



Innovative Workforce Solutions

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Maricopa County

2025–2028 Local Plan



January 1, 2025 to
December 31, 2028



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Executive Summary

The Maricopa County Workforce Development Board and the Local Plan

Established under the Workforce Innovation and Opportunity Act (WIOA), the Maricopa County Workforce Development Board (MCWDB) assists the Maricopa County Board of Supervisors (BOS) as the Chief Local Elected Officials (CEOs) in strategic planning, oversight, and evaluation of the local workforce development area (LWDA), as well as to promote effective outcomes consistent with statewide goals, objectives and negotiated local performance. The MCWDB is comprised of leaders representing the area’s geographic and business demographics in private industry and the public sector.

Every four (4) years, with the guidance of the State of Arizona and the collaboration of various key partners and stakeholders, the MCWDB creates a unified local plan describing the policies, procedures, and local activities that are carried out in the LWDA, followed by a mid-cycle update.

WIOA emphasizes the importance of collaboration and transparency in the development and submission of local plans; thus, the MCWDB expresses its gratitude to all partners and stakeholders for their contributions and support in the development of the local plan and recognizes the critical value of WIOA core and required partners for the indispensable work they provide to employers and job seekers served by the region’s workforce system. The MCWDB remains committed to continuously improving alignment, collaborating, and developing new and innovative methods for leveraging the world-class expertise of its partners.

Furthermore, the MCWDB recognizes the importance of labor market analysis to the delivery of workforce development services and remains committed to the ongoing examination of labor market data to understand economic trends impacting job seekers and service providers. The MCWDB strives to maintain flexibility and adaptability in response to these evolving trends and in an environment of declining allocations from the Department of Labor.

This local plan includes an analysis of the labor market in the Maricopa County region. It then shares the goals for the 2025-2028 program years, detailing both ongoing and new strategies that will continue and better align local workforce development services to the Workforce Arizona Council Strategic Plan, the Arizona Unified State Workforce Development Plan, state objectives, and regional labor market realities. Finally, the report will detail the county’s commitment to performance excellence and continuous improvement.

The overarching theme of the plan is the continuing commitment of the MCWDB to service. This is done by providing best-in-class service to both job seekers, enhancing the economic well-being of families and employers by creating talent pipelines that support key industries, fostering higher-quality career opportunities and pathways.

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 the region’s workforce development activities and 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 brought in the workforce system by the passage of WIOA in 2014 was a deeper alignment of core partners in the system. 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 an 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 and 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.

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

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.ⁱ The 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

(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

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

Methodology and Approach

Construction of the local plan involved professional labor market analysis (i.e., Office of Economic Opportunity data and Chmura Jobs EQ software), interviews with the Maricopa County Workforce Development Board staff and the Maricopa County Human Services Division, and the work of the board's Executive Committee.



Section 1 – Infrastructure

a. Describe the ARIZONA@WORK system in Maricopa County

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

Maricopa County, the nation’s fastest-growing county, spans 9,224 miles and is home to approximately four (4) and a half million people. Measuring 132 miles from east to west and 103 miles from north to south, it is geographically larger than four (4) U.S. States. The county’s outer geographical boundaries were set in 1881 and have not changed since.

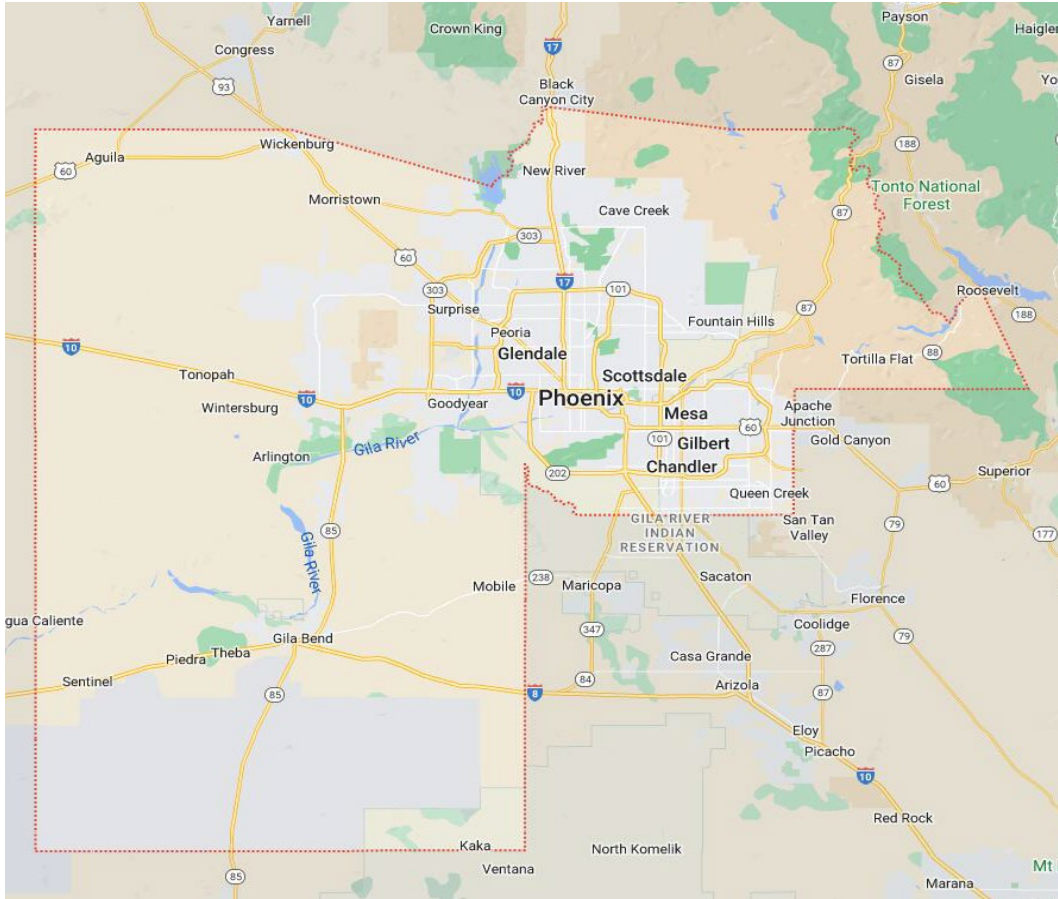
Figure 1. outlines Maricopa County’s boundaries and demonstrates the depth of service area and access to comprehensive site (American Job Centers) locations. The governor has designated two (2) workforce areas within Maricopa County, one serving the City of Phoenix exclusively and the other the balance of Maricopa County.

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.¹ 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.

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. Official 2023 Census data reports Maricopa County as the fourth most populous county in the nation, with a population of 4,585,871.



Maricopa County Boundary Map



Maricopa County Population Projections 2022-2026

Maricopa County Population Projections, 2022-2026

Year	Population Estimate	Projected Numeric Change	Projected Percentage Change	Projected Natural Change ¹	Projected Total Net Migration ²
2022	4,586,431	-----	-----	8,044	70,968
2023	4,672,900	86,469	1.9%	13,604	71,000
2024	4,757,613	84,713	1.8%	15,741	67,000
2025	4,841,695	84,082	1.8%	17,994	64,000
2,026	4,920,388	78,693	1.6%	17,693	61,000

¹ Natural Change = Births – Deaths

² Net Migration = (Domestic In Migration – Domestic Out Migration) + (Foreign In Migration – Out Migration)

