

A GUIDE TO ARIZONA'S WORKFORCE SYSTEM ROADMAP FOR NEXT-GEN TALENT

JULY 1, 2020 – JUNE 30, 2024



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As globalization and emerging technology transform industries and create entirely new career paths, ensuring that Arizona's workforce is prepared to successfully navigate these changes is critical for our state to remain globally competitive.

Fortunately, Arizona is at the leading edge of innovation – and industry leaders including TSMC, Lucid Motors, Nikola, Eviation, Axon, Raytheon, Honeywell, Boeing, Northrop Grumman, Compound Photonics, and many others are leveraging our talent pipeline to advance next-gen technologies in our communities. This positions Arizona to enhance our already robust, technically-skilled talent base, working collaboratively with private industry and academia to define effective programs and curricula to continue shaping the workforce of the future.

The Arizona State Workforce System reflects six priorities championed within the Arizona Commerce Authority's five-year business plan:

- Collaborate to remove barriers to workforce participation.
- Expand the reach and success of STEM education initiatives.
- Leverage resources and integrate workforce efforts in support of business growth.
- Build on successful partnerships between industry and academia.
- Align workforce economic development strategies, curricula and programs.
- Enhance partnerships between Arizona universities and private industry that strategically align with development of target industries.

Under the leadership of Governor Ducey and an esteemed Board of Directors, the Arizona Commerce Authority remains focused on working with our statewide partners to execute the strategies outlined in Arizona's 2020 - 2023 Unified State Plan. Doing so will enable us to train, attract and retain the best talent, meet the workforce needs of high-growth industries, and continue strengthening Arizona's economy.



My best,

 Sandra Watson
 President & CEO
 Arizona Commerce Authority



Dear Arizona Workforce Leaders,

As the human services provider for the State of Arizona, the Department of Economic Security (DES/Department) provides vital services to help Arizonans achieve self-sufficiency, including an array of employment services tailored to the unique needs of Arizonans returning to or advancing within the workforce.

Workforce services include:

- Job readiness training for job seekers with disabilities
- Civilian employment opportunities for veterans
- Reentry services aimed at providing formerly incarcerated individuals with a second chance
- Jobs for migrant and seasonal farmworkers

Additionally, DES assists employers with their recruitment efforts through job board postings, virtual and in-person hiring events, and job matches with qualified workers. The Department also works with businesses to create and register apprenticeship programs, support companies experiencing hardships to help them avoid layoffs, and more.

While employers were being impacted by the effects of the COVID-19 pandemic, DES supported individuals whose employment was interrupted by issuing more than \$13 billion to Unemployment Insurance (UI) claimants. As we now return stronger from the pandemic, DES is committed to assisting Arizonans in returning to the workforce, while ensuring that employers have access to skilled labor.

Key actions that align with the State Plan are underway, including:

- **Unemployment Insurance System Stabilization:** The change in economic conditions placed a significant strain on UI systems, staff, and Arizona families. The short-term stability of UI and the continued provision of child care for working parents will be vital in stabilizing and improving economic conditions.
- **ARIZONA@WORK Outreach Expansion:** The revamping of Arizona's economy post-COVID-19 will include continued collaboration with workforce partners for job creation and growth.

With services based throughout the state, the DES network of specialists remains focused on fulfilling workforce needs to better connect jobs and people. We look forward to working with you as we build a stronger Arizona economy.

Sincerely,

 Michael Wisheart
 Director
 Department of Economic Security





Dear Workforce, Education and Business Leaders,

Thank you for diligently serving and connecting Arizona's job seekers and job creators. Thank you also for the many changes and innovations you have implemented to fulfill WIOA requirements and adapt to rapidly changing needs as we focus on a seamless, modern, transformational service delivery model based on the customer's needs.

COVID-19 dealt us some painful setbacks and taught us some hard-fought lessons. We lost valued employees, leaders, friends, and beloved family members, taken too soon. We experienced shortages of necessary items and supply chain disruptions because of products no longer made locally or perhaps anywhere in the U.S. We experienced an avalanche of lost jobs at the beginning of the pandemic and the drawn-out pain of struggling businesses reluctantly shedding employees or even closing their doors entirely on their business dreams.

I am proud of the way business, government, education and workforce leaders have worked together in non-partisan ways to recover two thirds of those pandemic-induced Arizona job losses thus far, and to attract new dynamic businesses set on growth for generations to come. We must recognize our common ground and find a shared strength to continue to overcome, redoubling our efforts to regain jobs and prepare for a new future.

Globalization and innovation are quickly altering U.S. industry and career paths, requiring workers to upgrade their skills, change jobs and/or gain new expertise. Many of today's primary-school students will hold jobs that do not exist today. When you consider the rapid industry growth of companies such as electric car manufacturer Lucid Motors and body-camera equipment maker/servicer Axon, you begin to understand the pace of innovation taking place right here in Arizona.

Arizona is becoming known as one of the best places globally to test, launch and scale new products. Keeping up with the speed of technology-generated job opportunities and delivering qualified talent are paramount to continuing this trend. This helps Arizona become more able to independently supply our own needs and helps empower the Arizona economy to support more workers in new and thriving careers, generating wages that provide for loved ones and tax revenues that fund our schools, first responders, and a safety net for our most needy.

Arizona job seekers and job creators need you and the wealth of experience you bring for building new skills for a resilient future! I am inspired by the stories of triumph I keep hearing of the individuals you have helped from discouragement and despair to new adventures and exciting careers, and the job creators for whom you have helped find the ready-on-day-one skilled workers they needed to survive, grow and thrive.

Our State Plan for PY2020-2023 is focused on leveraging investments for workforce-development and reskilling initiatives to build flourishing communities. This Guide to Arizona's Workforce System aims to assist our diverse stakeholders more easily understand and implement the state's agreed-upon goals and strategies as we scale efforts to meet Arizonans' needs. I look forward to all we will continue to accomplish together!



Sincerely,

Dawn Grove
Corporate Counsel
Karsten Manufacturing Corporation
Chair, Workforce Arizona Council

STATE WORKFORCE DEVELOPMENT BOARD

The state's workforce development board, The Workforce Arizona Council¹, consists of roughly 33 private industry leaders, community and labor organizations, local and state government agencies, and members of the Arizona State legislature. The Council is appointed by the Arizona Governor and is responsible for assisting the Governor in carrying out federal workforce functions and implementing a strategic vision for a robust and effective workforce system in the State of Arizona. The Council receives its authority from the Workforce Innovation and Opportunity Act (WIOA), the primary federal workforce development legislation with the goal to increase coordination among federal workforce development and related programs.

STATE WORKFORCE ARIZONA COUNCIL

Arizona Office of the Governor

Governor Doug Ducey

State Leaders/Core Programs

Sandra Watson

Arizona Commerce Authority

Michael Wisehart

Arizona Department of Economic Security

Sheryl Hart

Arizona Department of Education
(on behalf of Superintendent Kathy Hoffman)

