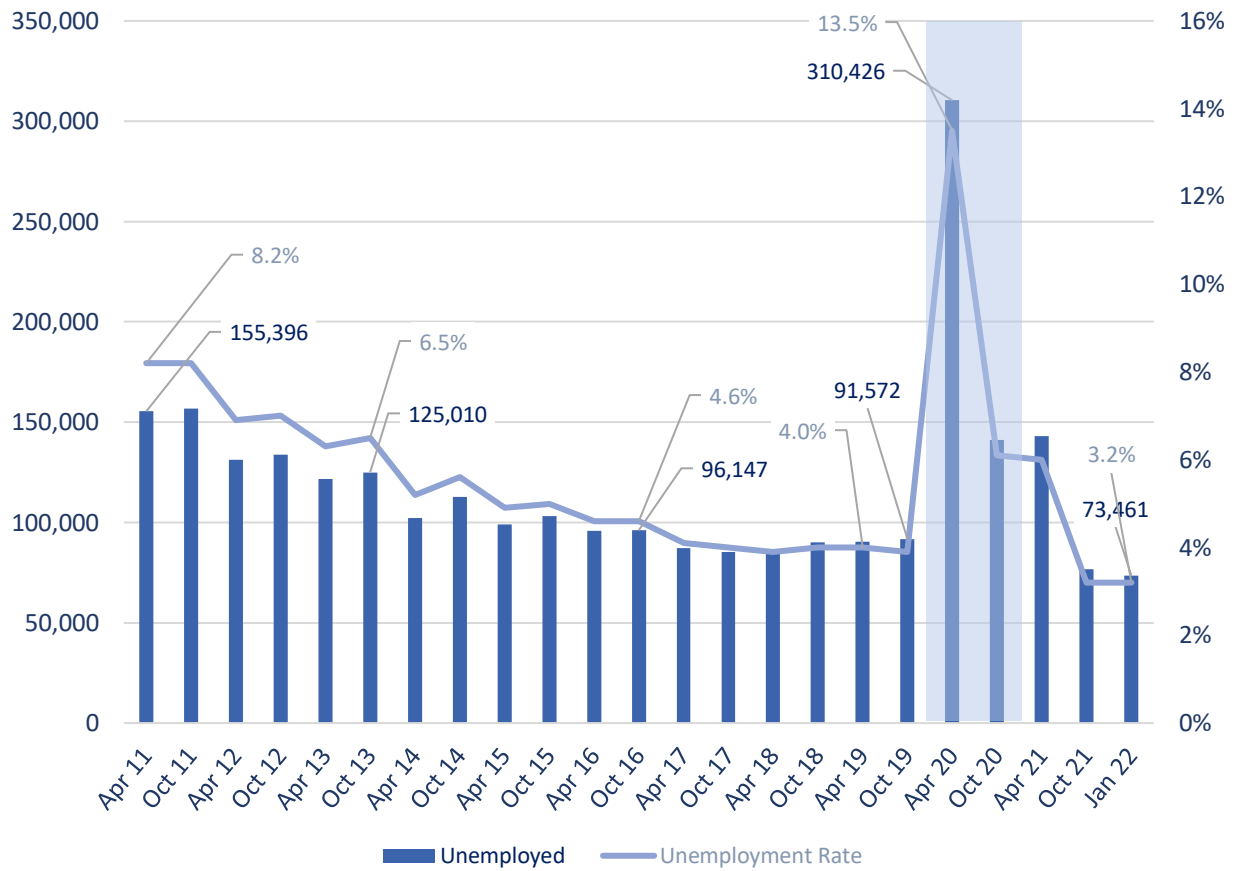
Labor Force

The labor force is the combination of those people who are employed and those who are unemployed. As the population has swollen, Maricopa County’s labor force has increased in size in recent years, and as of the preliminary findings of January 2020, now stands at 2,330,557, including 2,257,096 who are employed and 73,461 unemployed. The unemployment stood at 3.2%.



Analysis of the county’s unemployment data underscores the impact of the COVID-19 pandemic on the region’s economy and labor market. From 2011 to 2020, the number of unemployed people in the county had trended downward, even as the size of the labor force increased.

Unemployed and Unemployment Rate, Maricopa County, 2011-2022



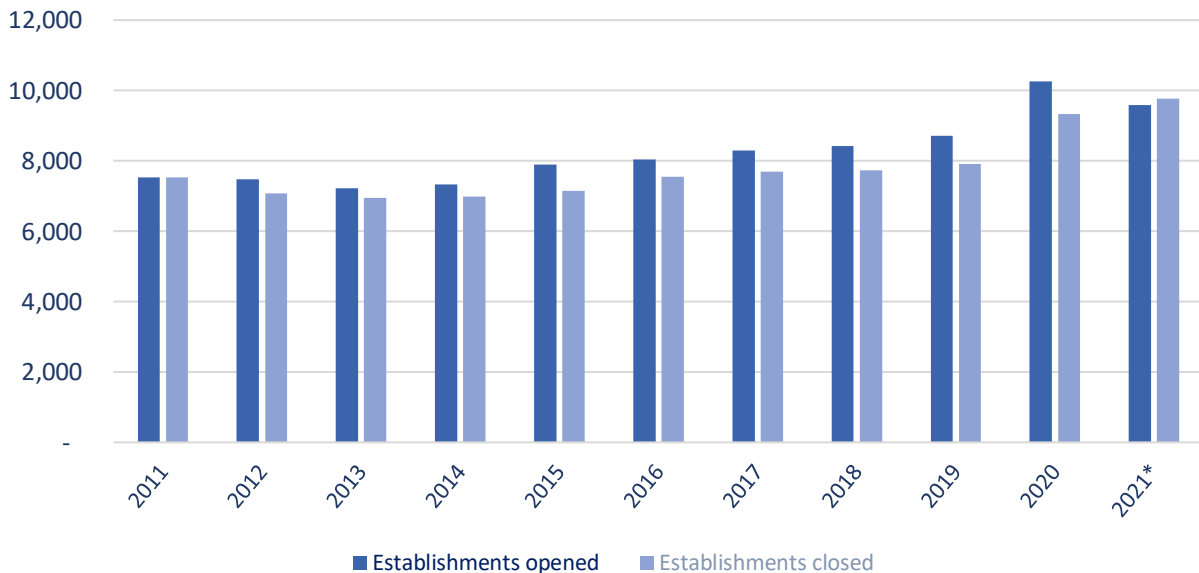
Business Dynamics

From 2011 to 2019, an average of 26,400 jobs were gained every quarter by opening establishments in Arizona, and 24,100 jobs were lost by closing establishments. In 2021, for the first time, the number of Arizona establishments that closed exceeded the number that opened.

Employment Change Due to Opening and Closing Establishments, Quarterly Average, Arizona 2011-2021

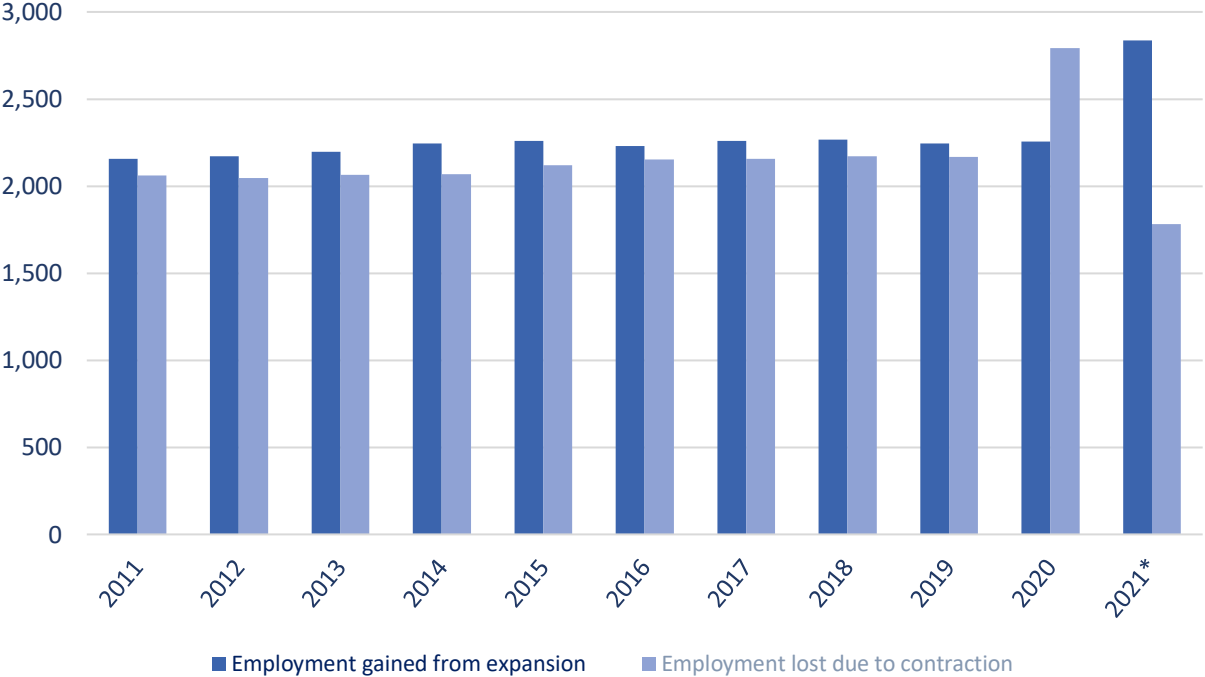


Establishments Opened and Closed, Quarterly Average, Arizona, 2011-2021



Small businesses (those with fewer than 50 employees) are a critical component of Arizona’s labor market. Every year, the United States Bureau of Labor Statistics reports on the expansion and contraction of small businesses. In Arizona, the number of jobs lost due to the contractions of small businesses was less than the number of jobs gained due to expansion every year from 2011 until 2020. During that pandemic-ravaged year, the state averaged 2,256 small-business jobs gained due to expansion each quarter and 2,790 lost due to contraction.

Employment Change Due to Opening and Closing Small Businesses, Arizona, Quarterly Average, 2011-2021



1.2.2.2.2 and information on labor market trends,

Occupational Employment Projections

In a fashion similar to the way industries are organized into general categories and then subdivided into detailed sub-industries, occupations are organized into general “families” and eventually into detailed occupations.

Every two years, the Arizona Office of Economic Opportunity (OEO) projects employment levels for each occupation in the labor market information system over a ten-year period. These projections use a point two years in the past as the baseline. For example, in 2020, the 2018-2028 projections were issued, and in 2022, the 2020-2030 projections were released. These projections provide the workforce development system with perspective on in-demand occupations, and by extension, the skills and credentials that will best prepare jobseekers for the demands of the 21st Century workplace.

All 22 occupation families are projected to increase in size by 2030. In all, the OEO projects an additional 592,007 jobs in Maricopa County, led by an additional 60,954 transportation and material moving jobs and 60,834 health care support jobs. This 27.3% increase portends a significant challenge for the workforce development and educational ecosystems as they seek to better align their career services, occupational training and career-driven education strategies to the demands of the regional labor market.

Projections, Top Ten Occupation Families, 2020-2030, Maricopa County

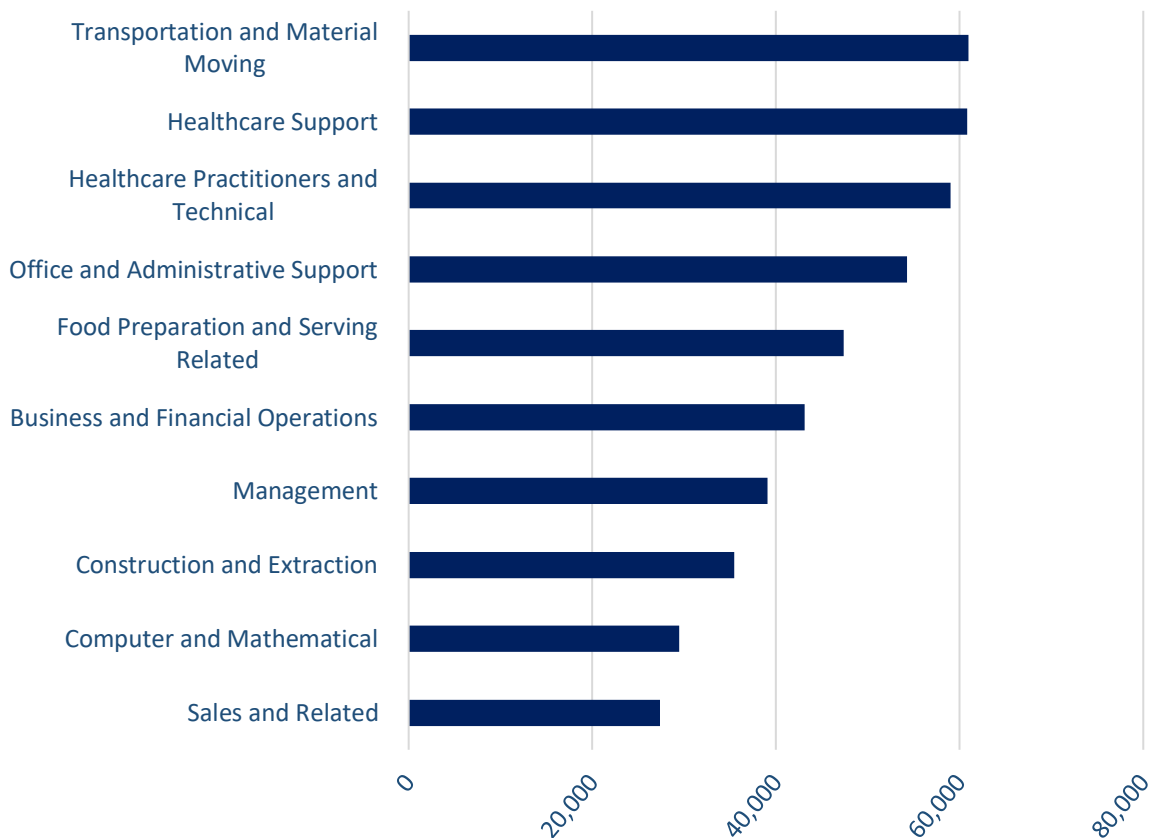


Table X: Projections, Detailed Occupations, 2020-2030, Maricopa County, Top 100

Detailed Occupation	2020 Jobs	2030 Jobs	Change	% Change	Openings
Home Health and Personal Care Aides	54,970	93,752	38,782	70.6%	128,491
Registered Nurses	39,248	57,743	18,495	47.1%	43,635
Customer Service Representatives	83,428	99,289	15,861	19.0%	130,653
Laborers and Freight, Stock, and Material Movers, Hand	47,310	63,068	15,758	33.3%	87,929
Software Developers and QA Analysts and Testers	30,664	43,683	13,019	42.5%	39,870
Cooks, Restaurant	20,542	32,235	11,693	56.9%	49,809
Stockers and Order Fillers	39,799	51,140	11,341	28.5%	81,573
General and Operations Managers	38,345	48,878	10,533	27.5%	46,281
Medical Assistants	14,613	22,925	8,312	56.9%	30,039
Waiters and Waitresses	28,609	36,654	8,045	28.1%	70,968
Sales Representatives of Services	23,940	31,260	7,320	30.6%	38,519
Fast Food and Counter Workers	32,139	39,384	7,245	22.5%	79,726
Heavy and Tractor-Trailer Truck Drivers	22,666	29,566	6,900	30.4%	35,304
Construction Laborers	20,472	27,088	6,616	32.3%	29,704
Security Guards	18,885	24,953	6,068	32.1%	34,654
Market Research Analysts and Marketing Specialists	13,451	19,492	6,041	44.9%	21,983
Medical Secretaries	12,560	18,338	5,778	46.0%	22,265
Light Truck or Delivery Services Drivers	14,912	20,396	5,484	36.8%	24,684
Other Project & Business Operation Specialists	23,344	28,823	5,479	23.5%	24,319
Janitors and Cleaners	24,684	30,075	5,391	21.8%	41,669
Office Clerks, General	33,038	38,280	5,242	15.9%	45,847
Maintenance and Repair Workers, General	19,981	24,808	4,827	24.2%	25,784
Accountants and Auditors	19,143	23,917	4,774	24.9%	23,528
Nursing Assistants	9,792	14,536	4,744	48.5%	19,418
Retail Salespersons	56,636	61,259	4,623	8.2%	86,272
Landscaping and Groundskeeping Workers	19,789	24,286	4,497	22.7%	32,873
Industrial Truck and Tractor Operators	10,120	14,594	4,474	44.2%	17,677
Supervisors of Construction Trades & Extraction Workers	13,241	17,611	4,370	33.0%	18,720
Electricians	11,115	15,483	4,368	39.3%	17,994

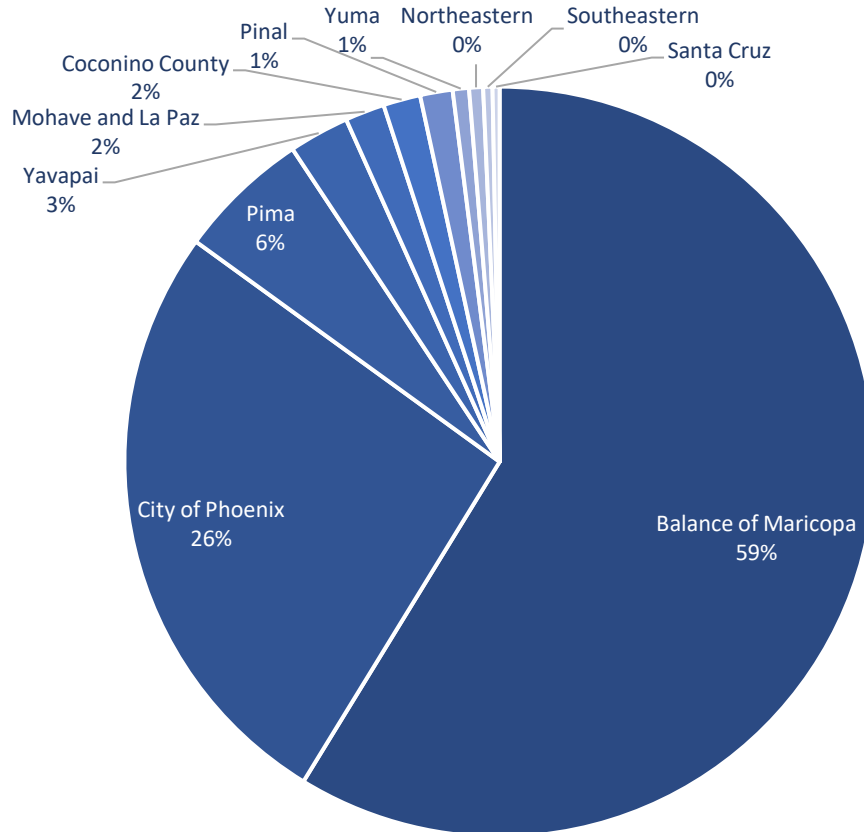
Detailed Occupation	2020 Jobs	2030 Jobs	Change	% Change	Openings
Passenger Vehicle Drivers	8,847	13,169	4,322	48.9%	17,043
Computer User Support Specialists	15,029	19,288	4,259	28.3%	16,561
Medical and Health Services Managers	5,608	9,829	4,221	75.3%	10,072
Financial Managers	10,281	14,495	4,214	41.0%	12,974
Supervisors of Food Preparation and Serving Workers	13,428	17,563	4,135	30.8%	26,840
Carpenters	14,847	18,952	4,105	27.7%	19,578
Management Analysts	13,153	17,192	4,039	30.7%	17,648
Supervisors of Office & Administrative Support Workers	24,332	28,359	4,027	16.6%	29,904
Sales Representatives, Wholesale and Manufacturing	18,710	22,498	3,788	20.3%	23,801
Receptionists and Information Clerks	14,626	18,369	3,743	25.6%	24,347
Nurse Practitioners	3,400	7,114	3,714	109.2%	6,459
Human Resources Specialists	11,661	15,365	3,704	31.8%	16,344
Teaching Assistants, Except Postsecondary	15,173	18,779	3,606	23.8%	19,132
Clinical Laboratory Technologists and Technicians	6,857	10,368	3,511	51.2%	8,927
Billing and Posting Clerks	9,078	12,152	3,074	33.9%	13,943
Substance, Behavioral Disorder & Mental Counselors	4,795	7,810	3,015	62.9%	8,800
Bookkeeping, Accounting, and Auditing Clerks	20,955	23,929	2,974	14.2%	27,584
Maids and Housekeeping Cleaners	9,566	12,488	2,922	30.6%	17,508
Preschool Teachers, Except Special Education	5,858	8,705	2,847	48.6%	10,080
Elementary School Teachers, Except Special Education	14,427	17,262	2,835	19.7%	14,047
Bartenders	7,161	9,975	2,814	39.3%	17,078
Physicians, All Other; and Ophthalmologists	7,012	9,769	2,757	39.3%	5,051
Plumbers, Pipefitters, and Steamfitters	8,088	10,733	2,645	32.7%	12,156
Training and Development Specialists	8,154	10,744	2,590	31.8%	11,228
Supervisors-Transportation & Material Moving Workers	8,879	11,440	2,561	28.8%	13,311
Dental Assistants	5,606	8,164	2,558	45.6%	10,527
HVAC and Refrigeration Mechanics and Installers	7,712	10,266	2,554	33.1%	10,992
Computer Systems Analysts	10,030	12,502	2,472	24.7%	10,213

Detailed Occupation	2020 Jobs	2030 Jobs	Change	% Change	Openings
Hairdressers, Hairstylists, and Cosmetologists	10,152	12,574	2,422	23.9%	14,754
Construction Managers	6,356	8,772	2,416	38.0%	7,804
Lawyers	8,729	11,120	2,391	27.4%	6,980
Loan Officers	9,031	11,420	2,389	26.5%	10,150
Securities, Commodities, Financial Services Sales Agents	8,415	10,759	2,344	27.9%	10,506
Computer and Information Systems Managers	8,654	10,993	2,339	27.0%	9,517
Dining Room/Cafeteria Attendants & Bartender Helpers	6,620	8,930	2,310	34.9%	15,749
Claims Adjusters, Examiners, and Investigators	12,051	14,344	2,293	19.0%	12,260
Licensed Practical and Licensed Vocational Nurses	4,771	7,059	2,288	48.0%	6,752
Hosts and Hostesses-Restaurant, Lounge, Coffee Shop	6,681	8,873	2,192	32.8%	20,165
Other Medical Dosimetrists, Records Specs, Technicians	5,132	7,302	2,170	42.3%	6,539
Automotive Service Technicians and Mechanics	11,056	13,219	2,163	19.6%	14,005
Childcare Workers	9,127	11,262	2,135	23.4%	16,118
Secondary School Teachers	10,201	12,304	2,103	20.6%	9,651
Social and Human Service Assistants	4,615	6,694	2,079	45.1%	8,600
Fitness Trainers and Aerobics Instructors	4,892	6,955	2,063	42.2%	11,155
Dishwashers	6,503	8,543	2,040	31.4%	13,988
Sales Managers	8,354	10,330	1,976	23.7%	9,732
Insurance Sales Agents	6,651	8,623	1,972	29.7%	8,788
Production, Planning, and Expediting Clerks	6,145	8,105	1,960	31.9%	9,133
Information Security Analysts	3,491	5,450	1,959	56.1%	5,118
Painters, Construction and Maintenance	5,868	7,804	1,936	33.0%	7,794
Driver/Sales Workers	5,646	7,548	1,902	33.7%	9,076
Secretaries and Administrative Assistants	27,440	29,289	1,849	6.7%	32,120
Substitute Teachers, Short-Term	6,085	7,921	1,836	30.2%	9,768
Nonfarm Animal Caretakers	3,679	5,508	1,829	49.7%	8,590
Paralegals and Legal Assistants	5,338	7,144	1,806	33.8%	8,434
Supervisors of Mechanics, Installers, and Repairers	7,909	9,714	1,805	22.8%	9,601
Psychiatric Technicians	3,156	4,948	1,792	56.8%	4,640

Detailed Occupation	2020 Jobs	2030 Jobs	Change	% Change	Openings
Miscellaneous Assemblers and Fabricators	14,223	15,997	1,774	12.5%	18,324
Pharmacy Technicians	6,597	8,359	1,762	26.7%	7,017
Cooks, Institution and Cafeteria	5,078	6,825	1,747	34.4%	10,343
Other Personal Service Mgrs.; Entertainment/Recreation	7,195	8,932	1,737	24.1%	7,561
Radiologic Technologists	3,760	5,488	1,728	46.0%	4,977
Physical Therapists	2,972	4,694	1,722	57.9%	3,276
Respiratory Therapists	2,404	4,076	1,672	69.6%	3,182
Other Financial Analysts and Risk Specialists	6,273	7,918	1,645	26.2%	6,941
Physical Therapist Assistants	2,375	4,017	1,642	69.1%	5,423
Bus Drivers, Transit and Intercity	3,120	4,760	1,640	52.6%	6,193
Interpreters and Translators	2,827	4,449	1,622	57.4%	5,020
Food Preparation Workers	9,397	11,018	1,621	17.3%	19,025
Educational, Guidance, School, Vocational Counselors	6,055	7,615	1,560	25.8%	7,834
Administrative Services and Facilities Managers	5,982	7,538	1,556	26.0%	6,853

Maricopa County as a whole is projected to account for 84.9% of total employment growth in Arizona from 2020-2030. In this same timeframe, the Maricopa County Workforce Area (excluding the City of Phoenix) is projected to account for 58.8% of the employment growth (Figure 9).

Figure 9: Share of Total Projected Long-Term Employment Growth (2018-2028) By Local Workforce Area



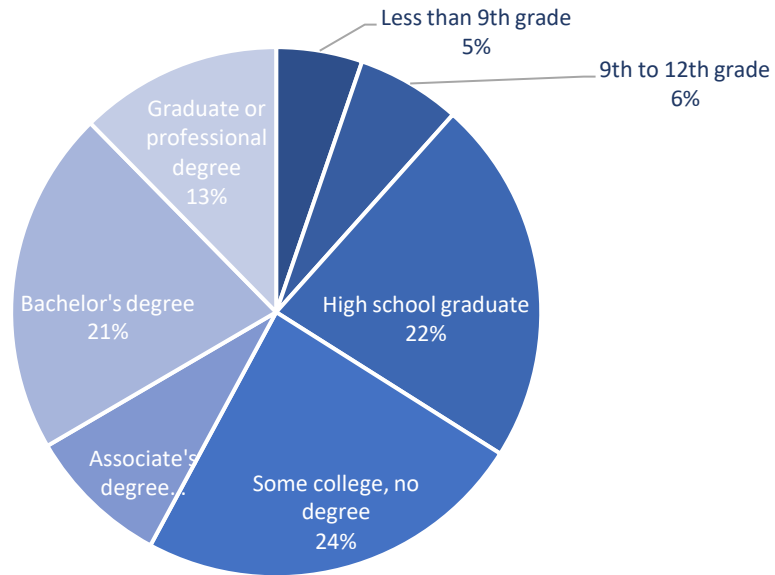
Source: Arizona Office of Economic Opportunity 2018-2028 Industry Projections

1.2.2.3 and the educational and skill levels of the workforce in the region, including individuals with barriers to employment;

Educational attainment

Across Maricopa County, 88.4% of the population 25 years and older has a high school diploma or higher. More than a third (33.4%) has a bachelor's degree or higher.

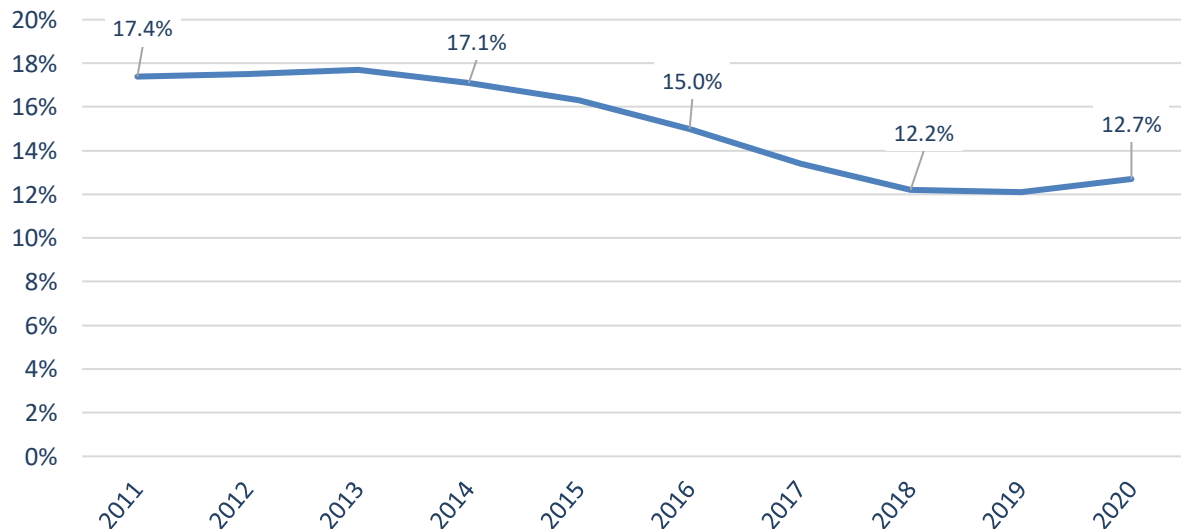
Educational Attainment, Maricopa County



Poverty

More than one of eight people (12.7%) in the county have an income level below the poverty line. The data from 2020 interrupted a pattern of six consecutive years in which that measure had decreased.

Percentage of Population Below Poverty Level, Maricopa County



Disability

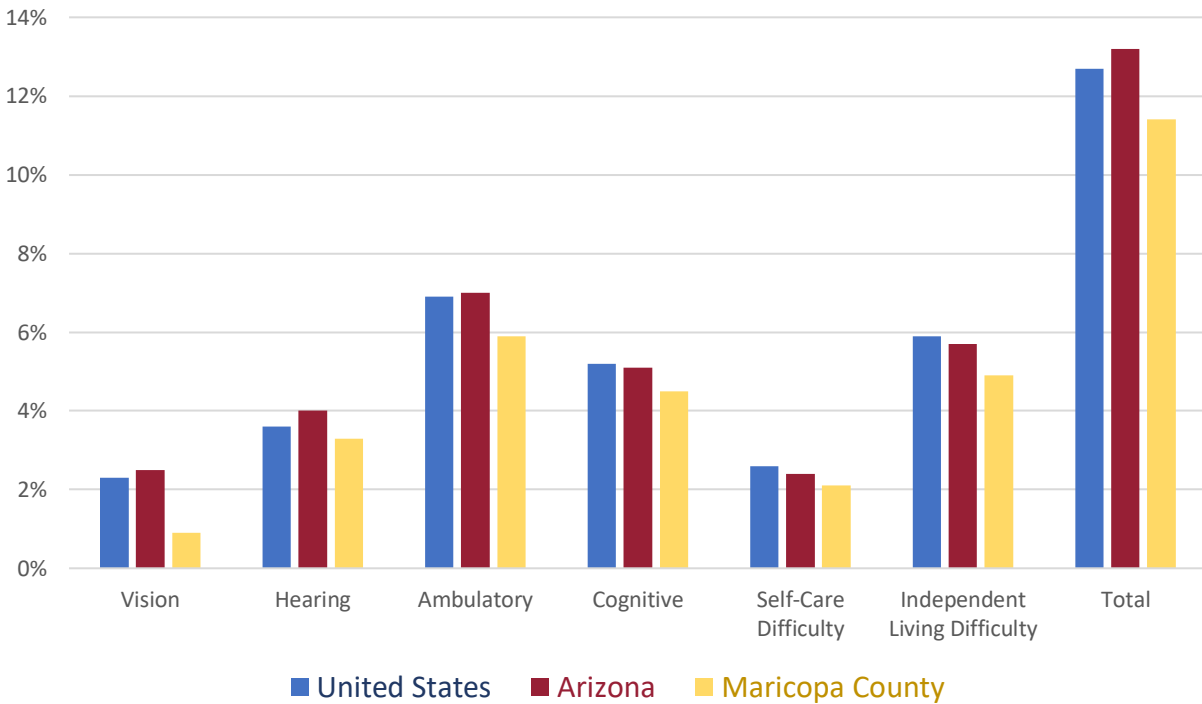
According to the Arizona Office of Economic Opportunity, the labor force participation rate for Maricopa County residents with a disability is 46.9%. Those living below the poverty line participate at a rate of 48.8%. Women show a rate of 73.0%, compared to an 85.3% rate among men.

Table 16: Disability levels

Disability	United States		Arizona		Maricopa County	
	Count	Rate	Count	Rate	Count	Rate
Total	41,089,958	12.7%	946,481	13.2%	507,555	11.4%
Vision	7,467,040	2.3%	178,769	2.5%	97,485	0.9%
Hearing	11,495,247	3.6%	288,727	4.0%	49,949	3.3%
Ambulatory	20,843,415	6.9%	471,418	7.0%	246,280	5.9%
Cognitive	15,797,245	5.2%	346,196	5.1%	187,825	4.5%
Self-Care Difficulty	8,004,156	2.6%	161,011	2.4%	88,045	2.1%
Independent Living Difficulty	14,690,563	5.9%	315,400	5.7%	166,215	4.9%

Source: American Community Survey 1-Year Estimates (2019)

Figure 11: Percentage of Population with a Disability



Section 1.2.3 Workforce development, education and training activities analysis

Arizona's workforce development system is united under a single, recognizable brand. In February 2016, the state of Arizona launched ARIZONA@WORK, a statewide rebranding of workforce development and workforce solutions demonstrating a common identifier and unified inter-agency cohesion of initiatives to be more accountable to Arizona communities. An effective, efficient and cohesive workforce system supports a strong regional economy and plays an active role in community and workforce development. ARIZONA@WORK's statewide mission is to provide innovative workforce solutions to employers and job seekers.