Source: Office of Economic Opportunity, Population Projections Medium Series



Maricopa County Cities, Towns, Unincorporated Areas, and Tribal Areas

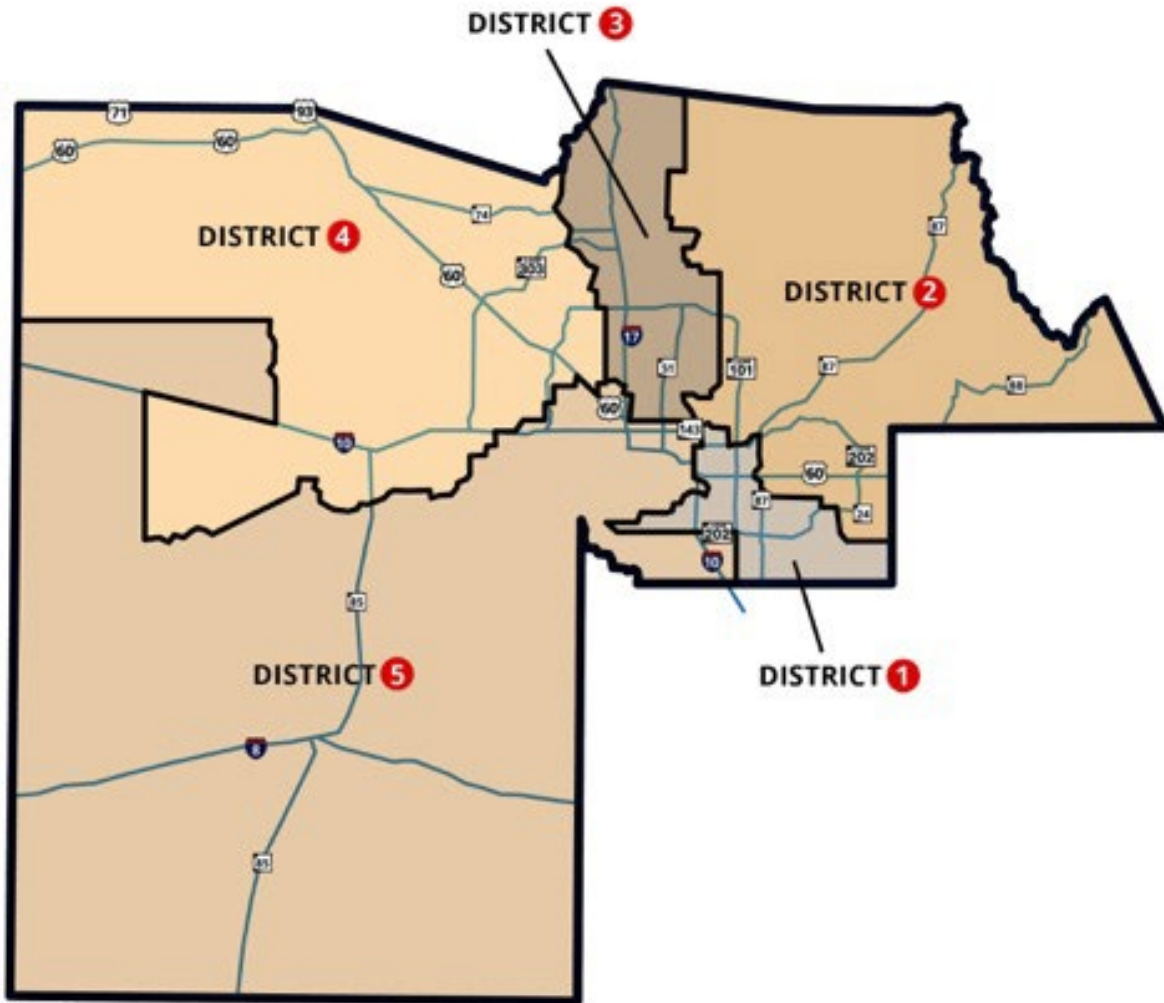
Cities			
Avondale	Buckeye	Chandler	El Mirage
Glendale	Goodyear	Litchfield Park	Mesa
Peoria	Phoenix	Scottsdale	Surprise
Tempe	Tolleson		
Towns			
Carefree	Cave Creek	Fountain Hills	Gila Bend
Gilbert	Guadalupe	Paradise Valley	Queen Creek
Wickenburg	Youngtown		
Census-Designated Places			
Aguila	Anthem	Arlington	Citrus Park
Gila Crossing	Kaka	Komatke	Maricopa Colony
Morristown	New River	Rio Verde	San Tan Valley
St. Johns	Sun City	Sun City West	Sun Lakes
Theba	Tonopah	Wintersburg	Wittman
Tribal Areas			
Fort McDowell Yavapai Nation		Gila River Indian Community	
Salt River Pima-Maricopa Indian Community		Tohono O’odham Indian Reservation	

ii. 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)

Maricopa County is a diverse region consisting of urban, suburban, and rural communities. Each community is served by one of five districts. Each district is led by an elected Supervisor, who brings a specialized background and unique expertise to the County; together, they serve as the Maricopa County Board of Supervisors (BOS) and are designated as the Chief Elected Official(s) (CEO) under the Workforce Innovation and Opportunity Act (WIOA).



Maricopa County Supervisor Districts



Maricopa County Board of Supervisors



Bill Gates
District 3



Clint Hickman
District 4



Jack Sellers
Chairman
District 1



Steve Gallardo
District 5



Thomas Galvin
Vice-Chairman
District 2



Bill Gates (District 3)

Bill Gates was re-elected to another four-year term on the Maricopa County Board of Supervisors in 2020. Maricopa County is the fourth largest county in the United States, with a population of over 4.5 million people. Bill represents over 900,000 residents in District 3 as a Maricopa County Supervisor. He was first elected to the Board of Supervisors in 2016. He previously served as the Chairman of the Board in 2019 when, among other things, Gates negotiated a re-organization of the Maricopa County Elections Department with then-Maricopa County Recorder Adrian Fontes.

Gates again took the helm as Chairman of the Board in 2022, successfully developing the strategic plan process, guiding the expenditure of \$181.5 million in funds from the American Rescue Plan Act (Federal COVID-19 Relief) to numerous significant projects, and leading the Board of Supervisors to pass the largest property tax cut in Maricopa County history. During the November 2022 General Election, Gates participated in 16 press conferences as the eyes of the world were on the Maricopa County Elections Department and numerous statewide races with razor thin margins were counted over a 13-day period. 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 (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 on 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, Chairman (District 1)

Chairman Jack Sellers has served on the Board of Supervisors, representing District 1, since February 2019. In November 2020, voters elected him to serve a four-year term on the Board.

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

Thomas Galvin, Vice Chairman (District 2)

Vice Chairman Thomas Galvin represents District 2 on the Board of Supervisors. His top priority is protecting the Maricopa County taxpayer by being a fiscally responsible steward of the County's financial resources. As Supervisor, his issues of interest include public safety, economic development, housing, water, and infrastructure. Thomas was elected to the Board of Supervisors in November 2022.

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)



Supervisor Steve Gallardo was born in Phoenix, Arizona. He is a 4th generation Arizona native. In 2002, Gallardo was elected to the State House of Representatives in a new legislative district covering the southwest valley. In October of 2001, Gallardo was appointed to the Cartwright Elementary School Governing Board to fulfill an unexpired term and then later elected in 2002 and in 2010 for a 4-year term.

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

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

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.

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 – Julia Maciel
- Board Liaison – Vacant as of 5/23/24
- Pathways Strategist – Katelyn Harris-Lange
- Compliance and Policy Manager – Laura Malhoit

3. Provider(s) selected by the LWDB for the: a. Adult Program; b. Dislocated Worker Program; and c. Youth Program (list the entities that provide design framework services and each of the fourteen elements); and d. Identify the one-stop operator;

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, 2026, and subject to decisions at that time.



a. 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.

b. Dislocated Worker

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

c. 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 the table below.

FY2024 Youth Program Awarded Elements by Agency

Agency	Arbor E&T, LLC dba Equus Workforce Solutions	Empowering Services	Lifeline PCS	Rio Salado	DK Advocates	Chicanos Por La Causa
Element 1		X				X
Element 2						
Element 3	X	X	X		X	
Element 4						
Element 5						
Element 6	X				X	
Element 7	X	X	X		X	X
Element 8	X	X			X	
Element 9	X	X			X	X
Element 10			X	X		
Element 11	X				X	
Element 12	X				X	
Element 13	X	X	X		X	
Element 14		X	X			



d. One-Stop Operator

The Maricopa County Workforce Development Board contracts with Equus Workforce Solutions to serve as the One-Stop Operator.

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 a 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 the 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 expectations, 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>.

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)): a. Fiscal b. Equal opportunity; and 4 c. 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.

6. (Optional but encouraged) 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.

