



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

Table of Contents

Table of Contents	2
Table of Tables	7
Table of Figures	8
Introduction	9
Statement on the Impact of COVID-19	19
Section 1.1 Infrastructure	20
1.1.1 Description of the ARIZONA@WORK system in Maricopa County.....	20
1.1.1.1 Name of the county(ies), city, and/or tribes included in the LWDA.	20
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)	23
1.1.1.3 The names of the entities (e.g., county/city/tribe/non-profit/for profit) that provide the following WIOA functions:	26
1.1.1.3.1 Local fiscal agent (See 20 CFR 679.420 for functions).	26
1.1.1.3.2 LWDB Director and other LWDB staff (20 CFR 679.400 for roles).....	26
1.1.1.3.3 Provider(s) selected by the LWDB	26
1.1.1.4 Procured contracts or written agreements for subgrants or contractors (20 CFR 679.420(c)(1));	27
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)):	28
1.1.1.5.1 Fiscal,	28
1.1.1.5.2 Equal opportunity,	28
1.1.1.5.3 Programmatic (Title I-B, including eligible training providers)	28
1.1.1.2 Overall operations (Administration, fiscal operations, board membership.	30
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)	31
1.1.2 Describe regional planning efforts if the LWDB is engaging in regional planning and/or coordination with other LWDA's (such as for sector strategies, coordination with education providers, or other service planning activities). (See 20 CFR 679.540). Include a description of any regional service strategies that include the use of cooperative service delivery agreements including the entities in which the agreements are with.	33
Section 1.2 Strategic Planning Elements.....	34
1.2.1 Economic Analysis.....	34
1.2.1.1 Economic conditions, including existing and emerging in-demand industry sectors and occupations ..	34
1.2.1.1.1 To include explanation of industries and occupations, and full list available as appendix	34

1.2.1.2 Employment needs of businesses in existing and emerging in-demand industry sectors and occupations	38
Section 1.2.2: Workforce Analysis	44
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	44
1.2.2.2 Regional workforce needs including:	50
1.2.2.2.1 Current labor force employment and unemployment data	50
1.2.2.2.2 and information on labor market trends,	55
1.2.2.2.3 and the educational and skill levels of the workforce in the region, including individuals with barriers to employment;	61
Section 1.2.3 Workforce development, education and training activities analysis.....	63
Section 1.2.3.1 Description of Current Activities	64
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:.....	70
1.2.3.2.1 Individuals with barriers to employment	75
1.2.3.2.2 Employment needs of businesses	76
Section 1.2.4 Vision to support growth and economic self-sufficiency	78
Section 1.2.5 Workforce development capacity.....	78
1.2.5.1 Assessment of workforce development capacity	83
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	87
Section 1.2.6 Statewide strategy assurances.....	92
Section 1.2.7 Statewide strategy support.....	93
1.2.7.1 Description of plan to implement the state strategies over the next four years including:.....	94
1.2.7.1.1 Entities the board will work with to implement the state strategies	94
Section 1.3 System Coordination	97
1.3.1 Description of how WDB will work with the entities carrying out the core programs in order to:	97
1.3.1.1 Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment	97
1.3.1.2 Facilitate the development of career pathways	101
1.3.1.3 Facilitate the coordination of co-enrollment with ARIZONA@WORK partners.....	102
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)	103
1.3.2 Description of the WDB’s strategies and services and how they will be used within the local area to:	106

1.3.2.1 Facilitate engagement of businesses, including small businesses and businesses in in-demand industry sectors and occupations, in workforce development programs	106
1.3.2.2 Support a local ARIZONA@WORK system that meets the needs of businesses in the local area	107
1.3.2.3 Better coordinate workforce development programs and economic development	108
1.3.2.4 Strengthen linkages between the local ARIZONA@WORK system and Unemployment Insurance programs	110
1.3.2.5 Implement the following initiatives to support the strategies described:.....	111
1.3.2.5.1 Incumbent worker training programs:	111
1.3.2.5.2 Customized training programs	112
1.3.2.5.3 Industry and sector strategies	112
1.3.2.5.4 Utilization of effective business intermediaries	115
1.3.2.5.5 On-the-job training programs.....	115
1.3.2.5.6 Registered apprenticeships	117
1.3.2.5.7 Work experience programs	120
1.3.2.5.8 Other business services and strategies designed to meet the needs of regional employers	120
1.3.3 Explanation of the role of the WDB in the Eligible Training Provider (ETP) program approval process to include:	122
1.3.3.1 Local ETP program requirements or performance standards.....	122
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	122
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	124
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.....	124
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	126
1.3.7 Definition for the following for the WIOA Title I-B Dislocated Worker Program:	127
1.3.7.1 General announcement	127
1.3.7.2 Unlikely to return to previous occupation or industry	127
1.3.7.3 Unemployed as a result of general economic conditions in the local area, or as result of a natural disaster.....	128
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	129
1.3.9 Description and Assessment of the type and Availability of youth workforce investment activities in the local area.....	131

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	133
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.....	135
1.3.10 Description of how training services will be provided, including:	137
1.3.10.1 Limitations for ITA amount and duration, if included in policies.....	138
1.3.10.2 Whether contracts for training services will be used and the process for their use	138
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	139
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.....	140
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)	142
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.....	144
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	145
1.3.15 Definition of “underemployed”	146
1.3.16 Definition and eligibility documentation for “requires additional assistance to enter or complete an education program, or to secure and hold employment for:.....	147
1.3.16.1 Out-of-school youth and.....	147
1.3.16.2 in-school youth	148
1.3.17 Describe competitive procurement processes for subgrants and contracts.....	149
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	151
1.3.18.1 Name of the Title II adult education provider grantee(s) in the local area that were included in this coordination.....	151
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)	151

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)).....	155
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.....	156
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.....	157
Section 1.4 Performance and Continuous Improvement	159
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.....	159
1.4.2 Local levels of performance for Title I-B for Program Years 2020-2021.....	160
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.	161
1.4.3 Expected levels of performance relating to the performance accountability measures based on primary indicators of performance	163
1.4.3.1 Including the expected levels of performance relating to the performance accountability measures based on primary indicators of performance	163
Section 1.5 Public Comment.....	170
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.....	170
1.5.1.1 Emphasis on public comment opportunities for representatives of businesses, education, and labor organizations.....	170
1.5.2 Inclusion of any comments received expressing disagreement with local plan.....	171
Appendices.....	172
Appendix One: Industries in Maricopa County.....	173
Appendix Two: DES Adult and Dislocated Worker Eligibility Policy.....	175
Appendix 3: Maricopa County Priority of Service Policy	201
Appendix Four: Incumbent Worker Training Policy.....	203
Appendix Five: Target Occupations	208

Table of Tables

1	Maricopa County Supervisor Districts.....	24
2	MCWDB Membership as of August 2022.....	30
3	In Demand Industry Sectors.....	35
4	5-Star Occupations, Ten Highest Average Annual Wages, Maricopa County Workforce Area.....	36
5	5-Star Occupations, Ten Largest Projected Growth, Maricopa County Workforce Area.....	37
6	Job Posting Information, Maricopa County (Jan - Aug 2020).....	40
7	Table 7. Top 20 Employers by Job Postings, Maricopa County (Jan - Aug 2020)	41
8	Education Requirements in Job Postings, Maricopa County (Jan - Aug 2020)	45
9	20 Most Frequent Qualifications, Job Postings, Maricopa County (Jan - Aug 2020)	49
10	Labor Force Characteristics, Maricopa County.....	51
11	Arizona Counties by Labor Force Participation Rate.....	36
12	Labor Force Participation by Race.....	37
13	Labor Force Participation by Age.....	37
14	Projected Short-Term Employment Growth (2019-2021) By Local Workforce Area.....	40
15	Educational Attainment, Population 25 Years and Over.....	41
16	Disability levels.....	62
17	Labor Force Participation by Poverty Status.....	43
18	Maricopa Workforce Development Board Strategic Goals.....	64
19	Maricopa County Community College District, 2018-2019 Awards.....	48
20	Goals and Strategies.....	64
21	Arizona And Maricopa County LWDA Priority Sectors.....	110
22	Registered Apprenticeships with Immediate Openings as of This Writing.....	118
23	Registered Apprenticeships Accepting Applications as of This Writing.....	119
24	Pre-Apprenticeship Programs Accepting Applications as of This Writing.....	119
25	Youth Services Providers.....	104
26	Income Matrix for Maricopa for 2020 70% LLSIL And Self-Sufficiency.....	146
27	Out-of-School Youth Additional Assistance Criteria.....	147
28	In-School Youth Additional Assistance Criteria.....	148
29	Maricopa County Local Area Negotiated Performance Levels PY 22, WIOA Title IB.....	165
30	Partner Contributions.....	168
31	Industries in Maricopa County.....	173
32	Target Occupations.....	209

Table of Figures

1	Maricopa County Boundary Map	20
2	Maricopa County Population, Annual Estimated and Projected Growth Rates, 2010-2030	21
3	Maricopa County Supervisor Districts	23
4	Maricopa County Supervisors	24
5	WIOA Core Programs	32
6	Top Common Skills Vs. Top Hard Skills, Job Postings, Maricopa County (Jan - Aug 2020)	35
7	Unemployment rate, Maricopa County, August, 2010-2020	37
8	Unemployment Rates by Educational Attainment, Ages 25-64	38
9	Share of Total Projected Long-Term Employment Growth by Local Workforce Area	39
10	Unemployment Rates by Educational Attainment, Ages 25-64	41
11	Percentage of Population with a Disability	42
12	Comprehensive Workforce Development System	46
13	ARIZONA@WORK Authority	58
14	Core Partners Roles	63
15	The Four Features of Sector Strategies	86
16	Unemployment Rates, United States, Arizona and Maricopa County, 2019-2020	131
17	Labor Force Participation Rate, Arizona & United States, 2018-2020	132
18	Number of Employed Persons, United States and Arizona	132

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.

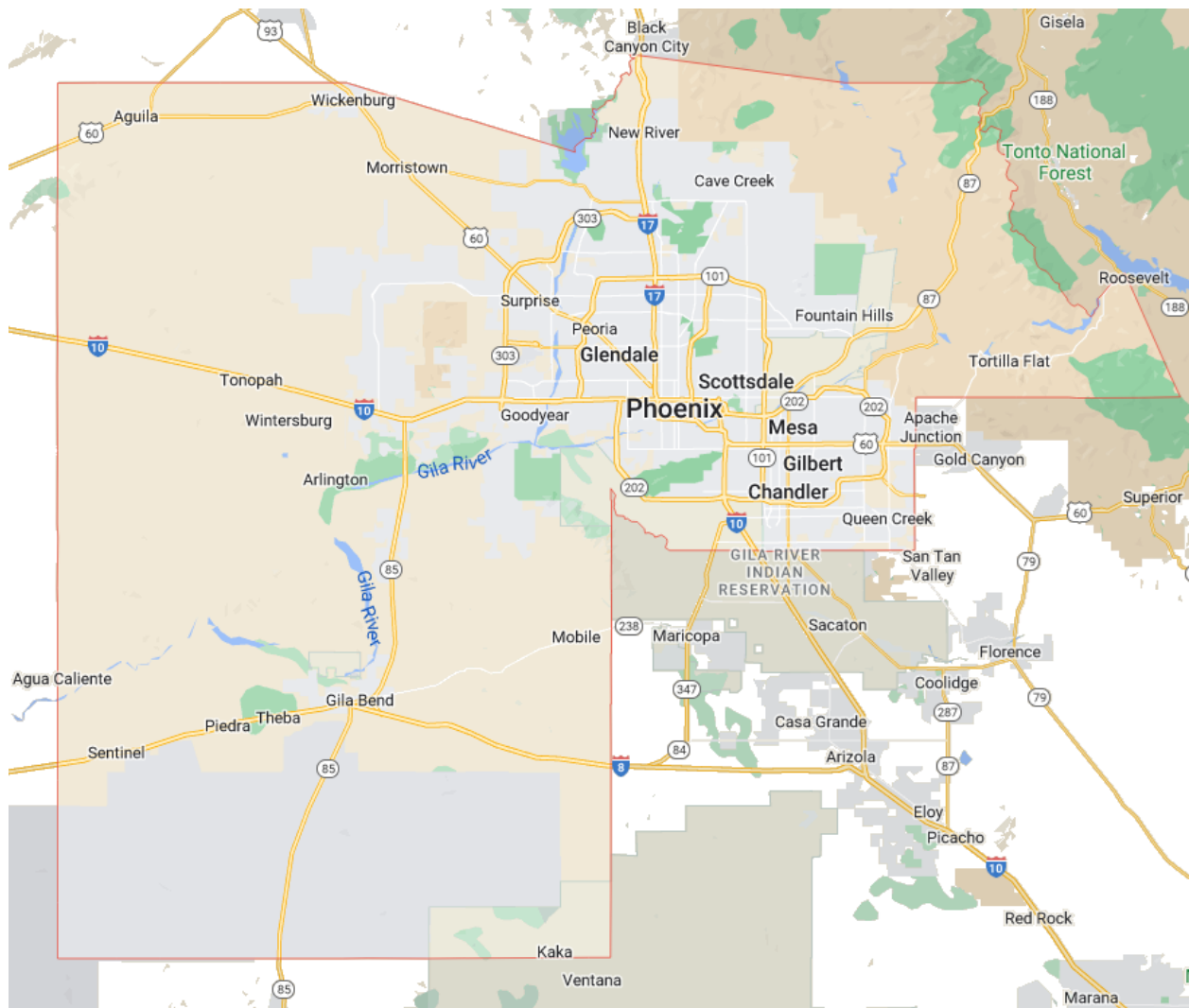
Section 1.1 Infrastructure

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.