Arizona Governor Doug Ducey has designated that the Maricopa County region be served by two LWDA's: Maricopa County and the City of Phoenix. ARIZONA@WORK: Maricopa County is led and directed by the Maricopa County Board of Supervisors (BOS), the County's Chief Local Elected Official (CLEO); and both the Maricopa County LWDA and the BOS are advised by the appointed Local Workforce Development Board (LWDB).

The Maricopa County Workforce Development Board (MCWDB) is a 19-member board which represents all facets of the workforce system, including business and industry, youth, community, and government. Board members are appointed by the CLEO, and provide representation and knowledge of local cultures, climates, and critical issues, as well as insight for strategic and innovative solutions. To understand the magnitude of their roles and learn about the workforce system functions firsthand, each board member participates in a one-on-one orientation session with the Executive Director of the MCWDB and is provided an opportunity to tour the American Job Center locations.

Section 1.2.3.1 Description of Current Activities

ARIZONA@WORK: Maricopa County provides career services, occupational skills training, adult education and vocational rehabilitation services to a broad spectrum of Maricopa County residents, with priority of service being extended to populations identified by the Workforce Innovation and Opportunity Act, including those who are deficient in basic skills, veterans and the unemployed. The MCWDB has an established vision, goals, and strategies to ensure integrated performance that is aligned with federal and State of Arizona goals for the regional workforce. Design and implementation include the active participation of board members and other subject matter experts representing core and other partners who meet on a regularly scheduled basis to establish actions, metrics, and timelines.

The MCWDB’s vision is to be

a best-in-class workforce system that connects jobseekers to career opportunities and employers to skilled talent, stimulating economic prosperity and enhancing quality of life for all.

Its overarching goal is to

align resources regionally across systems and develop innovative initiatives for the benefit of employers and job seekers in the local area to create an educated and skilled workforce in the region.

The MCWDB is committed to, and meaningfully involved in, strategic planning. The MCWDB has established five goals, outlined in Table 18. These goals are specifically designed to align with performance measures to ensure the Maricopa County local area meets and exceeds program year targets.

Table 18: Maricopa Workforce Development Board Strategic Goals

Goal	Description
1	Optimize the culture of collaboration among the core partners and providers
2	Expand the role of the Maricopa County Workforce Development Board in regional economic development efforts
3	Expand the role of the Maricopa County Workforce Development Board in the local education ecosystem
4	Strengthen regional collaboration among the Maricopa County Workforce Development Board and other local workforce areas.
5	Increase participation of individual job seekers and businesses served across all Maricopa County Workforce Development Board title partner programs ⁱ
6	Maximize the scope of services available to individuals served by our title partner programs
7	Position the Maricopa County Workforce Development Board as a forward-thinking strategic leader
8	Create system-wide standards derived from implemented best practices that improve the scope and quality of services from partners and providers

The goals which form the structure of the strategic plan are organized into three general categories. Within each category, between two and four specific goals were established.

Category One: Partnerships

In the values survey that was deployed to the membership of the Maricopa County Workforce Development Board, respondents were asked to indicate the values they most preferred to serve as the priorities for the board’s work. The most frequently selected response in any category was “partnerships,” indicating the priority status in which the board views its role as “connective tissue” among the partners and providers who bring value to jobseekers and employers within Maricopa County’s workforce development ecosystem. In the Executive Committee’s workshops, a number of pertinent thoughts were expressed that led to this category of strategic goals, including a comment that the role of the board is to empower staff and partners to execute the vision of the board, not to insert itself into operational considerations.

“We must leverage existing relationships and build new ones with jobseekers, employers and educators to change the narrative regarding career preparation and education through effective pathways models.” – Leah Hill

Goal #1: Optimize the culture of collaboration among the core partners and providers

Strategy 1.A: Deploy a unified platform for partnership and referrals and ensure universal adoption of the chosen platform

Goal #2: Expand the role of the Maricopa County Workforce Development Board in regional economic development efforts

Strategy 2.A: Actively engage in partnerships with local and regional economic development organizations.

Goal #3: Expand the role of the Maricopa County Workforce Development Board in the local education ecosystem

Strategy 3.A: Actively engage with K-12 school districts in bridging the career readiness gap between K-12 and post-secondary education institutions.

Strategy 3.B: Convene employers and educational providers.

Strategy 3.C: Construct a career literacy initiative that will support the educational system in introducing students to the local labor market's high-value career pathways.

Goal #4: Strengthen regional collaboration among the Maricopa County Workforce Development Board and other local workforce areas.

Strategy 4.A: Explore best practices for regional collaboration.

Activities: Submission of *Annual Report: Best Practices in Regional Collaboration* by board staff

Strategy 4.B: investigate the potential to establish a regional entity to support the pursuit of grants and other opportunities

Activities:

- Report on annual meeting of regional workforce leadership, and/or
- Annual progress report on regional collaboration charter

Strategy 4.C: Establish quarterly meetings to collaborate with other local workforce areas in addressing regional solutions to workforce development issues.

Activities: Annual progress report on regional collaboration

Category Two: Impact

In the Values Survey, board members were asked to prioritize a number of potential statements that would guide the board's work. The two highest-ranked statements both dealt with the topic of maximizing the impact of the workforce development system's efforts:

1. We always seek to maximize the impact of our work on the individuals we serve.
2. We create impact through partnerships.

It was noted that the topic of increasing the numbers of jobseekers and employers served by WIOA-funded programs is regularly broached during board meetings when activity levels are reported. This goal category is a response to those concerns.

“These board members have a passion for finding great jobs for great people...There is no more important time for this body's work than now.” -former Chair Mark McGuire

Goal #5: Increase participation of individual job seekers and businesses served across all Maricopa County Workforce Development Board title partner programs⁴

Strategy 5.A: Develop and implement marketing and outreach strategies to drive participation and public awareness of the title partner programs in the ARIZONA@WORK system.

Strategy 5.B: Build and leverage relationships with community-based organizations and local businesses to encourage partnerships with the title partner programs in the ARIZONA@WORK system.

Strategy 5.C: Annually review, identify, and prioritize the in-demand industry sectors in Maricopa County.

Activities: The Annual Industry Trends Report prior to the Annual WIOA Report by board staff.

Strategy 5.D: Assess in-demand industry needs and education programs to identify gaps.

Activities: The Annual Industry Trends Report prior to the Annual WIOA Report by board staff.

Strategy 5.E: Convene in-demand sector stakeholders to develop career pathways to alleviate labor market shortages.

Goal #6: Maximize the scope of services available to individuals served by our title partner programs

Strategy 6.A: Evaluate community resources to increase services and assets available to ARIZONA@WORK participants.

Activities: The Annual Community Resources Report by board staff prior to the Annual WIOA Report.

Strategy 6.B: Increase the number of providers on the Eligible Training Provider List (ETPL)

Category Three: Innovation

Innovation is seen by the board as a high-value concept in the work of the ARIZONA@WORK Maricopa County. It was the second highest rated response in the values survey in the “Responsibility and Stewardship” category. It was made clear, however, in the Executive Committee workshops that pursuit of innovation purely for the sake of innovation has limited value and will not necessarily improve the impact of the workforce development system on jobseekers and employers in the region.

⁴ Title Partners include Workforce Development Activities (Title I), Adult Education and Literacy (Title II), and Wagner-Peyser Act (Title III), Rehabilitation Act of 1973 (Title IV).

Goal #7: Position the Maricopa County Workforce Development Board as a forward-thinking strategic leader

Strategy 7.A: Research global best practices in workforce development.

Activities

- Attendance at professional conferences.
- Engagement with innovative workforce areas across the nation.

Strategy 7.B: Create best practices for engaging the public on the topic of Maricopa County workforce trends

Goal #8: Create system-wide standards derived from implemented best practices that improve the scope and quality of services from partners and providers

Strategy 8.A: Document and evaluate past strategies and initiatives

Activities

- Past and current strategies and initiatives of the board will be documented
- A report on the efficacy of these strategies will be submitted to the board

Strategy 8.B: Identify and compile successful practices from core partners and providers

Activities

- Best practices of core partners and providers will be documented.

To support the design and implementation of these goals, the MCWDB established four Goal Workgroups composed of members of the MCWDB, subject matter experts representing core partners, operational leadership and staff, and members of community and business organizations, equipped to contribute to the design of actions, metrics, and milestones for realizing each of the Board’s strategic goals. The four workgroups are:

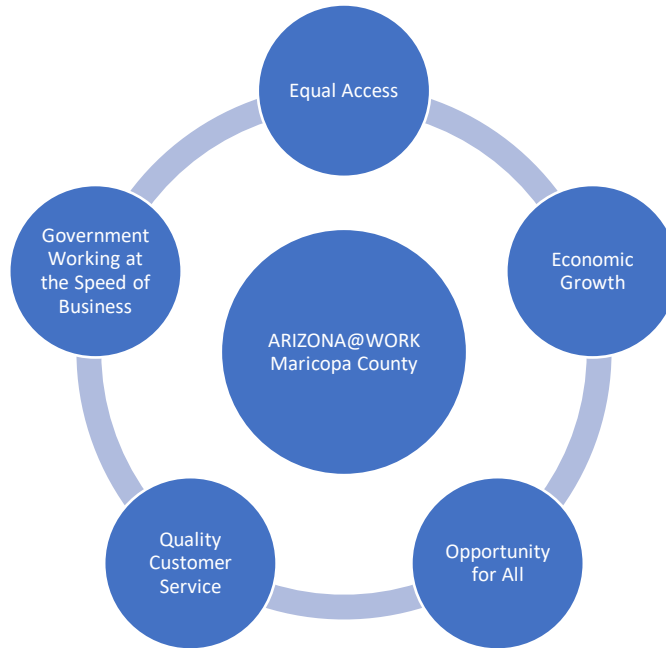
- Quality Workforce
- Marketing
- Regionalism & Sustainability
- Performance Excellence

The organization and commission of these workgroups was informed by the structure of the Workforce Arizona Council’s standing committees, and this alignment of the work of the MCWDB to the state’s committee structure further illustrates the county’s commitment to the implementation of the state’s vision of a workforce development system that provides opportunity for all

The work of these groups, while uneven at times as a result of changes in county and MCWDB leadership, remains critical to the success of ARIZONA@WORK: Maricopa County, and they will remain active during the program years covered by this Plan. It is hoped that the outputs of these workgroups will lead to a cohesive, high-quality workforce system that engages employers and prepares more

individuals for employment, especially those with barriers. The MCWDB's overarching aim is to shape and demonstrate a comprehensive workforce system, as shown in the diagram in Figure 11. and to emerge as a model for other workforce systems by 2023.

Figure 12. Comprehensive Workforce Development System



1.2.3.2 Assessment of strengths and weaknesses with regard to the education and skill needs of the workforce in general, but also with specific regard to:

Strengths

Maricopa County is the heart of the region's economic growth and is projected to continue in that role for years to come. The job growth highlights employers' increased demand for an appropriately talented and highly skilled workforce. Maricopa County is home to an array of assets, both within and without the county, that provide services targeted to the needs of the region's jobseekers and employers.

- According to the *National Center for Education Statistics*, 81 of the state's 115 public and private colleges are located in Maricopa County.
- Maricopa County is home to 58 school districts that serve more than 700,000 Kindergarten through 12th grade students.
- Local directories reflect hundreds of private and non-profit training providers, serving Maricopa County. These providers form the foundation of the Maricopa County Workforce Board's capacity to provide training services to jobseekers.
- There are 71 ARIZONA@WORK service access points in Maricopa County.

Postsecondary Institutions

Among the public and private colleges are Arizona State University (ASU) and Maricopa County Community College District (MCCCD) campuses. Arizona State University (ASU), a four-year institution, with a full-time equivalent enrollment of 74,878 students (ASU University Office of Institutional Analysis, Fall 2019), is one of the largest public universities in the nation. ASU is physically accessible with all four of its college campuses located in Maricopa County. Through both certificate and degree programs, ASU offers hundreds of accredited industry and globally recognized academic programs.

ASU ranks number one on U.S. News & World Report's "Most Innovative Schools" in America 2020 list. ASU is ranked ahead of MIT at number two, Purdue at number five, and Stanford at number six, plus other notables such as Duke, Harvard and Cornell. The top rating was conferred by leading college officials across the country based on ASU's curriculum, faculty, students, campus life, technology and facilities. The investment for a top-ranked degree provided by a four-year institution, such as ASU, comes with tuition costs ranging from \$11,338 per year for in-state full-time tuition and fees to approximately \$25,000 per year including books, supplies, room and board, and other expenses (IPEDS, 2015-2016). While these costs make ASU a cost-effective option for many students, it is not necessarily conducive to an unemployed individual or underemployed individual looking to increase their skill level or earn a degree for career advancement.

Maricopa County Community College District (MCCCD) is one of the nation's largest community college systems with ten college locations, two skill centers and numerous education centers; each college is individually accredited. Overall, MCCCD offers a total of 981 training programs and courses, many in high-demand occupational areas, and priority industry clusters that align with existing and emerging demand industry data. For example, MCCCD is the largest provider of health care workers and job training in Arizona, making the colleges a major resource for business and industry and the place to be for education and job training. Also, MCCCD's articulation agreements with public and private colleges and universities enables a seamless transition to a four-year institution.

In the Fall 2020 Semester, MCCCDC reported enrollment of 102,761 students, of whom 36% were studying with intent to enter a four-year program and 22% were preparing to directly enter the workforce. During the 2020-2021 academic year, 22,436 awards were issued.⁵

Table 19: Maricopa County Community College District, 2020-2021 Awards

Award Type	Number
Transfer degrees	6,672
Transfer certificates	6,209
Occupational awards	9,555
Total	27,045

The characteristics, interests, and intent of MCCCDC’s student population are spread across the spectrum of higher education and include high school students, re-careering adults, students with a declared intent to transfer to a university, and those who wish to enter or advance in a specific job market. No matter a student’s objective, courses are offered in multiple accessible formats, i.e. field based, hybrid, in person, independent study, Internet, mixed media, print based, private instruction, evening, weekend and open-entry/open-exit choices.

MCCCDC participates in a number of regional Sector Strategy initiatives with the aim to align the workforce pipeline with industry needs. These industry-specific partnerships of employers, workforce, and education representatives are deliberately industry-led to ensure that recruitment, retention and expansion efforts are designed with the end goal in mind: employment. MCCCDC joins in partnership with the Arizona Commerce Authority, AzTech Council, ARIZONA@WORK: Maricopa County, and other stakeholders in a number of the region’s sector strategy initiatives with a primary focus on the region’s high-priority industry sectors.

MCCCDC has also redesigned its internal processes to provide ONE point of contact for the entire County WIOA system. Its redesigned web site (<https://info.maricopacorporate.com/wioa-mcccdd>) provides easy access to all WIOA-approved programs offered through the entire district and provides one point of contact for all WIOA employees and clients.

Courses are managed to ensure all WIOA participants can successfully complete the education and training needed in a timely manner with training completed in two weeks or a Certificate Program in 2-6 months. MCCCDC is able to use non-credit training to ensure ALL WIOA participants can complete training in a matter of days and definitely less than six months. There are more than 50 credit-based programs that can also be completed in less than six months and also lead to quality employment in high demand fields.

MCCCDC has also redesigned its internal business processes to expedite business processes to be responsive to the County WIOA needs.

⁵ https://public.tableau.com/app/profile/maricopaanalytics/viz/FastFacts_15577867500260/FastFacts

Partnerships and a New Spirit of Collaboration

In recent years, the Maricopa County Workforce Board has experienced significant flux and changes in personnel in both the board itself and its administrative leadership. Leadership in the Maricopa County Board of Supervisors, the workforce board, the Maricopa County Human Services Department and key partner organizations have breathed into the workforce system a palpable spirit of optimism. A new chair of the board was seated in 2020, and a new Executive Director is being recruited as of this writing.

The board remains committed to collaborative service models that will improve the experiences of jobseekers and employers who seek the services of ARIZONA@WORK: Maricopa County. In the years covered by this Plan, it is the intention of the board to further pursue collaborative efforts with ARIZONA@WORK: City of Phoenix, the Workforce Arizona Council, the Office of Economic Opportunity, the Arizona Department of Education, Maximus and other key partners to leverage the values of partnership and cooperation as we pursue excellence in workforce service.

Weaknesses

According to the Bureau of Labor Statistics, the region's job growth has been a steady 3.3% since 2012; however, the labor force has increased by an annual average of only 3.0%.

Pressures on the Community College system

The Maricopa County Community College District caters to both employers and individuals and is one of the largest and most respected systems in the country. Some opportunities still exist, however, in terms of working with the ARIZONA@WORK system: classes that do not meet enrollment numbers are cancelled, which poses a challenge for individuals who need or have been waiting for the course/class; and, the colleges lack a full spectrum of short-term workforce training programs. Further, and most pressing, the college system is facing its own operational challenges with the elimination of state funding. State funding for MCCCDC went from \$68.7 million in 2008 to \$6.9 million in 2012, and finally to \$0 in 2016 when the Arizona Legislature eliminated funding for the system from its budget.

An Array of Private Training Providers and Inconsistent Standards

Both jobseekers and employers opting for local training providers versus traditional higher education have a wide range of groups to choose from. These providers are driven by the demands of the labor market and offer a diverse and constantly evolving spectrum of training and skills development programs. Everything from Data Analysis to Microsoft PowerPoint can be found in the offerings of Maricopa County's private training providers, and while that breadth is a good thing, it presents some challenges in ensuring ARIZONA@WORK clients receive a consistent, high-quality experience from every provider.

Alliance Safety, the Arizona Builder's Alliance, the Arizona Small Business Association, Ledgerwood Associates, New Horizons, and several local unions and trade associations offer these specialized programs in Maricopa County, and these organizations vary widely in fees and requirements, as well as in the type of credential and certificates offered. In some cases, membership is required for participation.

Motivating Those Who Need It Most

Maricopa County employers are well positioned to attract talent from educational institutions; however, the reality is, as also stated by CLASP's WIOA GAME PLAN for LOW- INCOME PEOPLE, "low-skilled and low-income workers face more barriers than ever to securing an education and getting a good job". Thus, the outreach, data analysis, and services provided by the LWDA and the LWDB are vital.

Operational Capacity

The scale of workforce services needed by the jobseekers and employers in a region as massive as Maricopa County is always an immense undertaking. The Maricopa County Workforce Development Board, the Maricopa County Human Services Department, all the system's core partners, and the providers and programs funded by this program relish the opportunity to provide these services. Under the strategic direction of the board, the system is committed to continuously evaluating its ability to deliver the most valuable services to the most people in the most efficient manner possible.

Even with great strides being made, there is always work to be done and ongoing continuous improvement to consider. During the 2020-2023 period, Maricopa County will build on its progress and aim to lead the region to:

- 1) achieve the true spirit of integrated workforce development service delivery and WIOA; and
- 2) address opportunities identified through an extensive multi-stakeholder needs assessment in early 2021, which will include:
 - accessibility challenges;
 - limited funds;
 - limited access to job seekers with moderate to advanced experience and proficiency in highly skilled industries;
 - mismatch between skills profiles that are synthesized from labor market data and the priorities of regional employers;
 - collaboration with the Arizona Department of Education, Adult Education Unit;
 - the need for a formal, systemic workforce system collaboration.

1.2.3.2.1 Individuals with barriers to employment

ARIZONA@WORK: Maricopa County will sustain access to services for eligible individuals, including and particularly those with barriers to employment. In fact, Maricopa County aims to stand-out by effectively practicing this through innovative, outside-of-the-box activities, including:

- Family Centered Coaching:

Family Centered Coaching (FCC) is a relationship and strength-based practice designed toward improving long-term whole-family functioning and its objective is to integrate meaningful relationship-based services that support transformational whole-family well-being. The Maricopa County Human Services Department (HSD) is committed to FCC as an effective tool that is central to the delivery of high-quality support services that foster strong client outcomes. HSD utilizes research-based staff assessments and coordinated coaching strategies to support the professional development of its staff. The model builds upon staff's knowledge, experience, and competencies to improve client-based relationships and outcomes. HSD established a comprehensive implementation model to provide staff with shared vision to successfully execute their job duties. The implementation model is designed to provide staff with multiple levels of support and to help them attain successful performance. The model includes assessments, professional development in an array of topics such as; Trauma Informed Care, Coaching, Executive Function, Behavioral Economics and Internal Bias, as well as support in the form of labs, webinars and coaching clubs.

- Smart Justice:

Smart Justice (SJ) is a Maricopa County initiative developed from the Board of Supervisors interest in reducing recidivism in Maricopa County. The Human Services Department established the Smart Justice team to address the employment needs of individuals who are on probation or are involved the County's justice system. The SJ Employment Team, through evidence-based case management practices, promotes pro-social roles within the workplace, families, and communities. The SJ Employment Team guides and provides supportive services to returning citizens as they transition into the workforce. For the duration of program participation, the SJ Employment Team works towards accountability and self-empowerment to help the reentrants navigate the seemingly insurmountable pressures of rebuilding their lives and reentering the community as law abiding citizens. The Smart Justice Program provides educational and vocational assistance to justice involved participants from both East and West Valley Career Centers. Services offered include career exploration, resume assistance, computer access, job leads, interview techniques and occupational skills training. Participants may enroll in services through self-engagement or a referral from Maricopa County Adult Probation offices. Eligible participants must be 18 years of age, meet military selective service registration requirements and have a medium to high-risk classification through assessment.

- Clean Start 2.0 (Food Factory) - In January of 2019 the SJ Employment Team, Maricopa County Sheriff's Office, Adult Probation Services and community providers launched Clean Start 2.0. Clean Start 2.0 prepares participants for employment, while incarcerated in the Maricopa County Jail system. During their time in custody, clients begin learning skills in the jail's 3-week food service program through Community Kitchen. For successful participants, the training and experience continue with an

additional 9 weeks upon release. Post program completion, participants are placed with employers around Maricopa County for full time employment.

- Work Experience (WEX) (Community Kitchen) – Participants gain skills related to food preparation while providing a product to serve the homeless population. Upon completion of this work experience, participants receive their food handler’s card, which in turn provides employment opportunities in the food industry.
- Occupational Skills Training (OST)- During the 4th quarter of 2019, ARIZONA@WORK Maricopa County obligated \$66,715 in approved funding for 17 participants to begin training programs in efforts to re-engage in long-term employment in the transportation industry. 11 successfully obtained a commercial driver’s license, and 5 have either had training extended or were unsuccessful.

Generally, participation levels in the SJ Programs were severely curtailed by the COVID-19 crisis, but are now regaining momentum.

Over the years covered by this Plan, ARIZONA@WORK: Maricopa County intends to evaluate and build on the successful aspects of these programs. Additionally, the County and the core partners will look at other means to serve the local area’s most vulnerable workers, those with barriers to employment.

ARIZONA@WORK: Maricopa County and core partners will track clients served by subpopulation categories, as defined in WIOA so the MCWDB can report specific breakdowns on the individuals served.

1.2.3.2.2 Employment needs of businesses

ARIZONA@WORK: Maricopa County’s Business Services Team is constantly in contact with local businesses in an effort to be the linchpin for connecting employers with qualified employee candidates. The Team maintains a high level of understanding of the local area’s recruiting trends and economy, as well as those of surrounding regions. Contact with local businesses is made via phone calls, site visits, social media, and other targeted events.

The Business Services Team is driven by building solid relationships with local employers. As a result, the workforce system reflects the needs of the area’s businesses, and will continue to benefit from efforts of the Business Services Team such as:

- Collaborate with economic developers and partners with new valley employers;
- Leverage training provider relationships for employer introductions to workforce;
- Partner with City of Phoenix on events to offer exposure to workforce efforts;
- Offer all employers introductions to key community leaders;
- Refer employers to other resources;
- Provide On-site Recruitments and industry specific Career Fairs;
- Host Employer Panels introducing employers to interested job seekers;

- Maintain understanding of current and developing labor market information tools and partners;
- Detail research on specific employers that services are being provided for along with their direct and indirect competitors for talent;
- Identify and follow industry pathways for better talent development;
- Review and post to Social Media weekly;
- Publish a Job Blast Newsletter;
- Offer live networking in efforts to: remain informed, maintain visibility, connectivity, and support relationships;
- Provide weekly review of news and industry innovation;
- Review the State's Legislative processes for impact on labor market; and
- Review Federal and International events and technology trends as they relate to local Industry.

Section 1.2.4 Vision to support growth and economic self-sufficiency

The MCWDB's vision is to be

a best-in-class workforce system that connects jobseekers to career opportunities and employers to skilled talent, stimulating economic prosperity and enhancing quality of life for all.

Its overarching goal is to

align resources regionally across systems and develop innovative initiatives for the benefit of employers and job seekers in the local area to create an educated and skilled workforce in the region.

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Strategy 2.A: Actively engage in partnerships with local and regional economic development organizations.

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Strategy 3.A: Actively engage with K-12 school districts in bridging the career readiness gap between K-12 and post-secondary education institutions.

Strategy 3.B: Convene employers and educational providers.

Strategy 3.C: Construct a career literacy initiative that will support the educational system in introducing students to the local labor market's high-value career pathways.

Goal #4: Strengthen regional collaboration among the Maricopa County Workforce Development Board and other local workforce areas.

Strategy 4.A: Explore best practices for regional collaboration.

Activities: Submission of Annual Report: Best Practices in Regional Collaboration by board staff

Strategy 4.B: investigate the potential to establish a regional entity to support the pursuit of grants and other opportunities

Activities:

- Report on annual meeting of regional workforce leadership, and/or
- Annual progress report on regional collaboration charter

Strategy 4.C: Establish quarterly meetings to collaborate with other local workforce areas in addressing regional solutions to workforce development issues.

Activities: Annual progress report on regional collaboration

Category Two: Impact

In the Values Survey, board members were asked to prioritize a number of potential statements that would guide the board's work. The two highest-ranked statements both dealt with the topic of maximizing the impact of the workforce development system's efforts:

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“These board members have a passion for finding great jobs for great people...There is no more important time for this body's work than now.” -former Chair Mark McGuire

Goal #5: Increase participation of individual job seekers and businesses served across all Maricopa County Workforce Development Board title partner programs⁶

Strategy 5.A: Develop and implement marketing and outreach strategies to drive participation and public awareness of the title partner programs in the ARIZONA@WORK system.

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⁶ Title Partners include Workforce Development Activities (Title I), Adult Education and Literacy (Title II), and Wagner-Peyser Act (Title III), Rehabilitation Act of 1973 (Title IV).

Strategy 5.C: Annually review, identify, and prioritize the in-demand industry sectors in Maricopa County.

Activities: The Annual Industry Trends Report prior to the Annual WIOA Report by board staff.

Strategy 5.D: Assess in-demand industry needs and education programs to identify gaps.

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Strategy 5.E: Convene in-demand sector stakeholders to develop career pathways to alleviate labor market shortages.

Goal #6: Maximize the scope of services available to individuals served by our title partner programs

Strategy 6.A: Evaluate community resources to increase services and assets available to ARIZONA@WORK participants.

Activities: The Annual Community Resources Report by board staff prior to the Annual WIOA Report.

Strategy 6.B: Increase the number of providers on the Eligible Training Provider List (ETPL)

Category Three: Innovation

Innovation is seen by the board as a high-value concept in the work of the ARIZONA@WORK Maricopa County. It was the second highest rated response in the values survey in the “Responsibility and Stewardship” category. It was made clear, however, in the Executive Committee workshops that pursuit of innovation purely for the sake of innovation has limited value and will not necessarily improve the impact of the workforce development system on jobseekers and employers in the region.

Goal #7: Position the Maricopa County Workforce Development Board as a forward-thinking strategic leader

Strategy 7.A: Research global best practices in workforce development.

Activities

- Attendance at professional conferences.
- Engagement with innovative workforce areas across the nation.

Strategy 7.B: Create best practices for engaging the public on the topic of Maricopa County workforce trends

Goal #8: Create system-wide standards derived from implemented best practices that improve the scope and quality of services from partners and providers

Strategy 8.A: Document and evaluate past strategies and initiatives

Activities

- Past and current strategies and initiatives of the board will be documented
- A report on the efficacy of these strategies will be submitted to the board

Strategy 8.B: Identify and compile successful practices from core partners and providers

Activities

- Best practices of core partners and providers will be documented.

Section 1.2.5 Workforce development capacity

ARIZONA@WORK: Maricopa County and ARIZONA@WORK City of Phoenix both service the region. The City of Phoenix service area is in the center of Maricopa County; the County is responsible to serve the surrounding area. Even with the logistical complexities caused by the geographic boundaries, it is necessary for the County and the City to jointly and closely manage the services and needs throughout the region. Therefore, service delivery locations have been established to provide job seekers (both adults and youth), as well as employers, access to workforce programs and services; each location provides a different level of services based on the type of site established. Four comprehensive American Job Centers (two operated by Maricopa County and two by the City of Phoenix) where all basic services from each of the WIOA core partner programs are available as well as access to the staff of these programs through co-location. ARIZONA@WORK City of Phoenix has seven affiliate locations and no longer uses access points.

To achieve a high performing, integrated workforce system in Maricopa County, an expansive framework is required. This framework defines the unique role of each system contributor and acknowledges how the power of partnerships expands skills attainment and economic opportunity for the constituents of Maricopa County. The MCWDB and the Maricopa County Chief Elected Officials remain committed to supporting partnerships that integrate WIOA Title I, II, III, and IV programs, along with other key components, to create a top-producing talent source that employers value.

Figure 13: ARIZONA@WORK Authority



ARIZONA@WORK: Maricopa County, in collaboration with local community-based organizations, makes up the current workforce network of business and employment-related service providers for the Maricopa County Local Workforce Development Area. The system is responsible for providing services to 2.8 million residents within the 8,707 square mile area. The City of Phoenix, which jointly serves Maricopa County, serves nearly 1.5 million people within its 517 square mile boundary.

In addition to the ARIZONA@WORK: Maricopa County assets detailed below, residents of Maricopa County may also receive service from the City of Phoenix locations.

Assets that are counted in the capacity of the ARIZONA@WORK: Maricopa County system are detailed below.

American Job Centers provide all basic services from each of the WIOA core partner programs, including access to each program's respective staff.

East Valley Career Center

U.S. 60 & Southern,
Mesa, AZ
(Opening soon)

West Valley Career Center (Glendale)

4425 W. Olive Ave., Ste 109/ 200
Phoenix, AZ 85302

Youth Centers provide Title 1-A services for youth 14-24 years old.

Mesa Library

64 E 1st St.
Mesa, AZ 85201

Peoria Community Center

8335 West Jefferson St.
Peoria, AZ 85346

Tempe Escalante Center

2150 E Orange St.
Tempe, AZ 85281

Workforce Partnership Centers

Surprise Resource Center

12425 W. Bell Rd, Ste 124
Surprise, AZ 85378

Vista Del Camino Community Center

7700 E. Roosevelt St.
Scottsdale, AZ 85257

Tempe Community Action Agency

2146 E. Apache Blvd.
Tempe, AZ 85281

Wickenburg Career Office

164 East Apache St.
Wickenburg, AZ 85390

Tempe Library

3500 S Rural Rd, Ste 202
Tempe, AZ 85281

VOCATIONAL REHABILITATION provides services for jobseekers with disabilities.

Admin Office

3221 N. 16th St., Ste 200
Phoenix, AZ 85016-7159

Mesa

120 W. 1st Avenue
Mesa, AZ 85210

North 16th Street

3221 N. 16th Str, Ste 200
Phoenix, AZ 85016

Van Buren

3425 E. Van Buren St., Ste 102
Phoenix, AZ 85008

Surprise

11526 W. Bell Rd
 Surprise, AZ 85374-9801

Chandler Gilbert - Chandler Tempe

125 E. Elliot Rd
 Chandler, AZ 85225

95th Avenue

1850 N. 95th Ave, Suite 192
 Phoenix, AZ 85029

Washington Street

5328 E. Washington St., Bldg. C
 Phoenix, AZ 85034

Scottsdale

8930 E. Raintree Dr, Ste 300
 Scottsdale, AZ 85260

7th Street

2455 S.7th St.
 Phoenix, AZ 85034

19th Avenue

11420 N 19th Ave
 Phoenix, AZ 85029

ADULT EDUCATION provides education services to adults, including high school equivalency classes and assessments.

Friendly House Inc.

Phoenix, Glendale

Gilbert Adult Learning Center

Mesa

Frank X. Gordon Adult Education

Glendale, Phoenix, Mesa

Mesa Public Schools Adult Education

Mesa

Queen Creek Unified School District Adult Education

Queen Creek

Rio Salado College Bridge Pathway

Tempe, Avondale, Phoenix, Surprise

East Valley Institute of Technology

Mesa

Arizona Center for Youth Resources

Phoenix

Another strategy Maricopa County has deployed and looks to expand are Access Point sites. Additional partnerships with faith- and community-based organizations will continue to be fostered to increase Access Points in the County. ARIZONA@WORK: Maricopa County will look to partner with agencies that share a common workforce mission or vision, or that can provide direct access to a vulnerable or hard-to-reach population. As seen in the table below, these Access Points are strategically positioned in communities across the Valley.

Access Point staff and volunteers will be trained to provide a consistent system of tiered service delivery. These tiers range from basic information and material to occasional assistance with job searches to full-service operations like hosted job fairs.

The needs of each community and faith-based partner will also be evaluated to determine the tier of service delivery to be established at a specific Access Point. These different levels of services will be clearly defined with each community and faith-based partner as well as with job seekers. The Community Outreach Coordinator is responsible for managing all access points. Title IB staff will hold

regular meetings with Access Point partners to promote consistency, provide partners with additional workforce service delivery training, and share best practices.

ACCESS POINTS provide access to the workforce development system via computer and direct referrals, in partnership with community and faith-based organizations.