Members of State Legislature

Honorable Heather Carter

Arizona Senate, District 15

Honorable Joanne Osborne

Arizona House of Representatives, District 13

Chief Elected Local Officials

Supervisor Bill Gates

Maricopa County Board of Supervisors

Mayor Jen Miles

City of Kingman

Business

Dawn Grove, Board Chair

Karsten Manufacturing

Mark Gaspers

Boeing

John Walters

Liberty Mutual Insurance

Susan Anable

Cox Communications

Gregory Anderson

Summit Healthcare Services

Audrey Bohanen

Adelante Healthcare

Randall Garrison

FenTek Industries

Todd Graver

Freeport McMoRan

Alexander Horvath

Tucson Medical Center

Willard James

Centene Corporation

Tom Jenkins

Advanced Business Learning

Gretchen Kitchel

SRP

Thomas Longstreth

F. Hoffmann-La Roche Ltd

Lawrence Lucero

Tucson Electric Power

Stephen Macias

Pivot Manufacturing

Karen Molina

Raytheon

Brian Rice

Hensley Beverage

Daniel Seiden

Intel

Drew Thorpe

APS

Workforce

Jeff Fleetham

Arizona Registrar of Contractors

Allison Gilbreath

Arizona Manufacturers Council

David Martin

Arizona Chapter of Associated General Contractors

Jon Schmitt

Arizona State University

Thomas Winkel

Arizona Coalition for Military Families

Labor Representatives

Vacant

Apprenticeship Program Representative

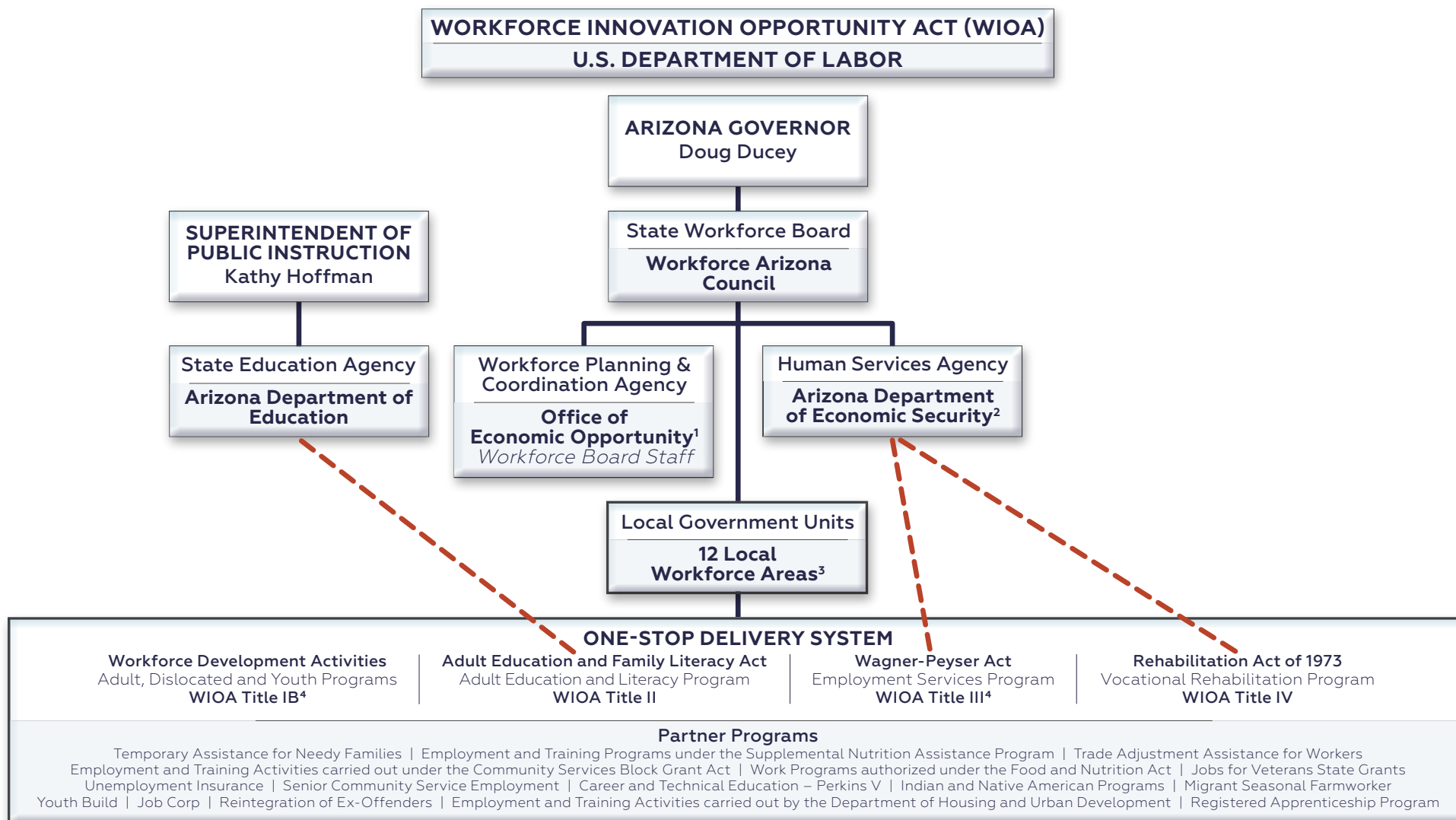
Dennis Anthony

Arizona Registered Apprenticeship Advisory Committee

¹ Established under Workforce Innovation and Opportunity Act of 2014, Arizona State Executive Order 2015-10 and Arizona Revised Statute A.R.S 41-5401.

ARIZONA'S PUBLIC WORKFORCE SYSTEM STRUCTURE

This chart demonstrates WIOA's service delivery network as designated by law. Agencies and entities are designated to administer and provide oversight for each program. The system provides career, training and business services for job seekers and employers.



¹ Office of Economic Opportunity reports to the President & CEO of the Arizona Commerce Authority.

² Serves as the State grant recipient for WIOA funds and oversees fiscal and programmatic requirements for recipients.

³ The 12 Local Workforce Areas are a jurisdiction for the administration of workforce development activities and execute the adult, dislocated worker, and youth funds allocated by the State.

⁴ Title IB and III programs are funded through the US Department of Labor. The other programs are funded and administered by the US Department of Education, US Department of Health and Human Services, US Department of Agriculture, and US Department of Veterans Affairs.

SIX PURPOSES OF WIOA

1 – To increase skills, for individuals in the United States, particularly those individuals with barriers to employment*, **have access to and opportunities for the employment, education, training, and support services** they need to succeed in the labor market.

2 – To support the **alignment of workforce investment, education, and economic development systems** in support of a comprehensive, accessible, and high-quality workforce development system in the United States.

3 – To improve the **quality and labor market relevance of workforce investment, education, and economic development efforts** to provide America’s workers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages and to provide America’s employers with the skilled workers the employers need to succeed in a global economy.

4 – To promote **improvement in the structure of and delivery of services** through the United States workforce development system to better address the employment and skill needs of workers, jobseekers, and employers.

5 – To increase the **prosperity of workers and employers** in the United States, the **economic growth** of communities, regions, and States, and the global competitiveness of the United States.

6 – To provide **workforce investment activities**, through statewide and local workforce development systems, that increase the employment, retention, and earnings of participants, and increase attainment of recognized postsecondary credentials by participants, and as a result, improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of employers, and enhance the productivity and competitiveness of the nation.



* **Individuals with barriers to employment:** including displaced homemakers; low-income individuals; persons with disabilities; older workers; ex-offenders; homeless individuals; youth who are in or have aged out of the foster care system; English Language Learners; low literacy levels; or those who face substantial cultural barriers; Temporary Assistance for Needy Families (TANF); single parents (including pregnant women); and long-term unemployed individuals.

STATE WORKFORCE PLAN OVERVIEW

WIOA requires that the Governor of each state develop and implement a State Plan that outlines a four-year strategy for the state's workforce development system. Planning requirements foster better alignment of federal investments in job training, integrate and improve efficiency in service delivery across programs and ensure that Arizona's workforce system is job-driven and matches employers with skilled individuals.

Arizona's State Plan was developed by the Workforce Arizona Council alongside the Arizona Commerce Authority (ACA), Arizona Office of Economic Opportunity (OEO), Arizona Department of Economic Security (DES), Arizona Department of Education (ADE), 12 Local Workforce Development Boards, 17+ Partner Programs and stakeholders. Arizona's unified state plan was approved by the U.S. Department of Labor in 2020, is subject to modification in 2022, and will be implemented through PY2023.

This summary provides a high level snapshot of Arizona's public workforce system "ARIZONA@WORK" and its vision, goals and strategies for the next four years. Full details of the Arizona State Plan can be viewed at: https://arizonaatwork.com/sites/default/files/WIOA_Arizona_State_Plan_PY2020-2023.pdf.

STATE PLAN VISION AND GOALS

Taking into account the state's economic and workforce conditions, along with the state's workforce development, education and training activities, the State developed four goals, identified its strengths and weaknesses, and developed 10 strategies to implement over the next four years to support the changing needs of businesses and job seekers.



VISION

To build a pro-growth economy that provides opportunity for all and builds prosperous communities by building the skills and abilities of Arizonans to meet the workforce needs of our employers.



GOALS

Promote a Strong Arizona Economy
Serve Business Needs
Prepare Job Seekers; Defend Against Poverty
Protect Taxpayers by Providing Efficient, Accountable Government Service

GOALS, STRATEGIES, AND IMPLEMENTATION

PROMOTE A STRONG ARIZONA ECONOMY

Build Arizona's capacity to attract, retain and grow thriving businesses.

STRATEGY	IMPLEMENTATION
Industry Sector Partnerships Promote industry sector partnerships/projects	<ul style="list-style-type: none"> • Identify best practices for cross-partner industry sector partnerships/projects for In-Demand Industries. • Expand the talent pipeline for In-Demand Industries by engaging educational institutions, industry, economic development, and workforce development in an integrated way in Arizona's rural and urban settings.

SERVE BUSINESS NEEDSServe Arizona job creators by understanding, anticipating and helping them meet workforce needs *(including meeting the skilled workforce needs of employers).*

STRATEGY	IMPLEMENTATION
Communication and Outreach Plan Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system	<ul style="list-style-type: none"> • Increase staff knowledge of all ARIZONA@WORK services. • Strengthen partnerships between core partners and community organizations. • Increase technology-based communications with customers and partners.
Coordination of Efforts Increase and improve coordination between workforce, education, and economic development efforts at the state and local level	<ul style="list-style-type: none"> • Identify, implement, and maintain best practices for state and local coordination between economic, education and workforce development to ensure services are best utilized in support of businesses and job seekers.
Transferable Skills Ensure training provided to job seekers and workers has a focus on transferable skills	<ul style="list-style-type: none"> • Identify the knowledge, skills, and abilities needed for occupations in In-Demand Industries. • Create an enhanced screening process to identify transferable skills of job seekers. • Increase awareness of the need for transferable skills in curricula based on business needs.
Business Engagement Plan Create a comprehensive business engagement plan to support consistency and availability of services	<ul style="list-style-type: none"> • Assist businesses to utilize work-based training, diversify registered apprenticeships, and upskill workers to increase employee recruitment and retention. • Expand network to deliver solutions, including work-based training models, across the business lifecycle.