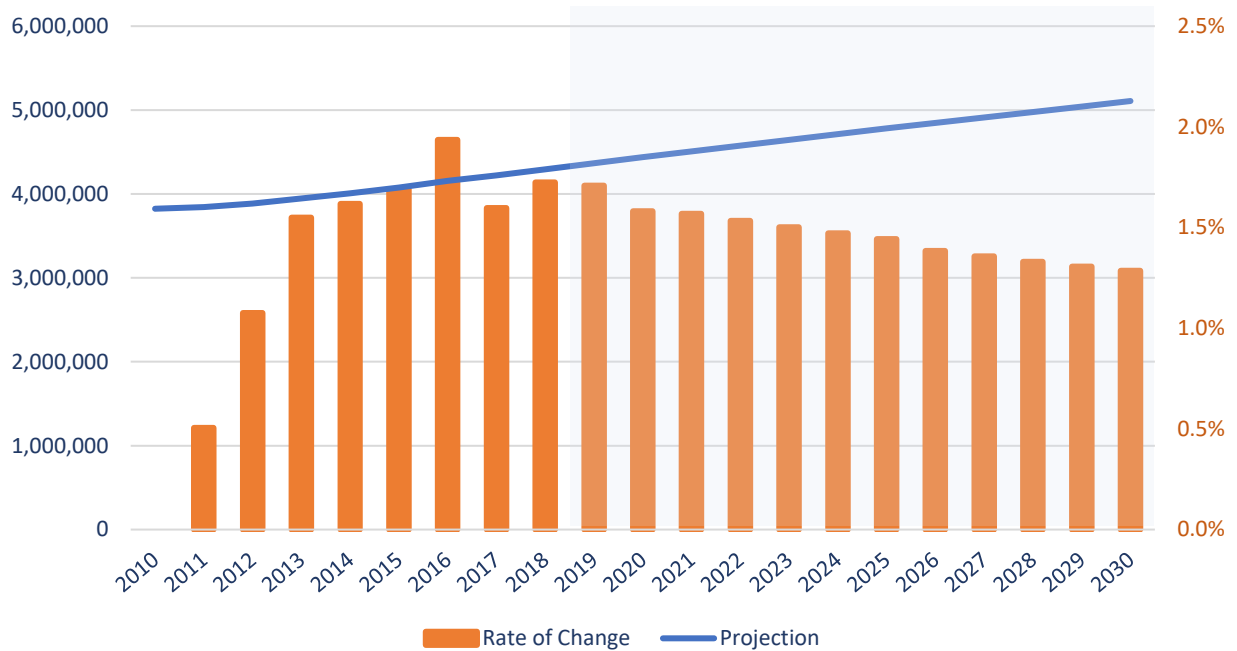
Maricopa County located in south-central Arizona, spans 9,224 square miles, measuring 132 miles from east to west and 103 miles from north to south, making it geographically larger than four American states. The County's outer geographical boundaries were set in 1881 and have not changed since. Figure 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

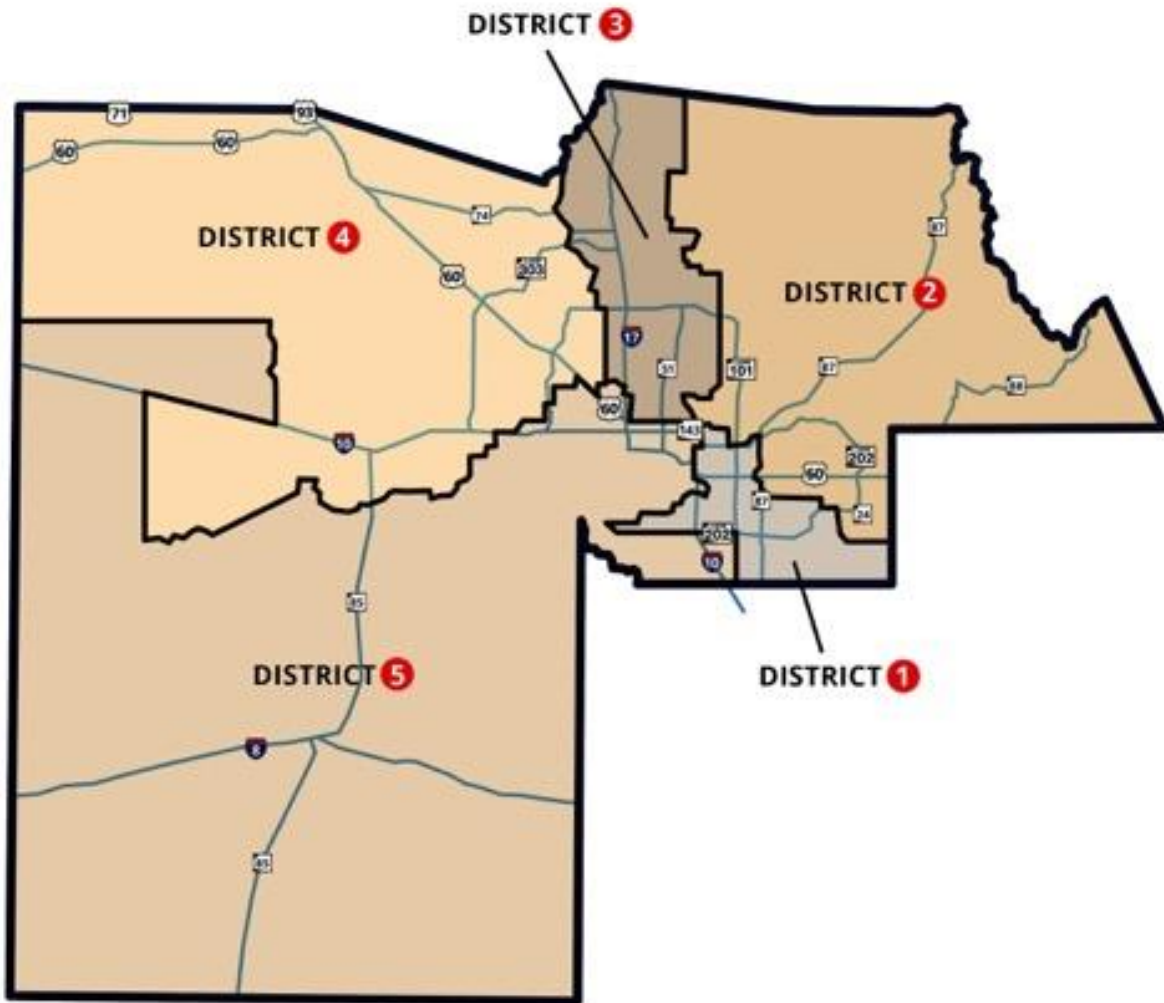


Figure 4: Maricopa County Board of Supervisors



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 for training and support for addressing the needs of individuals with disabilities 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 ensures Equal Opportunity policies are followed for all service provision for training and support for addressing the needs of individuals with disabilities.

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 August 2022:

Business	Education and Training	Government, Economic and Community Development	Workforce
Leah Hill, Chair	Jason Walker	Gregg Ghelfi	Shawn Hutchinson
Bonnie Schirato, Vice Chair	Dr. Joe Veres	Ismial Rangel	Stan Chavira
Subhash Chandra	Darcy Renfro	Christine Colon	Tina Drews
Loren Granger			
Greene Martacho-Celuch			
Konrad Robichaud			
Marcia J Veidmark			
Matt Clark			
Scott Sudhalter			
Scott Holman			
Angela Creedon			
Noelle Trinder			

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.

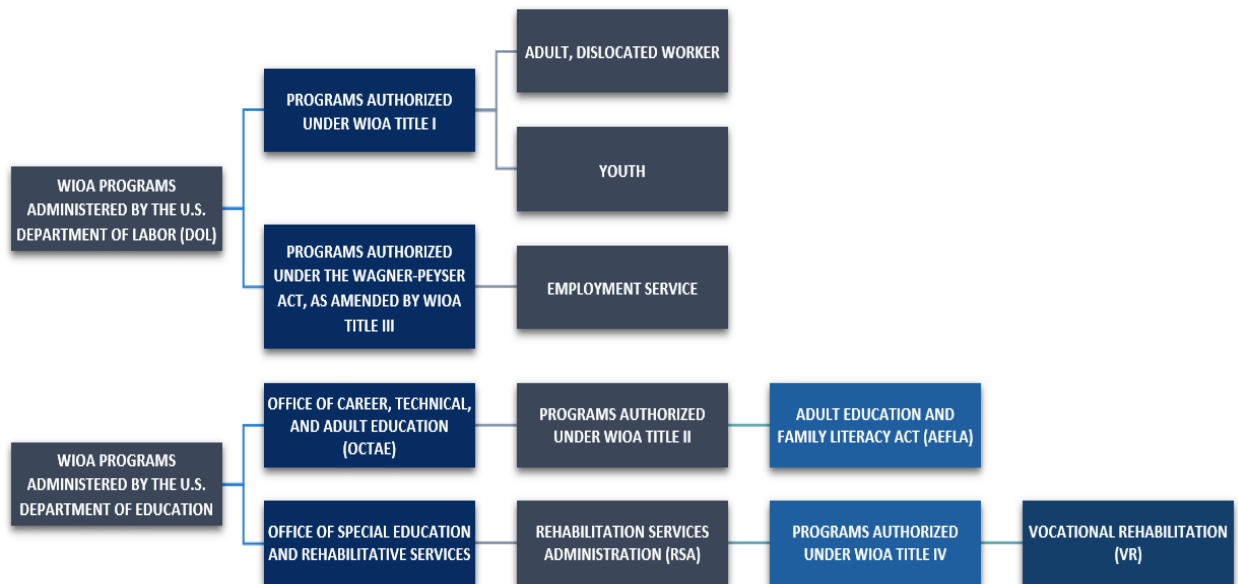
- Unemployment Compensation programs, services individuals who are unemployed and eligible to receive unemployment compensation. Arizona Department of Economic Security is the provider.
- Jobs for Veterans State Grant programs, authorized under chapter 41 of Title 38, U.S.C., services individuals who 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.

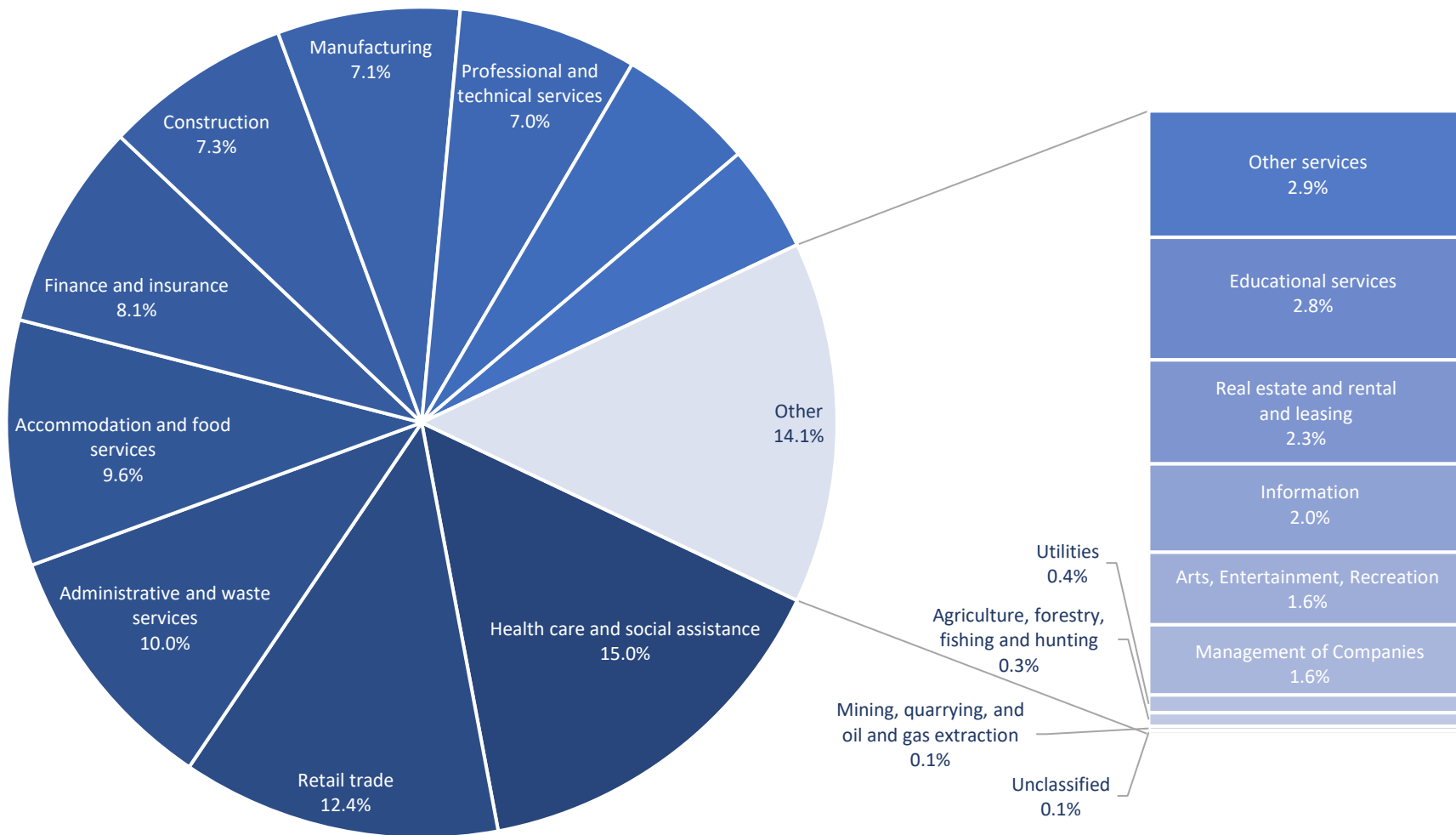
It is the intent of the Maricopa County Workforce Development Board in the program years covered by this Plan to remain committed to regular, sophisticated analysis of the labor market from as many perspectives as possible. There is no single view of a reality as complex as the labor market of one of 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