MCWDB Membership as of April 2024:

Business	Education and Training	Government, Economic and Community Development	Workforce
Leah Hill, Chair	Jason Walker	Gregg Ghelfi	Shawn Hutchinson
Bonnie Schirato, Vice Chair	Heather Carter	John Soto	Anne Landers
Tim Willenborg		Liz Valdez	Tina Drews
Loren Granger			Jacob Evenson
Grenee Martacho-Celuch			Katherine Collins
Konrad Robichaud			
Marcia J Veidmark			
Matt Clark			
Scott Sudhalter			
Ruben Baldenegro			
Angela Creedon			
Noelle Trinder			

7. (Optional but encouraged) The ARIZONA@WORK partner programs that are included in the ARIZONA@WORK system in the LWDA (e.g., core, required, and other partners). See Appendix IV for a list of partners this may include.

Core and Required Programs

- 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).

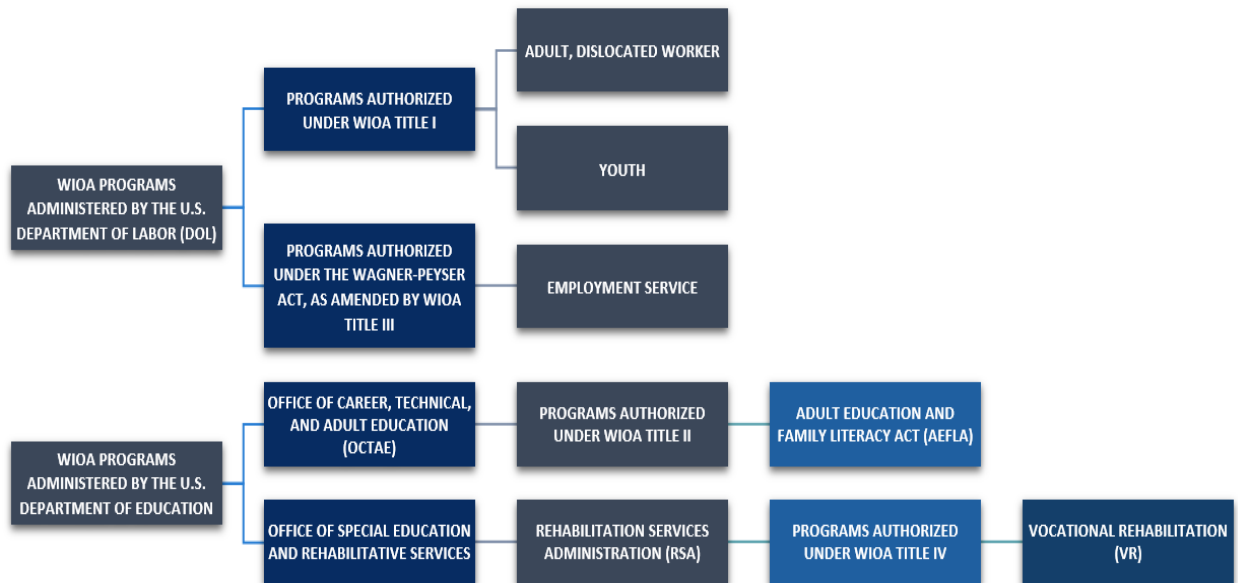


US Department of Health and Human Services/Other Programs

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



b. Describe regional planning efforts if the LWDB is engaging in regional planning and/or coordination with other LWDBs (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, City of Phoenix, and Pinal County are not formally joined as a planning region, efforts to optimize the regional delivery of workforce development services are longstanding. In 2023, the three workforce entities partner with the Arizona Office of Economic Opportunity to host a Central Arizona Regional Workforce Summit. This summit convened leaders in economic development, education, and workforce development to more cohesive and aligned workforce efforts in central Arizona.



One direct outcome of the summit included the Maricopa County Workforce Development Board approving a Regional Workforce Initiatives Committee to align regional workforce efforts more closely. The committee is comprised of workforce board members and staff from all three entities as well as subject matter experts in economic development, education, and workforce.

As an additional outcome, the three workforce areas are planning a Central Arizona Regional Workforce Forum in September 2024, to build upon the momentum gathered in the inaugural convening to forge new relationships from the federal level through the local workforce areas.

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

1. Jointly coordinate planning efforts;
2. Targeted 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.

Beginning in the fall of 2024, the regional collaboration will create a Central Arizona Regional Apprenticeship Coalition (CARAC). The coalition's mission includes becoming a regional hub representative of Local Workforce Areas, equity-focused CBOs, education partners, State Apprenticeship offices, and industry partners in our current in-demand industries. Under this coalition, the goal is to develop 3-5 new Registered Apprenticeship Programs (RAPs) and increase the capacity of 2-3 current RAPs through additional employer partners.

The goal would be establishing a regional authority on apprenticeship development while concurrently exploring the region's capacity to serve as a sponsor/intermediary. We are also committed to integrating these newly developed/supported programs into the local workforce system as eligible programs, pledging 200 apprentices enrolled by the end of June 30, 2028.

Another example of coordination and collaboration for regional benefit is the Client Referral System. Contexture, Arizona's health information exchange (HIE), teamed up with the Arizona Health Care Cost Containment System (AHCCCS) – and in collaboration with 2-1-1 Arizona and Solari Crisis & Human Services – to implement a single, statewide referral system (Community Cares) to address social determinants of health (SDOH) needs in Arizona. The system streamlines access to vital services through a closed-loop referral process that provides confirmation when social services are delivered. There are over 1,000 organizations on the platform with over 2,000 programs offered.

The platform allows for referring workforce participants to social services and supports that are not offered by ARIZON@WORK: Maricopa County and allows community organizations to refer participants to ARIZON@WORK: Maricopa County who may need workforce services. The system provides outcome tracking, alerts about client case progress, data dashboards, analytics, and outcomes, and is an efficient one-stop resource directory. 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.

The board strategic plan, which was developed in 2022, 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 2 - Strategic Planning Elements

Part A: Economic, Workforce, and Workforce Development Activities

a. Economic Analysis (20 CFR 679.560(a)(1)): Include a regional analysis of the:

i. Economic conditions, including existing and emerging in-demand industry sectors and occupations;

Maricopa County continues to diversify, grow, and evolve, and exciting changes in the County's population are driving exciting changes in 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 (OEO)* works directly with Maricopa County to ensure the data it relies on 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 data 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
- Average Weekly Wages
- Employment & Wage Location Quotients

1. In-Demand Industry Sectors & Occupations

The table below 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.



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 (OEO) Maricopa Workforce Area- In-Demand Existing & Emerging Industry Sectors

In-Demand Occupations

In addition to these industry designations, in 2024, the *Office of Economic Opportunity* (OEO) provided an update on the rating system for existing and emerging in-demand occupations based on four primary factors:

- Annual Job Openings
- Hourly Wages
- Projected Numeric & Percent Growth
- The Occupational Information Network (ONET) Score

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 will identify targeted in-demand occupations for the Maricopa County Workforce Area, rated from three to five stars, within the six target industries. Appendix 5 has the top 117 in-demand occupations provided by OEO.

MCWDB can decide to select all 3, 4, or 5-star occupations from this list as in-demand and all 117 occupations would cover almost 80% of employment in Maricopa County. The list of occupations would also average 615 projected annual openings from 2023-2025 and would have an average annual wage of \$74,602.



Arizona Office of Economic Opportunity Rating System: In-Demand Occupations

Occupational Ranking	Share of Employment	Total Employment (2023 Q2)	Projected Employment Annual Percent Change (2023-2025)	Average Annual Projected Openings (2023-2025)	Average Annual Wages (2022)	Count of Occupations
5 Star Occupations	57.1%	427,022	3.1%	754	\$77,691	67
4 to 5 Star Occupations	79.7%	596,183	2.8%	615	\$74,602	117
3 to 5 Star Occupations	88.0%	700,435	2.6%	532	\$73,441	148
2 to 5 Star Occupations	93.6%	700,435	2.2%	450	\$70,267	184
1 to 5 Star Occupations	100.0%	747,991	1.7%	376	\$65,784	231

One of the Maricopa County Workforce Development Board’s three committees, the Employer Connection Committee, 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 and will be approved in the Fall of 2024.

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*, *Transportation and Warehousing*, and *Manufacturing* industries made up much 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.