GOALS, STRATEGIES, AND IMPLEMENTATION

PREPARE JOB SEEKERS; DEFEND AGAINST POVERTY

Prepare and match job seekers to a job creator for a successful career that provides amply. This includes preparing an educated and skilled workforce, including youth and individuals with barriers to employment and other populations.

STRATEGY	IMPLEMENTATION
Career Pathways Model 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	<ul style="list-style-type: none"> • Ensure career pathways are based on labor market information. • Engage the business community in developing training; identify industry-recognized credentials. • Engage and support statewide and local efforts in the development of a statewide talent pipeline.
Co-enrollment Improve processes for co-enrollment across partners to share costs and case management to better serve customers	<ul style="list-style-type: none"> • Identify best practices for strategic co-enrollment across ARIZONA@WORK partners. • Analyze case management requirements to find opportunities to streamline supports and services.
Equity Enhance initiatives supporting populations with barriers to employment to ensure customers are receiving needed services efficiently including priority populations	<ul style="list-style-type: none"> • Develop and implement a plan for universal design to remove barriers and create a system designed, to the greatest extent possible, for all customers. • Research alternative delivery methods for services and training, such as the use of technology.

PROTECT TAXPAYERS BY PROVIDING EFFICIENT, ACCOUNTABLE GOVERNMENT SERVICE

Accelerate measurable impact and performance for less cost.

STRATEGY	IMPLEMENTATION
Continuous Improvement System Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system	<ul style="list-style-type: none"> • Increase oversight, monitoring, compliance and technical assistance of state, local and ARIZONA@WORK partners. • Establish a benchmark for speed, quality, cost, and results of interaction with the system to ensure customer satisfaction. • Expand use of Arizona Management System methodologies, including tiered measures and problem solving horizontally and vertically across ARIZONA@WORK programs.
Data Systems Identify data system solutions to enhance the interoperability and quality of data for use across ARIZONA@WORK programs	<ul style="list-style-type: none"> • Identify and develop data system solutions to improve data sharing for shared clients across ARIZONA@WORK programs.

Analysis of Economic, Workforce and Workforce Development Needs

ECONOMIC AND WORKFORCE ANALYSIS

Arizona's economy consists of a wide range of industries offering opportunities for individuals seeking employment of all types. This section summarizes economic development strategies, labor market and workforce trends occurring within the Arizona economy to help address and manage future workforce challenges. All data provided is sourced from the State Plan and provided by ACA/OEO and represents 2018 Q4.

ECONOMIC ANALYSIS

Indicators of economic importance also show positive improvements for the Arizona economy:

- **Population levels** continue to increase across the state as individuals from other states and countries seek increased economic opportunities in Arizona.
- Since the end of the Great Recession, **employment growth** has rebounded in a majority of sectors, and Calendar Year (CY) 2018 personal income levels and state Gross Domestic Product (GDP) have both increased over CY 2017 levels.
- **Labor force participation** levels have remained steady throughout PY 2018.
- **Total employment** is projected to increase by 2.8 percent from PY 2018 through PY 2019; however, these gains will not be shared equally among all industry supersectors.
- Per capita personal **income growth** in Arizona lags the national average, but it is growing.

Between 2018 and 2019, **120,000** people moved to Arizona — **more than 300 people a day**
U.S. Census Bureau, 2019

#1

NET MIGRATION: PHOENIX METRO AREA

U.S. Census Bureau, 2019

#2

STATE FOR JOB GROWTH

Bureau of Labor Statistics, 2019

#2

FASTEST-GROWING STATE IN U.S.

U.S. Census Bureau, 2020 estimates

IN-DEMAND INDUSTRIES

The following sectors have a substantial current or potential impact on Arizona's economy and contribute to the growth or stability of other supporting businesses. Each sector has strong current and projected employment opportunities, favorable wages and industry competitiveness.



CONSTRUCTION



HEALTHCARE AND
SOCIAL ASSISTANCE



PROFESSIONAL, SCIENTIFIC
AND TECHNICAL SERVICES



FINANCE AND
INSURANCE



MANUFACTURING



TRANSPORTATION
AND WAREHOUSING



INFORMATION
TECHNOLOGY

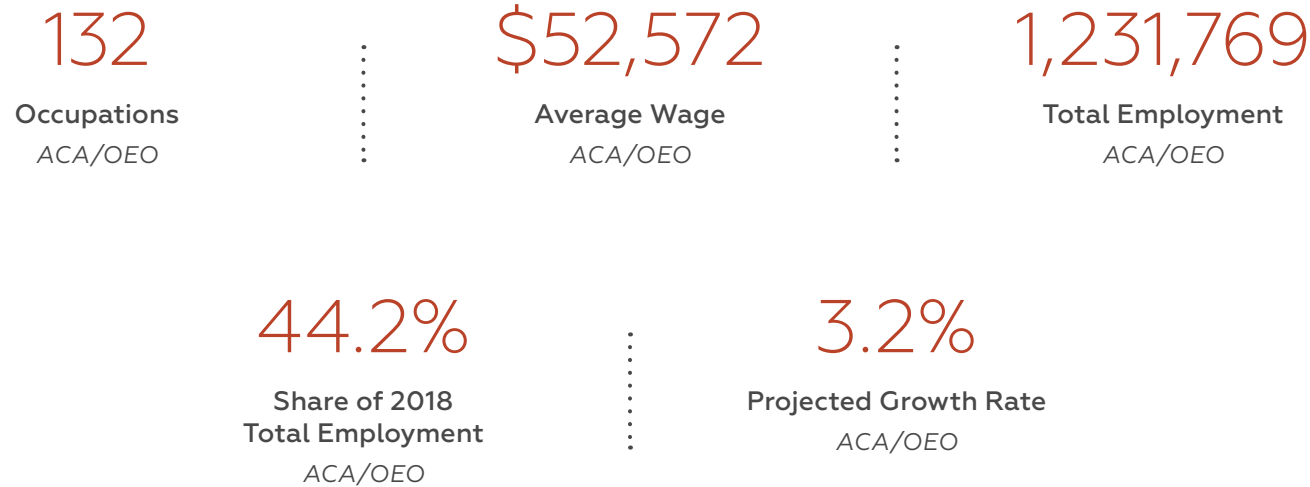
\$52,676
Average Annual Wage for
All Industries in Arizona
2018 Q4

IN-DEMAND INDUSTRIES AVERAGE ANNUAL WAGE	
IN-DEMAND INDUSTRY	AVERAGE ANNUAL WAGE (2018 Q4)
Construction	\$61,100
Healthcare and social assistance	\$54,496
Professional, scientific and technical services	\$86,736
Finance and insurance	\$74,256
Manufacturing	\$74,828
Transportation and warehousing	\$50,128
Information technology	\$96,166
AVERAGE TOTAL WAGE	\$71,101

\$71,101
Average Annual Wage for
In-Demand Industries in Arizona
2018 Q4

IN-DEMAND OCCUPATIONS

Within Arizona's In-Demand Industries are the state's In-Demand Occupations, which are currently or are projected to have strong employment, above-average wages, medium to high skill requirements and large projected vacancy needs. These occupations lead to economic self-sufficiency and opportunities for advancement across education levels.



IN-DEMAND OCCUPATIONS ACROSS INDUSTRIES	
IN-DEMAND INDUSTRY	OCCUPATION COUNT
Construction	46
Finance and Insurance	30
Healthcare and Social Assistance	51
Information Technology	22
Manufacturing	59
Professional, Scientific and Technical Services	49
Transportation and Warehousing	24

Source: ACA/OEO, Many individual, In-Demand Occupations are present within multiple industries.

IN-DEMAND OCCUPATIONS BY EDUCATION REQUIREMENT	
IN-DEMAND INDUSTRY	OCCUPATION COUNT
Less than High School	20
High School Diploma	48
Postsecondary Non-degree Award	9
Associate Degree	15
Bachelor's Degree	26
Master's Degree	6
Doctoral or Professional Degree	8

EMPLOYERS' WORKFORCE NEEDS

Arizona's In-Demand Occupations require a blend of occupational skills and credentials, technical skills ("hard skills") and career readiness ("soft skills"). Below are the top knowledge, skills, and abilities required for Arizona's In-Demand Occupations.

IN-DEMAND OCCUPATIONS TOP REQUIRED KNOWLEDGE, SKILLS AND ABILITIES		
KNOWLEDGE	SKILLS	ABILITIES
Customer and Personal Service	Reading Comprehension	Oral Comprehension
English Language	Active Listening	Oral Expression
Mechanical	Critical Thinking	Near Vision
Mathematics	Speaking	Problem Solving
Computers and Electronics	Operation and Control	Written Comprehension

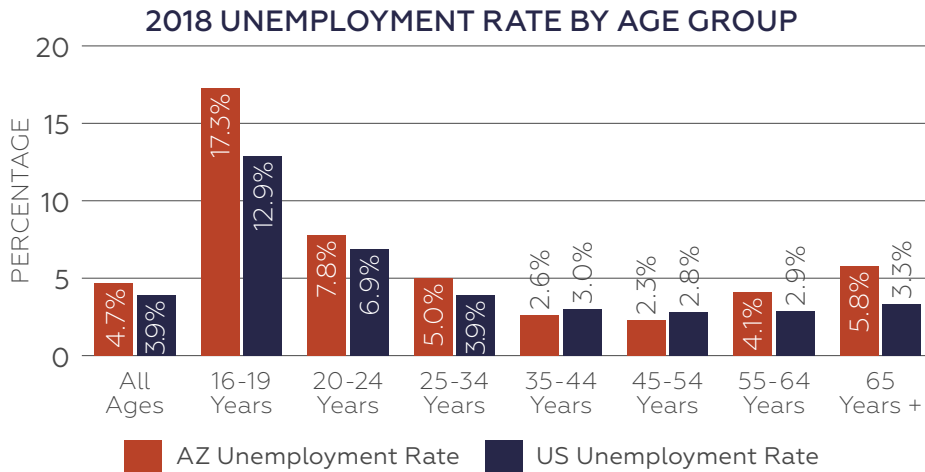
Source: Produced by the Arizona Office of Economic Opportunity in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics

WORKFORCE ANALYSIS

This section provides an analysis of Arizona's current workforce, including individuals with barriers to employment.