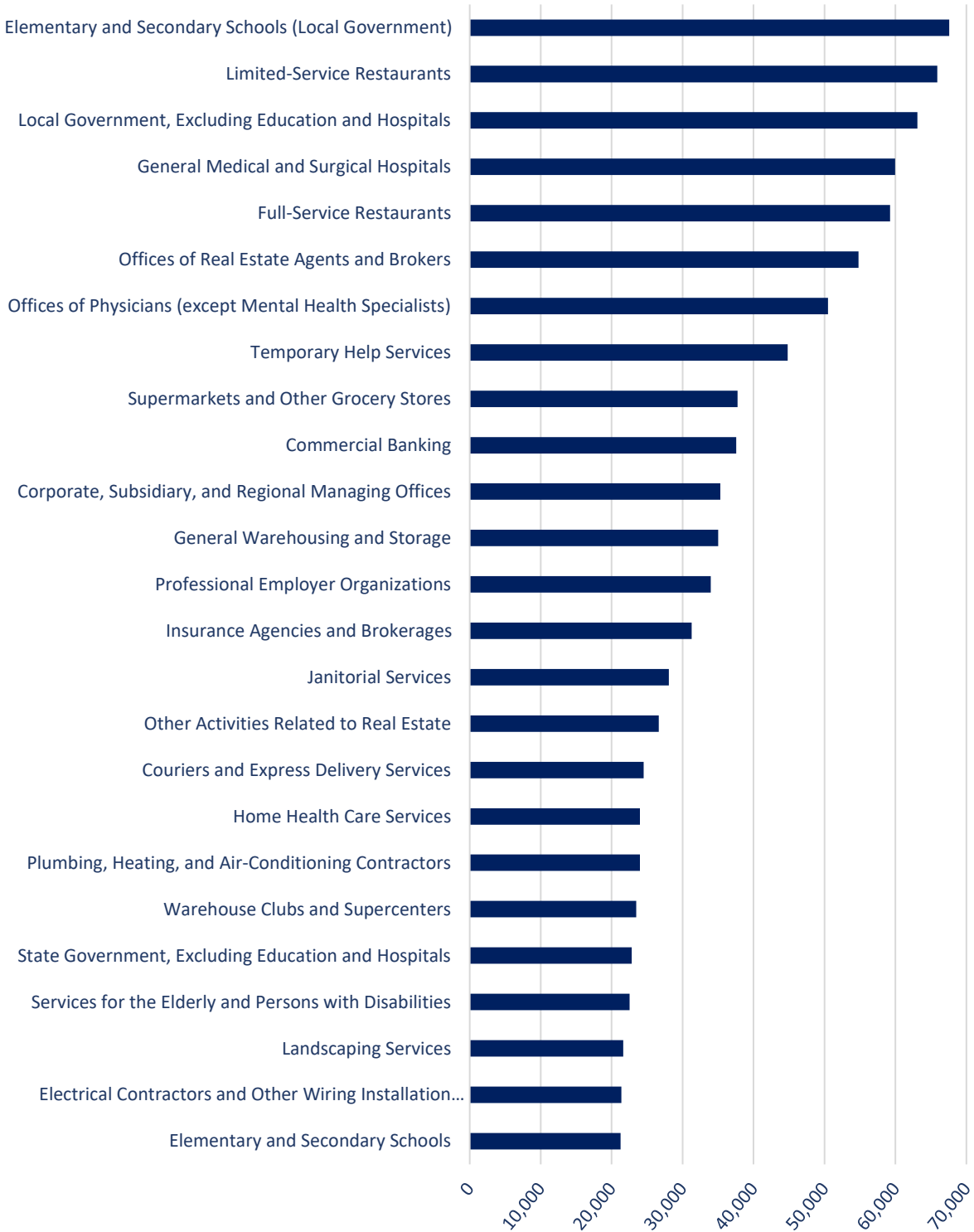
Industry	Establish-ments	Jobs	Average Wages
Retail Trade	10,493	231,417	\$44,460
Supermarkets and Other Grocery Stores	457	37,755	\$30,088
Warehouse Clubs and Supercenters	77	23,463	\$33,610
Electronic Shopping and Mail-Order Houses	851	19,836	\$57,241
Other Direct Selling Establishments	241	16,937	\$16,840
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

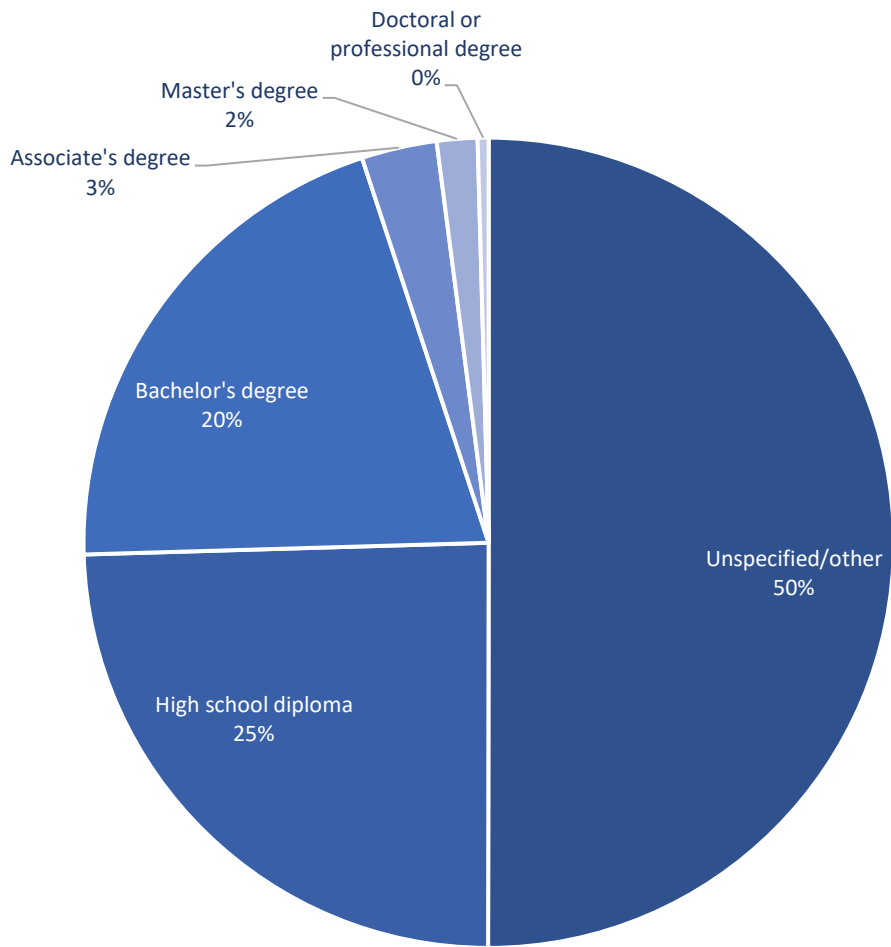


Table 9: Employers by Number of Postings, Top 25

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:

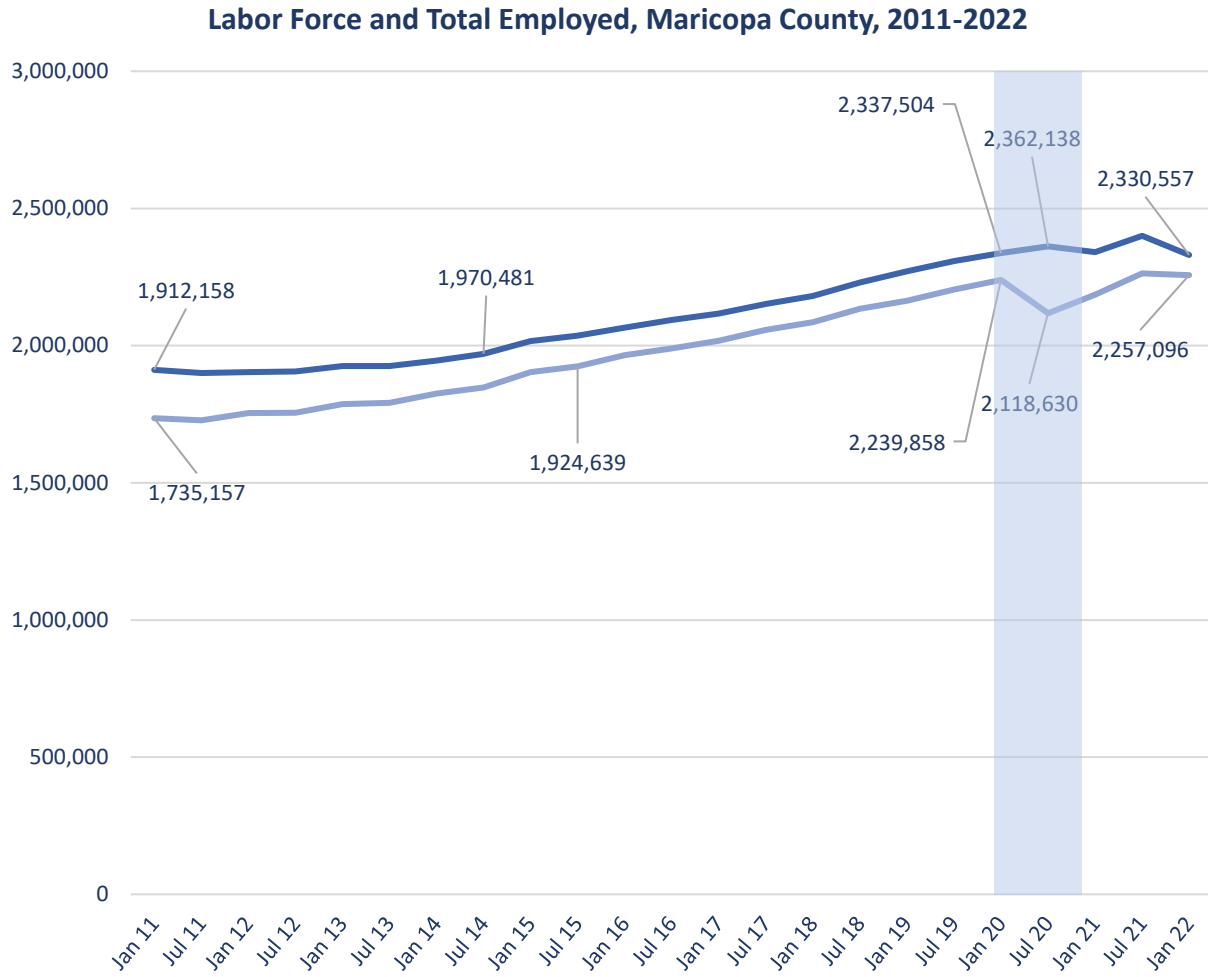
This analysis of the regional workforce provides perspective on trends in the Maricopa County workforce, and specifically the impacts of the COVID-19 pandemic. Labor force, employment and unemployment data in this section were produced by the Arizona *Office of Economic Opportunity*, and the Maricopa 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.

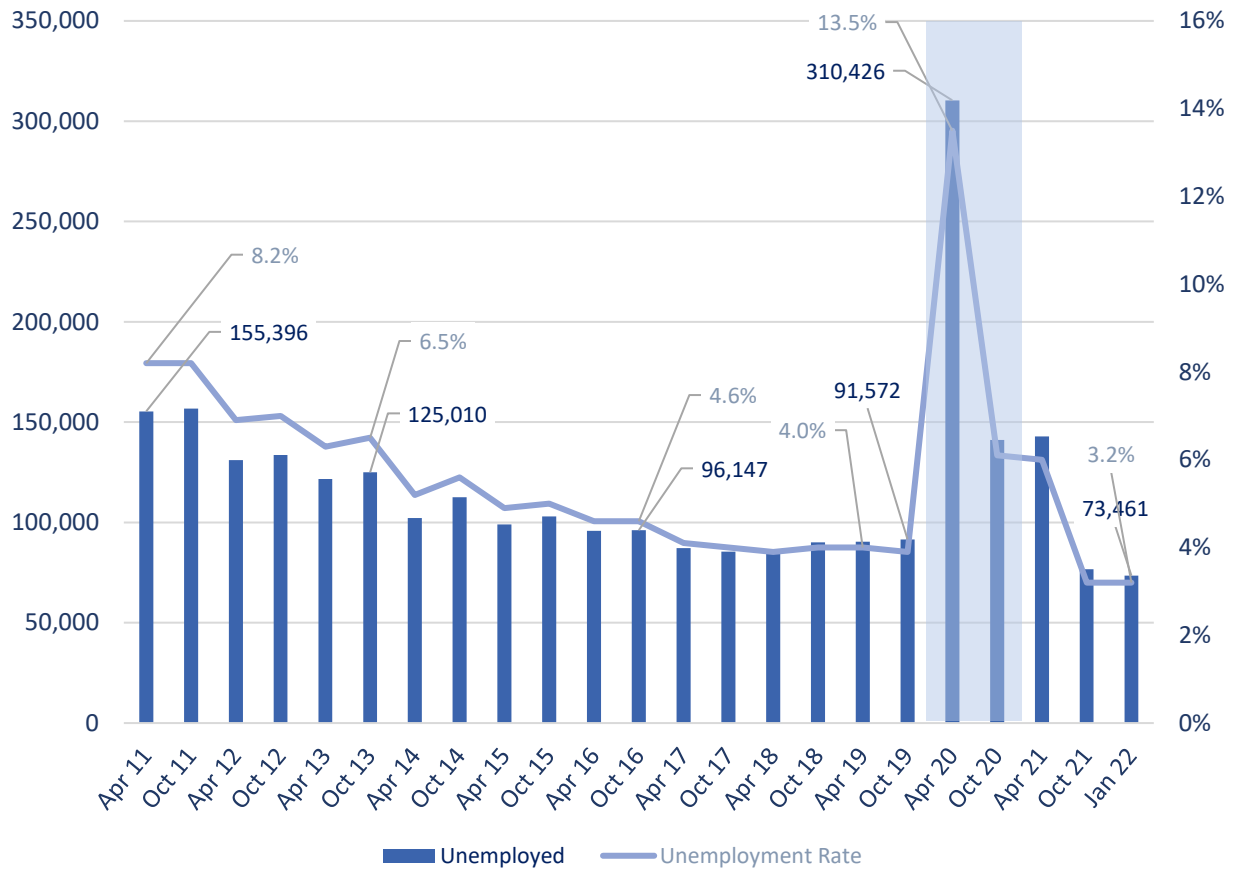
Labor Force

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.