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
29-1211 Anesthesiologists	Health Care and Social Assistance (62)	\$275,869	82
29-1215 Family Medicine Physicians	Health Care and Social Assistance (62)	\$232,380	222
53-2011 Aircraft Pilots and Flight Engineers	Transportation & Warehousing (48-49)	\$218,896	291
29-1021 Dentists, General	Health Care and Social Assistance (62)	\$182,071	97
29-1041 Optometrists	Health Care and Social Assistance (62)	\$137,102	61
15-1212 Information Security Analysts	Finance	\$110,700	269
13-2052 Personal Financial Advisors	Finance	\$109,100	499
17-2071 Electrical Engineers	Manufacturing (31-33)	\$102,915	268
17-2112 Industrial Engineers	Manufacturing (31-33)	\$102,236	363
17-2141 Mechanical Engineers	Manufacturing (31-33)	\$97,873	266



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

In-Demand Occupation	Common Industries	Average Annual Wages	Annual Projected Openings (2023-2025)
53-7062 Laborers and Freight, Stock, and Material Movers, Hand	Transportation & Warehousing (48-49)	\$39,242	8747
53-3032 Heavy and Tractor-Trailer Truck Drivers	Transportation & Warehousing (48-49)	\$52,969	3958
47-2061 Construction Laborers	Construction (23)	\$44,176	3543
31-9092 Medical Assistants	Health Care and Social Assistance (62)	\$41,510	2619
47-2111 Electricians	Construction (23)	\$53,057	1937
43-6013 Medical Secretaries and Administrative Assistants	Health Care and Social Assistance (62)	\$41,421	1724
47-2031 Carpenters	Construction (23)	\$51,913	1665
31-9091 Dental Assistants	Health Care and Social Assistance (62)	\$45,636	1275
13-1151 Training and Development Specialists	Finance	\$72,626	856
13-2052 Personal Financial Advisors	Finance	\$109,100	499



ii. 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.

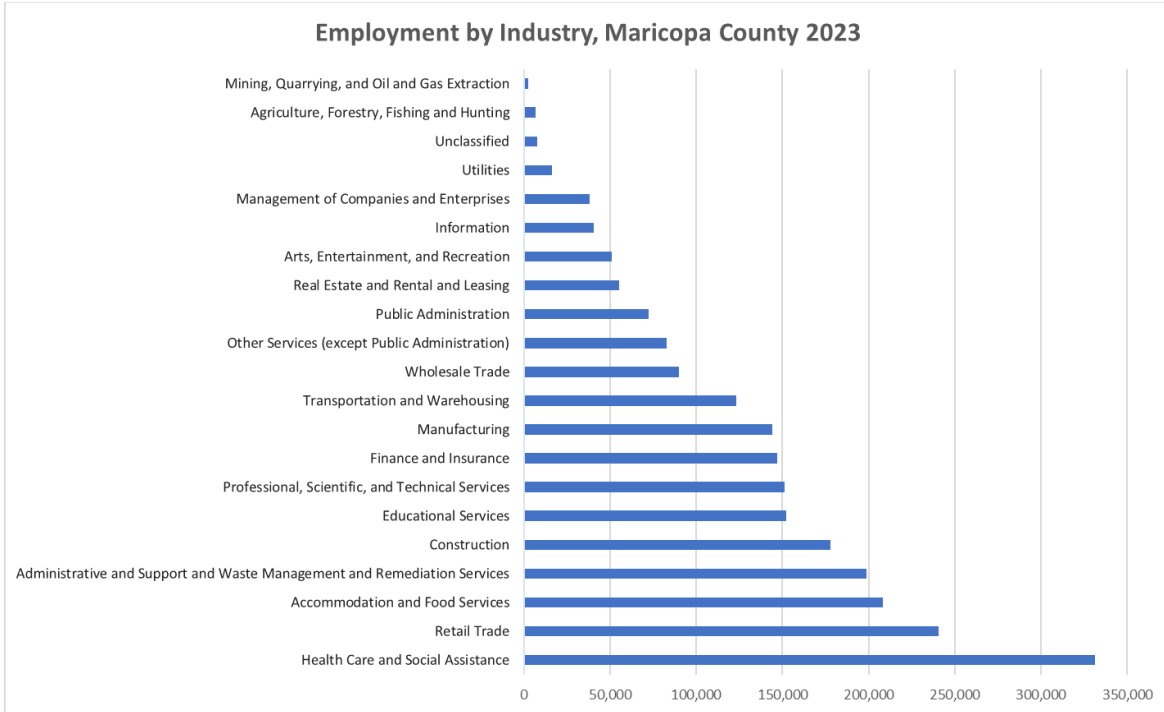
It is the intent of the Maricopa County Workforce Development Board in the program years covered by this Plan to remain committed to regular, sophisticated analysis of the labor market from as many perspectives as possible. There is no single view of a reality as complex as the labor market of one of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

iii. LWDBs may utilize an existing analysis previously commissioned by the LWDB as long as it is within a year of final submission. LWDBs are encouraged to use the economic conditions reports provided by the OEO.

Employment

At the highest level of industry categorization, the Health Care and Social Services Industry continues to lead as the largest employer in Maricopa County, followed by Retail Trade.



Each of these industries contains sub-industries that provide a more detailed perspective on the employers that drive Maricopa County’s labor market.

Health Care and Social Assistance in Maricopa County, 2023

Industry	Current		4 Year Forecast		
	Employment	Avg Ann Wages	Total Demand	Empl Growth	Ann % Growth
General Medical and Surgical Hospitals	70,955	\$86,672	6,781	1,080	1.5%
Offices of Physicians (except Mental Health Specialists)	52,750	\$104,217	5,314	931	1.8%
Services for the Elderly and Persons with Disabilities	24,737	\$30,747	4,027	865	3.5%
Home Health Care Services	22,314	\$41,099	3,105	623	2.8%
Offices of Dentists	16,160	\$60,892	1,878	265	1.6%
	11,455	\$31,201	1,593	104	0.9%



Child Care Services					
Continuing Care Retirement Communities	9,147	\$44,577	1,410	215	2.4%
Nursing Care Facilities (Skilled Nursing Facilities)	9,003	\$55,484	1,140	81	0.9%
Assisted Living Facilities for the Elderly	8,165	\$40,539	1,258	191	2.3%
Offices of Physical, Occupational and Speech Therapists, and Audiologists	8,080	\$49,711	954	273	3.4%
All Other Miscellaneous Ambulatory Health Care Services	7,905	\$93,454	945	206	2.6%
Other Individual and Family Services	7,881	\$54,068	1,019	250	3.2%
Residential Mental Health and Substance Abuse Facilities	7,396	\$55,707	911	154	2.1%
Medical Laboratories	7,364	\$69,773	784	139	1.9%
Outpatient Mental Health and Substance Abuse Centers	7,150	\$63,668	821	203	2.8%

Construction in Maricopa County, 2023

Industry	Current		4 Year Forecast		
	Employment	Avg Ann Wages	Total Demand	Empl Growth	Ann % Growth
Nonresident electrical contractors	17,189	\$84,419	7,263	951	1.4%
Commercial and Institutional Building Construction	15,723	\$96,564	6,106	807	1.3%
Residential plumbing and HVAC contractors	14,795	\$69,952	6,252	802	1.3%
Nonresidential plumbing and HVAC contractors	12,473	\$88,567	5,291	685	1.3%



New Single-Family Housing Construction (except For-Sale Builders)	9,683	\$94,685	3,865	500	1.3%
Residential Remodelers	9,497	\$62,165	3,739	484	1.3%
Residential electrical contractors	8,370	\$64,318	3,504	450	1.3%
Highway, Street, and Bridge Construction	8,110	\$84,998	3,311	432	1.2%
All other residential trade contractors	5,597	\$59,223	2,329	284	1.1%
Residential finish carpentry contractors	4,594	\$58,855	1,873	214	1.1%
Nonresidential poured foundation contractors	4,414	\$76,564	1,706	218	1.2%
Water and Sewer Line and Related Structures Construction	4,334	\$71,670	1,802	238	1.3%
Residential drywall contractors	4,125	\$53,770	1,496	205	1.2%
Residential site preparation contractors	3,902	\$59,532	1,625	198	1.3%
Power and Communication Line and Related Structures Construction	3,625	\$93,780	1,459	196	1.3