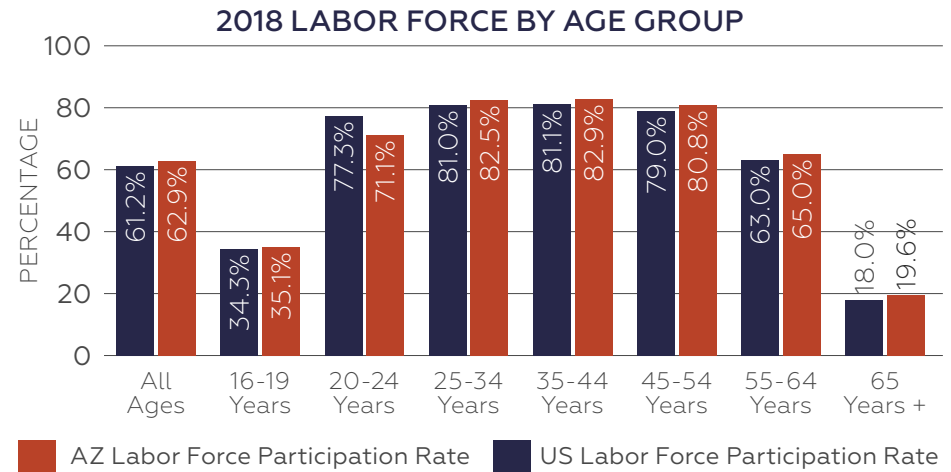
Unemployment

Arizona had an unemployment rate of 4.9 percent in June 2019, a significant improvement over the unemployment rate nearly 10 years prior when it peaked at 10.9 percent in December 2009.



Labor Force Participation Rate

In June 2019, the Labor Force Participation Rate in Arizona was 61.6 percent of the civilian non-institutionalized population. The LFPR in Arizona has grown modestly since June 2013 when the rate in Arizona was 59.6 percent.



Education and Skill Levels of Workforce

Arizona has a higher percent share of individuals with less than a high school diploma than national average. The state also has a higher share of individuals with some college or no degree.

EDUCATIONAL ATTAINMENT OF ARIZONANS AGE 25 AND OLDER COMPARED TO U.S. *			
EDUCATION LEVEL ATTAINED	ARIZONA		UNITED STATES
	POPULATION ESTIMATE	PERCENT	PERCENT
Less than 9 th Grade	254,700	5.4%	5.1%
9 th to 12 th Grade, no diploma	350,198	7.4%	6.9%
High school Graduate (includes equivalent)	1,136,493	24.1%	27.1%
Some college, no degree	1,178,809	25.0%	20.4%
Associates degree	408,070	8.7%	8.5%
Bachelor's degree	863,062	18.3%	19.7%
Graduate or professional degree	520,053	11.0%	12.3%

*Population estimates include all Arizonans age 25 and older including those not in the labor force (e.g. individuals who are retired, homemakers, in school, etc.).



Skills Gaps

As current economic conditions improve, the need for middle and high-skilled workers continues to put pressure on today's labor market. Occupations requiring lower levels of education represent a large portion of Arizona jobs. In 2018, occupations requiring either a high school diploma or no high school diploma were the two largest employment by education categories, and it is projected that these two categories will remain the largest through 2020. Occupations requiring an associate degree are projected to record the fastest growth, growing by 6.7 percent annually.

ARIZONA EMPLOYMENT BY OCCUPATION EDUCATION MINIMUM REQUIREMENTS, 2018 - 2020			
MINIMUM EDUCATIONAL REQUIREMENT	2018 ESTIMATED EMPLOYMENT LEVEL	2018 PROJECTED EMPLOYMENT LEVEL	GROWTH RATE
Less than high school	746,931	783,640	4.9%
High school diploma or equivalent	1,195,505	1,260,074	5.4%
Some college, no degree	65,915	68,705	4.2%
Postsecondary non-degree award	170,032	180,801	6.3%
Associate's degree	70,796	75,546	6.7%
Bachelor's degree	648,680	687,965	6.1%
Master's degree	50,787	53,772	5.9%
Doctoral or professional degree	66,594	70,441	5.8%



In 2018, only 35.8 percent of jobs provided no on-the-job training, while 61.5 percent of jobs required short-term, moderate or long-term on-the-job training. Occupations requiring an internship, residency, or apprenticeship represented 2.8 percent of jobs in 2018.

The majority of occupations do not require job seekers to possess prior work experience in order to be competitive. In 2018, only **16.7 percent of Arizona workers were employed in occupations that require some work experience.** Work experience is an important attribute for occupations that require employee oversight, such as managers, supervisors or administrators. This trend is consistent across all educational attainment levels that require work experience. Occupations requiring work experience, but little to no employee oversight, typically include the self-employed, such as private detectives or writers.

Source: Produced by the Arizona Office of Economic Opportunity in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics.

Please see the State Plan for detailed information on the state's Economic and Workforce Analysis (pg 7).

Workforce Development,
Education and Training Activities

ARIZONA'S WORKFORCE SYSTEM

ARIZONA@WORK is a public-private partnership funded by WIOA consisting of state agencies (5), local workforce development areas (12), *core and partner programs* (17+) and job centers (47) that provide services to individuals and businesses through workforce development programs in a One-Stop Delivery System.



ONE-STOP DELIVERY SYSTEM

The **One-Stop Delivery System** brings together workforce development, educational and other human services providers. The seamless customer-focused service delivery network enhances access to program services and improves long-term employment outcomes for individuals receiving assistance. One-Stop partners administer separately funded programs as a set of integrated streamlined services to job-seeker and employer customers.

JOB CENTERS

As a central point of service, ARIZONA@WORK **Job Centers** provide a single location for employer customers and job-seekers to access programs and services, making the process of locating and accessing employment services more efficient and seamless. Customers may also receive job services virtually.

PERFORMANCE

Success is measured by a set of WIOA **performance indicators**¹ which assess the effectiveness of the State and ARIZONA@WORK in serving individuals and businesses. Arizona's expected levels of performance for each indicator (for the first two years covered by the plan) are provided in the Core Program Overview section.

Statewide Employment and Training Activities

The State **supports and leads a series of talent development initiatives** including:

- Statewide Re-entry Initiative (Second Chance Centers) | Arizona Career Readiness Program
- Arizona Advanced Technology Network | Maryvale Workforce Initiative | Insurance Talent Pipeline
- Transformational Innovation in the Hospitality Industry | Build Your Future Arizona - Construction Rebrand Initiative

¹ Additional BLANK is available in Appendix #, pages #-#

WORKFORCE DEVELOPMENT ACTIVITIES (TITLE IB)

Workforce Development Activities provision authorizes job training and related services to unemployed or underemployed individuals. Training is provided through **227 Eligible Training Providers** that offer approximately 1,260 of training programs.

Arizona Community Colleges

Arizona's **10 Community College Districts** serve as a key partner in delivering training services.



Veteran Services

Arizona's veteran support services **connect veterans, service-members and their family members** to resources and employment opportunities.



Be Connected Program | Arizona Roadmap to Veteran Employment | Jobs for Veterans Program

ADULT PROGRAM

The **Adult Program** provides career and training services to help job seekers who are at least 18 years old. Priority is given to low-income individuals, low-skilled individuals and recipients of public assistance. The program provides priority of service to veterans, public assistance recipients, low-income individuals, and individuals who are basic-skills deficient.

ADULT PROGRAM CAREER SERVICES	
BASIC	INDIVIDUALIZED
Eligibility Determination	Comprehensive skills assessments
Program intake and orientation	Individualized employment plans
Skills assessment	Employment counseling
Job search	Career planning
Business recruitment	Pre-vocational services
Program referrals	Internships and work experience
Labor market Information	Financial and educational literacy services

ARIZONA@WORK Priority Populations

Recipients of Public Assistance | Low-income Individuals | Basic Skills Deficient Individuals | Veterans

PERFORMANCE GOALS



For detailed information on the Adult Program, visit page 79 in the State Plan.

DISLOCATED WORKER PROGRAM

The **Dislocated Worker Program** provides services to individuals who have been terminated, laid off, or received a notice of termination or layoff from employment, generally due to closures or downsizing.