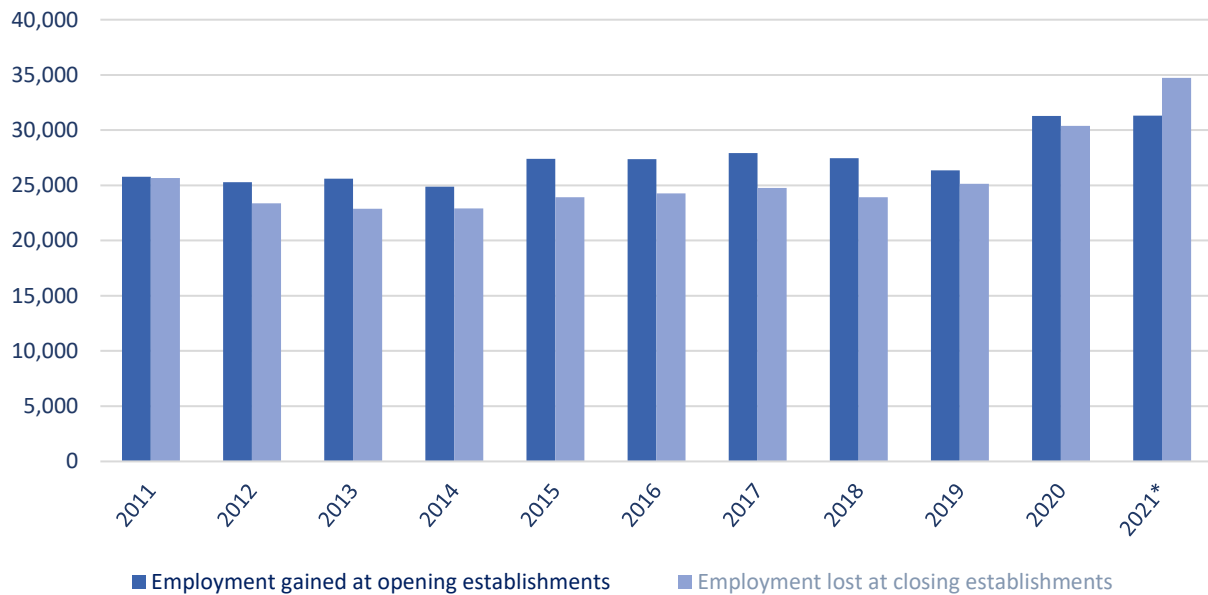
Unemployed and Unemployment Rate, Maricopa County, 2011-2022



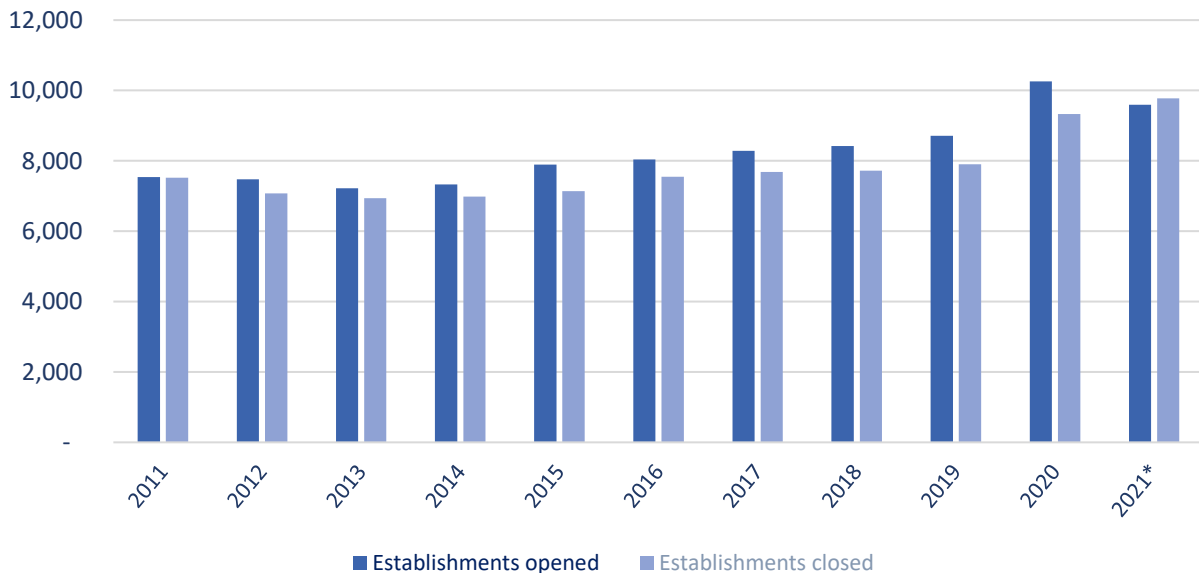
Business Dynamics

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

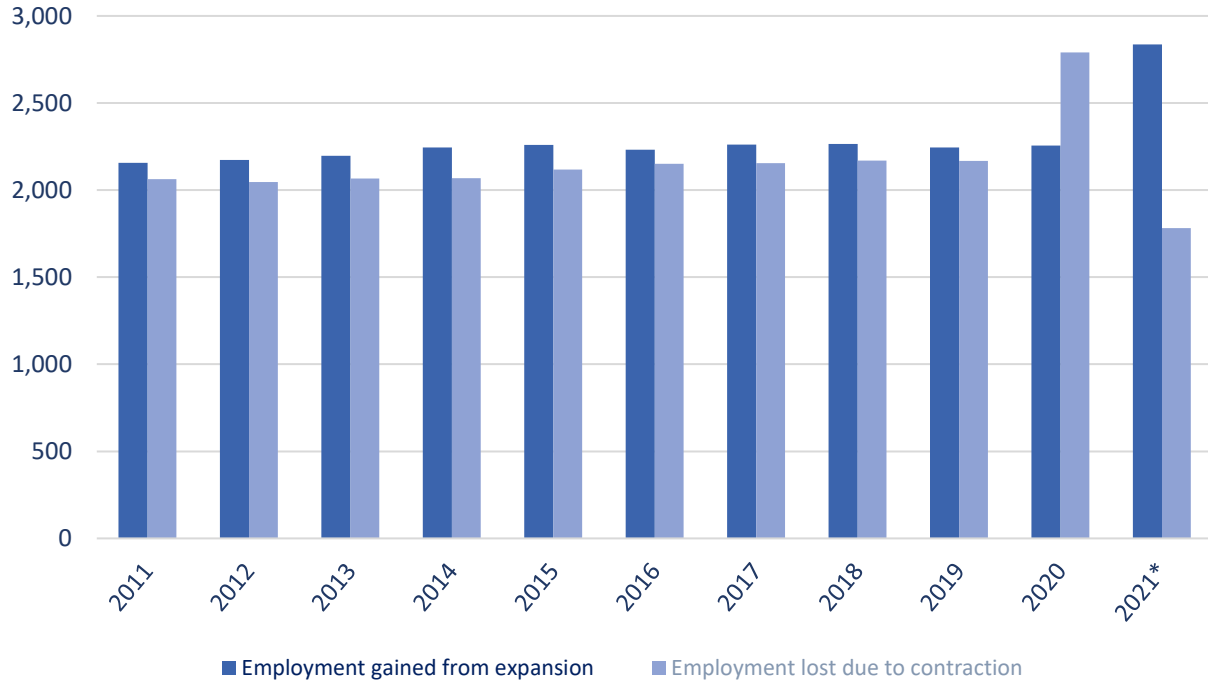


Establishments Opened and Closed, Quarterly Average, Arizona, 2011-2021



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 15: 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

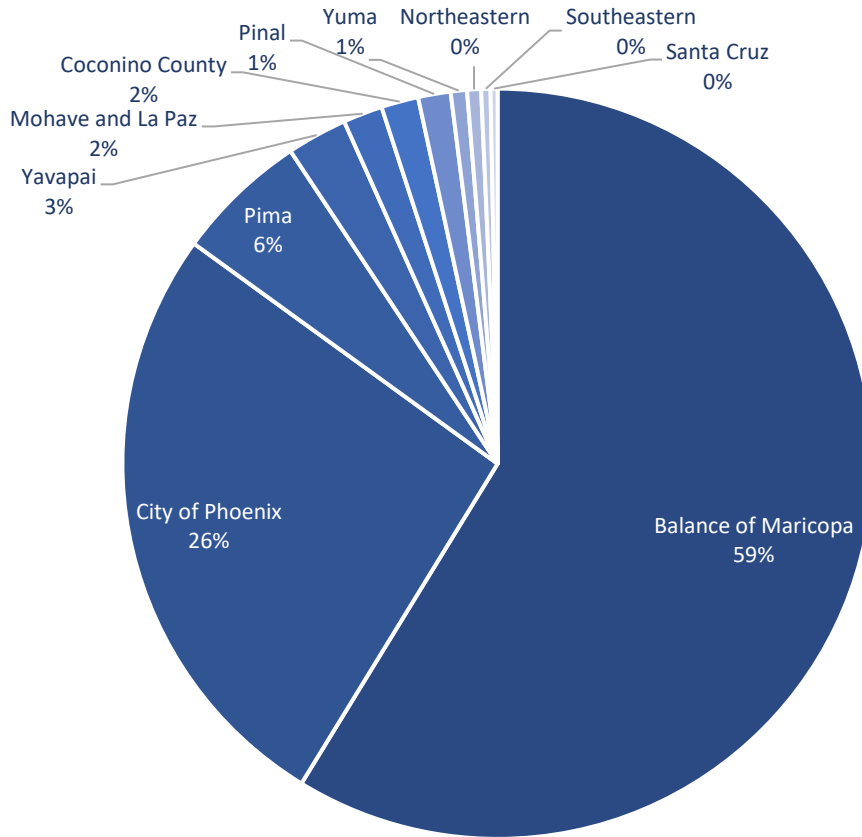
Detailed Occupation	2020 Jobs	2030 Jobs	Change	% Change	Openings
Passenger Vehicle Drivers	8,847	13,169	4,322	48.9%	17,043
Computer User Support Specialists	15,029	19,288	4,259	28.3%	16,561
Medical and Health Services Managers	5,608	9,829	4,221	75.3%	10,072
Financial Managers	10,281	14,495	4,214	41.0%	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



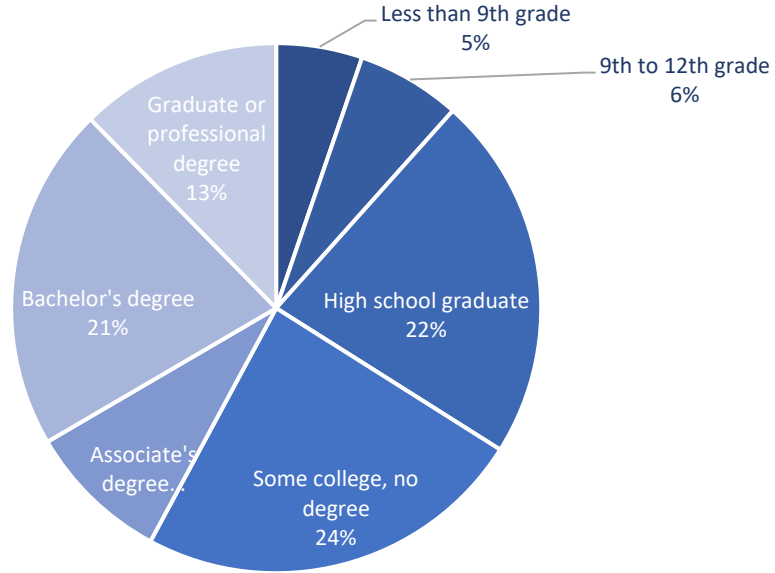
Source: Arizona Office of Economic Opportunity 2018-2028 Industry Projections

1.2.2.2.3 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.