Manufacturing in Maricopa County, 2023

Industry	Current		4 Year Forecast		
	Employment	Avg Ann Wages	Total Demand	Empl Growth	Ann % Growth
Semiconductor and Related Device Manufacturing	21,407	\$150,424	9,428	1,629	1.9%
Aircraft Manufacturing	4,953	\$112,989	2,003	300	1.5%
Aircraft Engine and Engine Parts Manufacturing	4,198	\$127,697	1,698	254	1.5%
Other Aircraft Parts and Auxiliary Equipment Manufacturing	3,862	\$94,067	1,562	234	1.5%
Machine Shops	3,712	\$66,484	1,709	220	1.4%
Guided Missile and Space Vehicle Manufacturing	3,517	\$145,918	1,422	213	1.5%
Soft Drink Manufacturing	3,332	\$67,503	2,029	299	2.2%



Commercial Printing (except Screen and Books)	3,301	\$65,654	1,302	-51	-0.4%
Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing	2,900	\$114,663	1,132	150	1.3%
Surgical and Medical Instrument Manufacturing	2,649	\$81,623	1,220	150	1.4%
Commercial Bakeries	2,527	\$50,352	1,577	164	1.6%
Fluid Milk Manufacturing	2,306	\$71,714	1,218	129	1.4%
Surgical Appliance and Supplies Manufacturing	2,196	\$100,093	1,011	124	1.4%
Sheet Metal Work Manufacturing	2,113	\$63,619	963	112	1.3%
All Other Plastics Product Manufacturing	2,042	\$59,940	940	99	1.2%
Pharmaceutical Preparation Manufacturing	2,040	\$66,865	906	136	1.6%
Small Arms, Ordnance, and Ordnance Accessories Manufacturing	1,876	\$215,010	823	71	0.9%

Finance & Insurance in Maricopa County, 2023

Industry	Current		4 Year Forecast		
	Employment	Avg Ann Wages	Total Demand	Empl Growth	Ann % Growth
Commercial Banking	36,660	\$99,344	14,460	1,678	1.1%
Insurance Agencies and Brokerages	26,051	\$92,390	11,269	1,789	1.7%
Investment Banking and Securities Intermediation	9,671	\$137,962	3,772	699	1.8%
Other Activities Related to Credit Intermediation	8,776	\$127,431	3,448	404	1.1%
Direct Property and Casualty Insurance Carriers	8,154	\$97,964	3,141	452	1.4%
Real Estate Credit	7,350	\$94,961	3,049	491	1.6%
Financial Transactions Processing, Reserve, and Clearinghouse Activities	7,094	\$88,559	2,796	325	1.1%



Portfolio Management and Investment Advice	5,853	\$145,386	2,294	450	1.9%
Sales Financing	5,486	\$74,625	2,302	326	1.5%
Mortgage and Nonmortgage Loan Brokers	3,945	\$86,888	1,553	182	1.1%
Pharmacy Benefit Management and Other Third Party Administration of Insurance and Pension Funds	3,944	\$81,053	1,716	339	2.1%
Direct Life Insurance Carriers	3,771	\$97,216	1,495	223	1.4%
Consumer Lending	3,077	\$73,735	1,275	206	1.6%
Credit Unions	2,773	\$74,398	1,094	127	1.1%
Direct Health and Medical Insurance Carriers	2,357	\$97,620	985	155	1.6%

Information in Maricopa County, 2023

Industry	Current		4 Year Forecast		
	Employment	Avg Ann Wages	Total Demand	Empl Growth	Ann % Growth
Computing Infrastructure Providers, Data Processing, Web Hosting, and Related Services	10,845	\$121,728	4,578	1,042	2.3%
Software Publishers	7,852	\$148,603	3,236	860	2.6%
Wired Telecommunications Carriers	4,157	\$99,433	1,673	158	0.9%
Motion Picture Theaters (except Drive-Ins)	2,841	\$21,841	2,761	147	1.3%
Media Streaming Distribution Services, Social Networks, and Other Media Networks and Content Providers	2,155	\$103,160	920	146	1.7%
Web Search Portals and All Other Information Services	2,147	\$173,685	978	241	2.7%
Wireless Telecommunications Carriers (except Satellite)	1,922	\$78,790	776	72	0.9%



Satellite Telecommunications	1,632	\$133,031	658	64	1.0%
Periodical Publishers	1,113	\$111,358	506	83	1.8%
Libraries and Archives	1,080	\$59,309	494	123	2.7%
All Other Telecommunications	1,078	\$98,812	434	42	1.0%
Newspaper Publishers	884	\$61,290	336	-21	-0.6%
Motion Picture and Video Production	794	\$56,761	350	50	1.6%
Radio Broadcasting Stations	574	\$90,467	208	-11	-0.5%
Television Broadcasting Stations	474	\$95,274	193	18	0.9%

Transportation & Warehousing in Maricopa County, 2023

Industry	Current		4 Year Forecast		
	Employment	Avg Ann Wages	Total Demand	Empl Growth	Ann % Growth
General Warehousing and Storage	37,996	\$47,964	22,880	3,576	2.3%
Couriers and Express Delivery Services	15,920	\$40,682	9,036	1,646	2.5%
Scheduled Passenger Air Transportation	12,368	\$90,719	6,543	767	1.5%
General Freight Trucking, Long-Distance, Truckload	7,796	\$70,268	3,746	429	1.3%
Postal Service	6,809	\$71,204	2,384	119	0.4%
Freight Transportation Arrangement	3,608	\$86,606	1,777	292	2.0%
General Freight Trucking, Local	3,538	\$61,146	1,700	195	1.3%
Other Support Activities for Air Transportation	3,428	\$77,335	1,660	204	1.5%
Other Airport Operations	3,029	\$53,645	1,470	181	1.5%
Local Messengers and Local Delivery	2,876	\$28,505	1,523	259	2.2%
General Freight Trucking, Long-Distance, Less Than Truckload	2,843	\$73,272	1,365	156	1.3%
Taxi and Ridesharing Services	2,506	\$36,656	1,243	186	1.8%
Special Needs Transportation	2,299	\$35,988	1,395	211	2.2%



Bus and Other Motor Vehicle Transit Systems	2,187	\$63,197	1,191	131	1.5%
Limousine Service	2,124	\$14,611	1,108	209	2.4%

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

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

The analysis of job posting data from JobsEQ 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 high school diploma or equivalent (107,437) or a bachelor's degree (74,708). However, a large amount (185,326) 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 (15,777 postings), Basic Life Support (BLS) (10,269), Certification in Cardiopulmonary Resuscitation (9,815) and Registered Nurse (7,630). 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.

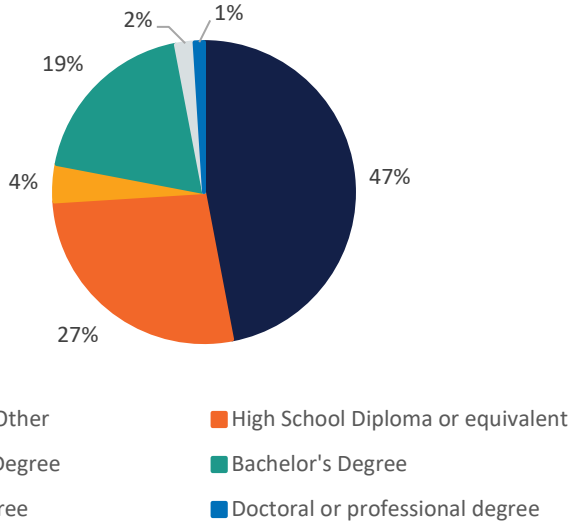
In-Demand Skills

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 4, 2023 to April 4, 2024.

It is notable that despite 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.