DISLOCATED WORKER PROGRAM CAREER SERVICES	
BASIC	INDIVIDUALIZED
Eligibility Determination	Comprehensive skills assessments
Program intake and orientation	Individualized employment plans
Skills assessment	Employment counseling
Job search	Career planning
Business recruitment	Pre-vocational services
Program referrals	Internships and work experience
Labor market Information	Financial and educational literacy services

LAYOFF AVERSION (Proactive)

- Business engagement, partnership and relationship-building activities with businesses for successful layoff aversion efforts;
- Funding feasibility studies to determine if a company's operations may be sustained through a buyout or other means to avoid or minimize layoffs;
- Developing, funding and managing incumbent worker training programs or other worker upskilling approaches.

RAPID RESPONSE (Reactive)

A subset of the Dislocated Worker Program is Rapid Response, a pro-active, business-focused and flexible strategy designed to respond to layoffs and plant closings by quickly coordinating services and providing immediate aid to companies and their affected workers.

Rapid response activities include providing assistance with layoff aversion strategies.

PERFORMANCE GOALS



For detailed information on the Adult Program, visit page 79 in the State Plan.

YOUTH PROGRAM

The Youth Program serves eligible in-school youth ages 14-21 and out-of-school youth ages 16-24.

Out-Of-School Youth

A minimum of **75% of funding is expended** on out-of-school youth.

YOUTH PROGRAM CAREER SERVICES

Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies	Alternative secondary school services, or dropout recovery services
Paid and unpaid work experiences	Follow-up service
Occupational skill training	Comprehensive guidance and counseling
Education offered concurrently with and in the same context as workforce preparation	Services that provide labor market and employment information
Supportive services	Financial literacy education
Adult mentoring	Entrepreneurial skills and training
Leadership development opportunities	Postsecondary preparation and transition activities

PERFORMANCE GOALS



For detailed information on the Youth Program, visit page 89 in the State Plan.

ADULT EDUCATION AND FAMILY LITERACY ACT (TITLE II)

Arizona Adult Education provides educational services to individuals aged 16 and older who are not enrolled or required to be enrolled in school and lack basic literacy or English language skills, or lack a secondary diploma.

ADULT EDUCATION AND LITERACY PROGRAM SERVICES	
Adult Basic Education (ABE): instruction in reading, writing and math up to the 8th grade level	Arizona Integrated Education and Training Programs (IET)
Adult Secondary Education (ASE): instruction in reading, writing, math, science and social studies at the 9th-12th grade level and higher, generally provided to prepare students to take the High School Equivalency (HSE) test to earn a HSE secondary diploma	English Language Acquisition for Adults (ELAA): instruction in communication and comprehension skills for English language learners
Civics Engagement: for English language learners	Distance Education and Hybrid Learning: instructional delivery

PERFORMANCE GOALS



For detailed information on the Adult Education and Literacy Program, visit page 135 in the State Plan.

WAGNER-PEYSER ACT EMPLOYMENT SERVICES PROGRAM (TITLE III)

The Wagner-Peyser Act Employment Services Program authorizes access to and co-location of workforce and labor market information, job search, placement, recruitment, and labor exchange services in the job centers.

The Employment Services Program provides basic and individualized career services to job seekers and recruitment services to Arizona employers via self-service, facilitated self-help services and staff-assisted services at all 47 job centers. 80+ Workforce Specialists provide in-person and virtual services to workers and employers across the state.

EMPLOYMENT SERVICES ARE AVAILABLE TO ALL ARIZONANS INCLUDING:	
Employability assessment	Interview preparation techniques
Job search and referral assistance	Assisting migrant and seasonal farmworkers
Resume preparation	Priority of service to veterans and their spouses
Referrals to other programs	Re-employment services to unemployment insurance claimants
Providing labor market information	Assessing and referring to workshops

PERFORMANCE GOALS



For detailed information on the Employment Services Program, visit page 103 in the State Plan.

VOCATIONAL REHABILITATION ACT OF 1973 - (TITLE IV)

The **Vocational Rehabilitation Act of 1973** authorizes employment-related vocational rehabilitation services to individuals with disabilities, to integrate vocational rehabilitation into the One-Stop system.

The **Vocational Rehabilitation Program** provides a variety of services to persons with disabilities to prepare for, enter into, or retain employment. VR has staff trained to meet the unique needs of individuals with disabilities.



PERFORMANCE GOALS



* Incremental increase for Program Year 2021.

Baseline indicates there is currently insufficient information to set a goal

For detailed information on the Vocational Rehabilitation Program, visit page 140 in the State Plan.

SERVICES TO EMPLOYERS

ARIZONA@WORK's holistic business services approach serves Arizona employers and connects them with job-seekers. More than 30 business service representatives across the state provide a wide range of services to support job creators.

BUSINESS SERVICES PROVIDED TO EMPLOYERS INCLUDE:	
Employer Information and Support Services	Training Services
Workforce Recruitment Assistance	Incumbent Worker Training Services
Strategic Planning/Economic Development Activities	Rapid Response/Business Downsizing Assistance
Untapped Labor Pools Activities	Planning Layoff Response

WORK-BASED TRAINING

ARIZONA@WORK provides work-based training grants to meet business needs and reduce training costs, employee turnover, and averting layoffs. Work-based training opportunities provide individuals with credentials, work experience, opportunities to learn new transferable skills, and job placement. For Work-based Training needs reference: Appendix, page 34, "Work-based Training Opportunities | Training Grants" table.



Apprenticeship Programs

Arizona supports apprenticeship programs that provide employers with a larger talent pool that are trained from entry-level to management positions with recognized credentials that meet the employer's needs. Individuals have the opportunity to obtain knowledge and advance skills specific to the workplace resulting in increased wages and job retention.

PERFORMANCE GOALS

Effectiveness in Serving Employers is measured as a shared outcome across all six core programs to ensure a holistic approach to serving employers.



Employee Retention

Percentage of Participants Retaining Employment with Employer



Employer Penetration

Arizona Employers Using Programs' Services



Job Openings Filled

Average Number of Days to Fill Job Openings



Businesses-Clients Assisted

Businesses Receiving Assistance in Identifying Job Applicants



Site Visits

Businesses Receiving Site Visits from Program Staff

LIST OF CORE AND PARTNER PROGRAMS

ARIZONA@WORK PROGRAMS	PROGRAM DESCRIPTION, CUSTOMERS AND SERVICES	LEAD AGENCY	LEAD CONTACT	WEBSITE
GOVERNANCE & ADMINISTRATION				
Systems Alignment	Serves as state workforce coordination and planning, including alignment with economic development and staffing the Workforce Arizona Council.	Office of Economic Opportunity	Kolu Wilson	https://www.azcommerce.com/
Fiscal & Compliance	Serves as the State grant recipient for WIOA funds and oversees fiscal and programmatic requirements of subrecipients.	Arizona Department of Economic Security	Tom Colombo	https://des.az.gov/services/employment/workforce-innovation-and-opportunity-act
CORE PROGRAMS				
Workforce Development Activities (Adult, Dislocated Worker and Youth Programs) (Title IB)	Provides job training and related services to unemployed or underemployed individuals.	12 Local Workforce Areas	Local Area Directors	https://arizonaatwork.com/locations
Adult Education and Literacy Act Program (Title II)	Provides education services to assist adults in improving their basic skills, completing secondary education, and transitioning to postsecondary education	Arizona Department of Education	Sheryl Hart	https://www.azed.gov/adultedservices
Employment Services Program (Title III)	Provides access to all workforce and labor market information, job search, placement, recruitment, and labor exchange services	Arizona Department of Economic Security	Chevera Trillo	https://des.az.gov/services/employment/job-seekers
Vocational Rehabilitation Program (Title IV)	Provides access to all workforce and labor market information, job search, placement, recruitment, and labor exchange services	Arizona Department of Economic Security	Kristen Mackey	https://des.az.gov/services/employment/arizona-rehabilitation-services
PARTNER PROGRAMS				
Career and Technical Education Programs	Principle source of federal funding to states for the improvement of secondary and postsecondary career and technical education programs	Arizona Department of Education	Cathie Raymond	https://www.azed.gov/cte
Senior Community Service Employment Program	Provides training for low-income, unemployed seniors. Participants must be at least age 55, unemployed and have a family income of no more than 125 percent of the federal poverty level	Arizona Department of Economic Security	Chevera Trillo	https://des.az.gov/services/older-adults/senior-community-service-employment-program
The Temporary Assistance for Needy Families (TANF)	Provide block grant funds to states to provide families with financial assistance and support arrange of services to improve employment opportunities	Arizona Department of Economic Security	Chevera Trillo	https://des.az.gov/sites/default/files/media/Draft-TANF-State-Plan-10-01-2020.pdf?time=1595980800109
Trade Adjustment Assistance for Workers Program (TAA)	Program assists U.S. workers who have lost their jobs as a result of foreign trade	Arizona Department of Economic Security	Tim Tucker	https://des.az.gov/services/employment/job-seekers/trade-adjustment-assistance
Jobs for Veterans State Grants Program	Provides job-training services for covered veterans and eligible spouses, including widows and widowers	Arizona Department of Economic Security	Chevera Trillo	https://des.az.gov/services/employment/veterans
Unemployment Insurance Program	Program jointly financed through federal and state employer payroll taxes. The Federal Unemployment Tax is used to fund state workforce agencies	Arizona Department of Economic Security	Sandra Cañez	https://des.az.gov/services/employment/unemployment-individual