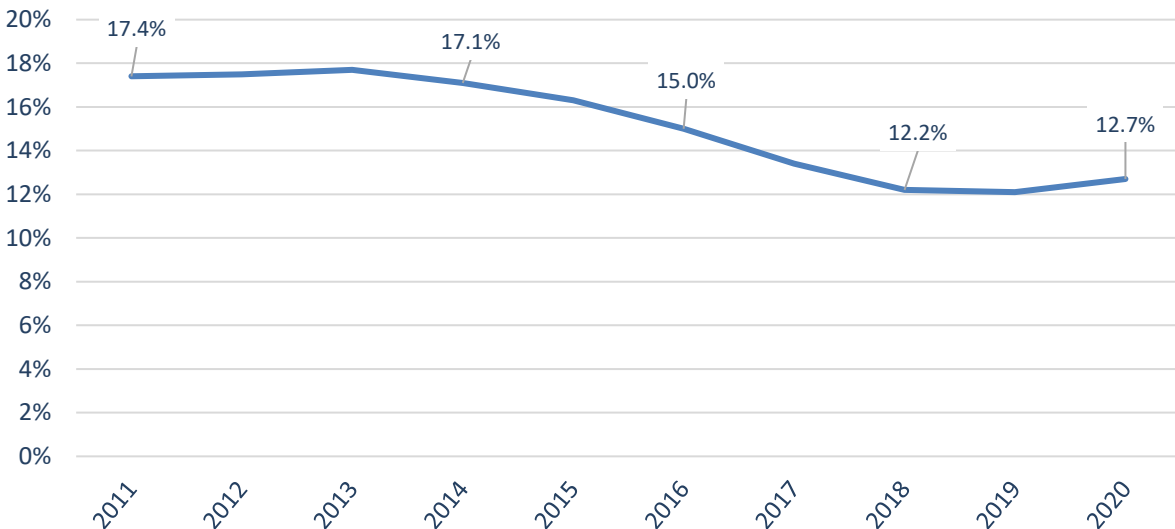
Educational Attainment, Maricopa County



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

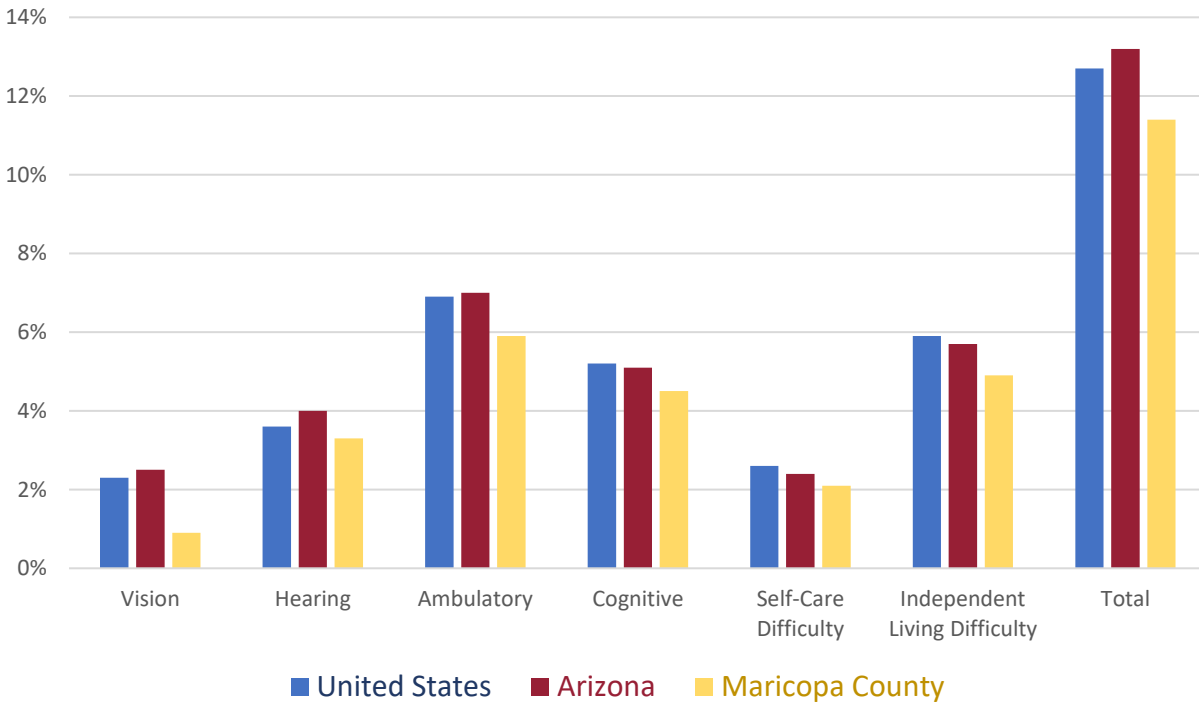
According to the Arizona Office of Economic Opportunity, the labor force participation rate for Maricopa County residents with a disability is 46.9%. Those living below the poverty line participate at a rate of 48.8%. Women show a rate of 73.0%, compared to an 85.3% rate among men.

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 to 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 Matt 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:

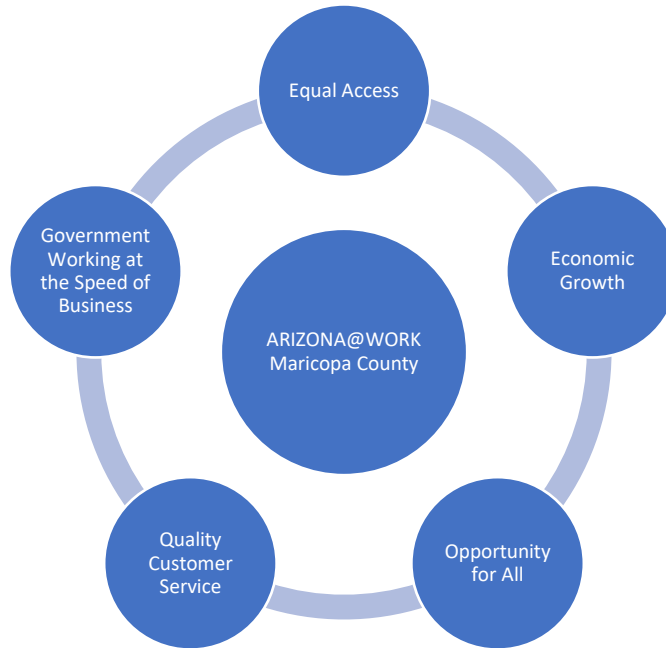
- Quality Workforce
- Marketing
- Regionalism & Sustainability
- Performance Excellence

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.

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 ⁱⁱ
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:

3. We always to seek to maximize the impact of our work on the individuals we serve.
4. 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 Matt 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.

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.

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.

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.

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.

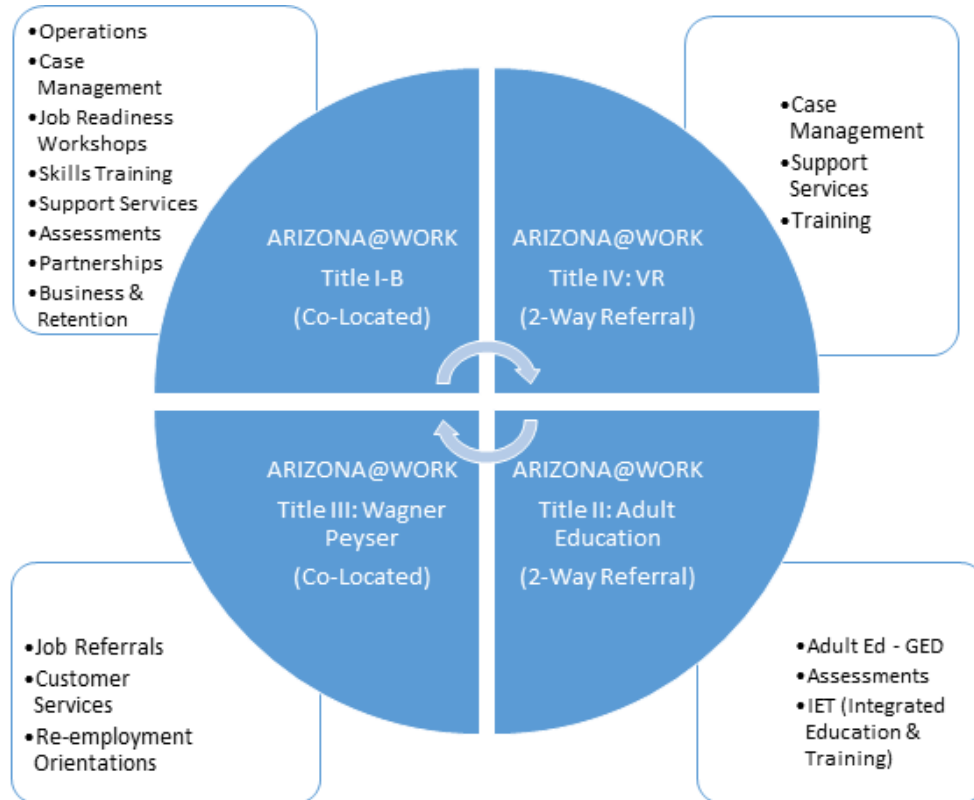
Having long ago rejected its siloed approach to service delivery, ARIZONA@WORK: Maricopa County remains committed to the idea of a more effective, more efficient, more collaborative approach that results in a seamless customer experience. Rather than navigating separate teams defined by their separate 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 ages 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.

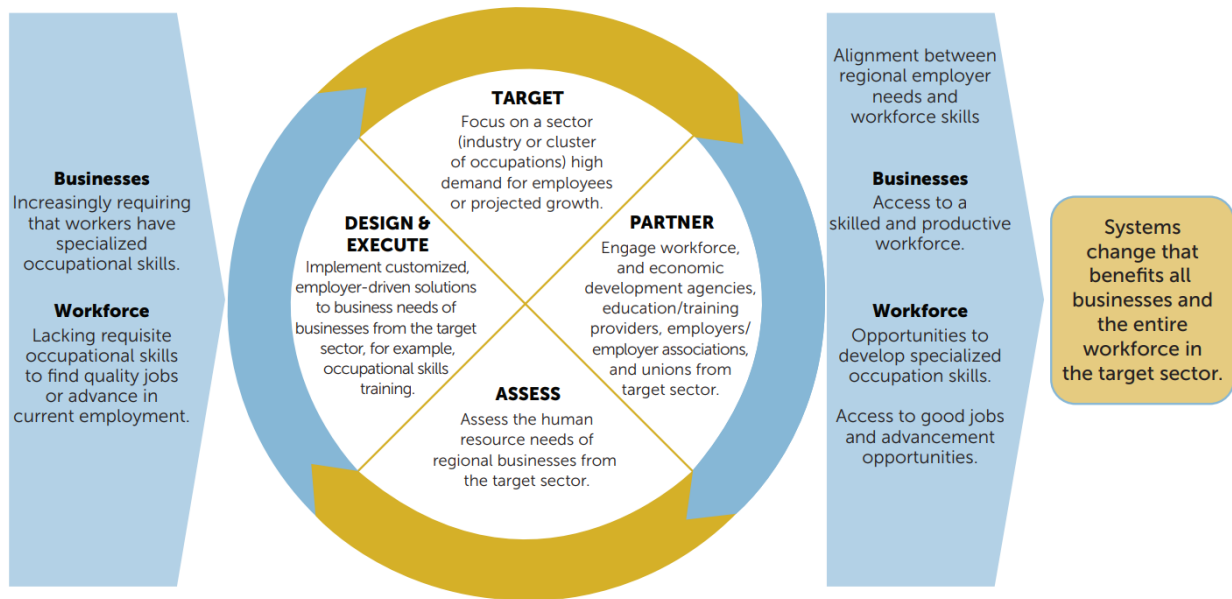
1.3.2.5.3 Industry and sector strategies

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.

When customers enter the Career Center, they are instructed to check in on the Kiosk. The kiosk asks if they are a veteran. If so, they are referred to the DVOP or other DES staff member in the Center. If a Veteran attends Orientation, they are the first ones called by the PSRs to follow up and schedule next steps. Signage in the lobby also directs Veterans to identify themselves for priority service. Additionally, Staff are trained to document veteran status in AJC.

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 through a Career Advisor

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.

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 provinces 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. The MCWDB ensures Equal Opportunity policies are followed for all service provision for training and support for addressing the needs of individuals with disabilities.