Maricopa County Educational Requirements, Job Postings
April 2023-2024



Employers by Number of Postings, Top 25

Employer	Postings
Banner Health	5,400
HonorHealth	5,000
Wells Fargo	2,954
Albertsons Companies	2,793
Honeywell	2,694
Mesa Public Schools	2,551
Community Bridges	2,217
Sprouts Farmers Market	2,139
Allied universal	2,033
Paradise Valley Unified School District	1,909
Grand Canyon University	1,836
Chandler Unified School District	1,733
Steward Health Care	1,731



Express Employment Professionals	1,676
United Health Group	1,618
Maricopa County	1,582
Marriott International	1,572
Diverse Lynx	1,549
LHH	1,543
Phoenix Union High School District	1,518
Circle K	1,513
Scottsdale Unified High School District	1,444
Arizona State University	1,441
Peoria Unified School District	1,422
Northrop Grumman	1,374

Employability Skills by Number of Postings, Maricopa County, Top 25

Employability Skill	Postings
Verbal and Written Communication Skills	217,437
Cooperative/Team Player	129,349
Customer Service	95,035
Organization	64,248
Problem Solving	59,738
Adaptability/Flexibility/Tolerance of Change and Uncertainty	56,425
Detail Oriented/Meticulous	55,216
Ability to Work in a Fast-Paced Environment	48,506
Self-Motivated/Ability to Work Independently/Self Leadership	47,041
Interpersonal Relationships/Maintain Relationships	46,606
Supervision/Management	43,693
Prioritize	34,123
Analytical	31,123
Multi-Task	28,509
Time Management/Time Utilization	27,522



Leadership	25,024
Project Management	23,273
Punctual	22,980
Good Judgement	22,470
Confidentiality/Information Security	21,732
Initiative	21,342
Listening	20,692
Work Ethic/Hard Working	20,794
Negotiation	16,477
Enthusiastic/Energy	16,427

Technical Skills by Number of Postings, Top 40

Technical Skill	Postings
Microsoft Excel	43,779
Microsoft Office	42,923
Ability to Lift 41-50 lbs.	20,601
Microsoft Outlook	18,431
Ability to Lift 51-100 lbs.	17,582
Microsoft PowerPoint	15,556
Teaching/Training, School	14,695
Microsoft Word	14,022
Sales	12,567
Spanish	12,216
English	10,630
Cash Handling (Cashier)	10,194
Ability to Lift 21-30 lbs.	9,975
Retail Sales	9,823
Mathematics	9,389
Personal Computers (PC)	9,203
Agile	9,069
Presentation	8,585
Structured Query Language (SQL)	8,570
Finance	8,231
Teaching/Training, Job	7,973
Customer Relationship Management (CRM)	7,929
Merchandising	7,180
Computer Programming/Coding	6,959
Bilingual	6,956



Manufacturing	6,841
Plumbing	6,669
Python	6,480
Hospitality	5,713
Clinical Research	5,644
Marketing	5,642
SAP	5,462
Java	5,415
Data Analysis	5,188
Salesforce	4,998
Ability to Lift 31-40 lbs.	4,937
Change Management	4,894
Medical Terminology	4,664
Using Ladders	4,641
Microsoft Azure	4,471

Certifications by Number of Postings, Top 25

Certification	Postings
Driver's License	15,819
Basic Life Support (BLS)	10,299
Certification in Cardiopulmonary Resuscitation (CPR)	9,842
Registered Nurse (RN)	7,631
First Aid Certification	5,293
Advanced Cardiac Life Support Certification (ACLS)	2,482
Secret Clearance	1,786
Certified Public Accountant (CPA)	1,654
Commercial Driver's License (CDL)	1,499
Medical Assistant Certification (MA)	1,459
Licensed Practical Nurse (LPN)	1,374
Certified Nursing Assistant (CNA)	1,370
Project Management Professional (PMP)	1,068
The American Registry of Radiologic Technologists (ARRT) Certification	982
Licensed Clinical Social Worker (LCSW)	814



Pediatric Advanced Life Support (PALS)	738
Child Development Associate (CDA)	708
Certified Information Systems Security Professional (CISSP)	672
Forklift Certified	634
Licensed Professional Counselor (LPC)	626
Emergency Medical Technician (EMT)	616
Class A Commercial Driver's License (CDL-A)	564
Certified Information Systems Auditor (CISA)	534
Licensed Master Social Worker (LMSW)	505
Certified Pharmacy Technician (CPT)	458

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

This analysis of the regional workforce provides perspective on trends in the Maricopa County labor force, employment and unemployment data in this section were produced by the JobsEQ and 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.

Labor Force

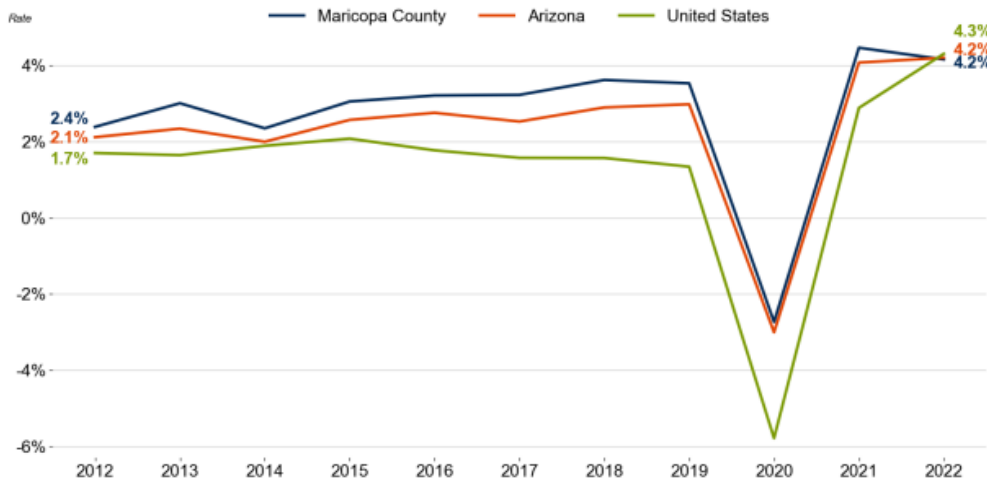
The labor force in Maricopa County increased from an annual average of 2,320,868 in 2021 to an annual average of 2,380,679 in 2022. Prior to the pandemic (2017-2019), Maricopa County had an average labor force level of 2,088,547. Throughout 2022, the average unemployment rate in Maricopa was consistently lower than the national average with an average of 3.3% compared to the national average of 4.6%.

Maricopa County's job growth has also trended above the state's growth rate, with the annual average total nonfarm employment increasing by 535,000 jobs from 2012-2022, a 2.8% increase over the ten-year period.



2012-2022 Maricopa County Employment

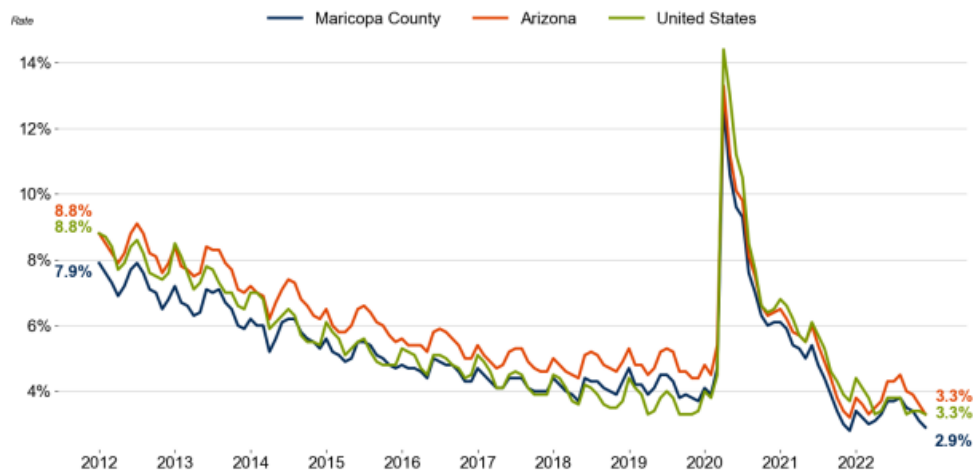
Average Nonfarm Employment Year-Over-Year Percentage Change, 2012-2022, Not-Seasonally Adjusted



Source: U.S. Bureau of Labor Statistics, Current Employment Statistics
Office of Economic Opportunity

WORKFORCE

Unemployment Rate Comparisons, Jan 2012-Dec 2022, Not-Seasonally Adjusted



Source: U.S. Bureau of Labor Statistics
Office of Economic Opportunity



Business Dynamics

Nine of the private-sector industries in Maricopa County recorded employment growth from 2017-2022, resulting in a net increase of 123,551 jobs. Education and Health Services made up the largest share of Maricopa County’s employment in 2022, and Construction made up the second largest.