Table LIST OF CORE AND PARTNER PROGRAMS continued on next page >

LIST OF CORE AND PARTNER PROGRAMS

ARIZONA@WORK PROGRAMS	PROGRAM DESCRIPTION, CUSTOMERS AND SERVICES	LEAD AGENCY	LEAD CONTACT	WEBSITE
PARTNER PROGRAMS				
Employment and training activities carried out under the Community Services Block Grant Act	Provides grant funds to states to ensure decent affordable housing, to provide services to the most vulnerable in communities, to create jobs through the expansion and retention of businesses and to support employment and training programs	Arizona Department of Housing	Carol Ditmore	https://housing.az.gov/community-development-block-grant-program
Employment and Training programs under the Supplemental Nutrition Assistance Program (SNAP) (in combination with On-the-Job Training)	The SNAP program helps participants gain skills and find work that moves them forward to self-sufficiency. SNAP participants have access to training and support services to help them enter or move up in the workforce. These programs also help to reduce barriers to work by providing support services – such as transportation and childcare – as participants prepare for and obtain employment.	Arizona Department of Economic Security	Chevera Trillo	https://des.az.gov/services/employment/job-seekers/supplemental-nutrition-assistance-employment-and-training
Second Chance Act of 2007	Program that targets court-involved youth, young adults, and adult ex-offenders through a variety of discretionary grant awards to assist in providing employment and training to individuals who may find it difficult to obtain employment or training without additional assistance.	Arizona Department of Economic Security	Tim Tucker	https://des.az.gov/featured-story/pathways-to-employment
Migrant and Seasonal Farmworker Program	Assists migrant and seasonal farmworkers and their dependents by providing employment and training service	Arizona Department of Economic Security	Chevera Trillo	https://des.az.gov/services/employment/job-seekers/migrant-seasonal-farm-workers-new
Indian and Native American program	Provides employment and training services to qualifying American Indians, Alaska Natives and Native Hawaiians	Arizona Department of Economic Security	Joceyln Beard	https://itcaonline.com/programs/human-services/workforce-employment-and-training/
Job Corps program	Comprehensive, residential education and job training program for at-risk youth, ages 16-24	Job Corps	Phoenix Job Corps Center Fred G. Acosta Job Corps Center	https://phoenix.jobcorps.gov/our-program https://fredgacosta.jobcorps.gov/
YouthBuild program	Community-based alternative education program that provides job training and educational opportunities for at-risk youth ages 16-24	Phoenix YouthBuild	Mary Alejandro	https://youthbuild.org/

ARIZONA'S NEGOTIATED PERFORMANCE MEASURES FOR PROGRAM YEAR(S) 2020 AND 2021

FEDERAL PERFORMANCE INDICATORS	ADULT	DISLOCATED WORKER	YOUTH	ADULT EDUCATION AND LITERACY	EMPLOYMENT SERVICES	VOCATIONAL REHABILITATION
Employment Rate – 2nd Quarter After Exit	71.4%	78.0%	75.0%	75.0%	67.5%	Baseline
Employment Rate – 4th Quarter After Exit	67.5%	73.2%	67.0%	55.0%*	63.0%	Baseline
Median Earnings – 2nd Quarter After Exit	\$6,500	\$8,646	\$4,500	\$5,600*	\$5,450	Baseline
Credential Attainment Rate	74.8%	72.8%	54.0%	32.0%*	N/A	Baseline
Measurable Skill Gains	59.2%	50.0%	52.8%	50.1%*	N/A	20%*

*Incremental increase for Program Year 2021. **Baseline** indicates there is currently insufficient data to set a goal.

MEASURING SUCCESS – PERFORMANCE INDICATOR DEFINITIONS

Employment (Second Quarter after Exit) - The percentage of participants who are in unsubsidized employment during the second quarter after exit from the program.

Employment (Fourth Quarter after Exit) - The percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program.

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

Credential Attainment Rate - The percentage of those participants enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) who attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exit from the program.

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

Effectiveness in Serving Employers - Three approaches designed to gauge the critical workforce needs of the business community are currently being piloted to identify indicators.

- **Approach 1 - Retention with the same employer** – addresses the programs’ efforts to provide employers with skilled workers;
- **Approach 2 - Repeat Business Customers** – addresses the programs’ efforts to provide quality engagement and services to employers and sectors and establish productive relationships with employers and sectors over extended periods of time; and
- **Approach 3 - Employer Penetration Rate** – addresses the programs’ efforts to provide quality engagement and services to all employers and sectors within a State and local economy.



WORK-BASED TRAINING OPPORTUNITIES AND GRANTS

TRAINING OPPORTUNITY	DESCRIPTION	REIMBURSEMENT
Customized Training	Allows the employer (or group of employers) to create a training program based on their specific needs. There must be a commitment that the employer(s) hire an individual upon successful completion of the training. The training must relate to introduction of new technologies, production or service procedures, workplace literacy, and upgrading to new jobs that require additional skills leading to an industry recognized credential or certification.	Up to 50/50 match for the cost of the training
On-the-Job Training (OJT)	Allows employers to provide hands-on training for the skills, knowledge and competencies needed for eligible employees (entry to mid-level) to perform a specific job. The training must relate to introduction of new technologies, production or service procedures, workplace literacy, and upgrading to new jobs that require additional skills.	Up to 50% wage rate reimbursement for the costs of providing the training up to \$4,000 with a company maximum of \$50,000 per fiscal year. Only hires made after the contract approval would be eligible
Work Experience/Internships	A planned, structured learning experience that takes place in a workplace and provides opportunities for career exploration and skill development.	Up to 100% of the hourly wage for a qualified internship program (entry level) paid for by the workforce system and is typically limited to 400 hours
Registered Apprenticeships	A structured way for employers to support career development for their employees requiring the completion of a blend of classroom instruction and on-the-job training to enter designated occupations.	Up to 50% reimbursement of the hourly wage
Incumbent Worker Training	A training plan for current employees to build upon their skills in order to meet the needs of an employer (or group of employers) to retain a skilled workforce or avert layoffs.	50%-90% training reimbursement for layoff aversion
Occupational-Skills Training	Provides an individual the opportunity to receive training leading to a post-secondary credential that leads to proficiency in performing actual tasks and technical functions required by certain occupational fields at entry, intermediate, or advanced levels.	Pays the training provider up to \$4,000, on behalf of the individual
Career Readiness	The Arizona Career Readiness Program (ACRC) Provides validation of basic academic skills, including applied mathematics, reading for information, locating information; employability skills, which includes communicating effectively, teamwork and collaboration, critical thinking and problem solving and conveying professionalism through four proctored assessments through the ARIZONA@WORK workforce system.	N/A

ARIZONA'S ONE-STOP DELIVERY SYSTEM

	SUBGRANTEE	LOCAL LEADERSHIP	LOCAL SERVICE PROVIDERS			
ARIZONA@WORK LOCAL AREA	CHIEF ELECTED OFFICIAL Chief elected executive officer of a unit of general local government in a local area and serves as the local grant recipient and fiscal agent.	LOCAL WORKFORCE DEVELOPMENT BOARD AND BOARD DIRECTOR Appointed by the chief elected official, the board sets local workforce policy and provides budget oversight within the local area.	ONE-STOP OPERATOR Entity procured by the local board and chief elected official to coordinate workforce development activities in the local one-stop delivery system	ADULT AND DISLOCATED WORKER PROGRAMS SERVICE PROVIDER Entity that provides employment and training services to assist eligible individuals in finding and qualifying for meaningful employment	YOUTH PROGRAM SERVICE PROVIDER Entity that assists youth (ages 14-24), who face significant barriers to success in the labor market, by providing resources and support to overcome those barriers and successfully transition to self-sufficient adulthood.	LOCAL ADULT EDUCATION PROVIDERS Entity procured by the Arizona Department of Education* to provide adult education services in the local workforce area.
City of Phoenix	Mayor Kate Gallego Office of Mayor	Phoenix Business and Workforce Development Board LaSetta Hogans	Goodwill of Central & Northern Arizona	City of Phoenix Human Services Department	Chicanos Por La Causa Jewish Family & Children's Services YMCA	<ul style="list-style-type: none"> * Arizona Center for Youth Resources * Friendly House Adult Education * International Rescue Committee * Rio Salado College Bridge Pathways * Maricopa County Adult Probation * Literacy Volunteers of Maricopa County
Coconino County	Supervisor Matt Ryan Coconino County Board of Supervisors	Coconino Workforce Development Board Cindy Wilson (interim)	Above the Line Consulting	Coconino County, Health and Human Services Department	Coconino County, Health and Human Services Department	<ul style="list-style-type: none"> * Coconino Community College ABE
Maricopa County	Supervisor Jack Sellers Maricopa County Board of Supervisors	Maricopa County Workforce Development Board Steve Clark	MAXIMUS, Inc.	Maricopa County Human Services, Workforce Development Division	Maricopa County Human Services, Workforce Development Division	<ul style="list-style-type: none"> * Arizona Center for Youth Resources * Friendly House Adult Education * International Rescue Committee * Gilbert USD Adult Education * Queen Creek USD Adult Education * Rio Salado College Bridge Pathways * Mesa USD Adult Education
Mohave/LaPaz Counties	Supervisor Buster Johnson Board of Supervisors	Mohave/La Paz County Workforce Development Board Michael Smith	ARIZONA@WORK Mohave/LaPaz	Mohave County Community Services Department	Mohave County Community Services Department	Currently No WIOA Title II Provider in Mohave/LaPaz Workforce Area
Northeastern (Apache, Navajo, Gila Counties)	Supervisor Daryl Seymore Navajo County Board of Supervisors	Northeastern Arizona Local Workforce Development Board Stephanie Ray	The Reveille Foundation	Navajo County Public Health District	Navajo County Public Health District	<ul style="list-style-type: none"> * Gila County Adult Education * Northland Pioneer College Adult Education