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

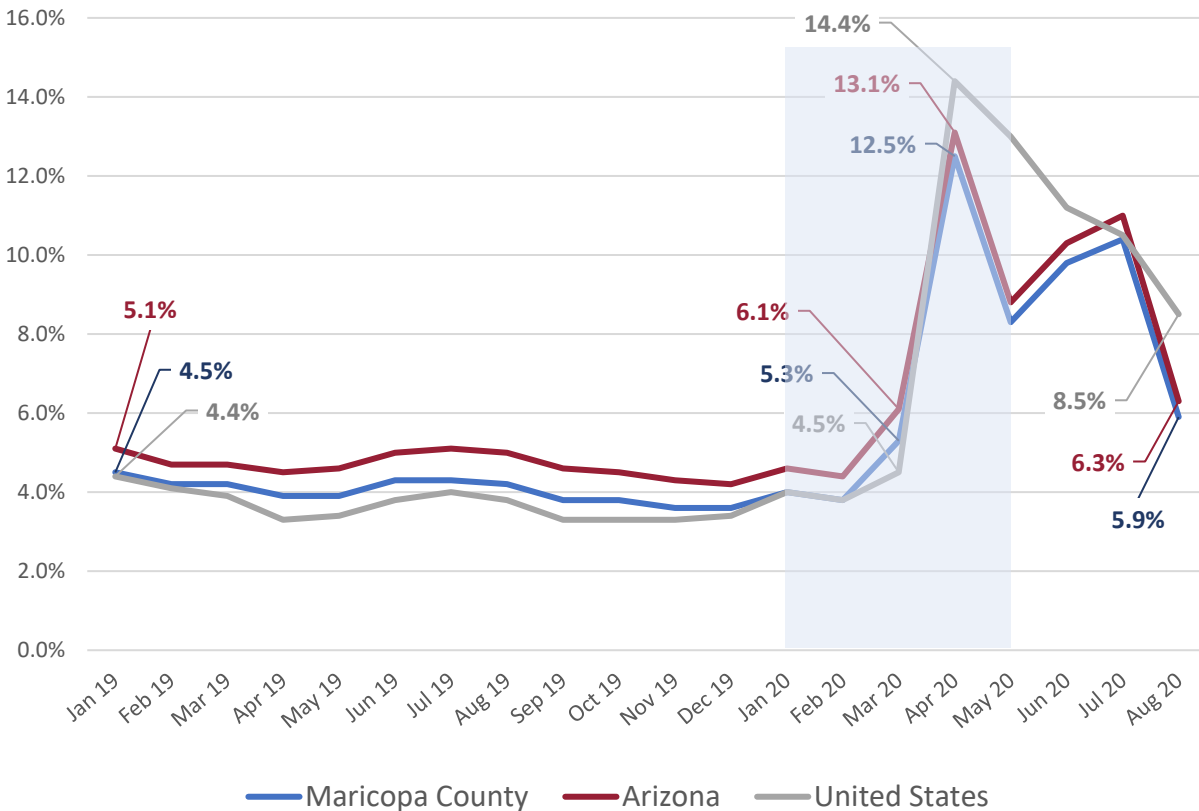


Figure 17: Labor Force Participation Rate, Arizona & United States, 2018-2020

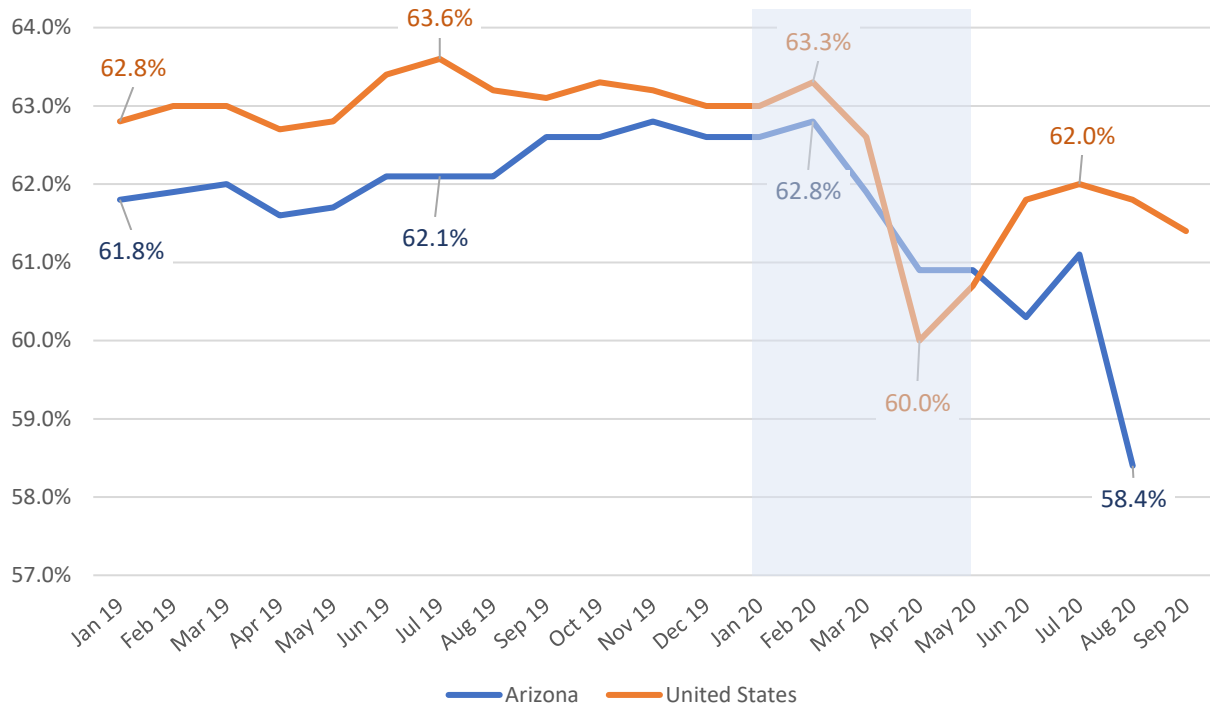
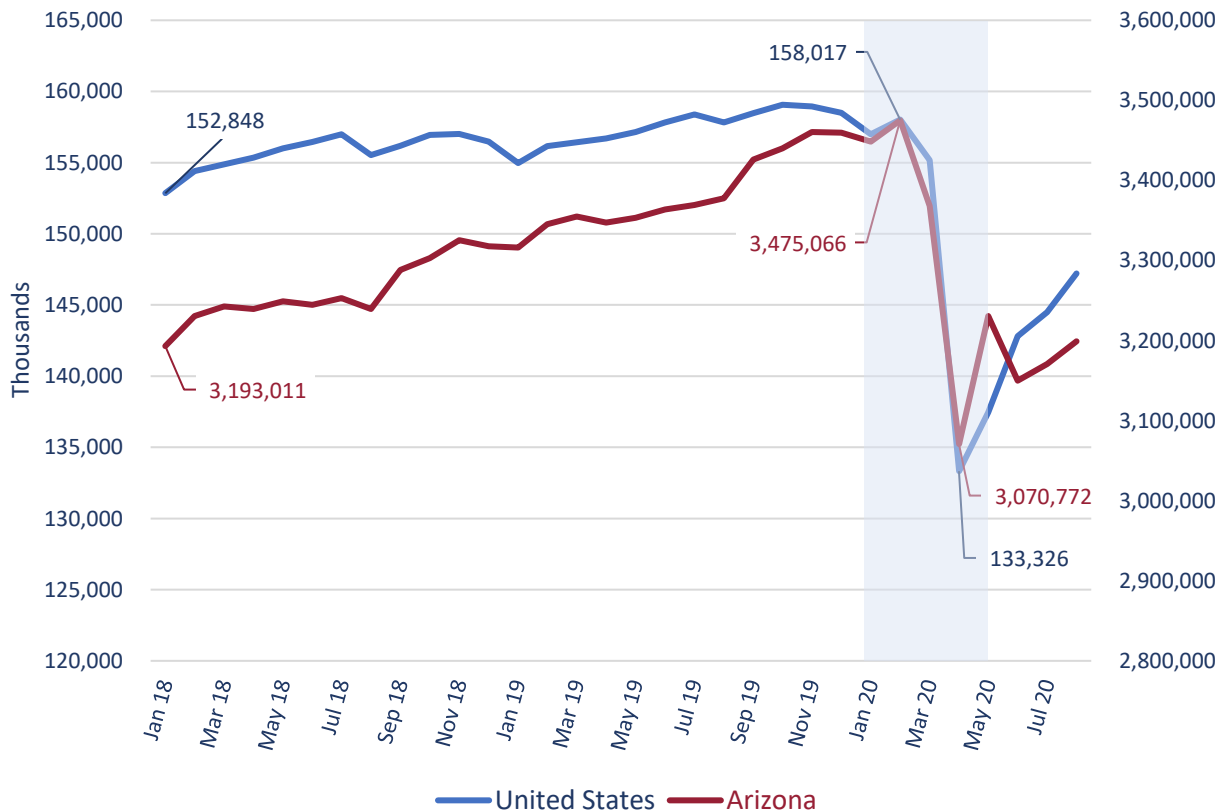


Figure 18: Number of Employed Persons, United States and Arizona



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 22/23
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 June 23, 2022 to July 2, 2022.

Minor formatting changes were also made.

- 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 Business Gazette, Class 1
 - Arizona Republic

This modification was submitted for public comment via the same channels and platforms.

Notice, Arizona Republic

NOTICE OF SOLICITATION FOR PUBLIC COMMENTS ON THE PY2022-23 ARIZONA@WORK: MARICOPA COUNTY WORKFORCE DEVELOPMENT LOCAL AREA PLAN MODIFICATION

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 PY2022-23 Maricopa County Workforce Development Local Area Plan Modification.

REVIEW DRAFT REPORT

The Local Area Plan Modification is available for public review and comment from June 23, 2022 to July 2, 2022. During the comment period, the document will be available for download online at: <https://arizonaatwork.com/locations/maricopa-county/local-board>

COMMENTS

Comments on the PY2022-23 Maricopa County Workforce Development Local Area Plan Modification 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: June 23, 2022

Table 33: Public comments

Commenter	Page	Section	Summary of Comments	Action
			No comments received.	

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			
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

Industry Sector	Establishments	Jobs	Key Subsectors	Establishments	Jobs
			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

100 BACKGROUND AND PURPOSE

Local Workforce Development Boards (LWDBs) have responsibility to oversee the provision of services for Adults and Dislocated Workers (DW) under Workforce Innovation and Opportunity Act (WIOA). This section provides policy and procedures for the LWDBs to use when determining eligibility and providing services governed by Title I-B of WIOA for both Adult and DW clients.

References: Workforce Innovation and Opportunity Act (WIOA) of 2014 ([P.L. 113-128](#)), WIOA Final Rules 20 § CFR [678.430](#), [680.100](#) - [680.660](#), Training and Employment Guidance Letters (TEGLs) [10-16 Change 1](#), [19-16](#), and [07-20](#). Section 3 of the Military Selective Service Act, as amended at 50 U.S.C. Appendix 453.

101 ADULT AND DW PROGRAM

The WIOA Title I-B 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 I-B 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 due to plant closures or downsizing. Self-employed individuals who are unemployed due to general economic conditions or natural disasters, and individuals who meet the WIOA Title I-B definition of a displaced homemaker under section [104.01.D](#) of this policy, and some spouses of active-duty members of the Armed Forces, may also be eligible for services.

102 PROGRAM PRIORITY FOR WIOA PROGRAMS

.100 Statutory Priority for Adult Program Funds

- A. WIOA establishes priority requirements with respect to funds allocated to a local area for adult individualized career services and training activities; there is no priority applied for receipt of basic

career services. Priority of funds for the Adult program must be provided to any of the following:

1. Public Assistance recipients;
 2. Other low-income individuals (refer to [Exhibit 100.1](#)); or
 3. Individuals who are basic skills deficient to include ELLs (refer to [Exhibit 100.1](#)).
- B. Veterans and their eligible spouses continue to receive priority of service (refer to section [102.03](#) of this chapter).
- C. LWDBs must have a priority of service policy that includes the requirements for priority of service provision for all WIOA Title I-B Adult program formula funds for individualized career and training services activities.
- D. LWDBs may establish a process that also gives priority to other adult eligible individuals to receive services, provided that is consistent and is reflected as follows:
1. The priority of services for veterans (Veterans' Priority of Service Policy, Section 1100);
 2. The State's WIOA Combined Plan; and
 3. The local area plan.

.101 Services for Individuals with Barriers to Employment

In addition to policies ensuring priority of services to populations identified in section [102.04.A](#) of this chapter, LWDBs must also ensure access to quality services for individuals with barriers to employment across all titles, as defined in [WIOA sec. 3\(24\)](#). Service providers must record all barriers that are self-identified by the client in the Arizona Job Connection (AJC) system.

- A. Individuals with barriers to employment include:
1. Displaced homemakers (refer to section [104.01.D](#) of this policy under DW Category IV);
 2. Low income individuals (refer to [Exhibit 100.1](#));
 3. Indians, Alaska Natives, and Native Hawaiians;

4. Individuals with disabilities, including individuals who are in receipt of Social Security Disability Insurance (see WIOA [Policy](#) section 707 for the definition of disability). It also includes veterans with disabilities (refer to section [102.C.2](#) of this chapter);
 5. Ex-Offender- Ex-offender means adult or juvenile who:
 - a. Is or has been subject to any stage of the criminal justice process and for whom services under the act may be beneficial; or
 - b. Requires assistance in overcoming artificial barriers to employment resulting from a record of arrest or conviction.
 6. Older Individuals (age 55 and older);
 7. Homeless individuals or homeless children and youth;
 8. Individuals who have aged out of the foster care system;
 9. Individuals who are English Language Learners (ELLs) - refer to [Exhibit 100.1](#);
 10. Eligible migrant and seasonal farmworkers (as defined in [WIOA sec. 167\(i\)\(1-3\)](#));
 11. Single parents (including single pregnant women); and
 12. Long-term unemployed individuals (unemployed for more than 27 or more consecutive weeks).
- B. Individuals who meet the definition of an individual with a barrier to employment who are underemployed, defined by the LWDB in the Local Workforce Development Plan, may be served by the Adult and DW program.
- C. LWDBs must have a policy and process in place to address instances when staff identifies an individual with a barrier to employment. All partner agency staff are required to have sufficient knowledge of all other programs and services available within the Local Workforce Development Area (LWDA) to screen individuals applying for services to determine an appropriate referral. Applicants are to be provided with information needed to

understand the “why” they are being referred, so that they have appropriate expectations of the agency to whom they are being referred.

1. All LWDBs must use the One-Stop Memorandum of Understanding (MOU) to outline their local referral process. All referrals must be reviewed, followed and documented in the AJC system.
2. The process must include a referral to the Jobs for Veterans State Grant (JVSG) program’s Disabled Veterans’ Outreach Program (DVOP) for veterans or members of a veteran population identified by the Secretary of Veterans Affairs under 38 U.S. Code § 4103A(a)(1)(C) as eligible for DVOP services with significant barriers to employment (SBE) and career services, or were discharged or released from active duty because of a service connected disability (TEGL 20-13, [Change 2](#), TEGL 19-13 [Change 1](#) and [2](#), 38 U.S. Code § 4103A(a), and Veterans’ PL No 03-19).
3. Service provider staff must also follow the Veterans’ Priority of Service [Policy](#), Section 1100.