AVONDALE

Avondale Civic Center Library

11350 Civic Center Dr
Avondale, AZ 85323

BUCKEYE

Buckeye Library-Coyote Branch

21699 W Yuma Rd. Ste 116
Buckeye, AZ 85326

CHANDLER

AZCEND

345 S California St.
Chandler, AZ 85225

EL MIRAGE

El Mirage Library

14011 N. 1st Ave.
El Mirage, AZ 85335

GLENDALE

Glendale Community College Career Center

6000 W. Olive Avenue
Glendale, AZ 85302

GOODYEAR

Goodyear Library

14455 W. Van Buren St, C-101
Goodyear, AZ 85338

GUADALUPE

Guadalupe Library

9241 S. Avenida del Yaqui
Guadalupe, AZ 85283

MESA

MesaCAN (A New Leaf)

635 E. Broadway Road
Mesa, AZ 85204

PEORIA

City of Peoria Community Center

8335 W Jefferson St.
Peoria, AZ 85204

PHOENIX

DK Advocates

23335 N. 18th Dr, Ste B-124
Phoenix, AZ 85027

Paradise Valley Community College (Career Center)

18401 N. 32nd Street
Phoenix, AZ 85032

St Joseph the Worker

1125 W. Jackson St.
Phoenix, AZ 85007

TOLLESON

City of Tolleson Library

9555 W. Van Buren
Tolleson, AZ 85353

The new East Valley Career Center in Mesa will enhance the system's ability to provide services where they are needed most. With an expanded footprint, new technological and testing capacity, easier access to public transportation and better proximity to target populations, the new center, which will be co-located with HeadStart, will add significantly to the system's ability to connect with and provide services to the populations prioritized by the Workforce Innovation and Opportunity Act.

1.2.5.1 Assessment of workforce development capacity

The Maricopa County Workforce Development Board finds the capacity of the system to be sufficient for delivery of WIOA services. Jobseekers physically access the system via the American Job Centers, the Youth facilities, the Affiliate Sites and the Access Points. However, digital access to these services is growing in importance, especially in light of the COVID-19 pandemic. As the crisis arose, partners moved much of the system's operations to virtual environments. It is assumed that live, personal interactions will be generally allowed again soon; however, trends now indicate that many people, especially the medically fragile may never return to the norm of physically entering buildings when it is not necessary. As more of the individuals we seek to serve turn to safer and more accessible digital environments, it will be incumbent on workforce leadership to expand our capacity in those areas.

1.2.5.2 Description of the strategy to work with the entities that carry out the core programs and required ARIZONA@WORK partners to align resources available to achieve the strategic vision and goals

Integrated Service Delivery Model

ARIZONA@WORK: Maricopa County is proactively implementing strategies toward a delivery model that more closely resonates with WIOA's Hallmarks of Excellence in that workforce services are directly aligned with the needs of the local area's businesses and workers. These changes include implementing the priority of services criteria and eligibility standards governed by WIOA, as well as the Integrated Service Delivery (ISD) model.

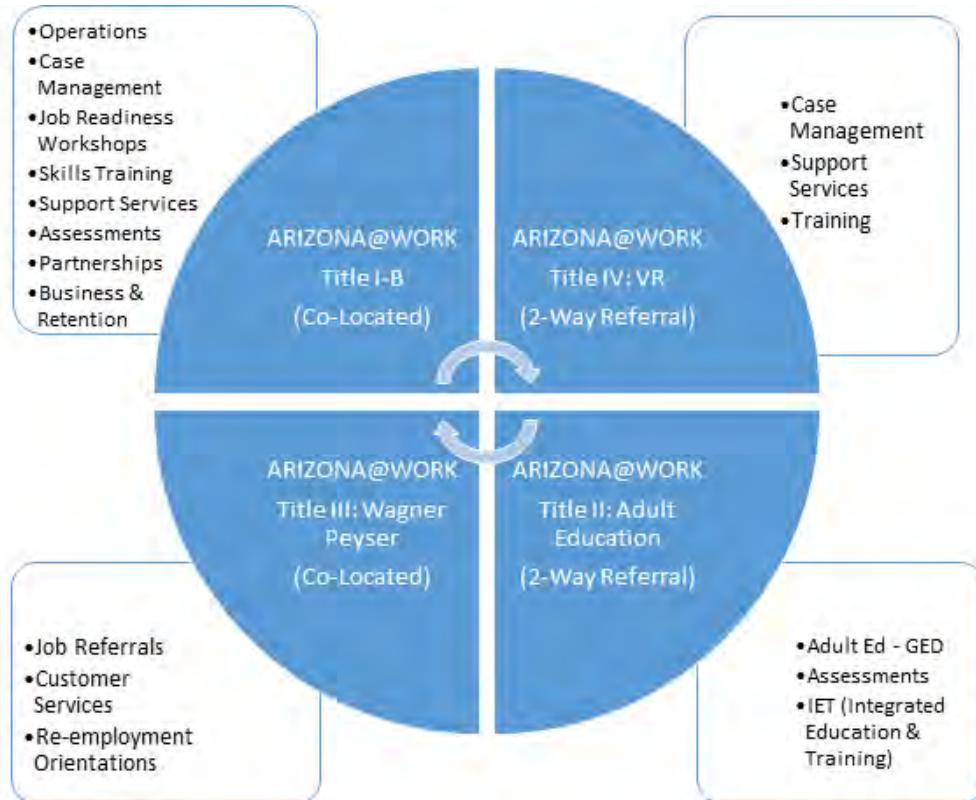
Having long ago rejected its siloed approach to service delivery, ARIZONA@WORK: Maricopa County remains committed to the idea of a more effective, more efficient, more collaborative approach that results in a seamless customer experience. Rather than navigating separate teams defined by their separate funding sources, customers now move seamlessly from one team to another.

1. **WELCOME TEAM** that greets and directs customers, conducts a triage assessment, collects registration information, and refers internally or externally for assistance. (Entry, Resource Room)
2. **SKILLS AND CAREER DEVELOPMENT TEAM** that does skills analysis, facilitates assessment and testing, identifies support needs, provides career guidance, arranges for soft skills training, and refers to program specific occupational training. (Resource Room, Case Management, Pre-Employment Training)
3. **BUSINESS RETENTION TEAM** that provides services to job ready customers and to employers including job clubs, facilitating on-the-job training arrangements, job development, business development, job matching and customized recruitment efforts.

The transition to an ISD model was not simple. Its value proposition, however, has validated its selection. Customers have a less confusing, more effective experience, and the Maricopa County Workforce Development Board remains committed to this Integrated Service Delivery model and

commits during these program years to evaluating current results and identifying options for more deeply integrating this framework into the daily work of the workforce development system.

Figure 14: Core Partners Roles



Regional Alignment of Core Services

One of the fundamental changes wrought by the Workforce Innovation and Opportunity Act is the requirement to integrate core programs to provide comprehensive and efficient services more efficiently to more participants. The ISD model used by ARIZONA@WORK: Maricopa County braids and aligns the local resources of participating partners to seamlessly address the training and employment needs of system customers, job seekers and businesses.

Within the framework of the ISD system, alignment of services is an essential and ongoing process. Regular analysis, evaluation and realignment of the services reduces duplicative and administrative activities in favor of a customer experience and allows partners to use their resources for value-added services to ensure job seekers have the skills to access good jobs and advance in their careers. ARIZONA@WORK: Maricopa County will continue its commitment to this transformation during the 2020-2023 period, with the following core partners and services:

1. **Adult, dislocated worker and youth programs (WIOA Title I)** managed and delivered by ARIZONA@WORK: Maricopa County.
 - A. The Adult Program provides workforce services that increase the employment, retention, earnings, and attainment of recognized post-secondary credentials for adults age 18 and older. As a result of these activities, the quality of the workforce will be improved, economic self-sufficiency will be increased and productivity enhanced in the region.
 - B. The Dislocated Worker (DW) Program provides services to individuals who have been terminated, laid off, or have received notice of termination or layoff, from employment, generally, due to employer downsizing or plant closures. Self-employed individuals who are unemployed due to economic conditions as well as displaced homemakers may also receive DW program services.
 - C. The Rapid Response (Rr) Program is the cooperative effort of ARIZONA@WORK Maricopa County staff, and other partner programs. RR provides assistance and services to workers affected by layoffs, plant closures, or natural or other disasters resulting in a mass job dislocation. The intent of RR activities is to aid affected workers and help them transition to a new employment opportunity as quickly as possible.
 - D. The Youth Program provides a comprehensive array of services (i.e. occupational skills training, work experiences, basic academic skills education, adult mentoring, etc.). The goal is for youth program participants to obtain a job in a career pathway, enroll in post-secondary education, or register in an apprenticeship prior to the end of their participation in the program. Youth programs offer services to in-school and out-of-school youth, now expanded to ages 14-24.
 - E. the highest of either: 1) 80% of their wages at date of dislocation; or 2) The individual's earned wages are at or below the LWDA's established self-sufficiency threshold.
2. **Wagner-Peyser job search and placement services (WIOA Title III)** administered by the Arizona Department of Economic Security (DES) brings together individuals seeking employment with employers seeking workers;
3. **Adult education and family literacy programs (WIOA Title II)** administered by Arizona Department of Education (ADE) offer adult education and skills development programs that accelerate achievement of diplomas and credentials among workers;
4. **Vocational Rehabilitation (WIOA Title IV)** administered by the Rehabilitation Services Administration (RSA), which is part of DES, enables eligible individuals with disabilities to achieve an employment outcome consistent with their strengths, priorities, needs, abilities and capabilities; and

In addition to providing career and training services to individuals who are unemployed, the Adult and DW programs offer career and training services to job seekers who are underemployed. As defined in Section 1.3.15, an individual is considered underemployed if they are employed either full or part-time, and their current annualized wage rate does not exceed

The MCWDB will implement Workforce policy and investment directed at the state level by DES and will work to actively engage partners required to provide access through the comprehensive American Job Center locations, including Job Corps, YouthBuild, Career and Technical Education (CTE) programs, Veterans Employment and Training Services, and Unemployment Insurance services.

Together, core partners will share knowledge across programs and work to eliminate confusion regarding missions, services or methods of service delivery, whether they are co-located or not co-located. Roles will be clearly defined so that partners will not need to be co-located in the American Job Center buildings to be an effective part of the integrated system or flow of service delivery. Specific expectations (i.e. number of new business relationships per week, number of participants placed in employment per week, etc.) will also be clearly defined and be designated and documented in a partner MOU, for each functional team to contribute towards common performance measures.

One of the most critical components of the Integrated Service Delivery model which forms the framework of the ARIZONA@WORK: Maricopa County delivery system is the One Stop Operator. MCWDB's OSO, Maximus is tasked with seven key performance areas in Program Year 2021-2022:

1. Facilitating Integrated Service Delivery (ISD)
2. Act as a liaison between MCWDB and service providers and partners
3. Delivery of ongoing training and technical assistance
4. Development of standard operation procedures
5. Innovative technologies
6. Ensure target level of effort needed to match jobseekers with employer need
7. OSO reporting requirements

Signatories to the ARIZONA@WORK: Maricopa County Service Providers Memoranda of Understanding agree to make their services available, consistent with and coordinated via the One Stop Delivery System. Additional services beyond core activities may be provided on a case-by-case basis and with the approval of the Local WDB and the Chief Executive Officials.

All partners agree to

- Participate and meet semi-annually to ensure compliance with the terms of the MOU.
- Ensure Universal Access to One Stop Centers: All customers, including those with barriers to employment, will have access to services at each One-Stop Center.
- Comply with the One-Stop System Approach:
- Services will be made available through the One-Stop Centers, WIOA Partner programs, or technology-based services. Access to technology will be further developed.
- Respect the Individual Choice of Customers and Clients seeking assistance.
- Work to support and strengthen regional workplace skills and economic development.

- Operate effectively, enhancing the participation of employers and not duplicating services.
- Comply with all applicable laws regarding non-discrimination.
- Collaborate and reasonably assist each other in the development of necessary service delivery protocols.

The Maricopa County Workforce Development Board has the authority to conduct fiscal and programmatic monitoring to ensure that laws, regulations and policies are properly enforced, that performance data are properly recorded, tracked and analyzed; and that appropriate procedures and controls are maintained.

Additionally, each Partner commits to the cross-training of staff and to providing other professional learning opportunities that promote continuous quality improvement.

System integration and efficiency is a priority of the MCWDB, and signatories to the partner MOU commit themselves to system integration to the maximum extent feasible through effective communication, information sharing, and collaboration with the one-stop operator; Joint planning, policy development, and system design processes; and a commitment to the joint mission, vision, goals, strategies, and performance measures of ARIZONA@WORK: Maricopa County.

The partners also commit to the design and use of common intake, assessment, referral, and case management processes; use of common and/or linked data management systems and data sharing methods; participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction; and participation in regularly scheduled partner meetings. Partners agree that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system.

Section 1.2.6 Statewide strategy assurances

The Maricopa County 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 Maricopa County Workforce Development Board and staff will also participate in statewide workgroups and solutions intended to improve workforce services across the state.

Section 1.2.7 Statewide strategy support

The Governor's vision for Arizona is "to build a pro-growth economy that provides opportunity for all and creates prosperous communities."

Arizona's state workforce board, the Workforce Arizona Council, has established 10 statewide strategies for these program years, and the Maricopa County Workforce Development Board commits to supporting them all and aligning local strategies with the state framework. As identified in the Arizona State Plan, the state's four goals are:

1. Promote a strong Arizona economy
Build Arizona's capacity to attract, retain and grow thriving businesses
2. Serve business needs
Serve Arizona job creators by understanding, anticipating and helping them meet workforce needs, including meeting the skilled workforce needs of employers
3. Prepare jobseekers
Prepare and match job seekers to a job creator for a successful career that provides amply (preparing an educated and skilled workforce, including youth and individuals with barriers to employment and other populations)
4. Protect taxpayers by providing efficient, accountable government service
Accelerate measurable impact and performance for less cost

ARIZONA@WORK developed strategies based on the goals and strengths and weaknesses identified by a cross-functional team, including representatives from the Workforce Arizona Council, core programs, and the LWDBs. Arizona's goals are interdependent, with many strategies affecting more than one goal to create and promote a holistic system to benefit ARIZONA@WORK customers.

The ten strategies are:

1. Promote industry sector partnerships/projects
2. Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system
3. Increase and improve coordination between workforce, education, and economic development efforts at the state and local level
4. Ensure training provided to job seekers and workers has a focus on transferable skills
5. Create a comprehensive business engagement plan to support consistency and availability of services
6. Implement framework for supporting a statewide model for career pathways based on the identified In-Demand industries and occupations, connecting the education and incorporating appropriate flexibility for regional variation

7. Improve processes for co-enrollment across partners to share costs and case management to better serve customers
8. Enhance initiatives supporting populations with barriers to employment to ensure customers are receiving needed services efficiently including populations identified in section (a)
9. Create a consistent system for continuous improvement
10. Identify data system solutions to enhance the interoperability and quality of data for use across ARIZONA@WORK programs

1.2.7.1 Description of plan to implement the state strategies over the next four years including:

The MCWDB is committed to leveraging all necessary resources and efforts to implement Arizona's strategies over the next two years, but acknowledges that a workforce development system of the scope and impact envisioned by this plan requires coordination with numerous related entities and programs.

1.2.7.1.1 Entities the board will work with to implement the state strategies

Critical elements of the workforce development system include the career services administered by the Arizona Department of Economic Security, adult education and learning services administered by the Arizona Department of Education, and vocational rehabilitation from the Rehabilitation Services Administration within the Arizona Department of Economic Security.

Synergies exist between many elements of the educational system and workforce development. One facet of the educational system with obvious relevance to the world of workforce development is Career and Technical Education (CTE). These career-driven educational programs of study are administered by the Arizona Department of Education on both secondary and postsecondary levels, and they offer targeted career training in areas that range from culinary arts to welding to software development. ARIZONA@WORK: Maricopa County resources have regularly engaged with counselors at CTE institutions like Western Maricopa Educational Center and the East Valley Institute of Technology (EVIT) to coordinate referrals of ARIZONA@WORK customers to CTE programs.

The MCWDB acknowledges that there exists an opportunity to improve its relationships with organizations like the WestMEC and EVIT. Programs offered at these institutions should be included on the Eligible Training Provider List, and the MCWDB intends to make efforts to facilitate the inclusion of CTE programs in the ETPL.

Economic development is another realm of public service with significant overlap with the world of workforce development. Maricopa County does not have a dedicated economic development department. ARIZONA@WORK: Maricopa County, however, is home to the Business Retention Services Team, which supports business growth, attraction and retention efforts by providing workforce development services to businesses and potential businesses in the area. Partnerships with regional economic development agencies are vital for a comprehensive workforce system. ARIZONA@WORK:

Maricopa County has shared data and trends, participated in events, and been connected with businesses via these local partners.

To become more active in economic development activities, the MCWDB intends to explore options for deepening the partnership between ARIZONA@WORK: Maricopa County and the Arizona Commerce Authority (ACA), the State's leading economic development organization. The ACA grows and strengthens Arizona's economy by recruiting out-of-state companies to expand their operations in Arizona; working with existing companies to grow their business in Arizona and beyond; and partnering with entrepreneurs and companies to create new jobs and businesses in targeted industries. The ACA is supervised by a public-private sector Board composed of Arizona leaders in business and policy; the Board is overseen by Arizona Governor Doug Ducey.

While partnering with and exploring options for deepening ties with the Arizona Commerce Authority, the MCWDB also intends to develop and strengthen partnerships with other economic development entities, including the economic development departments of the county's 23 municipalities. In particular, ARIZONA@WORK: Maricopa County has the potential to bring value on business attraction projects. These prospective employers often explore multiple locations before deciding on homes for their relocation and expansion projects. Often the single most critical factor in the decision-making process for these employers is the quality and availability of the workforce available at a certain location. ARIZONA@WORK intends to provide data analysis, demographic information and custom proposal support in any way possible to regional economic development entities in efforts to broaden and deepen the regional economic base.

The Arizona Office of Economic Opportunity was created in 2016 to serve as Arizona's hub for labor market information and workforce policy. In addition to being home to the state's labor market information office (in partnership with the United States Department of Labor) and the state demographer's office (in partnership with the United States Census Bureau), OEO also staffs the state workforce board, the Workforce Arizona Council. OEO is housed at the Arizona Commerce Authority, where its perspectives on Arizona's economy and labor market contribute to the data-driven economic development strategies that have made Arizona's economy the envy of the country. MCWDB intends

- 1) to pursue opportunities for collaboration with the OEO on the development and implementation of data-driven statewide workforce development and economic development initiatives
- 2) to increase its capacity for contributing to economic development projects via professional development for the business retention services team.

Other economic development entities with which the MCWDB intends to partner include:

Economic Development

- Arizona Association for Economic Developers
- East Valley Partnership
- Arizona Public Service and Salt River Project Economic Development Teams
- Greater Phoenix Economic Council
- Westmarc
- Economic Development entities within the county's 23 municipalities

Business Intermediaries

- Phoenix Chamber
- Arizona Nurses Association
- Valley Young Professional Group
- Valley Partnership (coalition of construction and site developers)

Workforce Development

- Arizona State Board
- Phoenix Business and Workforce Board

Education

- Maricopa County Community College District Economic Development/Workforce Development Team
- The Center for the Future of Arizona

Section 1.3 System Coordination

1.3.1 Description of how WDB will work with the entities carrying out the core programs in order to:

The Workforce Innovation and Opportunity Act (WIOA) fundamentally altered the concept of workforce development in many ways. In particular WIOA sought to better align the core partners in the system to improve the quality of services, optimize efficiency, and limit duplication of services. ARIZONA@WORK: Maricopa County remains committed to these concepts and intends to continuously pursue opportunities to make the relationships between the core partners more equitable, more effective and more efficient. To this end, the core partners will implement the following strategies during 2020-2023:

ARIZONA@WORK: Maricopa County has organized its intentions to improve the manner in which it works with the program’s core partners:

- Establish working groups consisting of ARIZONA@WORK: Maricopa County resources and representatives from each of the core partners to explore opportunities for improved collaboration.
- Deploy new and/or improved technological solutions that enable ARIZONA@WORK: Maricopa County to manage cases and record activities.
- Commit to tracking and evaluating services in a consistent and valuable format that provides perspective on the activities of the core partners, including effectiveness of services provided to specific subpopulations.

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

The “I” in WIOA stands for Innovation. Both the letter and the spirit of WIOA charge the workforce system to break down barriers and expand access to programs and services. ARIZONA@WORK: Maricopa County is well-positioned to expand access to services for eligible individuals, particularly those with barriers to employment, in the coming years.

These expansions and innovative initiatives are designed to enhance the value of ARIZONA@WORK services to populations with barriers to employment, including:

- Low income individuals
- Displaced homemakers
- Indians, Alaska Natives and Native Hawaiians
- Individuals with Disabilities
- Older individuals
- Ex-offenders
- Homeless individuals
- Youth who are in or have aged out of the foster care system
- English language learners, individuals with low levels of literacy and

- individuals with substantial cultural barriers
- Migrant and seasonal farmworkers
- Single parents
- Long-term unemployed

In fact, Maricopa County aims to stand-out by effectively practicing this through a number of innovative strategies:

Shared satellite sites with Workforce Development Coordinators

ARIZONA@WORK: Maricopa County has implemented, and intends to expand, an innovative model of satellite locations shared with the municipalities across the Maricopa County service area. In these partnerships, the cost of operations and of a shared Workforce Development Coordinator (WDC) are shared between ARIZONA@WORK: Maricopa County and the cities and towns in which the satellite locations are located. This effort puts workforce resources closer to the communities they are trying to serve and allows for the integration of “extreme local flair.”

- Wickenburg focuses on business engagement.
- Surprise is located in the local Community Action Program (CAP) office and focuses on program referrals that result in a full spectrum of services. The location also leveraged funds from a Community Development Block Grant (CDBG).
- Scottsdale is also located in the local CAP office.
- Tempe focuses on the connection to early education and is located in the local library.
- As of this writing, discussions are underway for additional satellite locations in Glendale and Mesa.

This expanded service footprint makes ARIZONA@WORK services more accessible to the communities we serve, and most directly benefits individuals with barriers, including transportation, homelessness and caregiver responsibilities.

Smart Justice

Smart Justice (SJ) is a Maricopa County initiative developed from the Board of Supervisors’ interest in reducing recidivism in Maricopa County. The Human Services Department established the Smart Justice team to address the employment needs of individuals who are on probation or are involved the County’s justice system.

The Smart Justice Employment Team (SJET), through evidence-based case management practices, promotes pro-social roles within the workplace, families, and communities. The SJ Employment Team guides and provides supportive services to returning citizens as they transition into the workforce. For the duration of program participation, the SJ Employment Team works towards accountability and self-empowerment to help the reentrants navigate the seemingly insurmountable pressures of rebuilding their lives and reentering the community as law abiding citizens.

The Smart Justice Program provides educational and vocational assistance to justice involved participants from both East and West Valley Career Centers. Services offered include career exploration, resume assistance, computer access, job leads, interview techniques and occupational skills training.

Participants may enroll in services through self-engagement or a referral from Maricopa County Adult Probation offices. Eligible participants must be 18 years of age, meet military selective service registration requirements and have a medium to high risk classification through assessment. It is the intention of ARIZONA@WORK: Maricopa County to deepen relationships with the probation system in these program years.

Strategies implemented within the Smart Justice initiative include:

- Clean Start 2.0 (Food Factory) - In January of 2019, the SJET, Maricopa County Sheriff's Office, Adult Probation Services and community providers launched Clean Start 2.0. This innovative initiative prepares participants for employment while incarcerated in the Maricopa County Jail system. During their time in custody, clients begin learning skills in the jail's 3-week food service program through Community Kitchen, a program of St. Vincent De Paul. For successful participants, the training and experience continue with an additional 9 weeks after release. After program completion, participants are placed with employers around Maricopa County for full time employment.
- Work Experience (Community Kitchen) - Participants gain skills related to food preparation while providing a product to serve the homeless population. Upon completion of this work experience, participants receive their food handler's card, which in turn provides employment opportunities in the food industry.
- Occupational Skills Training (OST) - During the 4th quarter of 2019, ARIZONA@WORK: Maricopa County obligated \$66,715 in approved funding for 17 participants to begin training programs in efforts to re-engage in long-term employment in the transportation industry. Eleven successfully obtained a Commercial Driver's License (CDL).

Primary objectives for the coming program years center around integrating apprenticeships into the reentry model. Ex-offenders stand to benefit most from these innovative initiatives.

Family Centered Coaching

Family-Centered Coaching (FCC), a component of the Family Centered Employment concept, is a relationship and strength-based practice designed toward improving long-term whole-family functioning. Its objective is to integrate meaningful relationship-based services to support transformational whole-family well-being.

The Maricopa County Human Services Department is committed to FCC as an effective tool that is central to the delivery of high-quality support services that foster strong client outcomes. HSD is working to integrate FCC into all aspects of service delivery, and it utilizes research-based staff assessments and coordinated coaching strategies to support the professional development of its staff. The model builds upon staff's knowledge, experience, and competencies to improve client-based relationships and outcomes. HSD established a comprehensive implementation model to provide staff with shared vision to successfully execute their job duties. The implementation model is designed to provide staff with multiple levels of support and to help them attain successful performance. The model includes assessments, professional development in an array of topics, including Trauma Informed Care, Coaching,

Executive Function, Behavioral Economics and Internal Bias, as well as support in the form of labs, webinars and coaching clubs.

The FCC concept is key to the identification of barriers to employment, and the continued development of staff in the execution of this model will enhance the ability of ARIZONA@WORK: Maricopa County to identify barriers, develop targeted support plans and refer customers to appropriate partner agencies.

Incumbent Worker Training

The one constant in the world of business is that it changes. Technologies evolve. Standards change. Regulations are revised. The MCWDB is committed to implementing an Incumbent Worker Training (IWT) program that will provide training to workers who need to update or improve their skills to maintain employment or move into higher-value positions. Incumbent Worker training can be used to avoid layoff of employees and/or to increase the skill levels of employees. The Maricopa County Workforce Development Board (MCWDB) can approve up to 20 percent of the adult and dislocated worker funds to provide for the federal share of the cost of providing Incumbent Worker Training. The MCWDB intends to model its IWT program after the extant program of the City of Phoenix.

The Arizona Career Readiness Credential

The Arizona Career Readiness Credential is a system of instruction, assessment and validation that prioritizes seven foundational skills identified by Arizona employers:

- Applied Mathematics
- Workplace Reading
- Workplace Data and Graphics
- Teamwork and Collaboration
- Critical Thinking and Problem-Solving
- Effective Communication
- Professionalism

The program, sponsored by the office of Governor Ducey, and funded by the Governor's WIOA set-aside funds, provides access to online asynchronous instructional content, facilitator resources for traditional instructor-led training, proctored assessments and a personal, portable credential that is recognized and requested by hundreds of employers across Arizona. It has a particular value proposition for populations that often struggle with employer bias: the justice-involved, the long-term unemployed, the marginally skilled and the young, by assuring employers these candidates have at least a cognitive command of the foundational academic, personal and interpersonal competencies that matter most in the world of work.

Expansion

Over the coming program years ARIZONA@WORK: Maricopa County will build on, enhance and duplicate successful aspects of these programs. Additionally, the County and the core partners will look at other means to serve the region's most vulnerable workers, particularly low-income or underprepared adults and youth. To this end, the core partners will implement the following strategies to strategically expand access while maintaining quality services:

- Utilize ISD functional teams and statewide training task force to improve capacity to deliver a seamless, consistent, no-wrong-door experience for jobseekers.
- Leverage awareness of high visibility events and programs to increase enrollment, including hard to reach individuals (i.e. Adult Education enrollments, community college events).
- Evaluate, and if necessary, reconsider Priority of Service eligibility guidelines to ensure priority and support services go to those most in need, regardless of available funding.
- Create more touchpoints with businesses to sustain a constant cycle of cohorts getting trained and employed and subsequently to open up resources for new cohorts.
- Share formative, real-time data reports to drive resources and outreach into target areas.

Supportive services are key to the logic model that results in improved employability outcomes for individuals with barriers to employment. Referrals to core partners are key to delivering the services that result in improved employability outcomes.

1. Evaluation via the Family Centered Coaching model
2. Identifies barriers to employment
3. Results in a support plan
4. Connection to services and referrals
5. Supportive services
6. Ability to participate in career training and career development programs
7. Valuable skills for the labor market
8. Employability outcomes

1.3.1.2 Facilitate the development of career pathways

WIOA defines a career pathway as:

A combination of rigorous and high quality education, training and other services that align with the skill needs of industries in the state or regional economy, prepare an individual to be successful in any of a full range of secondary or postsecondary education options, and include counseling to support an individual in achieving the individual's education and career goals.⁷

The Maricopa County Workforce Development Board (MCWDB) is committed to adopting evidence-based and evidence-informed program models that map to the ultimate goal of individuals obtaining and maintaining employment. The MCWDB's Quality Workforce Workgroup (QWW) intends to focus on determining how to address industry needs in order to properly advise job seekers. The QWW intends to continue evaluating performance metrics on various local and national education and training models, including apprenticeships, work-based learning and career pathways to define, design and stand up career pathways in at least one target industry by June 2021. The QWW will meet quarterly to construct meaningful career pathways. The process will include evaluation of labor market data and the

⁷ <https://cte.ed.gov/initiatives/career-pathways-systems>

availability of training providers and employment opportunities, and outputs of the QWW will be shared in the partners meetings. Individuals served by ARIZONA@WORK: Maricopa County will have an Individual Employment Plan identifying career pathways that map to career objectives.

The MCWDB is responsible for ensuring ample providers are available in the local area. To do so, the MCWDB must first assess current availability and how it relates to target industry sectors. The MCWDB will then evaluate and make adjustments to best iterate the model for replication across other target sectors.

Career pathways will be developed using CLASP's *Alliance for Quality Career Pathways Framework*. These pathways will reflect the four essential functions:

1. Providing individualized and customized education and training;
2. Consistent and non-duplicative assessments of participants' education, skills, and assets/needs;
3. Support services and career navigation assistance to facilitate transitions; and
4. Employment services and work experiences.

1.3.1.3 Facilitate the coordination of co-enrollment with ARIZONA@WORK partners

Customers of the ARIZONA@WORK system should be able to receive the services that will best equip them for success in the world of work without any need to navigate multiple funding streams and enrolling in multiple programs. To that end, ARIZONA@WORK: Maricopa County supports a co-enrollment model.

It is acknowledged that several factors enable any successful co-enrollment model:

- Evaluation of current enrollment models
- Understanding of the jobseeker experience
- Commitment of the MCWDB and core program partners to a common reporting protocol

Strategic implementation of a co-enrollment model requires the coordination of several moving parts. To remove barriers across programs, when a customer qualifies for two or more services, the programs will work together to create one common menu of options for determining how skill gains will be measured based on each participant's starting point, not a funding source. Creating a common menu of options, rather than using separate definitions, will encourage co-enrollment across the core programs for youth and adults, as well as create opportunities for contextualized learning. For example, co-enrollment of an individual who is eligible to receive Adult services and Vocational Rehabilitation services will expand vocational training and employment options and resources, allowing both programs to achieve a greater impact, optimize limited funds, and avoid duplication of efforts, improving the quality and efficiency of services.

Services from co-enrolled programs for each participant will be recorded in Arizona Job Connection (AJC), case managers from all WIOA programs will maintain regular communication (monthly at a

minimum) to discuss and agree upon exit strategies. The exit outcome and date of exit will be the same for both WIOA programs.

To ensure strategic expansion of co-enrollment, ARIZONA@WORK: Maricopa County will seek guidance from the State to: develop universal intake policies among partner programs; develop policies that ensure data sharing among partner programs; and, develop policies that support co-enrollment and braided funding as essential elements of the career pathways model.

The MCWDB is aware of State of California’s initiative to establish a strategic policy for co-enrollment within WIOA program to be adopted statewide. Four directions were explored by a work group, and the MCWDB intends to initially model its approach in a similar fashion.

- Ongoing professional development and technical assistance for staff
- Nuts and bolts toolkit for how to braid program funding
- Customer service training for front-line staff to leadership
- Human Centered Design (HCD) training

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

Collaboration with Institutions of Higher Learning

As part of the planning and re-design process, ARIZONA@WORK: Maricopa County intends to improve communication and collaboration with both secondary and postsecondary education providers. For example, the County intends to work with the Maricopa County Community College District, who on their own have made great progress with career pathways, to map out pathways and create curriculum that aligns with educational goals for each career path.

Pathways Design

ARIZONA@WORK: Maricopa County applauds the work of the Center for the Future of Arizona in the area of pathways design. The concurrent and dual enrollment models that have arisen from their Pathways to Prosperity initiative serve as a template for successfully mapping the path from intent to education to employment. ARIZONA@WORK: Maricopa County aims to participate in efforts to convene stakeholders to avoid duplication of efforts and create industry-informed, seamless articulation from secondary, to post-secondary education and workforce. Development of pathways and training will include differentiated instruction methods to help all youth and adults earn marketable credentials, engage in further education and employment, and achieve economic success.

ARIZONA@WORK: Maricopa County’s efforts will be guided by strategies outlined by the State of Arizona in the WIOA 2020-2024 State Plan, including:

- Ensure that pathways include multiple entry points for both well-prepared individuals and those with barriers to employment, such as low basic skills;

- Define outreach and marketing techniques for recruitment;
- Determine specific strategies to recruit out-of-school youth, individuals with disabilities, non-native English speakers, individuals with low basic academic skills, and other populations with barriers to employment;
- Provide training to program developers in contextualization and standards-based instruction;
- Work with employers to develop competency models with identified knowledge, skills and abilities;
- Determine clear sequences of education courses and credentials that meet the needs of targeted sectors;
- Work with community colleges to build standardized pathways that are stackable and portable at all Arizona colleges; and,
- Highlight programs, including those on the ETPL, that qualify as career pathway programs.

As a function of the County, and by using a research-based and state-guided framework, ARIZONA@WORK: Maricopa County, together with secondary and postsecondary education, can cohesively combine public and private partnerships, resources and funding, policies, data, and shared performance measures to successfully develop and scale quality, sustainable pathways.