Table Arizona's One-Stop Delivery System continued on next page ➤

ARIZONA'S ONE-STOP DELIVERY SYSTEM

	SUBGRANTEE	LOCAL LEADERSHIP	LOCAL SERVICE PROVIDERS			
ARIZONA@WORK LOCAL AREA	CHIEF ELECTED OFFICIAL Chief elected executive officer of a unit of general local government in a local area and serves as the local grant recipient and fiscal agent.	LOCAL WORKFORCE DEVELOPMENT BOARD AND BOARD DIRECTOR Appointed by the chief elected official, the board sets local workforce policy and provides budget oversight within the local area.	ONE-STOP OPERATOR Entity procured by the local board and chief elected official to coordinate workforce development activities in the local one-stop delivery system	ADULT AND DISLOCATED WORKER PROGRAMS SERVICE PROVIDER Entity that provides employment and training services to assist eligible individuals in finding and qualifying for meaningful employment	YOUTH PROGRAM SERVICE PROVIDER Entity that assists youth (ages 14-24), who face significant barriers to success in the labor market, by providing resources and support to overcome those barriers and successfully transition to self-sufficient adulthood.	LOCAL ADULT EDUCATION PROVIDERS Entity procured by the Arizona Department of Education* to provide adult education services in the local workforce area.
Nineteen Tribal Nations*	Chief Elected Officials of the participating Tribal Nations	Nineteen Tribal Nations Local Workforce Development Board Ron Trusley	TBD	<p>Adult Program Providers:</p> <ul style="list-style-type: none"> • Cocopah Vocational Training Center - Cocopah Indian Tribe • Employment Development and Training Department - Colorado River Indian Tribe • Fort Mohave Workforce Development - Fort Mohave Indian Tribe • Employment and Training Department - Gila River Indian Community • Higher Education and Workforce Development Programs - Hopi Tribe • Education and Training Department/WIOA Office - Hualapai Tribe • Workforce Development - Pascua Yaqui Tribe • WIOA Office - Quechan Indian Tribe • Apprenticeship/WIOA Programs, Community Employment Division - Salt River Pima-Maricopa Indian Community • Institute for Career Development and Workforce Transformation - San Carlos Apache Tribe • One-Stop Division/WIOA - Tohono O'odham Nation • WIOA Office - White Mountain Apache Tribe • WIOA Office - Yavapai-Apache Nation <p>Dislocated Worker Program Providers:</p> <ul style="list-style-type: none"> • Nineteen Tribal Nations Workforce Development Board - Diana Russell, Dislocated Worker Program Manager - Richard Utzig, Dislocated Worker Program Coordinator 	<ul style="list-style-type: none"> • Cocopah Vocational Training Center - Cocopah Indian Tribe • Employment Development and Training Department - Colorado River Indian Tribe • Fort Mohave Workforce Development - Fort Mohave Indian Tribe • Employment and Training Department - Gila River Indian Community • Higher Education and Workforce Development Programs - Hopi Tribe • Education and Training Department/WIOA Office - Hualapai Tribe • Workforce Development - Pascua Yaqui Tribe • WIOA Office - Quechan Indian Tribe • Apprenticeship/WIOA Programs, Community Employment Division - Salt River Pima-Maricopa Indian Community • Institute for Career Development and Workforce Transformation - San Carlos Apache Tribe • One-Stop Division/WIOA - Tohono O'odham Nation • WIOA Office - White Mountain Apache Tribe • WIOA Office - Yavapai-Apache Nation 	<ul style="list-style-type: none"> * Central Arizona College Adult Education * Yavapai Community College ABE

* Cocopah Indian Tribe, Gila River Indian Community, Salt River Pima-Maricopa Indian Community, Hopi Tribe, Quechan Indian Tribe, Colorado River Indian Tribes, Fort Mojave Indian Tribe, Hualapai Tribe, San Carlos Apache Tribe, Tohono O'odham Nation, Yavapai-Apache Nation, White Mountain Apache Tribe & Pascua Yaqui Tribe. *Table Arizona's One-Stop Delivery System continued on next page* ➤

ARIZONA'S ONE-STOP DELIVERY SYSTEM

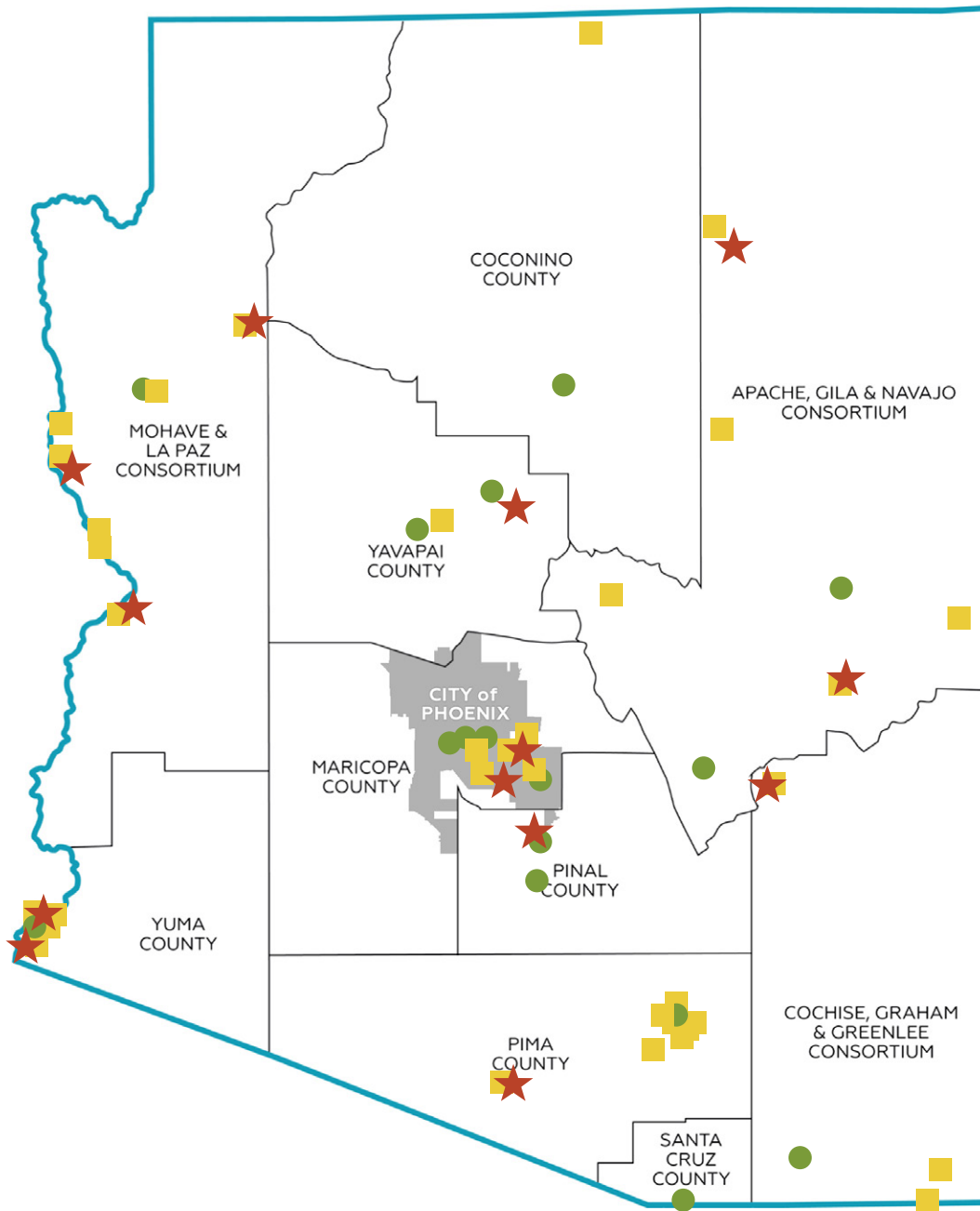
	SUBGRANTEE	LOCAL LEADERSHIP	LOCAL SERVICE PROVIDERS			
ARIZONA@WORK LOCAL AREA	CHIEF ELECTED OFFICIAL Chief elected executive officer of a unit of general local government in a local area and serves as the local grant recipient and fiscal agent.	LOCAL WORKFORCE DEVELOPMENT BOARD AND BOARD DIRECTOR Appointed by the chief elected official, the board sets local workforce policy and provides budget oversight within the local area.	ONE-STOP OPERATOR Entity procured by the local board and chief elected official to coordinate workforce development activities in the local one-stop delivery system	ADULT AND DISLOCATED WORKER PROGRAMS SERVICE PROVIDER Entity that provides employment and training services to assist eligible individuals in finding and qualifying for meaningful employment	YOUTH PROGRAM SERVICE PROVIDER Entity that assists youth (ages 14-24), who face significant barriers to success in the labor market, by providing resources and support to overcome those barriers and successfully transition to self-sufficient adulthood.	LOCAL ADULT EDUCATION PROVIDERS Entity procured by the Arizona Department of Education* to provide adult education services in the local workforce area.
Pima County	Supervisor Sharon Bronson Pima County Board of Supervisors	Pima County Workforce Investment Board Director - TBD	SER - Jobs for Progress, Inc. One-Stop Operator	<ul style="list-style-type: none"> • Pima County Community & Workforce Development Department ("CWD") • Catholic Community Services, dba ("COPD") • Dorothy Kret & Associates • Goodwill Industries of So AZ • Pima Community College • PPEP, Inc. • SER-Jobs for Progress of So. AZ, Inc. 	<ul style="list-style-type: none"> • Pima County Community & Workforce Development Department ("CWD") • Goodwill Industries of Southern Arizona • Pima County Community College District • Portable, Practical Educational Preparation, Inc. ("PPEP, Inc.") • SER-Jobs for Progress of Southern Arizona, Inc. ("SER") • Tucson Youth Development, Inc. • Cope Community Service Inc dba RISE Equipment Recycling Center ("ERC") LLC • Tucson Hispanic Chamber of Commerce • Tucson Youth Development, Inc. • YWCA of Southern Arizona • LOYOLA Associates dba Jose Gabriel Loyola • Center for Life Skills Development LLC • Literacy Connects 	<ul style="list-style-type: none"> • Pima Community College Adult Basic Education for College & Career ("ABECC") • Pima County Adult Probation Literacy Education and Resource Network Program ("LEARN")
Pinal County	Supervisor Stephen Miller Chair Pinal County Board of Supervisors	Pinal County Local Workforce Development Board Joel Millman	Chicanos Por La Causa	EQUUS Workforce Solutions	Central Arizona College	<ul style="list-style-type: none"> * Central Arizona College Adult Education * Queen Creek USD Adult Education
Santa Cruz County	Supervisor Bruce Bracker Board of Supervisors	Santa Cruz Workforce Development Board Maritza Cervantes	Santa Cruz County Workforce Development	ARIZONA@WORK Santa Cruz County	ARIZONA@WORK Santa Cruz County	<ul style="list-style-type: none"> * Santa Cruz County Continuing Education
Southeastern (Greenlee, Graham, Cochise Counties)	Supervisor Ann English Cochise County Board of Supervisors	Southeastern Arizona Workforce Development Board Vada Phelps	ARIZONA@WORK Southeastern Arizona	CPIC, Inc. Community Services	Professional Youth Quest (PYQ)	<ul style="list-style-type: none"> * Cochise Community College Adult Education * Gila County Adult Education