.102 Veterans and Adult Priority Groups

Veterans and eligible spouses who meet eligibility requirements receive priority of service for all WIOA Title I-B programs (refer to the Veterans’ Priority of Service [Policy](#), Section 1100). The Adult statutory priority for individualized career and training services must be coordinated with the Veterans Priority of Service as follows:

- A. First priority: to veterans and eligible spouses (covered persons) who are either recipients of public assistance, basic skills deficient, or low income.
- B. Second priority: non-covered persons (individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA Adult formula funds:
 1. Receiving public assistance, or has received public assistance in the last 6 months;
 2. Low-income (refer to [Exhibit 100.1](#)); or

3. Basic skills deficient (refer to [Exhibit 100.1](#)).
- C. Third priority: veterans and eligible spouses who are not recipients of public assistance, not low-income, or who are not basic skills deficient.
- D. Last priority: all other persons not listed above, and those who do not qualify as veterans, eligible spouses, recipients of public assistance, low-income individuals, or basic skills deficient individuals.
 1. If an individual is not determined to be low-income, he or she does not meet the low-income requirements of the Adult program.
 2. Individuals who are not low-income may still be served based on the LWDB's Priority of Service policy.

.103 Priority of Service Policy

LWDBs must establish a policy(ices) to ensure priority for the statutory populations described in [102.01](#) and the special populations described under [102.02](#) of this section is being implemented and describe how this priority of service will be applied in accordance with the Veterans and Adult Priority Groups as per section 102.03 of this policy. In addition, LWDBs must:

- A. Not establish policies that undermine Adult program's focus on providing services to targeted veterans and other priority populations.
- B. Ensure that at least 75 percent of participants receiving individualized careers and training services in the Adult program meet one of the priorities listed in [102.02](#) of this section.
- C. Clearly state how the LWDBs serve adults who do not meet priority of service criteria and how this information is tracked.

.104 Determining and Documenting Low-Income Status for Adult Program Priority of Service

Service providers must refer to [Exhibit 100.1](#) for how to determine and what documentation is needed for collecting income documentation for the Adult program.

.105 **Income Inclusions/Exclusions for the Adult Program**

- A. When the Lower Living Standard Income Level (LLSIL) chart is used to determine self-sufficiency for the adult program, service providers must review [Exhibit 100.2](#) which provides information on types of countable income that are included in and those that are excluded from income calculations. LWDBs may determine the LLSILs low-income levels for the adult program in their Local Workforce Development Area (LWDA) and review [section 105](#) of this policy for more information.
- B. Exclusions are based on WIOA Title I-B definitions, and/or exclusions listed in the United States Department of Health and Human Services (U.S. DHHS) Poverty Income Level and United States Department of Labor (USDOL) 70 % [LLSIL](#).

103 **ADULT AND DW PROGRAM ELIGIBILITY**

Unemployed and underemployed adults must meet eligibility requirements to receive individualized career services in the Adult program. Individuals enrolled in the Adult and/or DW program must meet the training services eligibility requirements listed in section 502 of the WIOA Title I-B Training Services [Policy](#) to receive training services.

.100 **Adult and DW Program Eligibility**

- A. An individual is eligible for individualized career services or training services under the Adult program when the individual meets items 1-3 below, and for the DW program when the individual meets items 2 and 3 below.
 - 1. Is 18 years of age or older (applies to Adults only, not DWs);
 - 2. 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
 - 3. 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 service provider 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 Selective Service 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 www.sss.gov under "Who Needs to Register" or by clicking [here](#).
- d. Selective Service registration can be verified online at www.sss.gov under "Verify Registration" or by clicking [here](#). 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 service provider with a Status Information Letter. A male must complete a *Status Information Letter Request* form, which can be found by clicking [here](#). When he receives the Status Information Letter from Selective Service, he must provide the documentation to the service provider and the form may be uploaded into the AJC system.
- f. The LWDBs 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 Title I- B Adult and/or DW program services if he can establish by a preponderance of evidence, which he presents to the service provider, that his failure to

register was not knowing and willful (refer to TEGl 11-11, [Change 2](#)).

- g. Service providers are responsible for evaluating the evidence presented by the individual and determining whether a male's failure to register was knowing and willful. Service provider staff must enter Case Notes documenting the evaluation of evidence in the AJC system.
 - h. When the service provider determines that a male's failure to register was knowing and willful, WIOA Title I-B 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 Title I-B grievance procedures.
- B. The WIOA Title I-B Applicant Statement ([Exhibit 100B](#)) may be used as permitted on the WIOA Title I-B Adult Eligibility Checklist ([Exhibit 100A](#)) when the information is unverifiable or it is unreasonably difficult for the applicant to obtain, and as permitted under the Data Validation Checklist ([Exhibit 1500B](#)).
- C. If additional documentation is required on the WIOA Title I-B Adult Eligibility Checklist [Exhibit 100A](#) for data validation purposes as per the Data Validation Checklist ([Exhibit 1500B](#)), service providers may request documentation from the Adult or DW after the Adult or DW has begun to receive Adult or DW program services.

.101 Participant

An Adult and DW becomes a participant, and is a reportable individual when the individual has received services other than the services described in 20 CFR [§ 677.150\(a\)\(3\)](#) after satisfying all applicable programmatic requirements for the provision of the services, such as eligibility determination. The following are not participants:

- A. Individuals who only use self-services; or
- B. Individuals who receive information-only services or activities which provide readily available information that does not require an assessment by a staff member of the individual's skills, education or career goals.

.100 DW Categories for Eligibility

All individuals who are served by the DW program must meet one of the DW categories listed below. Eligibility is determined at the time of enrollment. This determination remains intact for the period of participation in the DW program.

A DW must meet the requirements under section 103.01.A.2 (must be a citizen or legal resident) and section 103.01.A.3 (Selective Service compliance) of this policy, and who meets one of the following four categories.

- A. Category I - General Dislocation, includes an individual (non- retiree), who has been terminated or laid off, or has received a notice of termination or layoff, from employment, including recently separated U.S. veterans within 48 months after discharge or release from active duty (under other than dishonorable conditions);
 - 1. Is eligible for or has exhausted entitlement to Unemployment Insurance (UI) compensation; or
 - 2. Has been employed for a duration sufficient to demonstrate attachment to the workforce (determined on a case-by-case basis by the service provider), 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
 - 3. Is unlikely to return to a previous industry or occupation under WIOA sec. 3(15)(A)(iii) and 20 CFR § 680.660 (separating service members; such as a veteran). An individual is considered unlikely to return to a previous industry or occupation when:
 - a. Labor market information for the occupation shows a zero or negative growth rate;
 - b. 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 industry or occupation, as determined by the service provider;
- d. A plant closure or substantial layoff within the labor market area in the same industry or occupation has occurred in the last six months;
- e. 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
- f. A person is laid off from a job due to lack of certification.

B. Category II - Dislocation from Facility Closure/Substantial Layoff, includes an individual who:

- 1. 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). For purposes of WIOA Title I-B eligibility, all business closed due to an emergency are considered permanent; or
- 2. Includes an individual who is employed at a facility at which the employer has made a general announcement that such facility will close within 180 days. This includes an announcement of a temporarily business closure. LWDBs must define "general announcement" in LWDB policy; or
- 3. For purposes of eligibility to receive services, such as Rapid Response activities, other than training services,

individualized career services, or supportive services, includes an individual employed at a facility at which the employer has made a general announcement that such facility will close.

- C. Category III - Self-employed Dislocation, includes an individual who:
 - 1. Was self-employed, including employment as an independent contractor, small business owner, farmer, rancher, fisherman or gig worker, defined as follows:
 - a. Gig workers are self-employed individuals providing labor services and completing single projects or tasks on demand for pay.
 - b. Gig work may be obtained or performed either offline or online.
 - c. Gig workers may be independent contractors, online platform workers, contract firm workers, on-call workers, or temporary workers.
 - d. Gig workers may enter into formal agreements with on-demand companies.
 - 2. The individual is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters, as defined in LWDB policy.
- D. Category IV - Displaced Homemaker, includes an individual as defined in WIOA § 3(16). A displaced homemaker is an individual who:
 - 1. Has been providing unpaid services to family members in the home;
 - 2. Is unemployed or underemployed and experiencing difficulty finding or upgrading employment; and
 - 3. Meets one of the following:
 - a. Has been dependent on the income of another family member but is no longer supported by that income due

to the spouse's medical condition, divorce or death of the spouse. In addition, the loss of support income may be the result of a former wage earner's job loss and that the former wage earner may still be living in the home; or

- b. Is the dependent spouse of a member of the Armed Forces on active duty and whose family income is significantly reduced because of deployment, a call to active duty, a permanent change of station, or the service-connected death or disability of the member.

E. Category V - Dislocated/Spouse of an Active-Duty Member of the Armed Forces:

- 1. Who has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such members. Active duty is defined in section 101(d)(1) of title 10, United States Code (U.S.C); or
- 2. 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:
 - a. 80% of their wages at the date dislocation; or
 - b. The individual's earned wages are at or below the self-sufficiency threshold established by the LWDB.

.101 DW Verification of Layoff or Termination

- A. Possible methods to verify layoff include verification from the employer, a WARN notice, a public announcement with a follow-up cross-match with the UI system, or a Rapid Response list showing names of affected employees, and self- attestation to include the WIOA Title I-B Applicant Statement (for a full list of acceptable methods to verify layoff or termination, please refer to the WIOA Title I-B Adult Eligibility Checklist ([Exhibit 100A](#))).
- B. The WIOA Applicant Statement ([Exhibit 100B](#)) may be used as permitted on the WIOA Title I-B Adult Eligibility Checklist ([Exhibit 100A](#)) when the information is unverifiable or it is unreasonably

difficult for the applicant to obtain, and as permitted under the Data Validation Checklist (Exhibit [1500B](#)).

- C. The term “terminated” includes furloughed workers but does not include workers who were terminated for cause, left voluntarily, or voluntarily retired.
 - 1. Furlough, means the placing of an employee in a temporary termination or layoff status without duties and pay because of lack of work or funds or other non-disciplinary reasons [Title 5 United States Code ([USC](#)) 7511(a)(5)].
 - 2. A temporary business closure is considered to be a “business closure” for WIOA Title I-B eligibility purposes (refer to section [104.B.2](#) of this policy).
- D. The status of an individual must be determined prior to providing services. Underemployed individuals may be served by the DW Program as described in section [104.03](#) below.

.102 DW Employment Status

Employed individuals may be served by the DW Program. Individuals who are eligible for the DW program and are employed at the time of eligibility determination may receive services if they are underemployed or if employed temporarily in a “Stop-Gap Employment.”

- A. A person is considered underemployed and may receive dislocated worker services if they are employed either full or part-time, whose current annualized wage does not exceed the highest of either:
 - 1. The individual or the individual’s family income is at or below the self-sufficiency threshold established by the LWDB, using the income levels of the LLSIL Matrix ([Exhibit 100C](#)); or
 - 2. 80% of their wages at the date of dislocation.
- B. Individuals may obtain “Stop-Gap Employment” and remain eligible to receive services under the DW program.
 - 1. Stop-Gap Employment is temporary work an individual accepts for the purposes of income maintenance.

2. If the stop-gap employment provides a self-sufficiency wage, (e.g., gig worker, contract employment or employment obtained through a temporary employment service agency known as interim employment), such employment would not change the individual's DW status and eligibility for DW services.
 3. LWDBs must establish a time period to define the stop-gap employment.
 4. If the LWDB definition of stop-gap employment is met, there is no requirement to document income to determine self- sufficiency.
- C. Income calculation is only required to determine eligibility for the DW program if the applicant is employed at the time of eligibility determination and the employment does not meet the definition of stop-gap employment and their current wages are at least 80% of their wages at the date of dislocation.
1. Service providers may use "Self-Sufficiency for DW" Column to compare the family's total income to the income level for the individual's family size on the LLSIL matrix (Exhibit [100C](#)) to determine if the individual is considered self- sufficient in the local area, and not underemployed.
 2. For the definition family and/or dependent, refer to [Exhibit 100.1](#), under section II.

105 UNDEREMPLOYMENT AND SELF-SUFFICIENCY LEVELS

DES requires LWDBs to determine the self-sufficiency levels as a percentage of the LLSIL and include the self-sufficiency levels in the local plan. Each year, DES calculates the self-sufficiency income levels for the LWDBs based on the percentage of the LLSIL approved by the LWDB and identified in the local plan and issues the LLSIL Matrix, refer to [Exhibit 100C](#).

- A. LWDBs may provide career and training services to unemployed and underemployed individuals in the Adult and DW programs. LWDBs must determine if employed workers are underemployed prior to providing individualized career and training services.

- B. For DW applicants who are employed at the time of eligibility determination, LWDBs and service provider staff must follow section [104.03.C](#).
- C. When an individual is employed the service provider may use the “Self-Sufficiency for Adults” column to determine if the individual’s family income is less than the self-sufficiency level for the LWDA. If it is less, then the individual is considered underemployed and he or she may receive individualized career and training services through the Adult program.
- D. When LWDBs do not use the LLSIL self-sufficiency levels to determine underemployment for adults:
 - 1. The LWDB must develop a policy for determining underemployment; and
 - 2. “Underemployed individuals” must be defined in the LWDB policy. “Underemployed individual” may be defined in the LWDB policy as an individual who:
 - a. Is employed less than full-time and is seeking full-time employment;
 - b. Is employed in a position that is inadequate with respect to their skills and training;
 - c. Meets the definition in [WIOA sec. 3\(36\)](#); and
 - d. Is employed, but whose current job’s earnings are not sufficient compared to their previous job’s earnings from previous employment.
- E. Adults who are underemployed and meet the low-income definition may receive individualized career and training services on a priority of service basis.
- F. Adults who are determined to be basic skills deficient, meet the priority of service requirements regardless of the family’s income level.