Maricopa County Private Sector Industry Employment, 2016-2022

Industry	Average Employment (2017)	Average Employment (2022)	Numeric Growth (2017-2022)	Annualized Percentage Growth (2017-2022)
Construction	111,454	144,742	33,288	5.4%
Manufacturing	117,925	137,512	19,587	3.1%
Trade Transportation and Utilities	97,892	111,934	14,041	2.7%
Information	35,430	39,632	4,202	2.3%
Education and Health Services	193,241	215,771	22,530	2.2%
Financial Activities	87,770	97,726	9,956	2.2%
Other Services	51,008	56,477	5,468	2.1%
Professional and Business Services	110,127	120,407	10,279	1.8%
Leisure and Hospitality	107,713	112,236	4,523	0.8%
Natural Resources and Mining	4,145	3,821	-323.0	-1.6%

Source: Quarterly Census of Employment and Wages
Office of Economic Opportunity

Maricopa County has Manufacturing projected to record the fastest growth rate, increasing by 3.7 percent annually through 2024. Information is projected to be the second fastest growth rate in Maricopa County. The industry that employs the most people within Maricopa County is projected to remain Trade, Transportation and Utilities in 2024.

Maricopa County Workforce Area Projected Industry Employment, 2022-2024

Industry	Employment (2022)	Projected Employment (2024)	Projected Numeric Growth (2022-2024)	Annualized Percentage Growth (2022-2024)
Manufacturing	139,075	149,592	10,517	3.7%
Information	43,196	46,389	3,193	3.6%
Leisure and Hospitality	239,469	251,141	11,672	2.4%
Professional and Business Services	381,530	396,449	14,919	1.9%
Trade Transportation and Utilities	449,565	465,198	15,633	1.7%
Education and Health Services	436,731	450,288	13,557	1.5%
Other Services	72,539	74,344	1,805	1.2%
Construction	147,885	150,021	2,136	0.7%
Government	78,654	79,731	1,077	0.7%
Financial Activities	200,063	197,260	-2,803	-0.7%
Natural Resources and Mining	14,706	14,469	-237	-0.8%

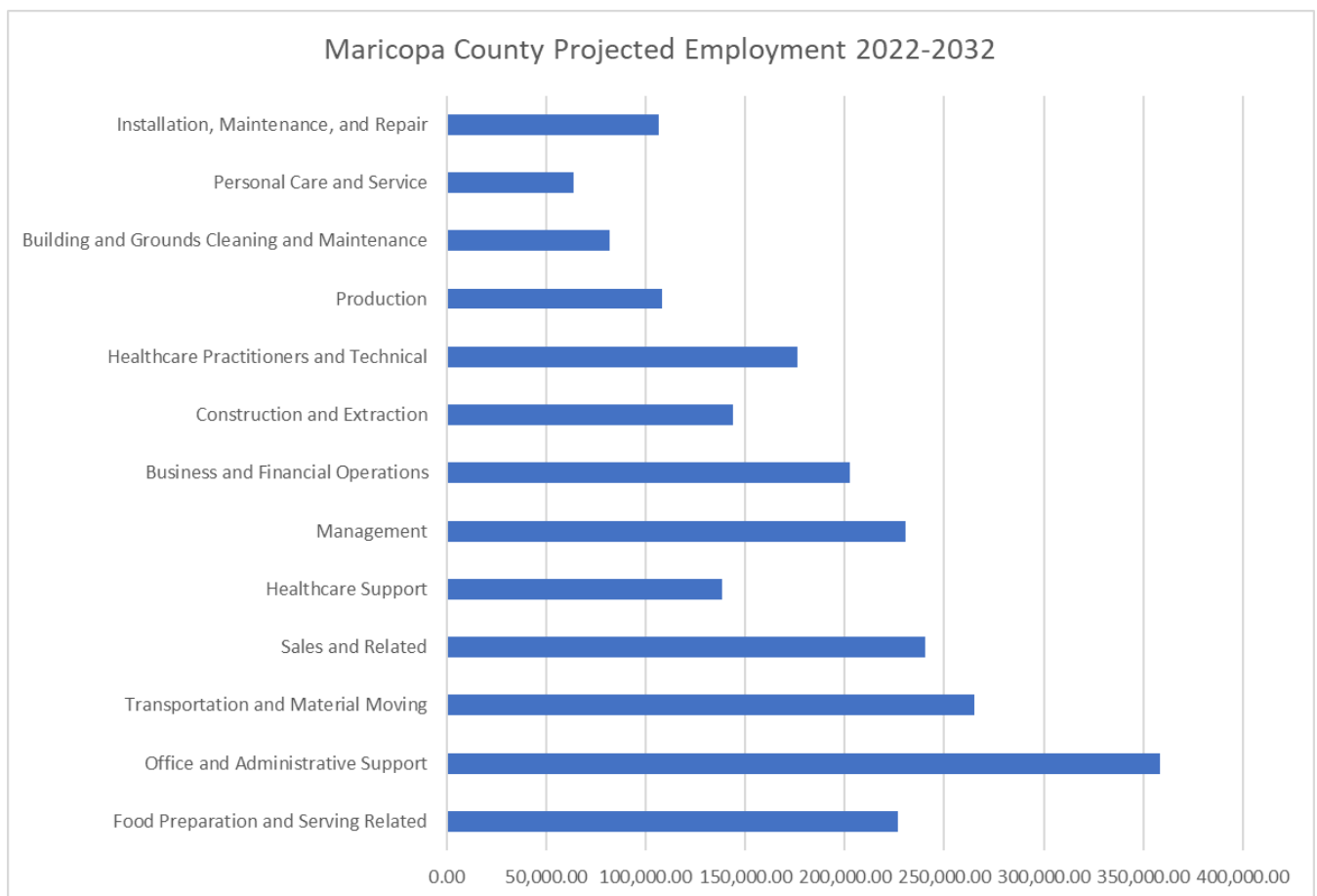
Source: Office of Economic Opportunity, Quarterly Census of Employment and Wages



Occupational Employment Projections

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. In 2024, the 2022-2033 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. Occupations are organized into major categories and eventually into minor occupations, as seen in the graphs below.

All 22 minor occupation groups are projected to increase in size by 2032. In all, the OEO projects an additional 183,804 jobs in Maricopa County, led by an additional 17,208 in transportation and material moving jobs and 12,006 health care support jobs. This 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, Detailed Occupations, 2022-2033, Maricopa County, Top 100

Detailed Occupation	2022 Jobs	2032 Jobs	Change	% Change	Openings
Information and Record Clerks	71,105	80,308	9,203	12.9%	106,783
Retail Sales Workers	70,315	79,986	9,671	13.8%	128,876
Food and Beverage Serving Workers	67,643	78,002	10,359	15.3%	166,536
Material Moving Workers	61,363	75,570	14,207	23.2%	109,604
Business Operations Specialists	58,117	68,976	10,859	18.7%	61,404
Construction Trades Workers	57,371	67,676	10,305	18.0%	61,697
Health Diagnosing or Treating Practitioners	46,651	62,898	16,247	34.8%	41,541
Customer Service Representatives	45,446	50,573	5,127	11.3%	69,609
Computer Occupations	45,330	57,590	12,260	27.1%	42,085
Top Executives	38,862	46,620	7,758	20.0%	41,176
Retail Salespersons	38,757	45,487	6,730	17.4%	67,727
General and Operations Managers	37,425	45,129	7,704	20.6%	40,152
Fast Food and Counter Workers	36,790	42,981	6,191	16.8%	97,250
Home Health and Personal Care Aides; and Nursing Assistants, Orderlies, and Psychiatric Aides	34,965	50,944	15,979	45.7%	78,631
Motor Vehicle Operators	33,537	43,003	9,466	28.2%	51,186
Financial Specialists	29,640	36,266	6,626	22.4%	30,074
Cooks and Food Preparation Workers	28,897	34,844	5,947	20.6%	55,279
Preschool, Elementary, Middle, Secondary, and Special Education Teachers	28,692	31,835	3,143	11.0%	24,678
Home Health and Personal Care Aides	28,447	42,542	14,095	49.6%	66,169
Health Technologists and Technicians	25,835	34,477	8,642	33.5%	31,006
Laborers and Freight, Stock, and Material Movers, Hand	25,532	31,765	6,233	24.4%	43,193
Cashiers	24,828	26,049	1,221	4.9%	50,340
Other Installation, Maintenance, and Repair Occupations	24,072	28,722	4,650	19.3%	27,973
Financial Clerks	23,890	26,424	2,534	10.6%	29,949
Stockers and Order Fillers	23,753	28,875	5,122	21.6%	47,253