Table Arizona's One-Stop Delivery System continued on next page >

ARIZONA'S ONE-STOP DELIVERY SYSTEM

	SUBGRANTEE	LOCAL LEADERSHIP	LOCAL SERVICE PROVIDERS			
ARIZONA@WORK LOCAL AREA	CHIEF ELECTED OFFICIAL Chief elected executive officer of a unit of general local government in a local area and serves as the local grant recipient and fiscal agent.	LOCAL WORKFORCE DEVELOPMENT BOARD AND BOARD DIRECTOR Appointed by the chief elected official, the board sets local workforce policy and provides budget oversight within the local area.	ONE-STOP OPERATOR Entity procured by the local board and chief elected official to coordinate workforce development activities in the local one-stop delivery system	ADULT AND DISLOCATED WORKER PROGRAMS SERVICE PROVIDER Entity that provides employment and training services to assist eligible individuals in finding and qualifying for meaningful employment	YOUTH PROGRAM SERVICE PROVIDER Entity that assists youth (ages 14-24), who face significant barriers to success in the labor market, by providing resources and support to overcome those barriers and successfully transition to self-sufficient adulthood.	LOCAL ADULT EDUCATION PROVIDERS Entity procured by the Arizona Department of Education* to provide adult education services in the local workforce area.
Yavapai County	Supervisor Craig L. Brown Board of Supervisors	Yavapai Workforce Development Board Teri Drew	Northern Arizona Council of Governments (NACOG)	Northern Arizona Council of Governments (NACOG)	Northern Arizona Council of Governments (NACOG)	* Yavapai Community College ABE
Yuma County	Supervisor Marco A. Reyes Yuma County Board of Supervisors	Yuma County Local Workforce Development Board Nidia Herrera	Equus Workforce Solutions	Equus Workforce Solutions Arizona Western College	Yuma Private Industry Council Inc. Arizona Western College	* Adult Literacy Plus of Southwest Arizona * South Yuma County Consortium/Somerton ED

OTHER SERVICE PROVIDERS	CONTACT NAME	AGENCY WEBSITE
The Arizona Department of Economic Security provides Employment Services through 80+ Workforce Specialists	Chevera Trillo	https://arizonaatwork.com/find-jobs
The Arizona Department of Economic Security - Vocational Rehabilitation Program provide direct client services to customers in every local area via 200 counselors, 45 technicians and 387 contract providers.	Kristen Mackey	https://arizonaatwork.com/explore-services/vocational-rehabilitation
The Arizona Department of Economic Security and local areas provide services to Arizona's employers through 30+ Business Service Representatives located across the state.	Kelly Hart	https://arizonaatwork.com/recruit-talent



ARIZONA'S LOCAL WORKFORCE DEVELOPMENT AREAS AND CENTERS

● **ARIZONA@WORK One-Stop Centers - Comprehensive**

■ **ARIZONA@WORK One-Stop Centers - Affiliate**

For complete ARIZONA@WORK One-Stop Centers listings/locations: <https://arizonaatwork.com/locations>

★ **Tribal Nation Locations**

Cocopah Indian Tribe

14515 S Veterans Drive. Somerton, AZ 85350

Colorado River Indian Tribes

26600 Mohave Road, Parker, AZ 85344

Fort Mojave Indian Tribe

1665 Roosevelt Road, Mohave Valley, AZ 86440
Roosevelt Road, Mohave Valley, AZ 86440

Gila River Indian Community

525 W Gu U Ki, Sacaton, AZ 85147

Hopi Tribe

123 Main Street, Kykotsmovi Village, AZ 86039

Hualapai Tribe

941 Hualapai Way, Peach Springs, AZ 86434

Pascua Yaqui Tribe

9405 S Avenida Del Yaqui, Guadalupe, AZ 85283

Fort Yuma Quechan Indian Tribe

350 Picacho Road, Yuma, AZ 85365

Salt River Pima-Maricopa Indian Community

10005 E Osborn Road, Scottsdale, AZ 85256

San Carlos Apache Tribe

Apache Gem Road, Marker 2, San Carlos, AZ 85550

Tohono O'odham Nation

Sells Business Loop, Sells, AZ 85634

White Mountain Apache Tribe

201 E Walnut Street, Whiteriver, AZ 85941

Yavapai-Apache Nation

2400 W Datsi Street, Camp Verde, AZ 86322

Arizona's Governor designated twelve LWDAs (which all currently serve as planning regions). All LWDAs serve the geographical region designated for the area, but do not provide services on the Navajo Nation, which receives separate WIOA funding from DOL, or tribal land of the thirteen tribes of the Nineteen Tribal Nations.

RESOURCE LIST



ARIZONA@WORK Website - <https://arizonaatwork.com/>

Workforce Arizona Council Annual Report - https://arizonaatwork.com/sites/default/files/media/WorkforceArizonaCouncilPY2019AnnualReportFinal12.2.20_2.pdf

Arizona Workforce Performance Dashboard - <https://arizonaatwork.com/job-market-trends/workforce-performance>

Arizona Labor Market Information - <https://www.azcommerce.com/oeo>

Adult Education Data Management System (AAEDMS) - <https://www.azed.gov/data/>

Arizona Job Connection - <https://www.azjobconnection.gov/ada/r/>

Eligible Training Providers List - <https://www.azjobconnection.gov/ada/r/training>

Arizona's One-Stop Delivery System Chart (updated) - <https://arizonaatwork.com/about/local-boards>

List of Acronyms - <https://drive.google.com/file/d/18TR4bqgaKktpXustO28cjFOdN1cOkKLB/view?usp=sharing>

Thank you to statewide partners, colleagues and stakeholders focused on solutions to bring work opportunities to all Arizonans and support the needs of our job creators. This work is possible thanks to the dedication, passion and collaboration of all involved.



Arizona Commerce
Authority

Arizona Department
of Economic Security

Arizona Department
of Education

Arizona Office of
Economic Opportunity

ARIZONA@WORK

Please email workforcecouncil@oeo.az.gov with any questions about the plan.