Pathways Within Target Sectors

In December 2018, the MCWDB's *Quality Workforce Workgroup* convened key stakeholders, including economists from the Office of Economic Opportunity, the core partners, service providers and other key stakeholders to review, discuss and determine which industry sectors best positioned the local area for success.

One output of the effort was the designation of a number of sectors as priorities in the regional economy:

- Manufacturing
- Healthcare & Social Assistance
- Transportation & Warehousing
- Construction
- Finance & Insurance
- Information (specifically Information Technology)

Today, the *Quality Workforce Workgroup* continues efforts to identify industry-recognized post-secondary credentials which align with evidenced based career pathways programs in each target sector. The representation of adult education system in this work is critical to its success as basic educational attainment is the foundation on which these targeted Integrated Education and Training programs are built. Each of the core partners brings value to the pursuit of educational outcomes. Career services provide information and direction, Adult education provides the academic foundation and integrated occupational training, vocational rehabilitation provides support services that enable

participation by those with disabilities, and Title I enables training and supportive services. It is the intent of the MCWDB to continuously explore ways to optimize the synergies created by the participation of the core partners.

Maricopa County will collaborate with local education agencies, institutions of higher learning, local industry representatives, business intermediaries and education policymakers to design articulation strategies and goals. As a result, industry-recognized credentials will be transferrable, portable and stackable.

1.3.2 Description of the WDB’s strategies and services and how they will be used within the local area to:

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

The MCWDB is committed to increasing its reach into the employer community and deepening relationships there. The board remains aware of the immense value of developing relationships with the business community and integrating their perspectives on the talent-related issues facing today’s employers into the career readiness and skills training offered by ARIZONA@WORK: Maricopa County.

ARIZONA@WORK: Maricopa County proactively identifies, leverages and convenes key players in each in-demand industry sector through events and meetings and fosters other channels of communications. The Business Services Team works either directly or through business intermediaries to establish and maintain ongoing relationships with employers within these sectors. In addition, the diverse membership of the MCWDB provides direct access to a number of local employers and organizations. ARIZONA@WORK: Maricopa County intends to deploy a number of strategies to support a healthy workforce system and a pipeline of appropriately skilled talent to support regional employers and the regional economy:

- Engage in extensive and regular labor market analysis and employer outreach to inventory and understand sector/employer pain points;
- Standardize a regional message that ARIZONA@WORK: Maricopa County will communicate to employers;
- Create and execute initiatives, programs and projects. that maximize employment opportunities and business growth in sectors;
- Develop career pathways that connect education and training to job seekers and special populations;
- Facilitate improved sharing of employer-related information, performance indicators, and outcomes between local partners;
- Provide staff training on communication techniques, marketing, and project management to better serve employers;
- Utilize new methods to increase the talent pool from hosting targeted talent events based on population or employer needs to hosting virtual recruitments and social meetups; and
- Measure and report performance results within sectors and for each intervention invested in.
- Establish quality standards and requirements for the participation of job fairs to ensure event quality is maintained.

To further develop capabilities to engage employers, during the next two years, the MCWDB and its workgroups will develop and implement strategies that better facilitate the engagement of businesses, including small businesses:

- **Quality Workforce Workgroup:** Upgrade the capabilities of the Business Services Team and solicit business feedback to design effective career pathway programs;
- **Regionalism & Sustainability Workgroup:** Work with the State of Arizona, City of Phoenix, educational partners, and other relevant stakeholders to refine the regional approach to support of priority industry sectors;
- **Performance Excellence Workgroup:** Track level of performance with employers;
- **Marketing Workgroup:** Develop and deploy public relations and communications initiatives that persuasively define and describe available business services; and,
- **Information Technology Workgroup:** Leverage technology to help in the execution of strategy, processes, and specific interventions.

Newly identified employer needs often indicate an opportunity for the adult education system to bring value via Integrated Employment and Training (IET) and training programs. When these needs are uncovered by the Business Services Team, appropriate referrals are made.

1.3.2.2 Support a local ARIZONA@WORK system that meets the needs of businesses in the local area

ARIZONA@WORK: Maricopa County’s BST maintains contact with local businesses in an effort to be the linchpin for connecting employers with qualified candidates. The team maintains a current understanding of the area’s recruiting trends and its economy, as well as those of surrounding regions. Contact with local businesses is made via phone calls, site visits, social media, and other targeted events.

The success of the Business Services Team is built on a foundation of having gained the trust of and having established solid relationships with local employers. As a result, the workforce system reflects the needs of the area’s businesses and will continue to benefit from efforts of the Business Services Team. Strategies to be engaged in the 2020-2023 program years include:

- Collaborate with economic developers
- Connect as soon as possible with new valley employers;
- Leverage training provider relationships for employer introductions;
- Partner with ARIZONA@WORK: City of Phoenix on events that promote the workforce development system;
- Offer all employers introductions to key community leaders;

- Refer employers to other resources;
- Provide On-site Recruitments and industry specific Career Fairs;
- Host Employer Panels introducing employers to interested job seekers;
- Maintain understanding of current and developing labor market information tools and partners;
- Detail research on specific employers that services are being provided for along with their direct and indirect competitors for talent;
- Identify and follow industry pathways for better talent development;
- Review and post to Social Media weekly;
- Publish a Job Blast Newsletter;
- Offer live networking in efforts to: remain informed, maintain visibility, connectivity, and support relationships;
- Provide weekly review of news and industry innovation;
- Review the State’s Legislative processes for impact on labor market; and
- Review Federal and International events and technology trends as they relate to local Industry.

1.3.2.3 Better coordinate workforce development programs and economic development

The MCWDB serves as a strategic convener to promote and broker effective relationships between the County and economic, education, and workforce partners. Economic development, education and workforce development are each an important component when working towards community and economic growth. To stay abreast of and participate in economic development initiatives, the MCWDB and ARIZONA@WORK: Maricopa County work with a number of economic development organizations and other entities focused on the economic success of the region, including:

- Greater Phoenix Economic Council;
- Westmarc
- East Valley Partnership;
- Arizona Commerce Authority;
- Arizona Association for Economic Developers;
- Arizona Public Service and Salt River Project Economic Development Teams;
- Maricopa County Community College District Economic Development/Workforce Development Team;
- Greater Phoenix Chamber of Commerce and other local Chambers;
- Valley Partnership; and
- Valley Young Professional Group.

The unique perspective of ARIZONA@WORK: Maricopa County and its adult education partners are of particular value to the business attraction process. Site selectors and business decision makers who are considering investments in the county regularly request information on the educational attainment and skills profile of certain communities, and the MCWDB is committed to enhancing the role of the core partners in supporting the overall economic success of the region.

Additionally, Maricopa County works with the economic development teams from each of its 23 municipalities. All these partner agencies support business attraction, business relocation and business expansion. They engage in advocacy, distribute resources, and manage public incentives based on industry sectors or geographic locations. Maricopa County does not have a dedicated economic development department, and many regional businesses work with the Business Services Team for workforce development needs. Hence, partnerships with these agencies are vital for a comprehensive workforce system.

To become more active in economic development activities, the MCWDB has encouraged a partnership between ARIZONA@WORK: Maricopa County and the Arizona Commerce Authority (ACA), the State's leading economic development organization. The ACA grows and strengthens Arizona's economy by recruiting out-of-state companies to expand their operations in Arizona; working with existing companies to grow their business in Arizona and beyond; and partnering with entrepreneurs and companies to invest in the region and create new jobs in targeted industries. The ACA is supervised by a public-private sector Board composed of Arizona leaders in business and policy; the Board is chaired by the governor of Arizona.

The partnership with ACA is a natural fit for ARIZONA@WORK: Maricopa County. It strengthens business expansion and relocation projects in Maricopa County and connects growing employers to the human capital they need. ACA's business attraction and business retention projects often require specific labor market information or custom resources, and ARIZONA@WORK: Maricopa County remains committed to partnering to the fullest extent possible with the ACA's economic development efforts in Maricopa County.

The MCWDB will not only partner with the ACA, but also with local and regional economic development initiatives and policy development. This will include continuing to work closely with the Office of Economic Opportunity (OEO). OEO consolidates and improves Arizona's analytic capacity with the goal of identifying the state's economic advantages and deficiencies. OEO provides state leaders the data to drive down regulatory burdens, increase tax competitiveness and streamline the State's workforce programs. The MCWDB will continue to collaborate with OEO on economic development initiatives and to rely on OEO's data and analysis of local labor market conditions to develop informed economic development strategy for Maricopa County.

The MCWDB's *Quality Workforce Workgroup* has been tasked with developing strategies to better coordinate with economic development entities in the local area and with establishing protocols for participating in regional sector strategies.

WIOA highlights sector partnerships as a key strategy for meeting the needs of employers, workers, and jobseekers, and the MCWDB intends to convene or participate in at least one sector partnership related to each of the region’s priority industry sectors.

Arizona’s 2020-2024 WIOA State Plan identifies seven (7) priority sectors. As shown below, the Maricopa County local area has an opportunity to closely align its efforts with the state and contribute to an effective system of sector partnerships in Arizona.

Table 21. Arizona And Maricopa County LWDA Priority Sectors

Maricopa County Sector	Statewide Sector
Construction	✓
Health Care and Social Assistance	✓
Finance and Insurance	✓
Manufacturing	✓
Transportation and Warehousing	✓
Information	✓

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

Unemployment insurance claimants can receive eligibility assessments and referrals to a wide variety of training and education resources through Wagner-Peyser Employment Services. The MCWDB intends to evaluate options for better communicating the availability and value of ARIZONA@WORK services to UI claimants. Current concepts involve a new system of mass email to UI recipients and hiring companies and the inclusion of UI and TAA representatives in rapid response situations. The MCWDB will also support the state’s strategy to provide better linkages between ARIZONA@WORK Job Centers and unemployment insurance (UI) by continuing to implement the Reemployment Services and Eligibility Assessment (RESEA), which targets recently unemployed individuals. RESEA orientations are hosted by Employment Services staff and will continue to be jointly held with ARIZONA@WORK center staff to identify who might need other services. RESEA orientations will also provide information about the programs offered throughout the one-stop system (including the Dislocated Worker program) and instructions for registering in Arizona Job Connection (AJC). Employment services staff will begin following up with RESEA participants who do not enroll in a program to make sure that they have registered and entered their resume in AJC. Further assistance will include facilitation of filing UI claims and connecting to job placement services.

1.3.2.5 Implement the following initiatives to support the strategies described:

ARIZONA@WORK: Maricopa County’s commitment to providing for the needs of employers and collaborating with regional economic development organizations will permeate the delivery of workforce development services. In particular, the MCWDB intends to task the Quality Workforce Workgroup with formulating plans for supporting businesses and economic development organizations.

One challenge associated with each of the programs profiled in this section is the communication of the availability and value propositions of the programs to the employers and individuals who could most benefit from them. The MCWDB has designated a Business Services Representative for each priority sector in this Plan, and as the relationships between these BSR’s and the industries they serve deepen, it is expected that participation among key employers and organizations will improve.

The board is also committed to supporting promising regional workforce initiatives that could benefit from these programs:

- Greater Phoenix Chamber Foundation
- WestMEC
- WestMarc
- Local First AZ
- Center for the Future of Arizona

1.3.2.5.1 Incumbent worker training programs:

The purpose of Incumbent Worker Training is to provide workers and employers the opportunity to build and maintain a quality workforce. Incumbent Worker training can be used to:

1. Avoid layoff of employees; and
2. Increase the skill levels of employees so they can be promoted within the company and create backfill opportunities for the employers.

Training is designed to help the local employer’s workforce obtain the skills necessary to advance in a career, retain employment and/or prevent job loss. Section 134(d)(4) of the Workforce Innovation and Opportunity Act (WIOA), states Incumbent Worker Training (IWT) must increase the competitiveness of the employee and/or employer. The Maricopa County Workforce Development Board (MCWDB) can approve up to 20 percent of the adult and dislocated worker funds to provide for the federal share of the cost of providing Incumbent Worker Training.

Employer Criteria

When determining the employer’s eligibility for participating in Incumbent Working training, the following factors will be considered:

1. The characteristics of the participants in the program (e.g. individuals with barriers to employment);
2. The relationship to the occupational competitiveness of the employer and the employees; and

3. Other factors the MCWDB may use to determine employer eligibility may include the number of employees participating, wage and benefit levels (pre-and post), and existence of other training and advancement opportunities by the employer.

Worker Criteria

To qualify as an incumbent worker, the individual must:

1. Live in the State of Arizona;
2. Meet the Fair Labor Standards Act for an employer-employee relationship; and
3. Be employed by the contract employer with an established work history for at least six months.

Note: When a cohort of incumbent workers is being evaluated, WIOA 20 CFR Section 680.780 states not every employee in the cohort must have an established employment history with the employer for six months or more as long as a majority of those employees being trained do meet the employment history requirement.

If the incumbent worker is enrolled in WIOA Title IB Adult and Dislocated Worker program, eligibility standards will need to be met. If the incumbent worker is not currently enrolled in WIOA Title IB Adult and Dislocated Worker program, eligibility standards will not be required. However, this incumbent worker is considered a “reportable individual” according to policy 400.403, Data Integrity and the Customer Participation Cycle, Section III., Definitions. The definition of a reportable individual is listed in Section IV. DEFINITIONS of this policy.

Training Criteria

OJT applications will specify one or more of the following training criteria that creates benefit to the individual workers participating in training:

- Layoff aversion;
- Attainment of self-sufficiency as measured by 450% of the Lower Living Standard Income Level (LLSIL);
- Individual job pathing via promotion pending successful completion of training;
- Increased wage pending successful completion of training;
- Number of employees participating in the training;
- Relationship to the competitiveness of the employer and the employees; or
- If essential skills training that addresses abilities, traits and behavior rather than formal technical knowledge training, is required, then the submitted application should demonstrate a programmatic approach that results in an increase in competitiveness of the employee.

Historically, Incumbent Worker Training programs have been under-utilized in Maricopa County. Realizing this, the MCWDB’s strategic plan includes investigation by the *Quality Workforce Workgroup* of training and education options which meet the needs of employers in the in-demand industry sectors. In addition, the MCWDB will explore the use of business intermediaries and other business services and strategies to communicate the availability and value proposition of IWT programs to regional employers.

The Maricopa County Incumbent Worker Training Policy is attached as Appendix Four.

1.3.2.5.2 Customized training programs

The MCWDB remains committed to exploring all high-value models for service delivery, including customized training programs, a model in which training that is aligned to the demands of a particular employer is offered to jobseekers in exchange for a commitment from the employer to hire program completers and to fund a significant portion of the program costs.

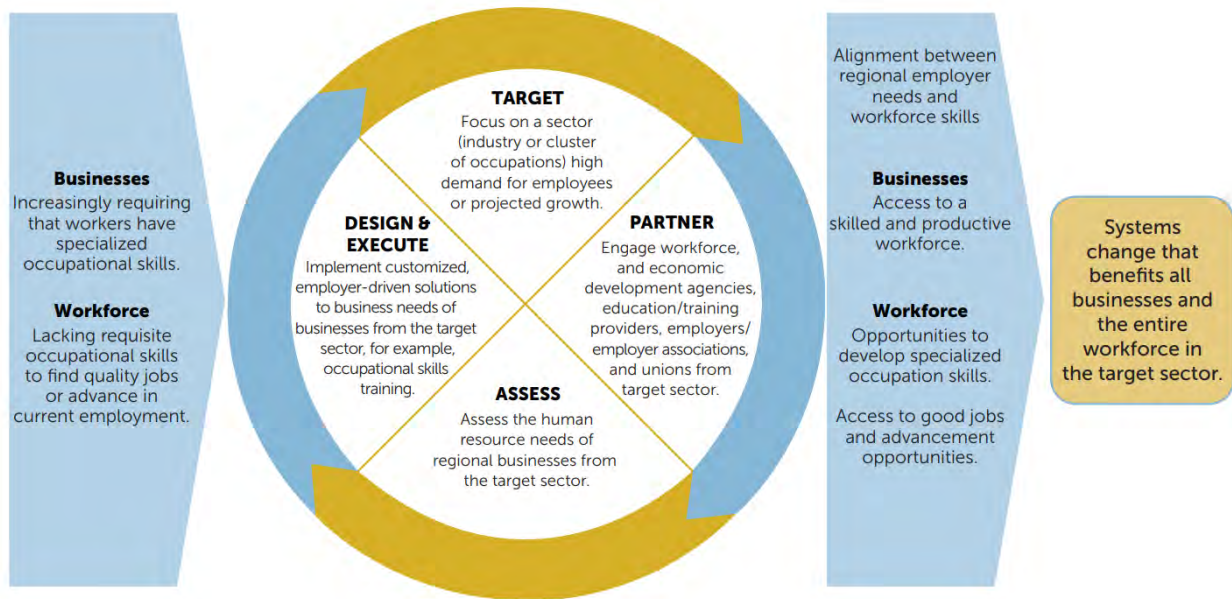
1.3.2.5.3 Industry and sector strategies

According to the United States Department of Labor’s Issue Brief *Sector Strategies: Aligning the Skills of the Workforce with the Needs of Employers*, Sector strategies are an employer-driven workforce development approach that directly aligns occupational skills training and other workforce development services with the needs of businesses.⁸ It identifies four primary features that define the approach:

1. Sector strategies **target** a particular industry or cluster of occupations with high demand for employees or projected growth.
2. Key stakeholders—such as workforce and economic development agencies, education and training providers, employers, employer associations, and unions—**partner** to develop and execute sector strategies, typically under the leadership of an intermediary agency (such as an LWIB) that facilitates communication between the groups.
3. Together, these partners comprehensively **assess** the human resource needs of regional businesses from the target sector and identify the specific challenges they face in recruiting and retaining a qualified workforce. Such assessments might identify, for example, that businesses from the target sector cannot find workers with requisite industry skills and experience, or that they need to utilize new technologies to compete with other businesses but cannot afford to train their employees accordingly.
4. The partners **design and execute** customized, employer driven solutions to these challenges and ensure that the workforce has the specialized skills necessary to meet identified business needs.

⁸ https://wdr.doleta.gov/research/FullText_Documents/ETAOP-2016-05_Sector%20Strategies%20-%20Aligning%20the%20Skills%20of%20the%20Workforce%20with%20the%20Needs%20of%20Employers.pdf

Figure 15: The Four Features of Sector Strategies



MCWBD strongly supports this concept of sector partnerships as a key tool for meeting the needs of employers, workers, and jobseekers. A sector partnership organizes multiple employers and key stakeholders in an industry cluster into a working group that collectively focuses on the common opportunities and challenges. Businesses are connected with workforce, education, and economic development partners. MCWDB will regularly review regional and statewide priority sectors to devise and implement sector strategies for the local area.

Significant effort will also be spent to evaluate and revise a full range of programs and processes for individuals, including those with disabilities and other barriers, to gain access to and attain industry-recognized credentials and work experiences through the industry and sector strategies developed by ARIZONA@WORK: Maricopa County.

ARIZONA@WORK: Maricopa County has actively pursued sector strategies on several fronts in recent years. This includes developing career pathways with the *National Hotel and Restaurant Association*, a pilot initiative for local apprentices, and the *SMART Justice Program* that is linking those involved in the criminal justice system to employment opportunities. Plus, staff use the occupational profiles created by the Arizona Office of Economic Opportunity to future identify skills and other criteria used in those careers. There are also more than 600 profiles aligned to the standards of the Arizona Career Readiness program and Credential (ACRC), and the MCWDB sees the ACRC as a foundational asset that brings value to careers in any sector.

As ARIZONA@WORK: Maricopa County gains experience with sector strategies the MCWDB's *Quality Workforce Workgroup* continues to improve ways to coordinate with economic development entities in the local area to design effective and relevant sector strategies.

1.3.2.5.4 Utilization of effective business intermediaries

The MCWDB intends for the services offered in the region to be as valuable as possible to individual jobseekers, employers and the regional economy. To this end, it is imperative that ARIZONA@WORK: Maricopa County have working relationships with as many employers as possible. Utilizing effective business intermediaries allows ARIZONA@WORK: Maricopa County to reach the largest possible number of employers and to gain the perspectives of organizations who serve as the voice of the business community in certain communities or for certain industry sectors.

During these program years, ARIZONA@WORK: Maricopa County will directly engage with a number of effective business intermediaries, seeking out opportunities for mutual benefit. Examples of these intermediaries include:

- Arizona Chamber of Commerce and Industry
- Maricopa County Chamber of Commerce
- Ahwatukee Foothills Chamber of Commerce
- Buckeye Valley Chamber of Commerce
- Carefree-Cave Creek Chamber
- Cave Creek Arizona Chamber of Commerce
- Chandler Chamber of Commerce
- Fountain Hills Arizona Chamber of Commerce
- Gilbert Chamber of Commerce
- Glendale Chamber of Commerce
- Greater Phoenix Chamber of Commerce
- Litchfield Park Chamber of Commerce
- Mesa Chamber of Commerce
- Paradise Valley Arizona Chamber of Commerce
- Peoria Chamber of Commerce
- Scottsdale Area Chamber of Commerce
- Southwest Valley Chamber
- Sun Lakes Arizona Chamber of Commerce
- Surprise Chamber of Commerce
- Tempe Chamber of Commerce
- Wickenburg Chamber of Commerce
- Arizona Tech Council
- East Valley Partnership

1.3.2.5.5 On-the-job training programs

On-the-Job Training (OJT) carries a significant value proposition for the low-income adults, dislocated workers, and youth who are most in need and face the most barriers to employment. During the training period, the trainee worker is engaged in productive, paid work that develops the knowledge and/or skills essential to the full and adequate performance of the job and leading to unsubsidized employment. OJT may be provided by an employer in the public, private or non-profit sectors. In order to offset the cost of the training, the employer can be reimbursed up to 75% of wages.

Of the 129 in-demand occupations identified in this plan,

- 86 occupations, (67%) did not require a college degree,
- 34 occupations (26%) require either an Associate's degree or Bachelor's degree, and
- 7% require a Master's degree or higher.

There are high-value, in-demand careers and career pathways that do not necessarily require advanced levels of formal postsecondary education; however, it is generally accepted that jobs in the 21st Century workplace are more technologically advanced and require more technical skill than those from any

other period of our history. That speaks to the importance of OJT. Employers often require some form of OJT, especially for new employees, and the WIOA version of this concept seeks to support the concept and make the model more widely available, especially for workers who will benefit from targeted skills development, but cannot afford not to work.

OJT serves low-income adults, dislocated workers, and youth who are most in need and face barriers to employment. Additionally, WIOA expands on the education and training options that are available to job seekers and businesses, with the goal of increasing access to better careers and professional advancement. These programs also help disadvantaged & unemployed adults, as well as eligible youth, earn wages while learning through support services and effective employment-based activities. Work-based learning activities involve building worker skills and establishing pathways to higher wages and career opportunities. Work-based learning strategies emphasize business engagement, incorporate training objectives while job-seeking participants are working, and lead to unsubsidized employment. A key advantage of work-based learning is that job seekers and participants can “earn while they learn” and achieve improved employment and earnings outcomes. In addition to the advantages for job seekers, work-based learning opportunities provide businesses with occasions to help develop and retain a skilled workforce utilizing WIOA resources.

ARIZONA@WORK: Maricopa County’s OJT program policies are mostly informed by the United States Department of Labor’s TEGL 19-16, “Guidance on Services provided through the Adult and Dislocated Worker Programs under the Workforce Innovation and Opportunity Act (WIOA) and the Wagner-Peyser Act Employment Service (ES), as amended by title III of WIOA, and for Implementation of the WIOA Final Rules.”

Eligibility for OJT Participant

An individual’s need and his/her ability to benefit from WIOA funds must be established, and the participant must have the skills and qualifications to successfully complete the training program. An individual’s need for training will be determined through an assessment. Participants with marketable skills within an in-demand occupation shall not be deemed eligible for WIOA funded training.

Eligibility for Employer

OJT is provided under an agreement with an employer in the public, private non-profit, or private sector. Prior to entering into an OJT agreement, a pre-screening should be conducted to ensure that the employer meets the minimum standards and can provide both training and employment to an OJT participant. If additional training is needed, the Service Provider should ensure that a third-party training provider is included in the agreement.

The employer checklist must include, at a minimum that:

- The business has not exhibited a pattern of failing to provide OJT participants with continued employment;

- The business verifies WIOA funds will not be used to relocate operations in whole or in part;
- The business has operated at its current location for at least 120 days. If less than 120 days and the business relocated from another area in the U.S and individual(s)/employees were not laid off at the previous location as a result of the relocation;
- The business is not utilizing OJT participants to fill job openings as a result of a labor dispute;
- OJT funds will not be used to directly or indirectly assist, promote, or deter union organizing;
- The OJT will not result in the full or partial displacement of employed workers;
- Participant wages shall be at the same rate, including periodic increases, as other participants or employees who are similarly situated in comparable occupations with the same employer, and who have equivalent training, experience, and skills;
- Participants must be provided benefits (e.g., workers' compensation, health insurance, unemployment insurance, retirement benefits) or working conditions at the same level and to the same extent as other participants or employees working a similar length of time and doing the same type of work; and
- The employer will comply with the non-discrimination and equal opportunity provisions of WIOA law and regulations;

1.3.2.5.6 Registered apprenticeships

A registered apprenticeship is a career that allows the apprentices to earn a salary as they train. An apprentice starts working from day one and earns incremental wage increases as he or she becomes more proficient in the profession.

Apprenticeship is an industry-driven, high-quality career pathway where employers can develop and prepare their future workforce, and individuals can obtain paid work experience, classroom instruction, and a portable, nationally recognized credential. Elements of a Registered Apprenticeship program include:

- **Paid Job:** Apprentices are paid employees who produce high-quality work while they learn skills that enhance their employers' needs.
- **On-the-Job Learning:** Develops skilled workers through structured learning in a work setting.
- **Classroom Learning:** Improves job-related skills through education in a classroom setting (virtual or in-person).
- **Mentorship:** Provides apprentices with the support of a skilled worker to assist and enhance critical hands-on learning.
- **Credentials:** Offers a portable, nationally recognized credential to be issued at the completion of the program.

Occupations within many industries offer apprenticeships, including healthcare, construction, information technology, cyber security, advanced manufacturing and business services. Apprenticeships are hard work and enrollment is competitive. Some apprenticeships can last from one to six years, but most last three to four years.

Table 22: Registered Apprenticeships with Immediate Openings as of This Writing

Occupation	Program	City
Barber	Atarashii Apprentice Program	Statewide
Carpenter, Drywall Applicator, Millwright	Southwest Carpenters Training Fund	Phoenix
Direct Support Professional (healthcare)	A Caring Heart	Scottsdale
Electrician	ABA-AGC Education Fund	Phoenix
Electrician	Independent Electrical Contractors Association	Tempe

Arizona Department of Economic Security, <https://des.az.gov/sites/default/files/Registered-Apprenticeship-Program-List.pdf?time=1602019222475>

Table 23: Registered Apprenticeships Accepting Applications as of This Writing

Occupation	Program	City
Anodize Plater, Electroplater	ChemResearch Corporation	Phoenix
Bricklayer	Phoenix Bricklaying and Tile Setting JA&TC	Phoenix
Cement Mason	Plasterers and Cement Masons JAC	Phoenix
Construction Craft Laborer	Arizona Laborers Training and Apprenticeship	Mesa
Diesel Mechanic, Class A Commercial Driver	CTI Apprenticeship Program	Statewide
Drilling Machine Operator, Fiber Optic Splicing Technician	Hylan West Inc	Phoenix
General Insurance Associate	Liberty Mutual Insurance	Phoenix
Inside Wireman	Phoenix Electrical JATC	Phoenix
Insulation Worker	Arizona Heat & Frost Insulators & Allied Workers JATC	Phoenix
Ironworker	Ironworkers Apprenticeship & Training Program	Phoenix, Statewide
Machinist, CNC Set-Up Programmer, Tool & Die Maker	Arizona Precision Manufacturing	Tempe
Operating Engineer, Heavy Construction Equipment Mechanic, Construction Craft Laborer	Rummel Construction	Scottsdale
Pharmacy Technician	CVS Health	Phoenix
Sprinkler Fitter	Simplex Grinnell, Johnson Controls Fire Protection	Phoenix

Table 24: Pre-Apprenticeship Programs Accepting Applications as of This Writing:

Occupation	Program	City
Line Maintainer, Substation Electrician, Electric Meter Repairer	Arizona Public Service Company Apprenticeship Program	Phoenix
Reinforcing Metal Worker	Regional District Council Training Trust (Ironworkers Local 847)	Phoenix, Tucson

1.3.2.5.7 Work experience programs

ARIZONA@WORK: Maricopa County intends to expand its use of Work Experience (WEX) programs. This highly effective model is a planned, structured learning experience that takes place in a work environment for a limited period of time. Work experience may be paid or unpaid, as appropriate. A WEX may take place in the private for-profit sector, the non-profit sector, or the public sector.

A Work Experience (WEX) can include:

- internships not limited to summer months,
- internships during summer months (Youth only),
- Pre-Apprenticeship programs
- Job Shadows
- On-the-Job training opportunities

While entry-level work experience has universal value as an introduction to the world of work and to the general expectations of employers, ARIZONA@WORK: Maricopa County's use of the WEX program should be related to the participant's long-term employment goal. The assessment process and development of an Individual Employment Plan (IEP) will help to identify appropriate opportunities for each participant. The assessment process may identify concerns or issues that should be addressed prior to or concurrently with a work experience. Such situations may include completing a High School Equivalency Diploma, attending work-readiness workshops, completing preliminary skills-building programs, etc... Appropriate referrals should be made if issues are identified that indicate the customer would benefit from other services.

Employers provide supervision and training to the participant as outlined in the Work-Based Training Plan Agreement. For WIOA Youth participants, it is encouraged to identify a worksite mentor the participant can meet with on a structured basis with questions or concerns. The mentor should be someone comfortable offering guidance, support and encouragement to develop the competence and character of the participant.

Labor standards apply in any Work Experience with an employee/employer relationship, as defined by the Fair Labor Standards Act and Arizona law.

1.3.2.5.8 Other business services and strategies designed to meet the needs of regional employers

The Arizona Career Readiness program

ARIZONA@WORK Maricopa County offers training and assessment services leading to the Arizona Career Readiness Credential (ACRC). The ACRC is an economic development tool built on the express priorities of Arizona employers and focusing on a ready workforce. Arizona employers use it to validate candidates' readiness for the workforce and reduce costs by streamlining hiring, improving retention, and preventing Workers Compensation claims. Workers complete the program to gain the basic

academic and personal skills they need to earn better jobs. The program is managed by the Governor's Office of Economic Opportunity (OEO) and is available from ARIZONA@WORK Maricopa County and many of its partners.

Customized Recruiting and Screening Services

A broad range of custom services are offered to Maricopa County employers through ARIZONA@WORK: Maricopa County:

- **Advertise Job Openings:** Provide employers with the opportunity to post employment opportunities throughout the workforce system. ARIZONA@WORK: Maricopa County Job Center staff must post job orders through the Arizona Job Connection (AJC) job order portal.
- **Provide Access to Space:** Provide or secure space for businesses to interview candidates, hold recruiting events, conduct informational meetings, etc.
- **Customized Recruitments:** Provide employers with an in-person opportunity to inform job seekers (screened and/or unscreened) about available job openings within their organization.
- **Customized Screening of Applicants:** Thoroughly screen job seekers (based on employer skill requirements) and prepare them for interviews, saving businesses time and increasing the likelihood that business will return for more candidates in the future.
- **Conduct Job Fairs:** Offer multiple employers the opportunity to meet WIOA enrolled and non-enrolled job seekers.

1.3.3 Explanation of the role of the WDB in the Eligible Training Provider (ETP) program approval process to include:

The Maricopa County Workforce Development Board (MCWDB) establishes the criteria and information requirements, aligned with those established by the Governor, on a biannual basis to determine the eligibility of providers in training services to receive funding from the Workforce Innovation and Opportunity Act.

Training services are provided in a manner that maximizes consumer choice in the selection of a provider of such services. The MCWDB established target industries and in-demand occupations, and priority is given to those services that lead to recognized postsecondary credentials aligned with those in-demand industry sectors and occupations in the local workforce development area.

The MCWDB makes available the list of eligible providers of training services authorized by the State of Arizona, the Eligible Training Provider List (ETPL) and in accordance with WIOA section 122(d). The list of Eligible Training Providers can be found on the Arizona Job Connection website (<https://azjobconnection.org>) to ensure consumers have complete access to provider profiles before selection.

1.3.3.1 Local ETP program requirements or performance standards

Per the Arizona Department of Economic Security, the following standards have been identified for training programs to continue to be included on the ETPL.

- The completion rate must be equal to or greater than 50 percent
- The employment rate during the second quarter after exit must be equal to or great than 50 percent
- The employment rate during the fourth quarter after exit must be equal to 65 percent

1.3.3.2 Description of WDB's outreach to employers and training providers to identify and develop training program related to in-demand occupations in the local area

The MCWDB is committed to the concept of training programs and services that align with the demands of regional employers and believes that only by requiring a training program to be rigorous and relevant will the participant develop validated skills that lead to high-quality employment.

The strategies established by the MCWDB around outreach to the business community, including sector strategies and the activities of the Business Services Team, are all aligned to the concept of identifying employer needs and leveraging that understanding to make training programs in the area more deeply aligned to the skills profiles required for success in Maricopa County's 21st Century workforce. The MCWDB will continue to engage in sector strategies, employer outreach and labor market research to understand the needs of the community.