106 [SERVICES FOR ADULTS AND DW](#)

WIOA Title I-B establishes two levels of employment and training services for Adults and DWs: career services and training services. In addition, there are

three types of career services, which include basic career services, individualized careers services and follow-up services (please refer to the Adult and DW program Career Services [Policy](#), section 200).

In order for an Adult and/or DW to be eligible for training services and/or incentives, the Adult and/or DW must first meet eligibility requirements (Adults and DWs have different eligibility requirements). The WIOA Title I-B Training Service [Policy](#), is listed under section 500.

107 REGISTRATION, ENROLLMENT AND DATA ENTRY FOR ADULTS AND DW

WIOA Title I-B addresses an important distinction between registration and enrollment.

- A. A registration in the AJC system occurs when an Adult and/or a DW creates an account that includes complete data demographics and work history. However, documentation of eligibility verification of income is not required.
- B. Registration in the AJC system must occur when an Adult and/or a DW has taken action that demonstrates an intent to use program services and who meets specific reporting criteria for the program, including Adults who:
 - 1. Provide identifying information;
 - 2. Use the self-service system;
 - a. The self-service system includes Adults who independently access any workforce development system program's information either in a physical location, such as an ARIZONA@WORK Job Center resource room or partner agency or remotely via use of electronic technologies.
 - b. Virtual services that provide a level of service beyond independent job search or information seeking on the part of an Adult would qualify as not self-service.
 - 3. 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:

- a. Labor market information;
- b. The unemployment rate;
- c. Information on businesses that are hiring or reducing their workforce;
- d. Information on high growth industries; and
- e. Referrals other than referrals to employment.

C. Enrollment into the Adult and/or DW program begins when an individual requires services beyond activities listed for registration. The program enrollment will depend on the participant's eligibility (see [section 103](#) of this policy). It is not acceptable to delay registration or enrollment in the AJC system until individualized career services or training services are provided or determined necessary. Service providers must verify income-related documents and/or documents determining skill levels for Adults receiving individualized career or training services to determine priority of service as described in [section 102.01.A](#) of this policy. [Exhibit 100.1](#) provides guidance on how to document priority of service. Verification of income-related documents or documents determining skills levels is not required for eligibility for basic career services.

1. Enrollments are pending in the AJC system until they are approved by a designated service provider staff. Pending enrollments must be approved within 30 calendar days to ensure expediency of service.
2. 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.

D. Documents required for eligibility and data validation must be uploaded to the AJC system:

1. If the document contains Personal Identifiable Information (PII) that is not needed for eligibility or data validation, the PII must be redacted before uploading.
 2. Documents that contain medical information must NOT be uploaded and must be maintained in a separate, physical or electronic secure file.
- E. LWDBs must develop local policies that address timely entry of enrollments and run the appropriate reports to monitor the timeliness of the pending client record.
- F. Transactions relating to Adult program-provided activities and services must be entered or updated in the AJC system within five calendar days to ensure the accuracy of reports.
- G. The LWDBs designated staff or designated service provider must run reports monthly as needed to assist the LWDB with its responsibility to provide program oversight and ensure timely follow-ups and accurate data recording.

108 ARIZONA ADDRESS CONFIDENTIAL PROGRAM (ACP) PARTICIPANTS

Service providers must accept and use the substitute address in the AJC system, and in all other documents that contain the ACP participants address. The Secretary of State's ACP is a program that helps victims of domestic violence, sexual offenses, and/or stalking by:

- A. Issuing a substitute address to be used instead of the person's home, work, and school address.
- B. Accepts all first class, registered and election mail for the participant and forwards to her/ his real address at no cost. Service providers must verify the individuals ACP participation by:
1. Contacting the Secretary of State's ACP office; or
 2. Viewing the ACP authorization card. When possible, the service provider must make a copy of the ACP authorization card for the WIOA Title I-B participant's file.
- C. The use of substitute address in ACP may be discontinued only if:

1. The ACP participant, or the ACP participant's parent or legal guardian if the participant is a minor or an incapacitated adult, requests DES cease providing ACP protection.
2. Mail sent to the participant's substitute address is returned as undeliverable.

109 CO-ENROLLMENTS FOR ADULTS AND DW

Co-enrollment occurs when a participant is simultaneously enrolled in more than one employment and training program. Service providers 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.

A. Programs that Adult may have co-enrollments with include:

1. The DW program;
2. The Youth program;
3. Employment Service (WIOA Title III), including those Title III participants who are receiving RESEA services;
4. Title II Adult Education and Literacy programs;
5. Vocational Rehabilitation (WIOA Title IV);
6. Section 166 Native American programs;
7. Migrant Seasonal Farmworker (MSFW);

MSFWs must be identified at the point of entry to assure equity of services is provided.
8. 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.
9. 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.

10. Trade Adjustment Assistance (TAA) for Workers;
 - a. All members of a certified worker group must be co-enrolled in the DW program unless one of the following exceptions apply to an individual worker:
 - i. A member of a certified worker group who does not meet the individual eligibility requirements under the WIOA DW program, including but not limited to the Selective Service registration requirements; or
 - ii. An individual member of a certified worker group who declines to be co-enrolled. Any member of a certified worker group who declines to be co-enrolled in the DW program will not be denied benefits and services under the TAA program at DES if otherwise eligible.
 - b. LWDB service provider will provide timely access to appropriate employment services, benefits, training, supportive services, and supplemental assistance to trade-affected workers who are co-enrolled in the DW program.
 - c. LWDB service provider will coordinate with the TAA program at DES when a DW is likely to be eligible for benefits and services available under the TAA program as follows:
 - i. The TAA Program at DES will assist the LWDB service provider in determining who is considered likely to be eligible and provide guidance on the TAA petition filing process; and
 - ii. The TAA Program at DES will ensure that rapid response assistance and appropriate career services are made available to a group of

workers after a TAA petition is filed in coordination with LWDB service provider.

- d. Under certain circumstances, including but not limited to, a general announcement of a closure, a partially separated worker and adversely affected incumbent worker (AAIW) are required to be co-enrolled when they meet the eligibility criteria as defined under WIOA section 3(15) for a DW.
 - i. A partially separated worker means an individual including an employer, who has not experienced a total separation due to a lack of work.
 - ii. For the purpose of filing a TAA petition to DOL, a partially separated worker for an employer is any worker with hours and wages that have been reduced to anything under 80% of the average weekly hours and wages during a period which is subject to the DOL petition investigation.
 - iii. For the purpose of providing TAA benefits and services to a worker group covered under a TAA Certification issued by DOL, a partially separated worker will be any worker with hours and wages that have been reduced to anything under 80% of the average weekly hours and wages during a certification period.

11. 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. and

12. Other employment related programs.

- B. When an Adult and DW is co-enrolled, services provided by the ARIZONA@WORK partner program must be added to the Service & Training (S & T) plan in the AJC system under partner-provided services. When a service is provided by a partner that uses the

AJC system (such as employment service or TAA) the services do not need to be added to Partner-Provided services because the AJC system automatically considers the individual co-enrolled when the participant is receiving services from more than one program.

110 TRANSFER OF A PARTICIPANT TO ANOTHER LWDB

When a participant requests to be transferred to another LWDB's WIOA Title I-B Adult and/or DW program, due to relocation or any other reason, service provider staff from both areas (transferring and receiving) must exercise due diligence to assist the participant and follow the steps listed under [Exhibit 100.5](#).

111 SERVING INDIVIDUALS OUTSIDE THE LWDA

There are no geographical boundaries in providing services to individuals in any WIOA Title I-B program regardless of the individual's address.

- A. LWDBs must not create policies that prohibit serving individuals who live outside their LWDA.
- B. Individuals interested in WIOA Title I-B may apply at any ARIZONA@WORK office regardless of zip code, and/or residence.
- C. The LWDB will utilize the LLSIL levels assigned for the local area where the applicant is applying to determine eligibility (refer to [Exhibit 100C](#) for the LLSIL) and refer to the WIOA Title I-B Adult Eligibility ([Exhibit 100A](#)), and Dislocated Worker Eligibility Checklist ([Exhibit 100A.1](#)) for eligibility documentation.

112 ADDING SERVICE DATES TO THE S & T PLAN IN THE AJC SYSTEM

When adding services to the S & T plan in the AJC system, the following requirements must be followed:

- A. The system requires staff to enter an *Estimated Start Date* and *Estimated End Date* for all services added to the S & T plan. The service is not started until an actual start date is entered. Service providers must not enter services on the S & T plan in the AJC system with a future start date.
- B. Service providers must only add services to the S & T plan that reflect actual services the participant received. All services are defined in the AJC system [Service Dictionary](#).

- C. Service providers must not enter services with the sole purpose of preventing an enrollment to close in the system.

113 COMPLAINT RESOLUTION/APPEAL

- A. Acknowledgement of Equal Employment and Non-Discrimination Requirements. AJC contains fields needed for the participant to acknowledge understanding of the Equal Opportunity & Nondiscrimination Policy, Section 700, and is not required for uploading.
- B. Acknowledgement of Non-Equal Opportunity Complaint and Appeal Process. Service providers must ensure local non-equal opportunity complaint resolution/appeal policy and procedures are signed by the participant and are uploaded into the AJC system. LWDB staff and service provider staff must refer to the Grievances, Complaints and Appeals Policy Section 1400 for general issues alleging violations of WIOA Title I-B.

114 MANAGING A CASELOAD (EXITS AND EXCLUSIONS FROM PERFORMANCE)

Adult and/or DW clients who have not received a qualifying participant level service funded by the Adult and/or DW program for 90 consecutive calendar days and are not scheduled for future services will have exited the program. The date of exit is the last day a qualifying participant level service was provided to a participant. The date of exit is set by the AJC system retroactive back to the last qualifying participant level service - retroactive after the 90 days and is an auto exit by the AJC system as the system auto calculates this. Once a participant has exited, eligibility must be redetermined to receive WIOA adult and dislocated worker services.

.100 Program Exit Requirements

LWDB service provider staff must close services in a timely manner. If services have not been closed manually, the AJC system exits cases as follows:

- A. For services that have an actual end date entered by staff, 90 days after the actual start end date for all services, the AJC system will exit the enrollment(s) and the exit date will reflect the last actual end date entered by staff.

- B. If there are services from any program that do not have an actual end date, the estimated end date is used. 90 days after the estimated end date the AJC system will exit the enrollments if no service is open or provided by the 90th day.
- C. When a participant is no longer receiving a service, service providers must add the actual end date of the service to the S & T plan in the AJC system in a timely manner.
- D. When a participant receives services from multiple programs, the most recent service end date is the date of exit.
- E. Follow-up services provided to clients do not extend the exit date nor do the reportable individual services (self-service and/or informational only services).

.101 Exits Excluded from Participation/Performance Calculation

The participant will not be counted in performance if they exit any of the WIOA Title I programs for any of the following reasons:

- A. Deceased – Participant died during participation;
- B. Institutionalized – Participant becomes incarcerated in a correctional institution or has become a resident of a facility providing 24-hour support, such as a hospital or treatment center during the course of receiving services as a participant;
- C. Health/Medical – Participant is receiving medical treatment and that treatment is expected to last longer than 90 days and precludes entry into unsubsidized employment or continued participation in the WIOA program.
- D. Entered into Active Military Duty – 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.

.100 Using Supplemental Wage Information to Report Employment-Based Performance Measures

The WIOA Title I-B Adult and DW program is required to report the participants employment status in the second and fourth quarter after exit; and Median earning in the second quarter after exit. Matching a participant's Social Security Number (SSN) against quarterly Unemployment Insurance (UI) Wages is the most effective means for determining employment status and earnings for a program participant. However, quarterly UI wage records will not result in a match in all circumstances. Service providers may use supplemental wage information when:

- A. The participant has not provided his/her SSN;
- B. UI wage records are not available for the participant; or
- C. The individual is self-employed.
- D. Calculating employment-based performance measures for individuals who participate in entrepreneurial training.

.101 Supplemental Wage Information Follow-Up Procedures

LWDBs must have written procedures to collect data in a valid and reliable manner. LWDBs must also train staff on the implementation of follow-up procedures, including what to say to former participants or their employers to encourage cooperation, and voluntary and truthful wage disclosure. The written procedures must:

- A. Inform participants at program entry about the supplemental wage information follow-up process and collect extensive contact information about them, such as addresses, and phone numbers of relatives and others who may know the participant's whereabouts over time and employment;
- B. Encourage participants to provide new addresses and phone numbers when they move, and implement procedures to update participant information periodically while the participant is enrolled in the program;
- C. Conduct follow-up as close to the reference quarter in the employment-based performance measure as possible. Service

providers must refer to [Exhibit 100.4](#) under section II for the timeline on commencing data collection for employment-based performance measures;

- D. Identify the appropriate information to collect from the participant to assist in and during follow-up, such as the participant's SSN (if available), contact information, and supplemental wage information related to all of the employment-based performance measures;
- E. Identify the local resources available to conduct follow-up; and
- F. Identify if the follow-up will be conducted more frequently than quarterly, continuous, or monthly basis.

.102 Acceptable Forms of Supplemental Wage Data

Service providers must refer to [Exhibit 100.4](#) to view the acceptable forms that can be used to collect supplemental wage data.

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)