ARIZONA@WORK: Maricopa County's One Stop Operator recently recommended a number of strategies for increasing the scope and scale of the ETPL. The MCWDB endorses and commits to these recommendations. It remains focused on outreach to providers and leveraging business intelligence to improve options in the ETPL:

- Recruit ETPL providers by establishing standards of quality for local or regional training providers
- Establish standard practices to engage active ETPL providers
- Develop methods to increase awareness of the ETPL to participants and partners
- Commit to expanding apprenticeship and training options for participants annually
- Ensure best practices are followed for building partnerships with training providers that do not offer industry recognized credentials but offer quality programming for participants.

1.3.4 Description of how the WDB will coordinate local workforce investment activities with regional economic development activities that are carried out in the local area, and how the WDB will promote entrepreneurial skills training and microenterprise services

The MCWDB serves as a strategic convener to promote and broker effective relationships between the County and economic, education, and workforce partners. Economic development, education and workforce development are each an important component when working towards community and economic growth. To stay abreast of and participate in economic development initiatives, the MCWDB and ARIZONA@WORK: Maricopa County work with a number of economic development organizations and other entities focused on the economic success of the region, including:

- Greater Phoenix Economic Council;
- WESTMARC
- East Valley Partnership;
- Arizona Commerce Authority;
- Arizona Association for Economic Developers;
- Arizona Public Service and Salt River Project Economic Development Teams;
- Maricopa County Community College District Economic Development/Workforce Development Team;
- Greater Phoenix Chamber of Commerce and other local Chambers;
- Valley Partnership; and
- Valley Young Professional Group.

Additionally, Maricopa County works with the economic development teams from each of its 23 municipalities. All these partner agencies support business attraction, business relocation and business expansion. They engage in advocacy, distribute resources, and manage public incentives based on industry sectors or geographic locations. Maricopa County does not have a dedicated economic development department, so many regional businesses work with the BST for workforce and economic development needs. Hence, partnerships with these agencies are vital for a comprehensive workforce system.

More detail about the MCWDB's intentions regarding partnering with economic development organizations can be found in Section 1.3.2.3-*Better Coordinate Workforce Development Programs with Economic Development*.

1.3.5 Description of how the LWDB will evaluate if the ARIZONA@WORK Job Centers in the local area need to be open beyond normal business hours to provide services to meet the workforce need

The MCWDB understands the shifting demands of the importance of serving individuals in a manner that responds to their needs. MCWDB's One-Stop Operator continues to evaluate the potential need for

American Job Centers to remain physically open after normal business hours. The impact of the 2020 COVID-19 pandemic required the delivery of many services, including all Title III services to temporarily move to an entirely online format. As the region recovers and life begins to settle into new paradigms, the demand for in-person services is likely to change. Demand for extended service hours will be evaluated by the local board on the basis of customer demand.

Factors that will be considered in the evaluation include the number of individuals within a 5-10 mile radius of job centers who are underemployed or enrolled in school. The One-Stop Operator will also collect data from partners in the job center on customer requests for extended Job Center hours, include questions regarding customers' ability to access the Job Centers during normal business hours on customer satisfaction surveys, and will conduct studies at each Job Center to assess walk-in traffic by time of day.

Of immense (and growing) value to individual job seekers is the virtual platform of services accessible to job seekers 24 hours per day. In accordance with the current COVID-19 restrictions, job center staff are mindful of the opportunity to continue to make training and information available to job seekers virtually.

The MCWDB will evaluate Job Center hours on an annual basis and adjust as needed to best meet customer needs.

1.3.6 Copies or link to 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

Current cooperative agreements with local service providers can be found at <https://arizonaatwork.com/locations/maricopa-county/local-board/policies-and-reports>

1.3.7 Definition for the following for the WIOA Title I-B Dislocated Worker Program:

The Dislocated Worker (DW) program provides services to individuals who have been terminated, laid off, or have received notice of termination or layoff, from employment, generally, due to employer downsizing or plant closures. Self-employed individuals who are unemployed due to economic conditions as well as displaced homemakers may also receive DW program services.

The Dislocated Worker program is designed to help workers get back to work as quickly as possible and overcome barriers to employment. When individuals become dislocated workers as a result of job loss, mass layoffs, global trade dynamics, or transitions in economic sectors, the Dislocated Worker program provides services to assist them in re-entering the workforce.

Terms related to the DW program are defined in ensuing sections.

1.3.7.1 General Announcement

The MCWDB defines a *General Announcement* as any announcement made by a company of impending closure and/or layoffs. This is either a WARN notice, or an announcement that is made directly to employees via mail, e-mail, or verbal conversation, or an announcement published in media outlets.

1.3.7.2 Unlikely to return to previous occupation or industry

The MCWDB defines an individual as “*unlikely to return to previous occupation or industry*” when:

- Market information for the occupation shows a zero or negative growth rate;
- The local Chamber of Commerce, Economic Development representative, or other credible sources of regional economic information confirm the occupation or industry has shown a significant employment decline in the local labor market area;
- Employment Service confirms that, in the previous sixty days, there was a notable scarcity of job orders for that occupation;
- A plant closure or substantial layoff within the labor market area in the same industry or occupation has occurred in the last six months from the date of plant closure or substantial layoff;
- The individual has been actively seeking but are unable to find employment in a previous industry or occupation for a period of 90 days or more from employment separation;
- Does not have the education and/or the necessary skills or can no longer meet the minimum requirements for reentry into the former industry or occupation, as documented through the assessment of the customer's educational achievement levels, testing, or other suitable means

or

- Has a physical limitation or an injury which limits the individual's ability to perform the job from which they were dislocated or other problems which would preclude reentry into the former industry;

1.3.7.3 Unemployed as a result of general economic conditions in the local area, or as result of a natural disaster

The MCWDB defines an individual as “unemployed as a result of general economic conditions in the local area” when:

An individual became unemployed during a period in which there is a marked increase in the unemployment rate over the prior quarter or the local economy has sustained unemployment or poverty rates that are above state or national averages

Additionally, the MCWDB defines an individual as “unemployed as result of a natural disaster” when:

An individual became unemployed because of a natural disaster that occurred in the region including a wildfire or a public health or safety emergency that has led to business closures.

Additional note: a description and assessment of adult and dislocated worker employment and training activities carried out in the local area

Under WOIA Title I, “adults” are individuals age 18 and over. “Dislocated workers” include those who have been laid off or have received notice of termination from employment, are self-employed but unemployed due to general economic conditions, are the spouse of a member of the Armed Forces on active duty who is unemployed due to relocation for permanent duty reassignment, or are displaced homemakers.

ARIZONA@WORK: Maricopa County provides a spectrum of services to adults and dislocated workers, including:

- Resume posting on the state job database;
- Career guidance and assessments;
- Job matching;
- Custom training, education and skills development;
- Hiring events that connect jobseekers with employers;
- Specialized services for veterans, disabled job seekers, and others;
- Referrals to social services as needed

1.3.8 Description of how the LWDB will coordinate workforce investment activities carried out in the local area with state-wide rapid response activities, including layoff aversion activities

WIOA requires states to implement statewide rapid response activities to assist employers and impacted workers as quickly as possible following the announcement of a permanent closure, mass layoff, or natural or other disaster resulting in a mass job dislocation. Primarily, two major events trigger initial rapid response activity by the state's Rapid Response Unit:

- The filing of a Worker Adjustment and Retraining Notification Act (WARN) notice.
- The filing of a Trade Adjustment Assistance (TAA) petition authorized under the Trade Adjustment Assistance Act.

Rapid response may also be triggered when an employer voluntarily notifies the State Rapid Response Unit (SRRU) or local partners of an impending event or the state Rapid Response Unit becomes aware of an event through public notices or other sources.

The SSRU coordinates (as appropriate) and supports the rapid response activities provided locally by local workforce development boards (LWDBs). The SRRU is the focal point in assisting local rapid response teams, local government officials, employers and workers by providing resources such as funding, technical assistance, and labor market information.

The MCWDB Rapid Response (MCRR) Program is the cooperative effort of ARIZONA@WORK Maricopa County staff, and other partner programs. MCRR provides assistance and services to workers affected by layoffs, plant closures, or natural or other disasters resulting in a mass job dislocation. The intent of MCRR activities is to aid affected workers and help them transition to a new employment opportunity as quickly as possible.

Rapid Response (RR) activities are time sensitive and critical, for employees, employers and the economy. With varied notification processes and multiple partners involved, there is potential for inconsistent and overlapping layoff assistance service delivery in the region. Thus, ARIZONA@WORK: Maricopa County encourages local employers to provide early notification to, at a minimum, ensure a timely response to workers affected and, at best, minimize or avoid worker dislocations.

ARIZONA@WORK: Maricopa County will identify an MCRR contact to coordinate with the SRR. Both, ARIZONA@WORK: Maricopa County and the State of Arizona will proactively monitor all notification channels, including increases in Unemployment Insurance (UI) claims, media attention to specific employers or industries, and feedback from employer representatives and business intermediaries.

To be more coordinated and efficient at the local level, over these program years, ARIZONA@WORK Maricopa County will employ a broad set of strategies, including:

- Work with the ARIZONA@WORK: City of Phoenix to perform RR events ensuring both agencies are informed with RR notifications, and can jointly establish a 48-hour response time;

- Lead RR sessions in which the State provides the UI and benefits presentations, and invite other partners, as applicable, to take part in the process;
- Utilize a standardized format for RR sessions throughout the region, which will include a checklist for procedures, prioritization of larger entities, and will require job descriptions and updated resumes for those workers experiencing a layoff or termination; and
- Tailor RR sessions to the workers affected with potential employers hiring in the same field invited to potentially mitigate the affected workers' time unemployed.

Coordination with State Efforts

In particular, the leadership of the state is necessary when a rapid response situation applies to an employer with multiple establishments that include locations both within and without Maricopa County. ARIZONA@WORK: Maricopa County will actively contribute to rapid response efforts led by the Arizona Department of Economic Security, making every effort to provide any requested support that falls within the obligations of the county and to assign a Business Services Representative to each project.

1.3.9 Description and Assessment of the type and Availability of youth workforce investment activities in the local area

The Maricopa County Workforce Development Board (MCWDB) has committed to the design and delivery of programs that address the needs of youth. ARIZONA@WORK: Maricopa County centers its program services to both out-of-school and in-school youth around the *14 Required Elements for Youth Programs* specified by WIOA. Contracted service providers deliver services to youth, including youth with disabilities. Service emphasis is family-centered, for the purpose of facilitating an integrated approach to learning and service that supports each family.

The challenges faced with this population include a relatively high rate of disconnected youth, or opportunity youth (OY), those who are 16-24 years of age, do not go to school, do not work and are not looking for work. According to a 2020 update from Opportunity for Youth, a nonprofit focused on the challenges facing disconnected youth, there are an estimated 144,551 OY in Maricopa County. This represents a dramatic spike in the numbers from the 2019 level of 70,300.⁹ Youth disconnection hinders the economic opportunity and growth of youth, families, communities, and the regional economy. Opportunity Youth are more likely to be involved in criminal activity, experience chronic homelessness, and face social and labor exclusion.

Opportunities For Youth (OFY) is an initiative of Arizona State University-Watts College of Public Service and Community Solutions. Their mission is to harness the power of cross-sector collaboration with Maricopa County and other organizations to create a comprehensive system of opportunity that reengages the valley's disconnected youth. OFY's Leadership Council provides strategic guidance, vision, and oversight for the Opportunities for Youth Initiative. This includes developing and refining the common agenda, defining strategy, community engagement, and shared measurement. Additionally, members of the Leadership Council serve as vocal champions of the collective impact effort in the community and advocate for Opportunity Youth in their respective organizations.

Other challenges faced by youth in Maricopa County include an historically high unemployment rate of 17.6% among those 16-19 years old.¹⁰

⁹ <https://oppforyouth.org/about>

¹⁰ United States Census Bureau, American Community Survey, 2019 One-Year Estimate

ARIZONA@WORK: Maricopa County provides a broad spectrum of youth services, partnering with several highly effective partners to deliver the 14 elements of youth workforce services to Maricopa County:

Table 25: Youth Services Providers

Element	Equus Workforce Solutions	DK Advocates/ANB Services	Chicanos por la Causa	Rio Salado Behavioral Health	Lifeline PCS	Pathways of Arizona	Psychological and Consulting Services	Maricopa County Workforce Division
Tutoring, study skills training, instruction, dropout prevention and recovery			X					
Alternative secondary school services, or dropout recovery services								X
Paid and unpaid work experiences	X	X						
Occupational skills training								X
Education offered concurrently with workforce activities for a specific occupation								X
Leadership development, to include community service and peer-centered activities	X							
Supportive services	X	X						
Adult mentoring for not less than 12 months								X
Follow-up services	X	X	X					
Comprehensive guidance and counseling, including drug and alcohol counseling and referral				X	X	X	X	
Financial literacy education	X	X						
Entrepreneurial skills training								X
Labor market and employment information about in-demand industry sectors or occupations	X	X						X
Activities to help youth prepare for post-secondary education and training								X

1.3.9.1 Description of activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities

ARIZONA@WORK: Maricopa County Job Centers provide services to youth aged 14-24. Youth served must meet program eligibility criteria. The Youth Program policy defines an eligible youth as one who “requires additional assistance to complete an educational program or to secure and hold employment.”

These youth face serious barriers to employment and are defined as *at risk* based upon assessment of skill needs, barriers and/or referrals from the Juvenile Justice Court System, youth services program providers, and/or local education agencies. The policy further delineates more specific barriers that youth may experience to qualify as an individual who requires additional assistance. These include:

- Work History Barriers
 - Age 16 – 24 with no work history or poor work history
 - Has been fired from 1 or more jobs within the last 6 months
 - Sporadic employment
 - Other Barriers to Employment
- A youth with at least one parent who has been or is currently incarcerated
- Chronic Health Conditions (e.g. diabetes, asthma, obesity)
- Substance Abuse

ARIZONA@WORK: Maricopa County has developed an internal team to provide recruitment, enrollment and case management for youth. Only specialized services (i.e. work experiences, leadership, financial literacy, etc.) are subcontracted to external vendors. A list of the services and providers was presented in the preceding section. Vendors can apply to provide one or all of the work elements, opening the competition up to a more diverse group, including small organizations that may have an expert niche. A Case Manager is assigned to work with youth with disabilities.

The criteria for the selection of youth services providers are rigorous. Where applicable, responses to the RFP must include effective and innovative program designs that meet the educational and employment needs of the community’s eligible youth. Providers must have a demonstrated record of success in providing services to youth. The programs and services must be accessible to all eligible participants. The provider must demonstrate an ability to provide services within Maricopa County.

To improve access to services and depending on the needs of the participant, respondents must allow for services to be provided at either their facility or a facility provided by Maricopa County.

Service Providers are responsible for the following elements, which have particular significance in service of youth with disabilities:

- Delivery of Program Service Elements
- Reporting Requirements

- Internal Monitoring
- Comply with Americans with Disabilities Act (ADA) Regulations
- Contractors must be licensed to conduct business in Arizona
- Contractors must adhere to Child Labor Laws
- Contractors must provide services in a safe environment
- Services will be tailored to the needs of the participant, as indicated by assessments, report cards, and skills deficiencies identified through the development of the youth's Individualized Service Strategy.
- Contractors will confirm the appropriateness of the referral and service level needs.

A Proposal Evaluation Committee, chaired by the Procurement Officer, evaluates each Youth Services proposal. Proposals are evaluated on the following criteria, which are listed descending order of importance.

- Experience/Expertise of Key Personnel
- Service Delivery Methodology
- Performance Outcomes & Results
- Experience/Expertise of Company
- Price/Cost

The program is managed by the Youth Program Supervisor. Staff members have clearly defined roles and functions for delivering services, including:

PROGRAM SERVICE REPRESENTATIVES are responsible for greeting customers at Youth Hubs and introducing customers to services. Further, the Program Service Representatives assist with customer sign-in, registration and enrollment data entry, as well as assist customers in the resource lab.

The **YOUTH CAREER ADVISOR'S** main role is to perform career development activities in a case management relationship for youth enrolled in WIOA activities. Specialists perform outreach and recruitment activities; provide program information; assess participant's interests, skills and academic levels; determine eligibility; enter enrollments; provide ongoing case management services; coordinate service referrals; monitor participant progress; update case notes and services; and provide links to community-based service providers.

BUSINESS SERVICE REPRESENTATIVES are responsible for performing employer outreach to develop job leads for participants, ages 14-24. Additionally, they coordinate Youth Services job fairs; promote Youth Services at partner job fairs; cultivate relationships with employers to develop short-term, subsidized Work Experience opportunities as well as opportunities for long-term, unsubsidized employment.

Successful Models

Recently-developed, innovative models for increasing the value of ARIZONA@WORK: Maricopa County services to youth with disabilities have included a series of presentations by ARIZONA@WORK resources to high school disability counselors in order to connect the disabled students they serve to postsecondary support services.

The model of assessment>evaluation>referral to vocational rehabilitation services is providing value to this population as well. Co-case management of these customers eliminates duplication of services and enables a more holistic approach to improving employability outcomes.

1.3.9.2 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

ARIZONA@WORK Maricopa County has youth hubs located throughout the county for better access to services. These hubs are situated in Tempe, Mesa, Peoria, and Avondale. The following 14 elements are available to youth program Participants:

1. Tutoring study skills training, instruction that lead to the obtainment of a high school diploma or equivalent;
2. Alternative high school services, or drop out services;
3. Occupational skills training;
4. Paid and unpaid work experiences;
5. Workforce preparation or basic academic skills education;
6. Adult mentoring;
7. Comprehensive guidance and counseling;
8. Entrepreneurial skills training;
9. Financial literacy education;
10. Leadership development, to include community service and peer-centered activities;
11. Supportive services;
12. Follow-up services;
13. Services that provide labor market and employment information about in-demand industry sectors or occupations; and
14. Activities that help youth prepare for post-secondary education and training.

A Career Advisor is assigned to work with youth who are individuals with disabilities. The program is managed by the Youth Program Manager and Youth Program Supervisors. Staff members have clearly defined roles and functions for delivering services, including:

PROGRAM SERVICE REPRESENTATIVES are responsible for greeting customers at Youth Hubs and introducing customers to services. Further, the Program Service Representatives assist with customer sign-in, registration and enrollment data entry, as well as assist customers in the resource lab.

YOUTH CAREER ADVISORS main role is to perform career development activities in a case management relationship for youth enrolled in WIOA activities. Specialists perform outreach and recruitment activities; provide program information; assess participant's interests, skills and academic levels; determine eligibility; enter enrollments; provide ongoing case management services; coordinate service referrals; monitor participant progress; update case notes and services; and provide links to community based service providers.

BUSINESS SERVICE REPRESENTATIVES responsible for performing employer outreach to develop job leads for participants, ages 14-24. Additionally, they coordinate Youth Services job fairs; promote Youth Services at partner job fairs; cultivate relationships with employers to develop short-term, subsidized Work Experience opportunities as well as opportunities for long-term, unsubsidized employment.

1.3.10 Description of how training services will be provided, including:

Training may be made available to individuals including those who are underemployed (as defined in Section 1.3.15). The selection of training services is conducted in a manner that maximizes customer choice and is linked to in-demand industries and occupations. Career Coaches ensure that job seekers explore other funding options and research performance of relevant training providers.

The following training options are available to participants:

Individual Training Accounts (ITAs): ITAs are tuition vouchers to be redeemed at an approved training provider. The ARIZONA@WORK: Maricopa County Job Center facilitates the ITA application and selection process with the jobseeker based on customer choice. One Stop career coaches assist job seekers with researching and selecting training programs that align with the job seeker's Individual Employment Plan. It is noted a policy needs to be created for the local area that addressed informed customer choice in the selection of training programs and conforms to WIOA Section 134(c)(3)(G).

The MCWDB will primarily utilize ITAs to assist job seekers with training, however, the MCWDB may elect to provide contracted training services for specific industries, sector partnerships, or career pathways according to the supply and demand of the local area. One such use, for example, could be an innovative transitional job training program through a local Community-Based Organization (CBO) with demonstrated capacity to effectively serve participants with multiple barriers to employment. Informed consumer choice will be enhanced through the combined use of the state's Eligible Training Provider List and MCWDB's sub-set training provider list. These will be made available to all participants seeking training, as well as all stakeholders.

Internships/Work Experience: Work experience is a planned, structured learning experience that takes place in a work environment for a limited period of time. Work experience may be paid or unpaid, as appropriate. A work experience may take place in the private for-profit sector, the non-profit sector, or the public sector. Fair Labor standards apply;

Pre-Apprentice Training: Pre-apprenticeship programs provide training to increase math, literacy, and other vocational skills needed to gain entry into a registered apprenticeship program;

On-the-Job Training (OJT): OJT services involve "hands on" training in occupational skills for a specific occupation. Training is provided by a private, nonprofit, or public sector employer for an individual who needs additional skill training for a specific job. The participant is an employee of the company and, in order to offset the cost of the training, the employer can be reimbursed up to 75% of wages.

Customized Training: Customized training is industry and occupation specific skills training delivered through a curriculum designed collaboratively by an ARIZONA@WORK - Maricopa County Job Center and (an) identified employer(s). The employer pays a significant share of the cost of this training.

Career Pathways: A combination of rigorous and high-quality education, training and other services that align with the skill needs of industries in the state or regional economy, prepare an individual to be successful in any of a full range of secondary or postsecondary education options, and include counseling to support an individual in achieving the individual's education and career goals.

ARIZONA@WORK: Maricopa County Job Centers apply a Career Pathway approach throughout their service delivery.

1.3.10.1 Limitations for ITA amount and duration, if included in policies

Type of Training	Adult/Dislocated Worker – Targeted	Adult/Dislocated Worker – Non-Targeted	Youth Targeted	Youth Non-Targeted
Occupational Skills	Up to \$10,000	Up to \$5,000	Up to \$12,000	Up to \$6,000
Apprenticeships	Up to \$7,000	Up to \$5,000	Up to \$7,000	Up to \$5,000

1.3.10.2 Whether contracts for training services will be used and the process for their use

Participants issued an Individual Training Account (ITA) must establish an ITA Plan which will outline:

- Total cost of the training program;
- Other funding streams that will offset the training cost;
- Pell Grants;
- Duration of the ITA Plan;
- IEP to document the participant’s ability to complete the training;
- Labor market information relevant to the training;

Contracts for services provide another option for training when:

- Services provided are OJT, customized training, incumbent worker training, or transitional jobs;
- MCWDB or tribal entities determine there are an insufficient number of eligible providers in the LWDA to issue an ITA;
- The MCWDB and tribal entities determine there is a training services program offered by a community-based organization or another private organization in the area that has demonstrated effectiveness in serving individuals with barriers to employment;
- MCWDB determines that it is most appropriate to contract with an institution of higher learning or other eligible training provider of training services will facilitate training of multiple individuals in-demand industry sectors or occupations, provided that the contract does not limit consumer choice; or
- The MCWDB enters into a pay-for-performance contract

1.3.10.3 Description of how the LWDB will ensure informed consumer choice in the selection of training programs regardless of how the training services are to be provided

Consumer choice in selecting a training provider must be maximized. Career Advisors review training provider options with job seekers to ensure analysis based on quality and appropriateness for the individual job seeker in his/her choice of vendor. While staff are not to recommend particular providers, they facilitate decision analysis by job seekers as the job seekers evaluate quality, competence, duration of programming, outcomes reported by the provider, and job acquisition by individuals who complete programs.

An individual who has been determined eligible for WIOA training services may select any Eligible Training Provider (ETP) on the state ETP List, regardless of the LWDA that originally approved the training program. The selected training program must be in- demand in the local area or in-demand in a location where the training participant is willing to commute or relocate.

1.3.11 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 local area and region

An integrated system will only be effective if clients can reach and access services. ARIZONA@WORK: Maricopa County's service area consists of 23 urban, suburban, and rural cities and towns. The large and sometimes remote region served is a challenge for delivering services to all of the individuals who need access. As such, County Access Points are and will be chosen based on data-driven methodology, such as communities with high unemployment or youth disconnection, distance from established comprehensive American Job Centers, and/or a high propensity of a targeted population. Once individuals are enrolled in intensive services, the County provides public bus and light rail pass subsidies and gas cards to support participant retention. Transportation assistance to WIOA-enrolled participants in the ARIZONA@WORK Maricopa County One-Stop system. The Job Centers, access points and Youth hubs are located on or near bus routes.

To ensure ARIZONA@WORK: Maricopa County reaches and enrolls more individuals, WIOA program service category (Adult, Dislocated Worker, Rapid Response, and Youth) staff have wholeheartedly embraced the motto of "meeting people where they are," eliminating barriers to participation in activities and services, especially barriers related to transportation.

Staff are not only recruiting at more events/locations that are reflective of the target audience, but they are also driving to meet and enroll individuals in their communities. This concept will continue to grow over the next four years as electronic survey data and formative performance measure tracking related to effectiveness, retention, etc. is examined. Further, to bridge any transportation gaps, ARIZONA@WORK: Maricopa County is building and leveraging relationships with like-minded organizations that can provide access and outreach to participants with barriers to employment.

WIOA-funded supportive services are available to individuals in need, as determined when developing Individualized Employment Plans. The ARIZONA@WORK Maricopa County Title IB program purchases gas cards and bus passes, distributing them to participants actively seeking employment or attending training and education services. Additional WIOA-funded services include, but are not limited to childcare, licensing/testing, tools, uniforms and interview clothing.

Job seekers are also provided with information on supportive services available elsewhere in the community and via partners. For example, Maricopa County residents may access assistance with rental and utility payments through Maricopa County Human Services Department's Community Services division or local Community Assistance Programs (CAP). A wide variety of supportive services and resources are available in the local area.

The county does not offer needs-based payments. Monetary caps are in effect for payments for support services, though those may be exceeded with authorization. Per TEGL 19-16 from the Employment and Training Administration, Supportive services may include, but are not limited to:

- Assistance with transportation;
- Assistance with child care and dependent care;
- Linkages to community services;

- Assistance with housing;
- Needs-Related Payments (available only to individuals enrolled in training services and must be consistent with 20 CFR 680.930, 680.940, 680.950, 680.960, and 680.970)
- Assistance with educational testing;
- Reasonable accommodations for individuals with disabilities;
- Referrals to health care;
- Assistance with uniforms or other appropriate work attire and work-related tools, including such items as eye glasses and protective eye gear;
- Assistance with books, fees, school supplies, and other necessary items for students enrolled in post-secondary education classes;
- Payments and fees for employment and training-related applications, tests, and certifications; and Legal aid services.¹¹

¹¹ https://wdr.doleta.gov/directives/attach/TEGL/TEGL_19-16_acc.pdf

1.3.12 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)

As stated in the ARIZONA@WORK: Maricopa County policy on Basic Skills Deficiency (BSD), BSD is one of the barriers to employment for determining WIOA Youth program eligibility and is also a determinant for Priority of Service for the Adult program.

All Youth program applicants must be given the TABE (Test of Adult Basic Education) pre-test or another acceptable assessment prior to enrollment to determine basic skills deficiencies in reading, language or math.

Adults may be assessed to determine priority of need for Individualized Career and Training services.

Individuals do not need to be deficient in all areas – reading, language or math to be considered BSD.

Definition:

The term basic skills deficiency is defined as an individual –

1. Who is a youth that has English reading, writing or computing skills at or below the 8th grade level on a generally accepted standardized test; or
2. Who is a youth or adult 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.

Youth

All youth will be tested using the TABE or other approved assessment tool at the time of eligibility to determine reading, math and language levels. Assessment scores will be recorded in the Testing link in the Arizona Job Connection system. Youth determined to be basic skills deficient (BSD) will be referred to the appropriate education or training-related service and will have a Measurable Skills Gain goal set.

While post-testing is no longer a general requirement, youth who are engaged in an education or training service and are attempting to earn an Educational Functioning Level Measurable Skills Gain may take the same assessment.

Adults

Basic skills assessment is not required for all Adults applying for Individualized Career and Training Services. Individuals will be assessed on a case-by-case basis to determine the need for basic skills assessments.

Individuals that do not have a high school diploma, GED / HSE, post-secondary credential/certificate or a college degree may be required to take the TABE or other acceptable basic skills assessment prior to enrollment into individualized career or training services. Assessments approved by the National Reporting System (NRS) are required to be entered into the Testing section of AJC. Local areas are not required to use tests approved by the NRS for the purpose of objective assessment at the time of enrollment.

Individuals with a college degree (associate's, bachelor's or above) or with a post-secondary credential/certificate may be exempted from testing during the eligibility determination process but may be required to provide documentation of their degree or credential/certificate. However, once the individual is enrolled, the Career Guidance Specialist may determine the individual's basic skills need to be assessed especially if the individual is determined to be in need of training services.

Local areas may use previous basic skills assessment results if the assessment was conducted within the past six months.

Testing Youth and Adults with Disabilities:

When administering assessment tools, individuals with disabilities are to be provided with reasonable accommodations, as appropriate, according to:

- Section 188 of the WIOA (implementing regulations at 29 CFR Part 38)
- Section 504 of the Rehabilitation Act of 1973 (DOL implementing regulations at 29 CFR Part 32)
- Title II of the Americans with Disabilities Act, if applicable (implementing regulations at 28 CFR Part 35) taking into consideration The Individual Assessment(s) Guidelines for Inclusive Test Administration*

Accommodations for the assessment process can include any of the following categories:

- Changes to the methods of Presentations of the test used as an assessment tool
- Changes to the methods of Response to the test questions
- Changes to the Setting in which the test is provided
- Changes to the Timing/ Scheduling of the test

*Documentation for TABE may include the individual's IEP, 504 Plan, LEP / ELL team recommendations for both instructional and testing accommodation and details about the actual use of accommodations in both instruction and testing.

Individualized Career Services are comprehensive, personalized supports for job seekers and typically involve interactions with a case manager. Individuals that are best served through Individualized Services work with the Skills and Career Development Team. The Skills and Career Development Team is responsible for completing a skills analysis, facilitating assessments and testing, identifying support needs, providing career guidance, arranging for soft skills training, and for making referrals to program specific occupational training.

1.3.13 Description of how the LWDB will ensure the WIOA Title I-B Adult Program for priority of service to low-income individuals, recipients of public assistance, and individuals who are basic skills deficient

The MCWDB enacted Policy #17-31 to ensure priority of service to the populations to whom it is entitled under the Workforce Innovation and Opportunity Act. The MCWDB is committed to establishing priority of service for adults in the following order:

- 1st Priority: Veterans and eligible spouses of veterans who are determined to be low income or basic skills deficient
- 2nd Priority: Non-veterans or eligible spouses of veterans who are considered low income or basic skills deficient
- 3rd Priority: Veterans and eligible spouses of veterans who are not low income
- 4th Priority: All other WIOA eligible Adults who are not low income

Standard procedure requires that ARIZONA@WORK: Maricopa County staff must determine priority of service prior to providing any individualized career or training services. The MCWDB annually monitors priority of service requirements of its service providers to ensure the requirements are being implemented in accordance with WIOA and State and Local policies and procedures.

The MCWDB will ensure delivery of services and standards of work through staff requirements to review and report on service provider activities via the service provider quarterly reports.

1.3.14 Description of how the LWDB will provide Veterans Priority of Service; strategies must include processes in place to ensure that veterans and eligible spouses are identified at the point of entry and given an opportunity to take full advantage of priority of service for all types of career and training services

The MCWDB is committed to ensuring veterans and eligible spouses receive priority of service for all DOL-funded job training programs, including WIOA programs. ARIZONA@WORK: Maricopa County adheres to this priority of service by ensuring every customer that enters the job center is asked whether they are a veteran or a spouse of a veteran.

Veterans and their spouses are made aware of their entitlement to priority of service and the benefits of that priority as they pursue employment, training, and placement services.

The MCWDB annually monitors priority of service requirements of its service providers to ensure the requirements are being implemented in accordance with WIOA and state and local policies and procedures. Monitoring activities may include file reviews, onsite inspections and interviews, and review of AJC data.

Each service provider has clients complete an inquiry form at the point of entry (which is currently virtual), and there are sections in which a client is asked about status as a veteran or a spouse of a veteran. Staff are trained to document veteran status in AJC.

1.3.15 Definition of “underemployed”

An individual is considered underemployed if they are employed either full or part-time, and their current annualized wage rate does not exceed the highest of either:

- 1) 80% of their wages at date of dislocation; or
- 2) The individual’s earned wages are at or below the LWDA’s established self-sufficiency threshold.

The Lower Living Standard Income Level (LLSIL) is used for determining eligibility for youth and adults for certain services, including Workforce Innovation and Opportunity Act (WIOA) funded programs and services. The self-sufficiency threshold is established using the LLSIL.

In April 2022, the U.S. Department of Labor, Employment and Training Administration (DOLETA) released an annual update to national LLSIL levels. Locally, the LLSIL is effective on July 1 of each fiscal year, or on an alternate approved date; 2022 levels are identified in the table below.

Table 26. Income Matrix for Maricopa County for 2022 70% LLSIL And Self-Sufficiency

FAMILY SIZE	HHS Poverty Guidelines	70% LLSIL*	SELF- SUFFICIENCY for Adults* 450% LLSIL	SELF-SUFFICIENCY for Dislocated Workers* 450% LLSIL
1	\$13,590	12,385	\$79,615	\$79,615
2	\$18,310	20,296	\$130,476	\$130,476
3	\$23,030	27,866	\$179,140	\$179,140
4	\$27,750	34,400	\$221,142	\$221,142
5	\$32,470	40,593	\$260,952	\$260,952
6	\$37,190	47,478	\$305,216	\$305,216
7	\$41,910	54,364	\$349,481	\$349,481
8	\$46,630	61,250	\$393,745	\$393,745
Additional Per Person > 8	\$4,480	\$6,886	\$44,265	\$44,265

* All figures represent annual figures.

Poverty Effect Date:01/14/2020
 LLSIL Effective Date:04/30/2020
 Revised: 06/02/2020

1.3.16 Definition and eligibility documentation “requires additional assistance to enter or complete an education program, or to secure and hold employment” for:

1.3.16.1 Out-of-school Youth

ARIZONA@WORK: Maricopa County defines the “youth who requires additional assistance” as an individual who needs assistance beyond that typically offered to a youth with no barriers to employment to complete an educational program, or to secure and hold employment.

Out-of-School Youth may be eligible for WIOA Youth Services if one of the following criteria are met:

Table 27: Out-of-School Youth Additional Assistance Criteria

Category	Description	Required Documentation
Work History Barriers	Has poor, limited or no work history and/or sporadic employment and is no longer employed or has not been seeking employment for the last 2 months, but remains unemployed or underemployed.	<ul style="list-style-type: none"> • Work history • Case notes
Incarcerated Parents	One or both parents is incarcerated.	<ul style="list-style-type: none"> • Legal document • Self-attestation
Occupational Skills/Education Attainment	Lack of documented educational, occupational and/or technical training that reduces opportunities for gainful employment and causes income poverty, poor access to quality education and job opportunities	<ul style="list-style-type: none"> • Work history • Self-attestation • Case notes
Counseling Services	Is receiving or has received additional services through a licensed counseling/rehabilitation agency	Referral from agency
Alternative Schooling	Is currently attending an alternative school/education program that leads to a High School Diploma or High School Equivalency.	School Records

1.3.16.2 In-School Youth

Not more than five percent of all In-school Youth enrolled in the program each year are eligible only based on the “requires additional assistance” criterion.

Table 28: In-School Youth Additional Assistance Criteria

Category	Description	Required Documentation
Poor School Attendance	Has displayed chronic poor attendance within the last school quarter and/or has an attendance rate of less than 85%.	School Records
At Risk of Dropping Out	Is currently at risk of dropping out of school, as determined by referral from a school staff person, probation officer, or other responsible person with proper documentation and/or possesses unsatisfactory grades, GPA, and/or number of credits.	School Records
School Discipline	Has received or is receiving continuous disciplinary actions and/or is under a type of academic probation	School Records
Counseling Services	Is receiving or has received additional services through a licensed counseling/rehabilitation agency	Referral from agency

1.3.17 Describe competitive procurement processes for subgrants and contracts

The Board of Supervisors (BOS) are charged with the oversight of Maricopa County, and as the Chief Local Elected Official (CLEO), the BOS bears the WIOA fiduciary and grant responsibilities. The Board of Supervisors designated the Maricopa County Human Services Department to serve as the Fiscal Agent for the MCWDB and be responsible for the receipt and disbursement of WIOA funds in the Local Workforce Development Area.

In partnership with the Maricopa County Chief Elected Official, the MCWDB commits to following all federal, local, and state procurement laws, regulations and policies that support a fair and open process when awarding grants or contracts to service providers.

An annual Request for Proposal (RFP) is used to competitively solicit proposals and select service providers for the services authorized under WIOA. The MCWDB will publicly announce bid(s) and/or proposal(s) for adult, dislocated worker, or youth services, and will award contracts based on a variety of factors and in accordance with WIOA 107(d)(10)(A) through (E) and Workforce Arizona Council policy, including CEO agreement on selections.

Selecting an American Job Center Operator

American Job Centers serve as the State's delivery centers. The MCWDB will continue to manage the American Job Center operator competitive process in the local area, including certifying and designating operators. In 2019, the MCWDB followed the criteria and guidance developed at the state level to review and certify the American Job Center Operator in a process which will be repeated every three years. The process includes a number of elements, including:

- The MCWDB Board with the assistance of its staff will determine the scope of work for the OSO and manage the contract.
- The MCWDB Board will competitively procure the OSO with the County Procurement Manager and in compliance with County's procurement policies.
- The designation of an OSO must be approved by a majority vote of the MCWDB Board or designated committee.
- Once approved by the MCWDB Board, the OSO contract award shall be forwarded to the Maricopa County Board of Supervisors. The OSO contract shall be effective only when approved by the Maricopa County Board of Supervisors.

The process for selecting the operator was competitive procurement, and it resulted in contract # 210210.

Selecting Service Providers

Where applicable, responses to the RFP must include descriptions of effective and innovative program designs that meet the educational and employment needs of Maricopa County's eligible residents. Providers must have a demonstrated record of success in providing services. The programs and services must be accessible to all eligible participants. The provider must demonstrate an ability to provide services within Maricopa County.

In addition, when procuring youth service providers, the MCWDB will adhere to the DES Youth Program policy and its procurement requirements.

Career Services may be provided directly by the one stop operator or through contracts with direct service providers that are approved by the MCWDB. (WIOA, 20 CFR 680.160).

MCWDB has entered into an agreement with the County's Human Services Department, Workforce Development Division for Career Services ("Service Provider Agreement"). According to the Service Provider Agreement, the Service Provider provides Career Services directly and through subcontracts with other service providers. These services may be self-performed or performed by a subcontractor. For the subcontracts, the Service Provider manages those contracts and provides quarterly updates to the MCWDB. Any amendments to the Service Provider Agreement, or any subsequent agreement with the County's Service Provider regarding career services, shall be sent to all of the Parties to this agreement and added as a supplement to the Agreement.

Selecting Youth Services Providers

Pursuant to CFR 681.400(a), the County has exercised its option to directly provide all youth workforce investment activities in Maricopa County. Should the County cease exercising its option to provide youth workforce investment activities directly, the WDB could chose to award grants or contracts to youth service providers pursuant to the requirements set forth in CFR 681.400(b), including, but not limited to, requiring said grants and contracts be awarded on a competitive basis.

The Youth Services Provider receives strategic direction from the WDB and must present its design framework to the Youth Committee and provide an opportunity for feedback from Youth Committee members to include:

1. An overview of the objective assessment of each youth participant, including a review of the academic and occupational skill level, as well as the service needs and strengths, of each youth for the purpose of identifying appropriate services and career pathways.
2. An overview of the individual service strategy based on the needs of each youth participant that is directly linked to one or more indicators of performance described in WIOA sec. 116(b)(2)(A)(ii), that identifies career pathways that include education and employment goals, that considers career planning and the results of the objective assessment and that prescribes achievement objectives and services for the participant.
3. A description of case management and follow-up services provided to youth participants.

Provider Outcomes

In partnership with the CLEO, the MCWDB Board will maximize performance outcomes by working to ensure sufficient number and types of eligible service providers who are consistent with the criteria established by WIOA, the Governor and the Workforce Arizona Council. All competitive awards and contracts will be publicly noticed as required by Maricopa County procurement policies.

1.3.18 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

One of the primary technological advances in the effective and efficient coordination of services is the One Stop Operator’s new PartnerLink platform, which facilitates co-enrollment and co-case management. ARIZONA@WORK: Maricopa County intends to optimize the value of this system by training staff and partners on its efficient and consistent use.

Understanding and navigating educational experiences can be overwhelming, especially to individuals with limited experience in the postsecondary educational experience. ARIZONA@WORK staff regularly assist customers in the navigation of financial aid processes, coordinating with school counselors and ensuring optimal use of the customer's time, avoiding duplication of services and encouraging participation in IET programs.

1.3.18.1 Name of the Title II adult education provider grantee(s) in the local area that were included in this coordination

In Maricopa County, the Title II provider of Adult Education and Literacy Services is the Arizona Department of Education (ADE) Adult Education Services. Services are provided through a number of grantees detailed on page 12.

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

Adult Education and Literacy (AEL) is a core program within the ARIZONA@WORK: Maricopa County system, and MCWDB commits to preserving and improving the critical interoperability’s of Title II services with other core partners, including and especially Title I.

Along with the other core program partners, Adult Education and Literacy participates in the “no wrong door” approach to serving individuals in Maricopa County. From the welcome function at an American Job Center, participants and job seekers often transition into more customized services, including education and training. The MCWDB will look to the One-Stop-Operator to devise a plan for coordinating workforce development activities with Arizona Adult Education’s core activities:

- Adult education
- Literacy
- English language skills

Adult Education programs in the region are highly effective and well established and include a continuous pipeline of participants. Maricopa County and Adult Education plan to work together to optimize the alignment of adult education activities with training for a transition to the workforce

and/or postsecondary education pathways. This collaboration seeks to optimize the Integrated Education and Training (IET) program. In this model, participants work toward a High School Equivalency (HSE) diploma or the development of English language skills and gets started in an occupational field at the same time. Ideally, this model improves an individual's employability in a specific field, especially with acquisition of industry recognized certificates. The length of each IET program is determined by each certificate program, but typically run from five months to nine months in length. Participants can receive support services and/or transportation assistance through the County.

Over these program years, ARIZONA@WORK: Maricopa County will work to increase co-enrollment options and to improve outreach and marketing to Adult Education clients.

Adult Education and Literacy is a key participant in the inter-partner referral process and initial screening to identify potential services for jobseekers.

Profile of Arizona Adult Education

Mission and Goals

The Mission of Arizona Adult Education is to:

Prepare learners for success in college, career and life

Arizona Adult Education works toward an overarching goal in each of three categories: System, Profession and Instruction:

- **System Goal:** The Arizona Adult Education System is an integral component of Arizona's educational pipeline leading to postsecondary education and career pathways.
- **Profession Goal:** Arizona Adult Educators empower adult learners to transition to postsecondary education and livable-wage employment.
- **Instruction Goal:** Arizona Adult Education instruction prepares adult learners for success in postsecondary education and the workforce.

Eligibility

Adult Education students must be 16 years of age or older, not enrolled or required to be enrolled in secondary school under A.R.S. § 15-802, basic skills deficient, lack a secondary school diploma or its equivalent, or are English Language Learners. Additionally, adult education students must meet the eligibility requirements in A.R.S. § 15-232 of being lawfully present in the United States.

Services

Adult education and literacy services assist adults to become literate and obtain the knowledge and skills needed for employment and economic self-sufficiency.

Allowable Activities:

- Adult Basic Education (ABE)
- Adult Secondary Education (ASE)
- English Language Acquisition for Adults (ELAA)

- Integrated English Literacy and Civics Education (IELCE)
- Workforce Preparation
- Integrated Education and Training (IET)

In the development of this plan participants from Arizona Adult Education expressed a commitment to ongoing collaboration and partnership with WIOA core partners, including Title I services in Maricopa County. Specific goals identified by the Title II participants included:

- A shared referral and tracking system with our Title I, III, and IV providers to better serve our students. Multiple tracking systems between two local areas is problematic for Title II when many of us serve City of Phoenix and Maricopa County. Queen Creek also serves Pinal County.
- In 2019, the MCWDB agreed to a Title II addendum for shared system costs. However, the agreement did not pass legal review. Title II supports an agreement (addendum to IFA) between Title IB to utilize the funding to benefit Title II students in Maricopa County's workforce system.
- More education is needed for Title IB and local boards regarding the services Title II provides and to elevate recognition of the expertise Title II's providers have in educating and training the workforce.

Arizona Adult Education offers a range of services that contribute to the ultimate success of ARIZONA@WORK: Maricopa County:

- Common performance measures (i.e. measurable skills gains, industry recognized credentials)
- Ability to serve individuals that are identified as "basic skills deficient"
- Ability to identify the resources and partnerships in place to provide education services to eligible individuals with disabilities, including learning disabilities
- Implementation of Universal Design for Learning (UDL) strategies and assistive technology tools into curriculum to support ABE/ASE and ELAA students
- Development of career pathways that begin at lower educational attainment levels with contextualized industry-specific curriculum that motivates students to persist, achieve success, and transition to postsecondary education
- Implementation of digital literacy tools and instructional strategies to promote the integration of digital tools and increase the digital literacy for all students
- Expertise in conducting initial and follow-up standardized assessments to document student educational outcomes
- Resources and activities to facilitate workforce preparation and the exploration of careers/occupations for adult learners at all skill levels
- Identified processes and strategies to follow up on student success in employment and/or transition to postsecondary/training after exit

- Integrated Education and Training provided in in-demand industries leading to industry-recognized credentials

ARIZONA@WORK: Maricopa County's partnership with Adult Basic Education and Literacy is absolutely essential. The MCWDB reviews applications that are submitted to the Arizona Department of Education and makes recommendations regarding each applicant's current alignment with the workforce development plan and steps each applicant can take to enhance alignment with the MCWDB and the local plan.

1.3.19 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))

As a core partner within ARIZONA@WORK: Maricopa County, the Arizona Department of Economic Security (DES) oversees and provides Title III services at Maricopa County Job Centers. Employment Services provides basic and individualized career services to job seekers and job development services to Arizona employers.

In the delivery of Title III services, Employment Services contributes to improving the functioning of the local area labor markets. Title III services bring together individuals seeking employment with employers seeking qualified workers. Employment Services are co-located within Maricopa County Job Centers. Services and performance accountability indicators are integrated with other federal workforce programs.

Basic Employment Services provided include skill assessment, labor market information, referrals to support service programs, and assistance with job search and placement. Individualized services include career and vocational counseling. Wagner-Peyser staff make referrals to employer job openings and Title IB training opportunities, conduct employment-related workshops, deliver program presentations, and resolve customer issues.

Services offered to employers, in addition to referral of job seekers to available job openings, include assistance in development of job order requirements, matching job seeker experience with job requirements and skills, assisting employers with special recruitment needs, arranging job fairs, assisting employers to analyze hard-to-fill job orders, assisting with job restructuring, and helping employers deal with layoffs.

Job seekers who are veterans receive priority referrals to jobs and training as well as special employment services and assistance. In addition, the system provides specialized attention and service to individuals with disabilities, migrant and seasonal farmworkers, justice-involved individuals, youth, minorities, and older workers.

Wagner-Peyser has staff available either on site or through virtual means to assist the Comprehensive ARIZONA@WORK Job Center Sites.

The Arizona Department of Economic Security, as the critical Title III provider, has agreed, along with the other core partners, to a “no wrong door” approach to serving clients in Maricopa County, including the referral process and initial screening to identify potential services for all Center clients. Wagner-Peyser, along with partner staff, will provide resource room coverage and basic career service workshops to all workforce system clients.

Wagner-Peyser staff will participate on the local integrated Business Services Team to ensure employers are served according to an Integrated System Design and that partners are not duplicating efforts.

1.3.19.1 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

WIOA eliminates stand-alone Wagner-Peyser (WP) Employment Service offices. The Wagner-Peyser Employment Service is co-located within ARIZONA@WORK Maricopa County American Job Centers, with services provided alongside partner programs. Currently, this includes two agencies providing welcome services: DES WP staff and Maricopa County staff. These staff share a common physical space, but not the same functions.

Employment Service has been an integral part of the Maricopa County ISD model since its launch in the region's American Job Centers. Utilizing the ISD functional teams, the Welcome Team is the first exposure clients have with the workforce development system. WP services are already designed for a broad range of job seekers.

The Welcome Team asks that participants complete a Job Seeker Inquiry Form to assess their needs and direct them to the appropriate team.

- Adults who are interested in OST, WEX, etc. will attend an orientation and then be placed with a Career Advisor for the next steps.
- If an individual is unsure of the route they want to take, they can meet with a Resource Navigator to find out what services WDD has to offer, and the RN can guide them in the right direction.
- If a participant is interested in any of our workshops, they can select that option and will then be contacted by the training team for workshop dates/times.
- Youth participants are sent to a Youth PSR so they can talk in depth with the participant to ensure they qualify for the youth program. The youth participants then complete an orientation and enrollment.

Unemployment insurance claimants can receive eligibility assessments and referrals to a wide variety of training and education resources through the Wagner-Peyser Employment Service plan. The MCWDB will support the State's strategy to provide better linkages between ARIZONA@WORK Job Centers and unemployment insurance (UI) by continuing to implement the Reemployment Services and Eligibility Assessment (RESEA), which targets recently unemployed individuals. RESEA orientations are hosted by Employment Services staff and will continue to be jointly held with ARIZONA@WORK center staff to identify customers who might need other services. RESEA orientations will also provide information about the programs offered throughout the one-stop system (including the Dislocated Worker program) and instructions for registering in Arizona Job Connection (AJC). Employment services staff will begin following up with RESEA participants who do not enroll in a program to make sure that they have registered and entered their resume in AJC. Further assistance will include connecting to job placement services. Individuals seeking UI will receive assistance in claims filing.

1.3.20 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

Priority of Services

WIOA specifically indicates that individuals with barriers to employment and those most vulnerable are given priority access to services. ARIZONA@WORK Maricopa County utilizes a Priority of Service policy to ensure those most in need are the first to gain access to services. Additionally, the MCWDB leverages partner programs to serve a higher volume of customers to provide comprehensive, wrap-around services to ensure all customers' needs are met. Title I-B internal policies exist for determining priority of service and are documented in Arizona Job Connection at the time of enrollment.

First priority are Veterans and eligible spouses of veterans who:

- A. Are currently receiving public assistance;
- B. Have received public assistance in the last 6 months;
- C. Is a member of a family whose total family income does not exceed either the poverty line or 70 percent of the Lower Living Standard Income Level (LLSIL);
- D. Is a homeless individual, as defined in 42 U.S.C. 14043e-2 (6); or
- E. Is an individual with a disability whose own income meets the income requirement but is a member of a family whose income does not meet this requirement; or
- F. Is basic skills deficient, as defined in WIOA Section 3 (5)

Second priority are Non-veterans, or eligible spouses of veterans, using the criteria above (A - F) listed under the First priority.

Third priority are Veterans and eligible spouses of veterans who are not included in WIOA priority groups.

Fourth priority are Non-veterans, or eligible spouses of veterans, who are not included in WIOA priority groups.

A Title IV representative has been assigned as the liaison for participants who will be co-enrolled and received dual case management services. These participants utilize Title IV and Title I-B individualized and/or training services.

The Rehabilitation Services Administration (RSA) assists individuals with disabilities to meet their goals for employment and independence. RSA is physically located in three Arizona DES locations. RSA is responsible for technical assistance and resources for individuals with disabilities; and for administering the Vocational Rehabilitation (VR) programs.

Because of the extensive experience and expertise RSA has working with and supporting individuals with disabilities, ARIZONA@WORK: Maricopa County will work with RSA to train American Job Center staff to better serve individuals with disabilities, as well as utilize the One Stop Operator referral dashboard.

RSA co-locates a staff member two times a week at the ARIZONA@WORK Maricopa County local American Job Centers that will be available to meet with potential clients for the VR program. This VR staff member will be available to take client referrals, provide on-site orientations, and other service, as needed. The RSA staff member will be available to provide information regarding the RSA programs, accept referrals and facilitate orientations to those interested in receiving services through RSA.

RSA will work collaboratively with the ARIZONA@WORK: Maricopa County system by offering RSA clients the option of being referred to the American Job Centers for employment related services. With approval of clients and by signing a release of information, RSA will release evaluations to the American Job Centers, such as psychological evaluations, functional capacity evaluations and other evaluations paid for by RSA. The shared information will eliminate any additional discovery steps and improve timeliness in serving the client and establishing eligibility for services through the centers.

The LWDA employs an Equal Opportunity Compliance Officer (EO) who, on a bi-annual basis, conducts on-site quality assurance of the One-Stop Centers, Affiliate sites and youth service providers. Quality assurance and monitoring ensures that equitable and non-discrimination policies (Affirmative Action, Americans with Disabilities Act, and Equal Opportunity Employment) are adhered to as required by law and regulation. During each visit the EO is charged with ensuring the current State of Arizona Method of Administration (MOA) elements are being addressed fully and consistently, as described in Access section a. iii; the EO conducts a client file review and client interviews; and the EO assesses the physical structure for compliance. The evaluation recourse and findings are tracked on a WIOA-compliant monitoring tool form.

Section 1.4 Performance and Continuous Improvement

1.4.1 Descriptions of how the ARIZONA@WORK Job Centers are implementing an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by one-stop partners

ARIZONA@WORK agencies jointly aim to create a seamless workforce delivery system in which American Job Centers and other locations leverage technology for real-time access to intake and case management data, and information sharing regarding programs, program participants, and outcome data. Arizona's current workforce development software, Arizona Job Connection (AJC), implemented in February 2011, was expected to provide a comprehensive, seamless solution; however, each module is limited in its capabilities, and local entities do not have access to the full functionality of the system.

To address some of the technological gaps, the MCWDB created the Technology Solutions Workgroup (TSW) in April 2018 to investigate and address the challenges experienced by the Maricopa County Workforce Development Area in achieving WIOA's Technology Vision. During the course of this work, the group learned that the challenges identified by stakeholders are not unique to the region. Many of the concerns with extant technology in the County are similar to those identified by states throughout the nation. The TSW has garnered support for this initiative from stakeholders throughout Arizona, including local boards, the Board of Supervisors Chairman, and the Workforce Arizona Council. As a result, the project shifted from a local initiative to a statewide effort.

ARIZONA@WORK: Maricopa County, through its One Stop Operator (OSO), is creating a universal referral process in coordination with title partners. The platform is being tested through all four title partners to ensure efficient and effective handoffs for WIOA participants once it is implemented.

The MCWDB intends to align these investments with the state and other ARIZONA@WORK regions to explore and grow technological infrastructure for efficient and effective data collection and reporting for participants and service delivery. The Performance Excellence Workgroup is being tasked with leading efforts on this front.

1.4.2 Local levels of performance for Title I-B for Program Years 2020-2021

The MCWDB is committed to promoting effective outcomes consistent with statewide goals, objectives, and negotiated local performance. In order to assess ARIZONA@WORK: Maricopa County's performance, and continuously improve services, and the MCWDB's ability to achieve its vision and mission, the MCWDB, ARIZONA@WORK Maricopa County, and the BOS negotiate with the State to establish local performance and accountability measures.

These measures include

- Employment rate 2nd quarter after exit
- Employment rate 4th quarter after exit
- Median earnings
- Credential attainment
- Measurable skill gains

By establishing, tracking, and reporting on formative and summative measures, the State can deliver a consistent level of quality service to stakeholders throughout the Maricopa County region.

In preparation for negotiations of common performance goals and measures for program years 2020-21 for the Adult, Dislocated Worker, Youth, Wagner-Peyser, Adult Education, and Rehabilitation Services programs, the core partners compiled historical data and identified trends for the performance indicators, reviewed the Government Performance and Results Act goals, and utilized statistical models from the U.S. Department of Labor.

The agreed upon metrics displayed in Table 29 are utilized by the MCWDB to set strategic direction and measure performance. The MCWDB reviews performance measures and progress towards measures during Full Board meetings on a quarterly basis, making recommendations to operations staff to fine-tune service delivery or processes.

Maricopa County's local area performance will be reported on the state's standard template and will be made available to the public on an annual basis, including by electronic means. The report will include, at a minimum, ARIZONA@WORK: Maricopa County's performance levels achieved with respect to the WIOA primary indicators, as well as additional information Governor Ducey has requested.

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

Negotiated targets are returned in the table below.

A number of economic conditions are affecting Maricopa County’s workforce. Chief among them is the COVID-19 pandemic. Econometric indicators, including the unemployment rate, the size of the labor force and the number of employed persons, all illustrate two unusual challenges. This onset of this economic downturn was precipitous in nature, with little warning. Second, this downturn was extraordinarily deep, costing thousands of jobs, impacting industries that are usually recession-proof, and causing many displaced workers to give up hope of finding a job.

Figure 16: Unemployment Rates, United States, Arizona and Maricopa County, 2019-2020

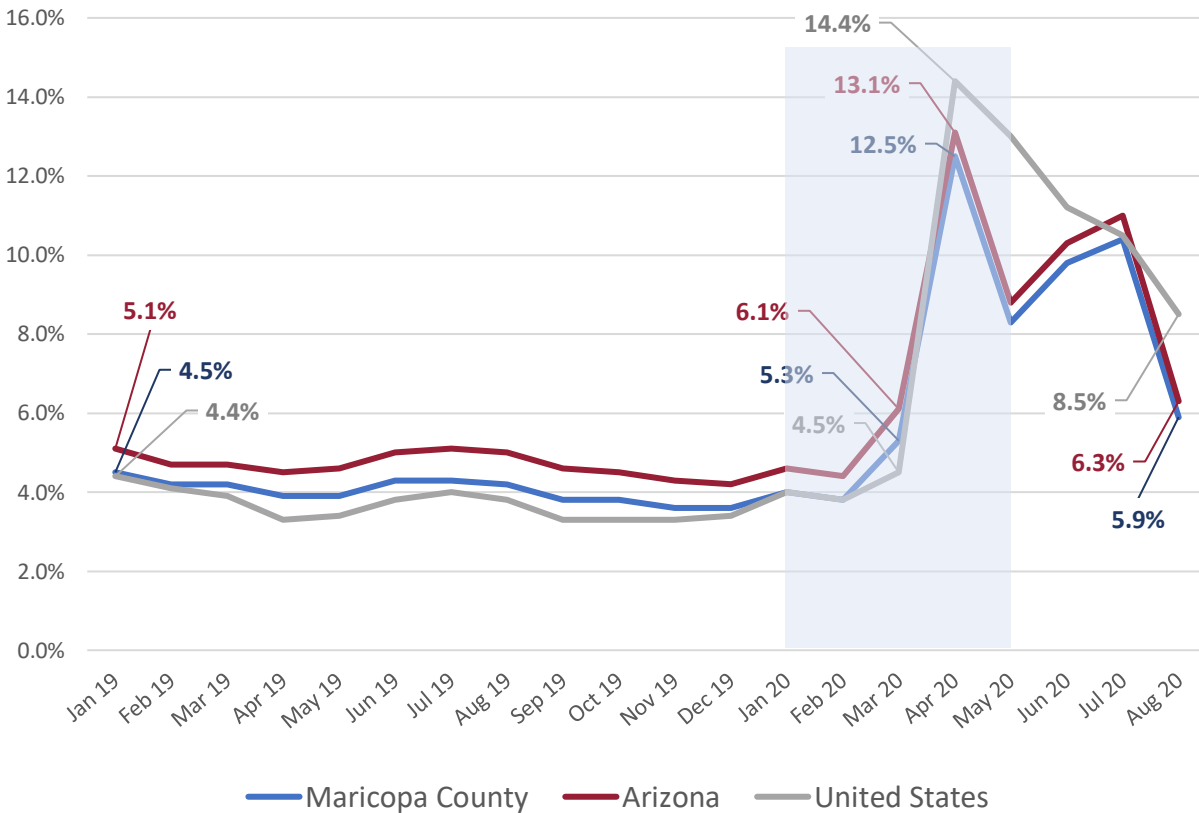


Figure 17: Labor Force Participation Rate, Arizona & United States, 2018-2020

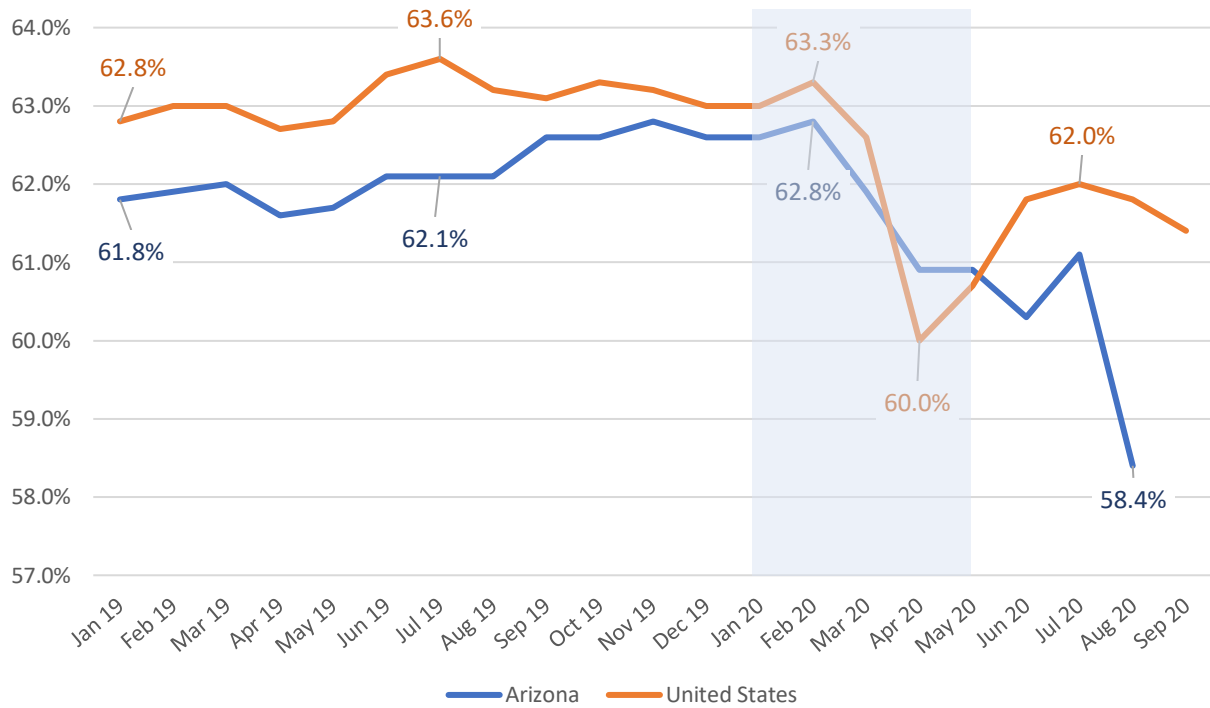
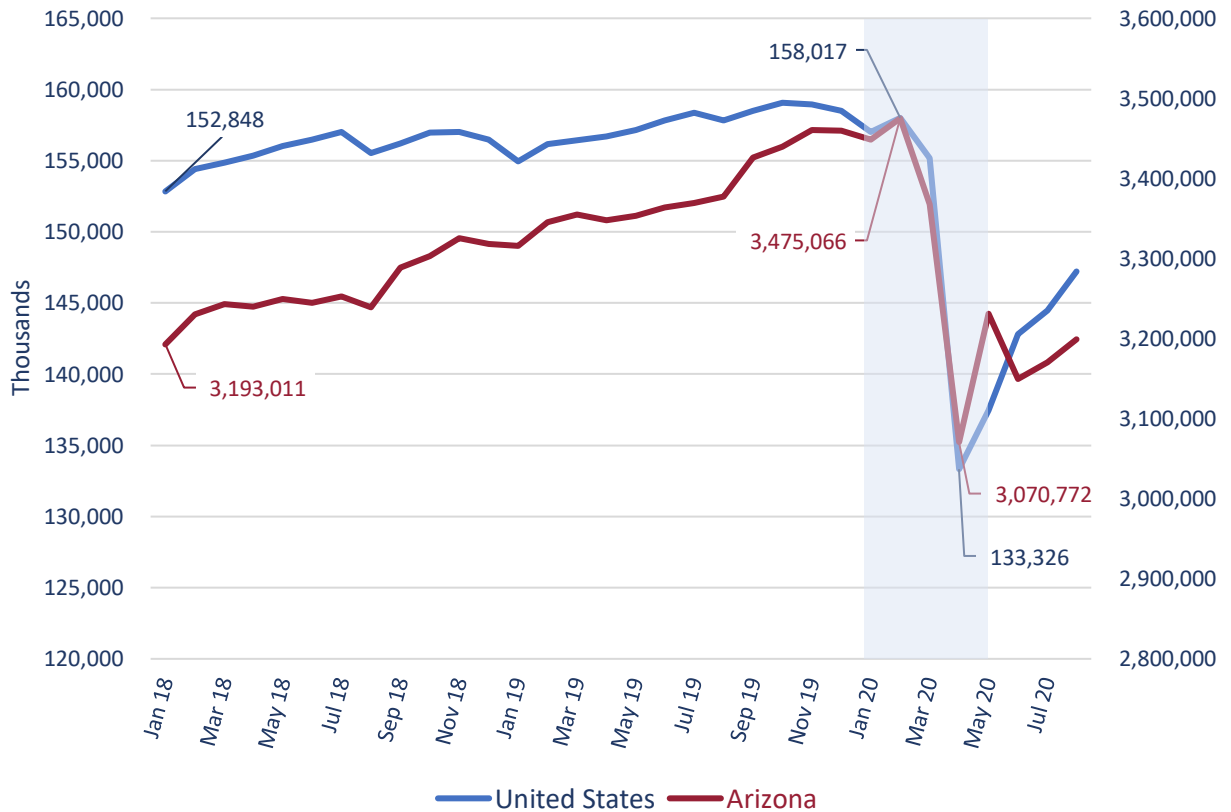


Figure 18: Number of Employed Persons, United States and Arizona



Additionally, the number of initial unemployment insurance claims filed in late March (48,000 in one week) was so large it threatened to overwhelm the system. While initial claims have leveled off, it is notable that the number of continued claims, as of this writing, remains at record highs.

These factors combine to indicate that many individuals who seek workforce services now are likely in a crisis mode and may have little motivation to complete training or education services once they regain employment.

1.4.3 Expected levels of performance relating to the performance accountability measures based on primary indicators of performance

1.4.3.1 Including the expected levels of performance relating to the performance accountability measures based on primary indicators of performance

Table 29: Maricopa County Local Area Negotiated Performance Levels PY20-PY21, WIOA Title IB

Performance Indicator	Final Negotiated Targets- PY 20	Final Negotiated Targets- PY 21
Adult		
Employment 2nd Quarter after exit	71.4%	71.4%
Employment 4th Quarter after exit	67.5%	67.5%
Median Earnings in the 2nd quarter after exit	\$7,158	\$7,158
Credential attainment rate	74.8%	74.8%
Measurable Skills Gain	59.2%	59.2%
Dislocated Worker		
Employment 2nd Quarter after exit	77.0%	77.0%
Employment 4th Quarter after exit	71.3%	71.3%
Median Earnings in the 2nd quarter after exit	\$8,795	\$8,795
Credential attainment rate	79.7%	79.7%
Measurable Skills Gain	50.0%	50.0%
Youth		
Employment 2nd Quarter after exit	75.0%	75.0%
Employment 4th Quarter after exit	67.8%	67.8%
Median Earnings in the 2nd quarter after exit	\$4,500	\$4,500
Credential attainment rate	59.0%	59.0%
Measurable Skills Gain	52.8%	52.8%

The report below on the performance of the Maricopa County Workforce Division indicates that performance levels are exceeding negotiated standards in eight of the fifteen WIOA Performance Indicators.

Table 30: Maricopa County Local Area Negotiated and Actual Performance Levels, PY21, WIOA Title IB

Performance Indicator	Final Negotiated Targets- PY 21	Performance Levels-Q2, PY 21
Adult		
Employment 2nd Quarter after exit	71.4%	66.6%
Employment 4th Quarter after exit	67.5%	59.6%
Median Earnings in the 2nd quarter after exit	\$7,158	\$8,352
Credential attainment rate	74.8%	80.6%
Measurable Skills Gain	59.2%	45.3%
Dislocated Worker		
Employment 2nd Quarter after exit	77.0%	67.7%
Employment 4th Quarter after exit	71.3%	67.1%
Median Earnings in the 2nd quarter after exit	\$8,795	\$9,526
Credential attainment rate	79.7%	90.0%
Measurable Skills Gain	50.0%	55.8%
Youth		
Employment 2nd Quarter after exit	75.0%	69.7%
Employment 4th Quarter after exit	67.8%	61.6%
Median Earnings in the 2nd quarter after exit	\$4,500	\$5,606
Credential attainment rate	59.0%	78.1%
Measurable Skills Gain	52.8%	54.2%

The most recent report on the performance of the Maricopa County Workforce Division are listed below.

Table 31: Maricopa County Local Area Negotiated and Actual Performance Levels, PY22, WIOA Title IB

Performance Indicator	Performance Levels-Q2, PY 21	Final Negotiated Targets-PY 22
Adult		
Employment 2nd Quarter after exit	66.6%	70.20%
Employment 4th Quarter after exit	59.6%	67.50%
Median Earnings in the 2nd quarter after exit	\$8,352	\$7,537
Credential attainment rate	80.6%	77.00%
Measurable Skills Gain	45.3%	66.60%
Dislocated Worker		
Employment 2nd Quarter after exit	67.7%	76.50%
Employment 4th Quarter after exit	67.1%	71.50%
Median Earnings in the 2nd quarter after exit	\$9,526	\$9,029
Credential attainment rate	90.0%	77.80%
Measurable Skills Gain	55.8%	65.00%
Youth		
Employment 2nd Quarter after exit	69.7%	70.70%
Employment 4th Quarter after exit	61.6%	67.00%
Median Earnings in the 2nd quarter after exit	\$5,606	\$4,900
Credential attainment rate	78.1%	65.20%
Measurable Skills Gain	54.2%	62.00%

Arizona Management System (AMS)

To ensure continuous improvement, AMS is used to monitor performance and improve processes that benefit participants. Process updates are identified and created with input from staff and partners.

The Arizona Management System is a professional, results-driven management system that focuses on customer value and vital mission outcomes. The system is based on principles of Lean Management, a proven people-centered approach that has delivered effective results in both public and private sectors. Lean Management focuses on customer value, continuous improvement and engaged employees to improve productivity, quality and service.

Long-term benefits for Maricopa County are maximized by delivering value to customers, and by engaging partners and employees who do the work to reflect daily on how they did, find where the

waste occurred, and figure out how they can do better going forward. The Arizona Management System (AMS) provides the methods, support and tools to accomplish those objectives.

The three main components of the management system are Visual Performance Management, Problem Solving and Leader Standard Behaviors.

Visual Performance Management tools include:

Huddle Boards - where teams routinely gather to discuss progress on their goals and metrics (service, quality, people and cost) and identify roadblocks to achieving success. Team huddles drive performance, identify problems and continuously improve business processes. Huddles are brief, structured check-ins conducted at regularly scheduled times and intervals (usually daily or weekly) to assess the team's performance since the last meeting, surface problems, determine countermeasures, and plan the team's work to be completed by the next meeting.

Problem Tracking and Success Tracking – trackers are posted at the Huddle Boards and used to collect and manage problems associated with a team's metrics, daily activities, internal and external customer feedback, cascading/ escalating issues and problems solved. Gaps between actual and expected performance are logged on the huddle board's problem tracker with an assigned owner, action and due date.

Standard Work - the documented, current, one best way, to perform a process.

Leader Standard Behaviors:

Leader behaviors include standard work, one-on-one coaching and Gemba walks (i.e., intentional opportunities for leaders to “go and see” how the work is done).

Standard Work - is the foundation for the Plan-Do-Check-Act cycle of continuous improvement and ensures that we sustain our gains over time. Staff and leaders develop standard work to document the current, best process for completing tasks and continuously update them as needed.

One-on-one Coaching – is the regular cadence of discussion between managers and staff for the purpose of developing employees and providing regular, structured feedback on performance. Recurring one-on-ones at all levels ensures that two-way communication is happening consistently.

Gemba Walks - intentional opportunities for leaders to go and see how the work is actually being done, with an eye for opportunities to improve. Regular Gemba walks allow leaders the opportunity to determine if standard work is being followed, identify process improvement, identify problems for the Huddle Board, and identify training opportunities.

As a people-centered approach, the Arizona Management System is done with the team, not to the team. Employees have great influence in solving problems and improving processes.

1.4.4 Additional factors

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

Dragonspeak, magnification and other visual aids are available. Maintenance of the assistive technology is the responsibility of the OSO. ASL interpreters are always present in orientations, and ASL and other language interpreters are available on request. Vocational Rehabilitation provides training on the use of assistive technology.

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

Individuals are encouraged to request any necessary accommodation via signage at the welcome counters. Help is offered in 15 languages via a sign with a pull tab in each language that the customer can take to the counter.

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

Dragonspeak, magnification and other visual aids are available. Assistive hearing devices are available at each counter. Front-line staff are trained to offer accommodations and assistive technologies.

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.

Each partner's contribution to individual and basic career services in the area are included as a contribution to the one stop system budget in the table below.

Table 32: Partner contributions to career services per Infrastructure Funding Agreement MOU

Service Type	Adult	DW	Youth	AEL	WP	VR	TANF	Tech Ed	OAA
Basic Services	2,613,531	\$325,245	\$0	\$95,177	\$877,605	\$2,173,572	N/A	\$0	\$0
Service Type	Job Corps	Native	MSF	Youth Build	TAA	Comm Act	Housing	UI	Head Start
Basic Services	\$0	\$0	\$0	\$0	\$170,780	\$0	\$0	\$0	\$0
Service Type	Adult	DW	Youth	AEL	WP	VR	TANF	Tech Ed	OAA
Individual Services	\$2,067,631	\$255,550	\$1,792,914	\$31,167	\$2,270,527	\$1,471,545	N/A	\$0	\$0
Service Type	Job Corps	Native	MSF	Youth Build	TAA	Comm Act	Housing	UI	Head Start
Individual Services	\$0	\$0	\$0	\$0	\$170,780	\$0	\$0	\$0	\$0

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

The WDB monitors the service provider through quarterly reports in which the service provider returns the data of clients served by the program's priority of service groups.

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.

ARIZONA@WORK: Maricopa County has made use of the waiver for one eighteen-year-old who is able to attend the Arizona Medical Training Institute. The county is exploring the use of the waiver with foster care organizations. The feedback from ARIZONA@WORK: Maricopa County to DES was that the waiver has particular value for youth who are transitioning out of high school and into other training and education programs.

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)).

Section 1.5 Public Comment

1.5.1 Description of process used to provide public comment prior to submission of plan, including opportunity to have input into development of the plan

1.5.1.1 Emphasis on public comment opportunities for representatives of businesses, education, and labor organizations

The original plan was posted for public comment pursuant to the policies of Maricopa County, and the inputs of the public were incorporated into the revised version of the plan. The plan was directly distributed via email to the MCWDB distribution list. The original draft of the plan was available for public comment from October 15, 2020 to October 26, 2020. Minor formatting changes were also made.

Notice was sent directly to the MCWDB's standard distribution list, including select representatives of business, education and labor organizations.

- This plan was posted on the Maricopa County website home page for public comment.
- The Public Notice was published in the following newspapers in Maricopa County
 - Arizona Republic
 - Arizona Business Gazette, Class 1

Notice, Arizona Republic

NOTICE OF SOLICITATION FOR PUBLIC COMMENTS ON THE PY2020-23 ARIZONA@WORK: MARICOPA COUNTY WORKFORCE DEVELOPMENT LOCAL AREA PLAN
ARIZONA@WORK: MARICOPA COUNTY WORKFORCE DEVELOPMENT LOCAL AREA PLAN
In accordance with the Workforce Innovation and Opportunity Act (WIOA) and the Arizona Department of Economic Security Chapter 2 Section 1000, the Maricopa County Workforce Development Board (MCWDB), has developed a new PY2020-23 Maricopa County Workforce Development Local Area Plan.
REVIEW DRAFT REPORT
The new Local Area Plan is available for public review and comment from October 16, 2020 to October 26, 2020. During the comment period, the document will be available for download online at: <https://arizonawork.com/locations/maricopa-county/local-board>
COMMENTS
Comments on the PY2020-23 Maricopa County Workforce Development Local Area Plan should be directed via electronic correspondence to: MCWDBLocalPlan@maricopa.gov
Equal Opportunity Employer / Program. Auxiliary aids and services are available upon request to individuals with disabilities.
Arizona@Work: Maricopa County products and services are made available through federal funding provided by the Workforce Innovation and Opportunity Act (WIOA); serving Employers by aiding job seekers, adults, dislocated workers and youth.
Pub: Oct 17, 2020

This modification was submitted for public comment via the same channels and platforms.

Table 33: Public comments

Commenter	Page	Section	Summary of Comments	Action

Appendices

- Appendix One: Industries in Maricopa County
- Appendix Two: Adult and Dislocated Worker Eligibility Policy
- Appendix Three: Maricopa County Priority of Service Policy
- Appendix Four: Incumbent Worker Training Policy
- Appendix Five: Target Occupations

Appendix One: Industries in Maricopa County

Table 34: Industries in Maricopa County, 2021 Q4

Industry Sector	Establishments	Jobs	Key Subsectors	Establishments	Jobs
Agriculture, Forestry, Fishing and Hunting	390	5,891	Crop Production	157	2,773
			Animal Production and Aquaculture	95	1,969
			Support Activities for Agriculture and Forestry	135	1,141
Mining, Quarrying, and Oil and Gas Extraction	76	1,700	Mining (except Oil and Gas)	76	1,700
Utilities	101	7,648	Utilities	101	7,648
Construction	9,112	134,191	Construction of Buildings	2,458	27,741
			Heavy and Civil Engineering Construction	498	14,484
			Specialty Trade Contractors	6,156	91,967
Manufacturing	3,563	131,510	Computer and Electronic Product Manufacturing	336	28,713
			Transportation Equipment Manufacturing	224	19,168
			Fabricated Metal Product Manufacturing	685	16,573
			Food Manufacturing	195	12,022
			Chemical Manufacturing	180	6,181
			Machinery Manufacturing	242	5,864
			Nonmetallic Mineral Product Manufacturing	156	5,192
			Furniture and Related Product Manufacturing	238	4,842
Wholesale Trade	9,031	78,523	Merchant Wholesalers, Durable Goods	5,471	49,516
			Merchant Wholesalers, Nondurable Goods	2,307	24,664
			Wholesale Electronic Markets and Agents and Brokers	1,253	4,343
Retail Trade	10,399	229,774	General Merchandise Stores	513	40,621
			Food and Beverage Stores	982	40,001
			Motor Vehicle and Parts Dealers	1,269	36,349
			Building Material/Garden Equipment	530	20,219
			Non store Retailers	1,195	18,235
			Miscellaneous Store Retailers	1,251	15,259
			Health and Personal Care Stores	1,308	15,128
			Clothing and Accessories Stores	1,129	12,451

Industry Sector	Establishments	Jobs	Key Subsectors	Establishments	Jobs
Transportation and Warehousing	2,708	99,336	Warehousing and Storage	197	36,986
			Truck Transportation	1,263	18,165
			Couriers and Messengers	251	15,388
			Air Transportation	93	12,280
			Support Activities for Transportation	669	10,055
			Transit and Ground Passenger Transportation	202	6,029
Information	2,711	36,406	Telecommunications	415	10,739
			Data Processing, Hosting	496	10,122
			Publishing Industries (except Internet)	1,131	6,972
Finance and Insurance	7,869	153,782	Credit Intermediation	2,508	86,537
			Insurance Carriers	3,243	50,199
			Securities, Commodities, Other	2,035	16,724
Real Estate and Rental and Leasing	7,627	42,730	Real Estate	6,953	31,632
			Rental and Leasing Services	605	10,742
Professional, Scientific, and Technical Services	20,294	128,732	Professional, Scientific, and Technical Services	20,294	128,732
Management of Companies and Enterprises	1,692	29,333	Management-Companies/Enterprise	1,692	29,333
Administrative/Support and Waste Management Services	7,986	187,195	Administrative and Support Services	7,669	182,320
			Waste Management/Remediation	317	4,875
Educational Services	2,037	50,556	Educational Services	2,037	50,556
Health Care and Social Assistance	12,413	281,452	Ambulatory Health Care Services	9,596	136,111
			Hospitals	181	64,570
			Social Assistance	1,590	43,670
			Nursing/Residential Care Facilities	1,047	37,100
Arts, Entertainment, and Recreation	1,607	27,597	Amusement, Gambling, and Recreation Industries	867	20,085
			Performing Arts, Spectator Sports, and Related Industries	704	6,237
Accommodation and Food Services	7,725	169,876	Food Services and Drinking Places	7,209	152,731
			Accommodation	516	17,145
Government	740	204,591	Local Government	427	144,446
			State Government	123	38,573
			Federal Government	190	21,571

ARIZONA DEPARTMENT OF ECONOMIC SECURITY

WORKFORCE INNOVATION AND OPPORTUNITY ACT POLICY MANUAL

CHAPTER 2 - SECTION 100

SUBJECT: ADULT & DISLOCATED WORKER PROGRAMS

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100 BACKGROUND AND PURPOSE

This section provides policy and procedures for the Local Workforce Development Areas (LWDAs) to use when determining eligibility and providing services governed by the Workforce Innovation and Opportunity Act (WIOA) for both Adult and Dislocated Worker clients.

References: Workforce Innovation and Opportunity Act (WIOA) of 2013 (P.L. 113-128), WIOA Final Rules 20 CFR 678.430, 20 CFR 680, Training and Employment Guidance Letters (TEGLs) 17-05, 15-10, and 03-15, Section 3 of the Military Selective Service Act, as amended at 50 U.S.C. Appendix 453.

101 ADULT AND DISLOCATED WORKER PROGRAMS

The WIOA Title IB Adult program provides workforce activities that increase, particularly for individuals with barriers to employment, the employment, retention, earnings, and attainment of recognized postsecondary credentials of adults age 18 and older, and as a result, improving the quality of the workforce, reducing dependency on public assistance, increasing economic self-sufficiency, and enhancing the productivity and competitiveness of the nation.

The WIOA Title IB Dislocated Worker (DW) program provides services to individuals who have been terminated through no fault of their own, laid off, or have received notice of termination or layoff, from employment generally due to plant closures or downsizing. Self-employed individuals who are unemployed due to general economic conditions and individuals who meet the WIOA definition of a displaced homemaker may also be eligible for services.

102 WIOA ADULT PROGRAM PRIORITY OF SERVICE

LWDAs must observe the priority of service provision for all Adult program formula funds for individualized career and training activities.

.01 WIOA Priority Groups: Priority of service is to be determined, in order, by the following priority groups:

- 1) A veteran or an eligible spouse of a veteran who:
 - a) Is currently receiving public assistance, or has received public assistance in the last six months,
 - b) Is low-income, as defined in Section 102.03(A), or
 - c) Is basic skills deficient, as defined in Section 102.03(B).

- d) Eligible Spouse means the spouse of any of the following:
 - i) A person who died of a service-connected disability.
 - ii) Any member of the Armed Forces serving on active duty who at the time of application for the priority is listed, as one of the following;
 - (1) Missing in action;
 - (2) Captured in line of duty by hostile force;
 - (3) Forcibly detained or interned in line of duty by foreign government or power.
 - iii) Any veteran who has a total disability resulting from a service-connected disability.
 - iv) Any veteran who died while a disability as evaluated was in existence.
- 2) A non-veteran who:
 - a) Is currently receiving public assistance, or has received public assistance in the last 6 months,
 - b) Is low-income, as defined in Section 102.03(A), or
 - c) Is basic skills deficient, as defined in Section 102.03(B).
- 3) A veteran or an eligible spouse of a veteran who is not included in WIOA priority groups identified in 102.03(A) or 102.03(B) below.
- 4) A non-veteran who is not included in WIOA priority groups identified in 102.03(A) or 102.03(B) below.

.02 LWDA Priority of Service Policy: LWDA's must develop policy which describes how this priority of service will be applied.

- 1) This policy may include the:
 - a) Availability of other funds for providing employment and training-related services in the local area;
 - b) Needs of the specific groups in the local area; and
 - c) Other appropriate factors.
- 2) LWDA's may not establish policies that undermine WIOA's focus on providing services to targeted priority of service populations. LWDA's must not set a percentage of funds that will be used to serve priority populations.
- 3) LWDA's may establish a process that gives priority to other individuals eligible to receive such services, provided that it is consistent with priority of services to veterans and the other targeted priority of services groups listed above.
- 4) Local area policy must clearly state how LWDA's serve adults who do not meet priority of service criteria and how this information is tracked.

.03 WIOA Adult Priority of Service Criteria: The criteria that an adult must meet to be considered for priority of service include low-income status or basic skills deficiency.

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

.04 Documenting Low-Income Status for Priority of Service: LWDA staff must properly document low-income status when an adult is enrolled in the WIOA Adult program and meets any one criterion in Section 102.03. All attempts to gather this information, including calls, letters, and e-mail messages to the participant must be documented in AJC Case Notes:

- 1) Documentation related to income verification as outlined on the WIOA Eligibility and Verification Checklist (Exhibit 100A) must be collected and uploaded into AJC. Uploading documentation into AJC is a new process and is still being phased in by LWDA's. Until further guidance is provided, LWDA's must retain original documentation in each participant's program file.
- 2) Low-income documentation for priority of service must be collected. Acceptable forms of documentation may be found on the WIOA Eligibility & Verification Checklist (Exhibit 100A).
- 3) Military earnings are not included when calculating income for veterans or transitioning service members for priority of service.
- 4) LWDA staff must request medical documentation for program eligibility determination when an individual with a disability requests accommodation or the individual is counted as a family of one. All medical information must be kept in a sealed confidential envelope separate from the files of eligible applicants, registrants, and participants.
- 5) When an individual with a disability does not want to provide medical documentation to substantiate a disability, the individual must not be counted as a person with a disability.

- 6) When a verification document cannot be obtained, the WIOA Applicant Statement (WIA-1027) may be accepted only as a last resort. The form must contain the signatures of the participant and a witness. Every attempt used to gather information for verification must be documented in AJC Case Notes. The WIOA Applicant Statement (WIA-1027) must be uploaded into AJC. The WIOA Applicant Statement (WIOA- 1027) may only be used as verification when listed as an acceptable document for eligibility criteria on the WIOA Title I-B Eligibility Checklist (Exhibit 100A), as such the participant's social security number, citizenship/ right to work, Selective Service registration, date of birth must not be verified using the WIOA Title I-B Applicant Statement (WIA-1027).
- 7) LWDA staff may verify Social Security benefits through Social Security Consent-Based SSN Verification Services. Fees associated with this verification are an allowable cost under WIOA Adult program funds and can be paid by the LWDA. Applicants must not be charged for this verification.
- 8) Individuals who are recipients of Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), Supplemental Security Income (SSI), or Refugee Cash Assistance (RCA) may automatically be income eligible and require no further income verification if the individual provides acceptable documentation.
 - (1) SNAP documentation must be current and indicate the individual is receiving, or is a member of a family who is receiving or has received in the past six months, SNAP payments at the time of application to the WIOA program.
 - (2) TANF documentation must be current and indicate the individual is receiving, or is a member of a family who is receiving or has received in the past six months, TANF payments at the time of application to the WIOA Adult program.
 - (3) SSI documentation must be current and indicate the individual is receiving, or has received SSI in the past six months and indicate that payments were made to a single recipient. The individual applying to WIOA must be the recipient at the time of application to a WIOA program in order to be considered as a family of one.
 - (4) RCA documentation must be current and indicate the individual is receiving, or has received RCA in the past six months and indicate that payments were made to a single recipient. The individual applying to the WIOA Adult program must be the recipient at the time of application to a WIOA program in order to be considered as receiving public assistance.

103 PROGRAM ELIGIBILITY

Adults must meet eligibility requirements in order to receive WIOA individualized career and training services in the WIOA Adult program.

Dislocated workers, who are unemployed through no fault of their own or who have received an official layoff notice, must meet basic eligibility requirements in order to receive WIOA individualized career and training services in the WIOA DW program.

There are no geographical boundaries in providing services to individuals in any WIOA program. Individuals may apply for services at any ARIZONA@WORK Job Center in Arizona. LWDA's may not create policies that prohibit serving individuals who live outside their local area.

.01 WIOA Adult Eligibility: An individual is eligible for the WIOA Adult program when he or she:

- A. Is 18 years of age or older;
- B. Is a citizen or national of the United States, or a lawfully admitted permanent resident alien, refugee, asylee, parolee, or other immigrant authorized by the United States Attorney General to work in the United States; and
- C. Meets Section 3 of the Military Selective Service Act, as amended at 50 U.S.C. Appendix 453, to register for Selective Service.
 - a. Each LWDA is responsible for determining Selective Service status of males prior to program enrollment.
 - b. Every male citizen, or any male residing in the United States, born on or after January 1, 1960, unless exempt, is required to register with the Selective Service System (SSS) between their 18th and 26th birthdays. Registration with SSS can occur within 30 days of a male's 18th birthday and prior to attaining his 26th birthday.
 - c. A detailed list of males who are and who are not required to register with Selective Service due to an exemption may be found online at <https://www.sss.gov/Registration-Info/WhoRegistration>.
 - d. Selective Service registration can be verified online at <https://www.sss.gov/Home/Verification>. The male's name, date of birth, and social security number is needed to verify registration.
 - e. If a male who is required to register with Selective Service has failed to do so and has attained his 26th birthday, he must provide the LWDA with a Status Information Letter. A male must complete a Status Information Letter Request form, which can be found at <https://www.sss.gov/Portals/0/PDFs/Status.pdf>. When he receives the Status Information Letter from Selective Service, he must provide the documentation to the LWDA and the form may be uploaded into AJC. If documentation is not uploaded into AJC, the documentation must be kept in the participant's program file.
 - f. The LWDA must develop a policy for determining whether a male knowingly and willfully failed to register with Selective Service. When a male was required to register but failed to do so as determined by the Status Information Letter, or by his own acknowledgement, he may only receive WIOA Adult or DW program services if he can establish by a preponderance of evidence, which he presents to the LWDA, that his failure to register was not knowing and willful.

- g. LWDA's are responsible for evaluating the evidence presented by the individual and determining whether a male's failure to register was knowing and willful. LWDA staff must enter AJC Case Notes documenting the evaluation of evidence.
- h. When the LWDA determines that a male's failure to register was knowing and willful, WIOA services must be denied and the reason for the decision must be entered into AJC Case Notes. Individuals denied services must be advised of available WIOA grievance procedures.

.02 WIOA Dislocated Worker Eligibility: Eligibility of a dislocated worker is determined at the time of enrollment. This determination remains intact for the period of participation in the Dislocated Worker (DW) program. A dislocated worker is an eligible adult (see Section 103.01) who meets one of the following four categories.

- A. Category I includes an individual (non-retiree), including recently separated U.S. veterans within 48 months after discharge or release from active duty, who has been terminated through no fault of their own or laid off, or has received a notice of termination or layoff from employment; and
 - a. Is eligible for or has exhausted entitlement to Unemployment Insurance (UI) compensation, or
 - b. Has been employed for a duration sufficient to demonstrate attachment to the workforce (determined on a case-by-case basis by the LWDA), but is not eligible for unemployment compensation due to insufficient earning or having performed services for an employer that was not covered under state unemployment compensation law; and
 - c. Is unlikely to return to a previous industry or occupation. An individual is considered unlikely to return to a previous industry or occupation when:
 - i. Labor market information for the occupation shows a zero or negative growth rate.
 - ii. The local Chamber of Commerce, Economic Development representative, or other credible sources of regional economic information confirm the occupation or industry has shown a significant employment decline in the local labor market area; c. Employment Service confirms that, in the previous sixty days, there was a lack of job orders for that occupation to qualified job seekers, as determined by the LWDA.
 - iii. A plant closure or substantial layoff within the labor market area in the same industry or occupation has occurred in the last six months from the date of plant closure or substantial layoff.
 - iv. The individuals have been actively seeking but are unable to find employment in their previous industry or occupation for a period of 90 days or more from employment separation; or

- v. A person is laid off from a job due to lack of certification.
- vi. 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:
 - 1. 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);
 - 2. 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
 - 3. 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 dislocated workers 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 Dislocated Workers. 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 Dislocated Worker to be eligible.

- vii. Reemployment Services and Eligibility Assessment (RESEA) eligibility is not an automatic qualifier for the Dislocated Worker program.

B. Category II includes an individual who:

- a. Has been terminated through no fault of their own or laid off or has received a notice of termination or layoff from employment as a result of any permanent closure of, or any substantial layoff at, a plant, facility, or enterprise. A substantial layoff is defined as an extended mass layoffs that either involve 500 or more workers or in which the number of separations is at least one-third of the employment prior to the separation, excluding those employees that work less than 20 hours a week (U.S. Bureau of Labor Statistics); or
- b. Is employed at a facility at which the employer has made a general announcement that such facility will close within 180 days; or

- c. For purposes of eligibility to receive services other than training services, career services, or supportive services, is employed at a facility at which the employer has made a general announcement that such facility will close.
- C. Category III includes an individual who was self-employed (including employment as a farmer, rancher, or fisherman) but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters.
- D. Category IV includes an individual who:
 - a. Is a displaced homemaker (an individual who has been providing unpaid services to family members in the home);
 - b. Is the spouse of a member of the Armed Forces on active duty, as defined in U.S.C. Title 10 Section 101 (d) (1), and who has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member; or
 - c. Is the spouse of a member of the Armed Forces on active duty, or who has been discharged from the military, and 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 highest of either:
 - i. 80% of their wages at the date dislocation; or
 - ii. The individual's earned wages are at or below the self-sufficiency threshold established by the LWDA.

.03 WIOA Dislocated Worker Verification of Layoff or Termination

Methods to verify layoff include verification from the employer, a WARN notice, a public announcement with a follow-up crossmatch with the UI system, or a Rapid Response list showing names of affected employees.

When gathering verification documentation becomes a hardship, the LWDA may accept the WIOA Title IB Applicant Statement (WIA-1027A).

A list of acceptable documentation that satisfies verification requirements for veterans and spouses of veterans can be found in the WIOA Title IB Eligibility Checklist (WIA-1027B).

The term “terminated” does not include workers who were terminated for cause, left voluntarily, or voluntarily retired. The status of an individual must be determined prior to providing services.

- A. If an individual is fired for cause by their employer or quits their job they are not considered to be terminated at no fault of their own.
- B. Individuals who accept early “forced” retirement as a part of reduction in workforce are considered terminated at “no fault of their own” and must meet other Dislocated Worker eligibility requirements.

- C. A termination is a permanent situation, where the employer does not plan on rehiring the individual. If an employee is issued a written notice of termination with a possibility of a recall at some future date, the individual is not eligible. However, a layoff notice for a period of twenty-six or more weeks is considered terminated for the purposes of determining eligibility.
- D. Individuals who are likely to remain with the employer through the layoff, or those who are retiring and leaving the workforce instead of seeking new employment, are not considered dislocated workers,

.04 Interim Employment

An otherwise eligible dislocated worker remains eligible if, prior or during participation in the dislocated worker program, interim employment is obtained for the purpose of income maintenance. Interim employment is defined as employment that is accepted by the individual for the purpose of transitory income prior to participation in individualized career services or training services with the intention of ending such employment at the completion of the individualized career services or training services. Earnings from Interim employment must not be more than:

- A. 80 % of their wages at the date of dislocation; or
- B. The self-sufficiency threshold established by the LWDA.

Documents uploaded into AJC must show why the individual's current employment is considered interim employment. If documentation is not uploaded into AJC, the documentation must be retained in the participant's program file.

104 SERVICES FOR ADULTS AND DISLOCATED WORKERS

WIOA establishes two levels of employment and training services for adults and dislocated workers: career services and training services.

.01 Career Services

Career services for eligible adults and DWs must be available in the one-stop delivery system in each LWDA. There are three types of career services, which include basic career services, individualized career services, and follow-up services.

- A. **Basic Career Services**

Basic career services must be made available to all adults and DWs accessing the one-stop delivery system in each LWDA; however, not all individuals will receive all services. When an adult or DW receives a basic career service that requires significant staff assistance, he or she must be enrolled in either the WIOA Adult or DW program. Basic career services must include:

 - a. Determination of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
 - b. Outreach, intake (including identification of unemployment insurance claimants likely to exhaust benefits through the state's Reemployment Service and Eligibility Assessment

- program), and orientation to information and other services available through the One-Stop system. LWDA must provide individuals the webpage link to apply for Temporary Assistance for Needy Families part of this service, as appropriate. Individuals may apply online at <https://des.az.gov/services/basic-needs/financialsupport/cash-assistance>;
- c. Initial assessment of skill levels to determine literacy, numeracy, and English language proficiency, as well as other assessment tools to determine aptitudes, abilities (including skills gaps), and support service needs;
 - d. Labor exchange services, including job search, placement assistance and career counseling, when needed. This includes providing information on nontraditional employment and in-demand industry sectors and occupations;
 - e. Provision of referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and, when appropriate, other workforce development programs. This includes co-enrollments in more than one program. The LWDA must collaborate and work closely with partner programs to address the needs of these co-enrolled customers;
 - f. Provision of workforce and labor market information, including information relating to local, regional, and national labor market areas, such as:
 - i. Job vacancy listings in labor market areas,
 - ii. Information on job skills necessary to obtain the vacant jobs listed, and
 - iii. Information relating to local occupations in demand and their earnings, skills requirements, and
 - g. opportunities for advancement;
 - h. Provision of performance information and program cost information on eligible providers of training services by program and provider type;
 - i. Provision of information, in usable and understandable format and languages, about how the LWDA is performing on local performance accountability measures, as well as any additional performance information related to the OneStop system;
 - j. Provision of information, in usable and understandable format and languages, about the availability of supportive services or other programs that provide assistance and appropriate referrals to those services and programs including, but not limited to:
 - i. Child care,
 - ii. Child support services,
 - iii. Medical and child health assistance (KidsCareArizona's Children's Health Insurance Program (CHIP) through the Arizona Health Care Cost Containment System (AHCCCS),
 - iv. Benefits through the SNAP Program,
 - v. Assistance through the TANF program and other support services and transportation provided through TANF,
 - vi. Assistance through the earned income tax credit,
 - vii. Housing counseling and assistance services sponsored through the U.S. Department of Housing and Urban Development (HUD); and
 - viii. Other Supportive Services, including transportation.

- k. Provision of information regarding filing claims for unemployment insurance benefits, including meaningful assistance to individuals seeking assistance in filing a claim.
 - l. Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.
- B. Individualized Career Services

Individualized career services must be made available to eligible adults and DWs accessing the one-stop delivery system in each LWDA when a LWDA determines additional services beyond basic career services are required to obtain or retain employment; however, not all individuals will receive all services. Adults and DWs must be enrolled in order to receive individualized career services, and LWDA must collect documentation for priority of service for adults enrolled in the WIOA Adult program. Individualized career services must include:

- a. Comprehensive and specialized assessments of the skills levels and service needs of adults and dislocated workers, which may include diagnostic testing, to include basic skills assessment tests approved by the U.S. Department of Education (DOE) identified at 80 FR 48304-48306, such as the Test for Adult Basic Education (TABE 9/10) and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals, and the use of other specialized assessment tools, as determined by the LWDA.

When LWDA decide not to provide comprehensive and specialized assessments for individuals who have college degrees, LWDA policy must clearly define the reason(s) to not provide specialized assessments and how the LWDA determines these clients do not require further testing.

Comprehensive and specialized assessment of skills levels must be provided prior to other individualized career services and training services as the results are used to confirm if an individual is Basic Skills deficient, which in turn is used to determine the participant's priority of service. Once the comprehensive assessment has been completed, other individualized career services and training services may be provided.

- b. Development of an Individual Employment Plan (IEP), which is an ongoing strategy to identify the employment goals, appropriate achievement objectives, associated strategies, and appropriate combination of services for the participant to achieve his or her employment goals, including information about eligible training providers and programs from the Eligible Training Provider List (ETPL). All services provided to a client must be entered on the IEP and Case Notes in Arizona Job Connection (AJC), and must be updated whenever there is a change made.;
- c. Group and/or individual counseling and mentoring.;
- d. Career planning.;
- e. Case management.;
- f. Short-term pre-vocational services, including development of learning skills, communication skills, punctuality, personal maintenance skills and professional conduct services to prepare individuals for unsubsidized employment or training. In some

instances, pre-apprenticeship programs may be considered as short-term pre-vocational services.;

- g. Internships and Work Experiences (WEX) linked to careers.
 - i. An internship or work experience is a planned learning experience that takes place in a workplace for a limited period of time. Internships and work experiences can be paid or unpaid.
 - ii. Labor standards apply to internships and work experiences where there is an employee/ employer relationship, as defined by the Fair Labor Standards Act.
 - iii. Transitional jobs are a type of work experience that is wage-paid and subsidized for those individuals with barriers to employment who are chronically unemployed or have an inconsistent work history, as determined by the LWDA. These jobs are designed to enable an individual to establish a work history, demonstrate work success in an employer-employee relationship, and to develop skills that lead to unsubsidized employment.
 - iv. LWDA's may use up to 10 percent of their combined total adult and dislocated worker allocations for transitional jobs.
 - v. Transitional jobs must be combined with comprehensive career services and supportive services.
 - h. Workforce preparation activities that help an individual acquire a combination of basic skill necessary for the successful transition into and completion of postsecondary education, training, or employment.
 - i. Financial literacy services.
 - j. Out-of-area job search assistance and relocation assistance; and
 - k. English language acquisition and integrated education and training programs.
- C. Follow-up Services

Follow-up services are provided to clients who have obtained unsubsidized employment and exit the WIOA Adult or DW program to promote job retention, wage gains, and career progress.

- a. Follow-up services vary and are determined on a case-by-case basis. The LWDA may provide follow-up services to other individuals who exit the program who have not obtained unsubsidized employment per local area policy. Follow-up services may include:
 - i. Additional career planning and counseling;
 - ii. Contact with the participant's employer, including assistance with work related problems that may arise;
 - iii. Peer support groups;
 - iv. Information pertaining to additional educational opportunities; and
 - v. Referral to supportive services available in the participant's community.
- b. Follow-up services must be made available to clients who exit the WIOA Adult or DW program into unsubsidized employment for a minimum of 12 months following the first day of employment. Follow-up services do not extend the date of exit in performance reporting.

- c. Adult or DW program clients may decline follow-up services if they so choose.
- d. The participant's case file notes must contain documentation substantiating that follow-up services were offered. This may include, but is not limited to, a letter, an e-mail, or case notes based on a telephone or face-to-face conversation.
- e. A minimum of three attempts must be made to contact the individual to offer follow-up services.
- f. Re-enrollment into WIOA Adult or DW program is required when it becomes necessary during the follow-up period to utilize WIOA services beyond those available in follow-up services.
- g. Supportive Services must not be provided after the WIOA Title I-B Adult or Dislocated Worker program participant exits the program, if the individual is need of supportive services the individual must be re-enrolled in the WIOA Title I-B Adult or Dislocated Worker Program. Supportive services, with exception needs-related payments, may be provided as a follow-up service for WIOA Title I-B youth participants.

.02 Training Services

Training services are available to assist individuals in gaining the 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, and other public and private providers of programs of training services. The training must be directly linked to the employment opportunities in either the LWDA in which the participant resides or in another local area where the participant is willing to relocate. For more information on training services, please see the Training Service Policy, Section 500.

105 REGISTRATION, ENROLLMENT, AND DATA ENTRY

WIOA addresses an important distinction between registration and enrollment.

1. A registration in AJC occurs when an adult or dislocated worker creates an account that includes complete data demographics and work history. However, documentation or verification of income is not required.
2. Registration in AJC must occur when an adult or dislocated worker has taken action that demonstrates an intent to use program services and who meets specific reporting criteria for the program, including adults or dislocated workers who:
 - a. Provide identifying information.;
 - b. Use the self-service system.;
 - i. The self-service system includes adults and dislocated workers who independently access any workforce development system program's information either in a physical location, such as a One-stop resource room or partner agency or remotely via use of electronic technologies.

- ii. Virtual services that provide a level of service beyond independent job search or information seeking on the part of an adult or DW would qualify as not self-service.
 - c. Receive information-only services or activities; Informational-only services include providing readily available information that does not require assessment by a staff member of the individual's skills, education, and career objective. Examples of informational services include providing:
 - i. Labor market information.
 - d. The unemployment rate.;
 - e. Information on businesses that are hiring or reducing their workforce.;
 - f. Information on high growth industries; and
 - g. Referrals other than referrals to employment.
- 3. Enrollment into either the Adult or Dislocated Worker program must occur when an individual requires services beyond self-service, or services beyond simply providing the individual information. The program enrollment will depend on the participant's eligibility (see Section 103). It is not acceptable to delay registration or enrollment in AJC until individualized career services or training services are provided or determined necessary. LWDA's must verify income related documents for adults receiving individualized career or training services. Verification of income-related documents is not required for basic career services.
 - a. Enrollments are pending in AJC until they are approved by designated LWDA staff. Pending enrollments must be approved promptly and accurately to ensure expediency of services.
 - b. If a pending enrollment is not approved within 30 calendar days, the AJC System requires that the participant's eligibility be re-determined for its respective program. This includes collecting new/updated verification documentation for eligibility determination. LWDA's must develop local policies that address timely entry of enrollments and run the WIA No Participation report to monitor the timeliness of the pending client record.
- 4. Until reporting systems are in place to report career services, LWDA's must report basic career services as core services, and individualized career services as intensive services. Further guidance on reporting transition will be provided as it becomes available.
- 5. Transactions relating to WIOA Adult and DW program-provided activities and services must be entered or updated in AJC promptly and accurately to ensure expediency of services.
- 6. LWDA's must run the AJC Report 8 – Case Manager Reports/Local Workforce Area – on a monthly basis to ensure timely follow-ups and accurate data recording.
- 7. For Arizona Address Confidentiality Program (ACP) participants, LWDA's must accept and use the substitute address in AJC and in all other documents that contain the participant's address. The Secretary of State's ACP is a program that helps victims of domestic violence, sexual offenses, and/ or stalking. The Secretary of State's ACP Office issues a substitute address to be used instead of the person's home, work, and school address. The Secretary of State's ACP office accepts all first class, registered and election mail for the participant and forwards to her/ his real address at no cost. LWDA's must verify the individuals ACP participation by:

- a. Contacting the Secretary of State's ACP Office; or
- b. Viewing the ACP authorization card. When possible, the LWDA must make a copy of the ACP authorization card for the WIOA Title I-B participant's file.

106 CO-ENROLLMENT

Co-enrollment occurs when a participant is simultaneously enrolled in more than one employment and training program. The LWDA must work closely to address the needs of co-enrolled customers and ensure services are made available to eligible individuals who are referred by partner programs based on priority of service criteria.

Programs that WIOA Title I-B Adult and Dislocated Worker Program may have co-enrollments with include:

1. Migrant Seasonal Farmworker (MSFW)

MSFWs must be identified at the point of entry to assure equity of services is provided.

2. Jobs Program (TANF Work Program)

Jobs Program clients must be identified at the point of entry to assure both priority of service and equity of services is provided.

3. Supplemental Nutrition Assistance Employment and Training (SNA E&T)

SNA E&T clients must be identified at the point of entry to assure both priority of service and equity of services are provided.

4. Trade Adjustment Assistance (TAA)

Individuals who are dislocated from an employer that is certified for TAA must be co-enrolled in the WIOA DW program.

5. Programs under the Second Chance Act

Currently incarcerated individuals who are soon-to-be released from prison, or recently released prisoners may be enrolled in programs under the Second Chance Act. These programs are still being developed and further guidance will be provided as it becomes available.

6. Other employment related programs.

Additionally, youth who have continued to be co-enrolled in WIOA Adult or DW programs or who have been adopted and are now adults must remain eligible for WIOA Adult or DW services and do not require re-determination of eligibility.

107 PROGRAM EXITS

Clients who have not received a service funded by the WIOA Adult or Dislocated Worker program or a partner program for 90 consecutive calendar days and are not scheduled for future services are considered to have exited the program.

1. Program Exit Requirements

The date of exit is the last date a service was provided to a participant. Case notes in AJC must include the reason for exit and documentation may be uploaded into AJC. If the documentation is not uploaded into AJC, the documentation must be retained in the participant's program file.

- a. The participant will not be counted in performance if they exit the program for any of the following reasons:
 - i. Deceased – participant died during participation in either the WIOA Adult or Dislocated Worker program
 - ii. Institutionalized – participant is residing in an institution or facility providing 24-hour support, such as a prison or hospital, and is expected to remain institutionalized for at least 90 days
 - iii. Health/Medical – participant is receiving medical treatment that precludes entry into unsubsidized employment or continued participation in a WIOA program. This does not include temporary conditions expected to last for less than 90 days
 - iv. Entered into Active Military duty-participant who is a reservist and has been called to active duty or participant enlists and reports for active duty which prevents participation in WIOA Title I-B Youth program; or e. Found Ineligible After Registration – participant is determined ineligible to participate in either the WIOA Adult or DW program;
 - v. When a participant receives services from multiple programs, the most recent service end date is the date of exit. Follow-up services provided to clients do not extend the exit date.
- b. If an individual retires, retirement must be recorded in AJC as the reason for the exit for reporting purposes. However, individual is not excluded from the performance measures.

2. Gaps in Service

A participant in the WIOA Adult or DW program may be placed in a "gap in service" when a situation arises that will temporarily prevent program participation for greater than 90 consecutive calendar days. The gap in service will provide time for clients to address barriers to continued participation without exiting the program. In addition to scheduling the participant for a gap in service, the participant must have an in-progress service open in the S & T plan page in AJC to extend the program participation.

- a. A gap in service extends a participant's exit date for 90 calendar days from the time he or she is placed into the gap. The gap in service must be related to:
 - i. A delay before the beginning of training;
 - ii. A health/medical condition, or providing care for a family member with a health/medical condition; or
 - iii. A temporary move from the area that prevents the individual from participation in services, including National Guard or other related military service.
- b. A gap in service may be extended for an additional 90 consecutive calendar days (for a total of 180 consecutive calendar days) to resolve the issue that is preventing a participant from completing program services. The extended gap in service must be related to:
 - i. A health/medical condition, or providing care for a family member with a health/medical condition; or
 - ii. A temporary move from the area that prevents the individual from participation in services, including National Guard or other related military service.
- c. All gaps in service must be referenced in case notes detailing the reason for the gap in service.

Note: A relevant policy broadcast was released by the Department of Economic Security in May 2019:

Workforce Innovation and Opportunity Act (WIOA) Title I-B

Policy Broadcast PB # 19-020

Gap in Service

Effective Immediately

This Policy Broadcast is to inform all Local Workforce Development Areas (LWDAs) and interested parties of WIOA Title I-B Adult, Dislocated Worker and Youth Programs that, under WIOA Title I-B, a planned Gap in Service is no longer permitted.

Program Exits

A. When a participant is unable or unavailable to participate in a WIOA Title I-B program for more than 90 days, for any reason, the participant must exit the program. To initiate the exit, LWDA staff must add the actual end date to all open services on the S&T plan in AJC. After 90 consecutive days have elapsed, without any services provided by the WIOA Title I-B Adult, Dislocated Worker or Youth

Program or a partner program, with no additional services scheduled, the AJC system will exit the participant. The AJC system will retroactively apply the date of exit to the last day of service.

B. When a participant has exited the WIOA Title I-B program because he or she was unable or unavailable to participate in the program, but later becomes able and available, LWDA staff may re-enroll the individual in a WIOA Title I-B program for which the individual remains eligible. A new eligibility determination is required when 90 days have elapsed since the last date of service. When the participant has more than one exit per program year (PY), each exit is considered a separate period of participation.

C. For WIOA Title I-B participants currently in a Gap in Service, but are now able and available to participate, adding a service to the S & T plan in AJC will restore their program participation, only if the date is set on or before the Gap of Service end date.

When the participant remains unable or unavailable to participate in the program, extensions to Gaps in Service are not permitted. In this case, LWDA staff must initiate the exit by adding the actual end date to all services on the S&T Plan in AJC, as described in paragraph A of this section.

Exclusionary Exits

A. For the WIOA Title I-B Adult and Dislocated Worker Programs, participants will only be excluded from performance indicator calculations for the following reasons:

1. The participant exits the program because he or she has become incarcerated in a correctional institution or has become a resident of an institution or facility providing 24-hour support, such as a hospital or treatment center, during the course of receiving services as a participant.
2. The participant exits the program because of medical treatment, expected to last longer than 90 days, which precludes entry into unsubsidized employment.
3. The participant exits the program because the participant is a member of the National Guard or other reserve military unit of the armed forces and is called to active duty for at least 90 days;
or
4. The participant is deceased.

B. For the WIOA Title I-B Youth Program, participants will only be excluded from performance indicator calculations for the following reasons:

1. The participant exits the program because he or she has become incarcerated in a correctional institution or has become a resident of an institution or facility providing 24-hour support, such as a hospital or treatment center, during the course of receiving services as a participant.
2. The participant exits the program because of medical treatment, expected to last longer than 90 days, which precludes entry into unsubsidized employment.
3. The participant is in the foster care system as defined by 45 CFR 1355.20(a), and exits the program because the participant has moved from the LWDA as part of such a program or system.

4. The participant exits the program because the participant is a member of the National Guard or other reserve military unit of the armed forces and is called to active duty for at least 90 days;
or

5. The participant is deceased.

C. When an exclusionary exit reason is added to AJC, documentation for the reason of exit must be added to AJC and/or to the participant's case file. When a participant exits the program due to medical treatment, documentation must show that the medical treatment will last longer than 90 days. When a participant exits the program due to being called to active duty, the documentation must show that the active duty will last longer than 90 days.

The revisions in this policy broadcast will be incorporated into the WIOA Title I-B Adult, Dislocated Worker and Youth Program Policies when they are revised.

This information will be incorporated into the next revision of the WIOA Policy Manual.

Appendix 3: Maricopa County Priority of Service Policy

AUTHORIZED BY: Tom Colombo, Assistant Director

SUBJECT: Priority of Service WIOA Title 1B

Purpose: To ensure compliance with WIOA Priority of Service requirements local workforce areas must establish a priority of service policy for Title 1B Adult programs for Individualized Career and Training Services. This policy does not apply to Basic services, or to Dislocated Workers and is no longer based on limited funding.

This Priority of Service policy is effective immediately. Once the individual's priority of service status is determined it will be documented in case notes using the priority levels below.

Responsibility of: ARIZONA@WORK – MARICOPA COUNTY staff, partners, contractors, subcontractors and subgrantees

Process Description: Calculation of priority of service is determined in the following order:

- 1st Priority: Veterans and eligible spouses of veterans who are determined to be low income or basic skills deficient
- 2nd Priority: Non-veterans or eligible spouses of veterans who are considered low income or basic skills deficient
- 3rd Priority: Veterans and eligible spouses of veterans who are not low income
- 4th Priority: All other WIOA eligible Adults who are not low income

Definitions:

Eligible Veteran:

1. A person who served in the active military, naval, or air service and was discharged or released under conditions other than dishonorable.
2. Active service includes full-time duty in the National Guard or a Reserve component, other than full-time duty for training purposes.

Eligible Spouse is the spouse of any of the following:

1. Any veteran who died of a service-connected disability.
2. Any member of the Armed Forces serving 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:
 - a. Missing in action.
 - b. Captured in the line of duty by a hostile force; or
 - c. Forcibly detained or interned in the line of duty by a foreign government or power.

3. Any veteran who has a total disability resulting from a service-connected disability, as evaluated by the Department of Veterans Affairs; or
4. Any veteran who died while a disability was in existence.

Appendix Four: Incumbent Worker Training Policy

I. APPLICABILITY/SCOPE

This policy applies to Incumbent Worker Training services delivered through the Workforce Innovation and Opportunity Act (WIOA) Title IB grant by staff and contracted providers of ARIZONA@WORK: Maricopa County.

II. PURPOSE

The purpose of Incumbent Worker Training is to provide workers and employers the opportunity to build and maintain a quality workforce. This policy is to establish the rationale and criteria for use and provision of service for the business customer. Incumbent Worker training can be used to:

1. Avoid layoff of employees; and
2. Increase the skill levels of employees so they can be promoted within the company and create backfill opportunities for the employers.

III. BACKGROUND

A. Training is designed to help the local area employer's workforce obtain the skills necessary to retain employment and prevent job loss. The training activities are carried out by the local board in conjunction with employers or a group of employers (which may include employers in partnership with other entities for delivering such training) to assist such workers in obtaining the skills necessary to retain employment or avert layoffs.

Section 134(d)(4) of the Workforce Innovation Opportunity Act (WIOA), states Incumbent Worker Training (IWT) must increase the competitiveness of the employee and/or employer. The Maricopa County Workforce Development Board (MCWDB) can approve up to 20 percent of the adult and dislocated worker funds to provide for the federal share of cost of providing Incumbent Worker Training. When determining the employer's eligibility for participating in Incumbent Working training, the following factors need to be considered:

1. The characteristics of the participants in the program (e.g. individuals with barriers to employment);
2. The relationship to the occupational competitiveness of the employer and the employees; and
3. Other factors the MCWDB may use to determine employer eligibility may include the number of employees participating, wage and benefit levels (pre-and post), and existence of other training and advancement opportunities by the employer.

IV. DEFINITIONS

INCUMBENT WORKER TRAINING - WIOA Section 134(d)(4)(B) defines Incumbent Worker Training as training that is designed to meet the special requirements of an employer (including a group of employers) to retain

a skilled workforce or avert the need to lay off employees by assisting the workers in obtaining the skills necessary to retain employment and is conducted with a commitment by the employer to retain or avert the layoffs of the incumbent worker(s) trained.

REPORTABLE INDIVIDUAL – is an individual who has taken action that demonstrates an intent to use program services and who meets specific reporting criteria for the program described below in Section IV.A.2, items a-c. Reportable individuals are not Participants and are not part of performance measures but must have an AJC registration.

V. POLICY

A. Worker Criteria

To qualify as an incumbent worker, the individual must:

1. Live in the State of Arizona;
2. Meet the Fair Labor Standards Act for an employer-employee relationship; and
3. Be employed by the contract employer with an established work history for at least six months.
4. When a cohort of incumbent workers is being provided WIOA 20 CFR Section 680.780 states not every employee in the cohort must have an established employment history with the employer for six months or more as long as a majority of those employees being trained do meet the employment history requirement.

If the incumbent worker is enrolled in WIOA Title IB Adult and Dislocated Worker program, eligibility standards will need to be met. If the incumbent worker is not currently enrolled in WIOA Title IB Adult and Dislocated Worker program, eligibility standards will not be required. However, this incumbent worker is considered a “reportable individual” according to policy 400.403, Data Integrity and the Customer Participation Cycle, Section III., Definitions. The definition of a reportable individual is listed in Section IV. DEFINITIONS of this policy.

B. Business Criteria

All businesses must be located and conducting business within the State of Arizona. Incumbent Worker Training contracts will not be provided to any business that has relocated within the previous 120 days of its application if the relocation has resulted in any employee losing his or her job at the original location. Each business agrees to:

1. Complete an application that meets the Incumbent Worker Training Assessment Rubric and enter into a contract with Maricopa County;
2. Demonstrate why and how the training will provide skills necessary to retain or avert layoffs;

3. Adhere to applicable WIOA Title 1B administrative requirements as well as WIOA Section 188 nondiscrimination and equal opportunity provisions of the law;
4. Provide a Training Development Plan that identifies the training need and competencies that will be achieved for everyone selected to receive the training (provided in application package);
5. Provide copies of a “Certificate of Completion” for everyone who successfully completes the prescribed training program. Such certificates must contain the individual’s name and the class or course completed through training;
6. Continue to employ the individual upon successful completion of training;
7. Be available for program monitoring on a scheduled basis; and
8. Provide quarterly post-training reports, including information on the retention and/or promotions of trainees and the impact training made on the business, for one year after the completion of the training.

C. Training Criteria

1. Requested Incumbent Worker Training must not:
 - a. Displace any currently employed workers (including a partial displacement such as a reduction in non-overtime work, wage, or employment benefits);
 - b. Impair an existing contract for services or a collective bargaining agreement;
 - c. Procure, contract for, or incur costs to be paid from WIOA Title IB program funds prior to the start date, as determined by the date when all parties sign the contract;
 - d. Include proprietary training specific to a company, unless skills are determined to be transferable to other businesses or industries;
 - e. Be used to directly or indirectly assist, promote, or deter union organizing; and
 - f. Be used if the organization has internal training programs and/or employee reimbursement programs that are provided to the employees for the requested training.
2. Application process will identify one or more of the following training criteria that creates benefit to the individual workers participating in training:
 - a. Layoff aversion;
 - b. Attainment of self-sufficiency as measured by 450% of the Lower Living Standard Income Level (LLSIL);
 - c. Individual job pathing via promotion pending successful completion of training;
 - d. Increased wage pending successful completion of training;

- e. Number of employees participating in the training;
 - f. Relationship to the competitiveness of the employer and the employees; or
 - g. If essential skills training that addresses abilities, traits and behavior rather than formal technical knowledge training, is required, then the submitted application should demonstrate a programmatic approach that results in an increase in competitiveness of the employee.
-
- I. Maricopa County may reserve up to 20 percent of the total adult and dislocated worker allocations for Incumbent Worker Training through the Maricopa County Workforce Development Board's (MCWDB's) approval of the budget. Maximum contract per company is up to \$50,000 per fiscal year with an option for the MCWDB to approve additional funds based on the employer's extraordinary ability to impact job seekers. Additional funding determinations are based on the eight training criteria listed in the Business Criteria section V.B. of this policy.
 - II. The Incumbent Worker Training Assessment Rubric, as well as the application form, will be used as sources for the MCWDB to establish relevancy for extension of funds beyond the \$50,000 maximum contract amount.
 - III. Staff should evaluate the employee impact including training criteria, the number of employees assisted and competitive factors when considering consecutive contracts. Staggered start contracts are contracts that have not demonstrated successful completion because the first contract has not reached the contract completion date. Staff may consider extending a request to withhold executing a second contract allowing a successful completion history to be demonstrated.

D. Employer Match

Employers participating in Incumbent Worker Training must pay a significant portion of cost of the training for those participants in Incumbent Worker Training. This can be done through both cash and/or in-kind payments. In-kind funds are defined as hourly wages paid to participants while in training. Rules for matching funds are provided in the Uniform Guidance and Department of Labor (DOL) exceptions at 2 CFR 200.306 and 2 CFR 2900.8 respectively.

Section 134(d)(4)(D)(ii) of WIOA provides the minimum amount of employer share in the Incumbent Worker Training is dependent on the size of the employer:

1. The non-federal share depends on the size of the employer and must not be less than:
 - a. Ten percent of the cost for employers with not more than 50 employees;
 - b. Twenty-five percent of the cost for employers with more than 50 employees, but not more than 100 employees; and
 - c. Fifty percent of the cost for employers with more than 100 employees.

E. Performance Reports

Performance data will be collected at the end of the contract to ensure employers who are participating in Incumbent Worker Training are fulfilling their commitment to retain training participants after they complete the training program. Tracking will include variables defined in the application form including:

1. Layoff aversion;
2. Attainment of self-sufficiency;
3. Individual job pathing via promotion pending successful completion of training;
4. Increased wage pending successful completion of training;
5. Number of employees participating in the training;
6. Relationship to the competitiveness of the employer and the employees;
7. Confirmation of successful skills completion;
8. Within 30 days of completion of training, submit invoices for reimbursement and provide copies of certifications of training completions for each trainee/employee; and
9. Within 60 days of completion of training, provide work related outcomes (promotions, salary increase, etc.) of employees that participated in training.

VI. POLICY MANAGEMENT REQUIREMENTS

Administrative revisions to the policy may be made by the MCWDB's Executive Director, with notice to the MCWDB's Executive Leadership Committee. All other substantive revisions will go to the Executive Leadership Committee for review and recommendation to the MCWDB for approval.

VII. ADDITIONAL OR MISCELLANEOUS INFORMATION

- A. Incumbent Worker Training Application Assessment Rubric – See Below

COMPANY NAME	<Insert Company Name Here>	Rubric Data	Rating	Point Potential
Is the received application complete, including how the training will avert layoffs of applicable employees? - if the application is incomplete, the application will not be approved for review.				<i>No point value</i>
Employer Size -if 1-50 = 5 pts, 51-100 = 4 pts, 101+ = 3 pts				5
Is the employer inside Maricopa County, and outside of Phoenix? - if yes = 5 pts, no = 0			0	5
Program to target group with barriers <i>Populations for barriers to employment defined by WIOA Sec. 3(24) may include: 1) older individuals, 2) previously justice involved, 3) homeless, 4) long-term unemployed, 5) individuals with a disability, 6) youth who are in or have aged out of foster care, 7) English language learners, low levels of literacy, and individuals facing substantial cultural barriers.</i> - if yes = 5, if no = 0				5
Enter the number of potential variables the proposed training will attain: 1. Will a result of the training increase any participant wages to over \$13.00 per hour, and/or; 2. Will a result of the training increase in wages of all participants, and/or; 3. Will result in a credential versus skills gain, and / or, 4. Will a result of the training increase competitiveness evident by completer(s) receiving a promotion? (4 variables 10 pts; 3 variables 9 pts; 2 variables 7 pts, 1 variable 5 pts, 0 variables 0 pts)				10
Sector is Construction, Finance & Insurance, Healthcare & Social Assistance, Information, Manufacturing, or Transportation & Warehousing - if yes = 5, if no = 0.				5
Will the program serve participants with an average wage under \$69,000 <i>if yes = +10 pts, no = 0</i>				10
Total rating for new application:			0	40
Maricopa County reserves the right to take any course of action the County deems appropriate at the County's sole and absolute discretion which may include: - Accepting or rejecting any or all applications or any part of any or all applications; - Requesting additional information regarding the application				
If the employer is a previous WIOA grant recipient, staff is to verify previous contract compliance. If the previous WIOA grant contract was not in compliance, the current grant application will be rejected.				
If the employer has received WIOA funds in the past, were the following criteria of the contract met?				Rating
Layoffs averted, and/or increase of average wages, and/or any participants earned a promotion.				
Equal Opportunity Training Completion				
Quarterly Reports Provided				

Form revision: 6.11.2020 Additional Information per Incumbent Worker Training Policy 300.310

Equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities.

Appendix Five: Target Occupations

Table 35: Target Occupations

SOC	Title	ITA Limit	Median Wage Hourly
47-2031	Carpenters	\$3,000	\$20.59
47-2051	Cement masons and concrete finishers	\$3,000	\$20.05
13-1051	Cost estimators	\$3,000	\$30.79
43-5032	Dispatchers, except police, fire, and ambulance	\$3,000	\$18.46
49-9051	Electrical power-line installers and repairers	\$7,000	\$41.95
47-2111	Electricians	\$7,000	\$22.53
49-9021	Heating, air conditioning, and refrigeration mechanics and installers	\$7,000	\$20.67
47-2073	Operating engineers and other construction equipment operators	\$7,000	\$22.89
47-2152	Plumbers, pipefitters, and steamfitters	\$7,000	\$22.37
41-9022	Real estate sales agents	\$3,000	\$28.17
47-2181	Roofers	\$3,000	\$17.93
49-2098	Security and fire alarm systems installers	\$5,000	\$23.47
47-2211	Sheet metal workers	\$5,000	\$19.87
13-2011	Accountants and auditors	\$5,000	\$31.73
43-3021	Billing and posting clerks	\$5,000	\$18.02
43-4011	Brokerage clerks	\$5,000	\$22.82
13-1190	Business operations specialists, all other	\$5,000	\$30.50
13-1031	Claims adjusters examiners and investigators	\$3,000	\$32.64
13-1041	Compliance officers	\$3,000	\$28.50
13-2098	Financial analysts	\$5,000	\$35.70
13-2061	Financial examiners	\$5,000	\$24.38
43-9041	Insurance claims and policy processing clerks	\$3,000	\$19.56
41-3021	Insurance sales agents	\$3,000	\$22.22
13-2053	Insurance underwriters	\$3,000	\$34.83
43-4131	Loan interviewers and clerks	\$5,000	\$19.84
13-2072	Loan officers	\$5,000	\$25.91
13-2052	Personal financial advisors	\$5,000	\$38.25
41-3031	Securities, commodities, and financial services sales agents	\$5,000	\$25.23
31-9091	Dental assistants	\$7,000	\$21.15
29-1292	Dental hygienists	\$7,000	\$43.88
29-2032	Diagnostic medical sonographers	\$7,000	\$42.43
29-2090	Health technologists and technicians, all other	\$5,000	\$21.00
29-2052	Pharmacy Technicians	\$5,000	\$16.74
29-2010	Medical and Clinical Laboratory Technologists	\$7,000	\$26.18
29-2010	Medical and Clinical Laboratory Technicians	\$7,000	\$26.18
29-2061	Licensed practical and licensed vocational nurses	\$7,000	\$27.00
31-9092	Medical assistants	\$7,000	\$16.17
31-9093	Medical equipment preparers	\$7,000	\$17.47
29-2098	Medical records and health information technicians	\$7,000	\$17.98
43-6013	Medical secretaries	\$7,000	\$17.47
31-1131	Nursing assistants	\$3,000	\$14.99
31-2021	Physical therapist assistants	\$5,000	\$22.41
29-2034	Radiologic technologists	\$7,000	\$32.09
29-1141	Registered nurses	\$7,000	\$37.04

SOC	Title	ITA Limit	Median Wage Hourly
29-1126	Respiratory therapists	\$7,000	\$28.33
25-3021	Self-enrichment education teachers	\$3,000	\$18.70
21-1093	Social and human service assistants	\$3,000	\$14.59
29-2055	Surgical technologists	\$7,000	\$25.10
31-9097	Phlebotomist	\$3,000	\$15.56
15-1241	Computer network architects	\$5,000	\$49.54
15-1211	Computer systems analysts	\$5,000	\$42.80
15-1232	Computer user support specialists	\$5,000	\$22.81
15-1245	Database administrators	\$5,000	\$44.55
15-1212	Information security analysts	\$5,000	\$46.86
15-1244	Network and computer systems administrators	\$5,000	\$39.55
15-1132	Software developers, applications	\$5,000	\$48.45
15-1257	Web developers	\$5,000	\$30.74
15-1133	Software developers, systems software	\$5,000	\$49.16
15-1231	Computer network support specialist	\$5,000	\$29.41
15-1251	Computer Programmer	\$5,000	\$47.56
49-3011	Aircraft mechanics and service technicians	\$7,000	\$31.37
51-2090	Assemblers and fabricators, all other, including team assemblers	\$7,000	\$14.82
51-9161	Computer numerically controlled machine tool programmers, metal & plastic	\$7,000	\$27.85
51-9161	Computer-controlled machine tool operators, metal and plastic	\$7,000	\$17.69
49-9041	Industrial machinery mechanics	\$7,000	\$22.52
51-9061	Inspectors, testers, sorters, samplers, and weighers	\$7,000	\$19.53
51-4041	Machinists	\$7,000	\$23.81
49-9071	Maintenance and repair workers, general	\$7,000	\$17.59
41-4012	Sales representatives, wholesale and manufacturing	\$3,000	\$26.75
51-4121	Welders, cutters, solderers, and brazers	\$7,000	\$19.06
13-1111	Management analysts	\$7,000	\$35.94
13-1161	Market research analysts and marketing specialists	\$7,000	\$28.13
43-4171	Receptionists and information clerks	\$3,000	\$14.18
43-4051	Customer service representatives	\$3,000	\$16.28
13-1151	Training and development specialists	\$5,000	\$27.25
35-2012	Cooks, institution and cafeteria	\$3,000	\$12.78
41-3091	Sales representatives, services, all other	\$3,000	\$23.21
49-3031	Bus and truck mechanics and diesel engine specialists	\$5,000	\$21.70
53-3052	Bus drivers, transit and intercity	\$5,000	\$19.53
43-5011	Cargo and freight agents	\$5,000	\$22.35
53-3032	Heavy and tractor-trailer truck drivers	\$5,000	\$20.77
53-7051	Industrial truck and tractor operators	\$5,000	\$16.84
53-3033	Light truck or delivery services drivers	\$5,000	\$16.84

Maricopa County Workforce Development Board, Policy 17-42 (Change 1)

2020-2023 Plan	2022 Modification Topic	Summary of Changes	Page
Introduction	Board goals	Updated goals per the Board Strategic Plan	12
	WIOA directives to support board goals	Added excerpt from WIOA specific to the roles of the local workforce board	13-16
	Added modifications crosswalk	Added table that details the modifications made to the WIOA Local Plan	17
	Impact of COVID-19	Updated data in the statement on COVID-19	18
Section 1.1			
1.1.1	Description of the ARIZONA@WORK system in Maricopa County	Updated population data	21
1.1.1.2	Chief Elected Officials	Updated profiles of the Maricopa County Board of Supervisors	24-25
1.1.1.3	Executive Director and LWDB staff	Changed name of Executive Director and added board staff positions	26
1.1.1.6	Overall operations (administration, fiscal operations, board membership)	Updated board roster	30
1.1.2	Regional planning efforts	Added statement on the priority of the board's new strategic plan on regional collaboration	33
Section 1.2			
1.2.1	Economic Analysis	Updated the economic and labor market data throughout the section	34-43
1.2.2	Workforce Analysis	Updated the skills profiles and workforce analysis throughout the section	44-61
1.2.3.1	Current activities	Inserted a summary of the board's new strategic plan	62-67
1.2.3.2	Assessment of strengths and weaknesses of the workforce	Updated data on Arizona postsecondary institutions and awards	69-70

1.2.3.2.1	Individuals with barriers to employment	Updated the profiles of relevant programs, including elimination of the Maryvale Workforce Initiative and the Strengthening Working Families Initiative and added statements on the impact of COVID-19 on Smart Justice and Clean Smart programs.	74-75
1.2.4	Vision to support growth and economic self-sufficiency	Updated the profile of the board's vision and the strategic plan to achieve it	77-81
1.2.5	Workforce Development Capacity	Updated profiles of Maricopa County workforce assets, including a description and summary of the value proposition of the new East Valley Career Center	82-84
Section 1.3			
1.3.1.1	Expand access to services for individuals with barriers to employment	Eliminated profiles of the Maryvale Workforce Initiative and SWIFI programs	72-76
1.3.2.5.6	Registered apprenticeships	Updated tables of current programs	93-94
1.3.15	LLSIL and Poverty Thresholds	Updated LLSIL and poverty thresholds with 2022 standards	121
Section 1.4			
1.4.3	Performance levels	Updated the negotiated performance level targets and most recent performance levels	138-139
Section 1.5			
1.5.1.1	Public comment	Added statement describing the submission of the plan modification for public comment and a summary of comments received	144-145
Appendices			
Appendix One	Industries in Maricopa County	Updated employment and establishment values in industry table	147-148