Waiters and Waitresses	23,614	26,335	2,721	11.5%	54,386
Other Office and Administrative Support Workers	23,369	24,734	1,365	5.8%	29,365
Secretaries and Administrative Assistants	22,642	24,750	2,108	9.3%	27,669
Building Cleaning and Pest Control Workers	22,441	26,797	4,356	19.4%	38,686
Sales Representatives, Services	21,539	25,842	4,303	20.0%	24,846
Material Recording, Scheduling, Dispatching, and Distributing Workers	21,114	23,601	2,487	11.8%	24,307
Registered Nurses	19,992	26,046	6,054	30.3%	18,431
Vehicle and Mobile Equipment Mechanics, Installers, and Repairers	19,240	24,180	4,940	25.7%	23,780
Other Healthcare Support Occupations	19,201	26,253	7,052	36.7%	38,177
Operations Specialties Managers	18,545	23,473	4,928	26.6%	19,379
Office Clerks, General	17,578	19,017	1,439	8.2%	23,253
Other Production Occupations	17,003	20,409	3,406	20.0%	23,613
Software Developers	16,378	22,835	6,457	39.4%	16,834
Other Food Preparation and Serving Related Workers	15,258	17,629	2,371	15.5%	35,642
Construction Laborers	15,222	17,992	2,770	18.2%	16,888
Counselors, Social Workers, and Other Community and Social Service Specialists	15,088	20,150	5,062	33.6%	19,439
Engineers	14,650	17,664	3,014	20.6%	11,857
Heavy and Tractor-Trailer Truck Drivers	13,669	17,774	4,105	30.0%	20,432
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	13,497	16,120	2,623	19.4%	23,232
Other Protective Service Workers	13,060	15,081	2,021	15.5%	23,645
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	12,995	13,309	314	2.4%	14,893
Supervisors of Sales Workers	12,789	13,884	1,095	8.6%	13,716
Cooks, Restaurant	12,766	17,553	4,787	37.5%	27,486
Sales Representatives, Wholesale and Manufacturing	12,672	14,614	1,942	15.3%	13,937



Other Educational Instruction and Library Occupations	12,640	13,953	1,313	10.4%	16,010
Maintenance and Repair Workers, General	12,561	14,822	2,261	18.0%	14,541
Assemblers and Fabricators	12,431	14,427	1,996	16.1%	16,206
Supervisors of Office and Administrative Support Workers	12,376	13,760	1,384	11.2%	13,857
First-Line Supervisors of Office and Administrative Support Workers	12,376	13,760	1,384	11.2%	13,857
Supervisors of Food Preparation and Serving Workers	12,300	14,836	2,536	20.6%	21,997
Receptionists and Information Clerks	11,975	14,463	2,488	20.8%	20,041
Postsecondary Teachers	11,957	13,709	1,752	14.7%	11,731
Bookkeeping, Accounting, and Auditing Clerks	11,633	12,735	1,102	9.5%	15,211
Other Personal Care and Service Workers	11,399	13,813	2,414	21.2%	25,099
Grounds Maintenance Workers	11,353	13,791	2,438	21.5%	18,445
First-Line Supervisors of Food Preparation and Serving Workers	11,152	13,432	2,280	20.4%	20,241
Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	11,060	13,365	2,305	20.8%	13,704
Landscaping and Groundskeeping Workers	10,953	13,311	2,358	21.5%	17,809
Other Sales and Related Workers	10,774	11,738	964	9.0%	11,964
Accountants and Auditors	10,464	12,370	1,906	18.2%	10,600
First-Line Supervisors of Retail Sales Workers	10,367	11,203	836	8.1%	11,402
Project Management Specialists	10,359	12,295	1,936	18.7%	9,743
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	10,039	11,524	1,485	14.8%	10,964
Elementary School Teachers, Except Special Education	9,896	10,808	912	9.2%	7,791
Security Guards	9,814	11,358	1,544	15.7%	15,535



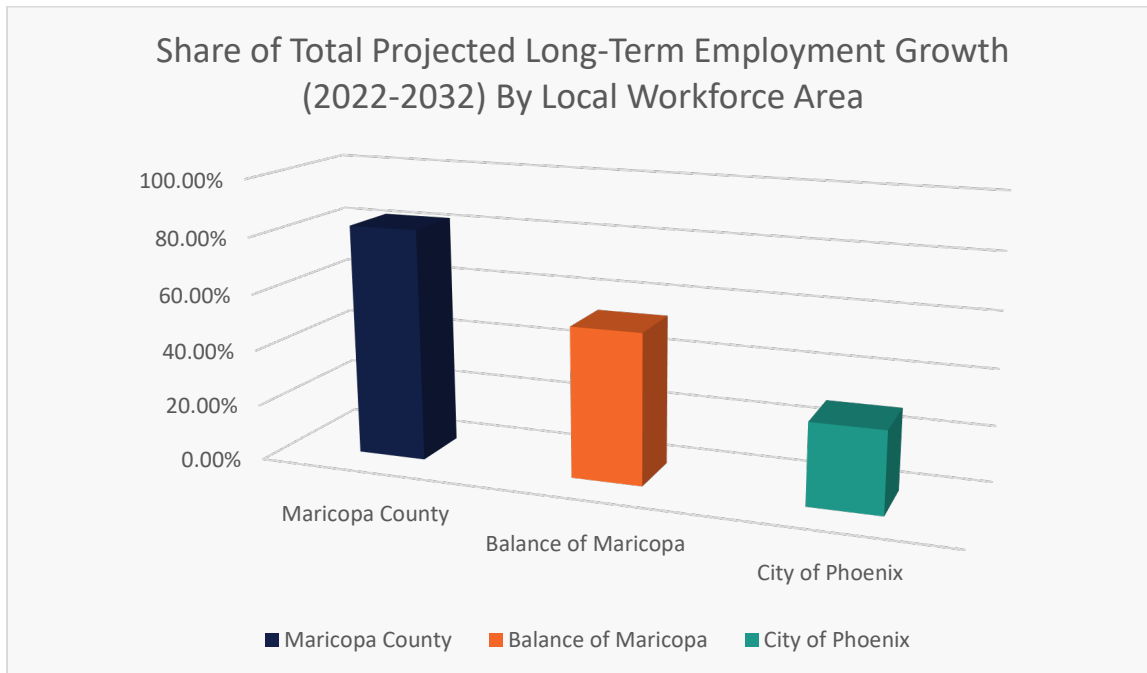
Personal Appearance Workers	9,505	11,284	1,779	18.7%	15,271
Teaching Assistants, Except Postsecondary	9,450	10,392	942	10.0%	12,462
Managers, All Other	9,439	11,006	1,567	16.6%	8,958
Computer User Support Specialists	9,405	11,008	1,603	17.0%	8,300
Automotive Service Technicians and Mechanics	9,038	11,567	2,529	28.0%	11,202
Metal Workers and Plastic Workers	8,981	10,463	1,482	16.5%	10,920
Miscellaneous Assemblers and Fabricators	8,800	10,378	1,578	17.9%	11,706
Advertising, Marketing, Promotions, Public Relations, and Sales Managers	8,761	10,445	1,684	19.2%	8,748
Shipping, Receiving, and Inventory Clerks	8,552	9,214	662	7.7%	9,614
Secondary School Teachers, Except Special and Career/Technical Education	8,331	9,137	806	9.7%	6,157
Supervisors of Construction and Extraction Workers	8,305	9,659	1,354	16.3%	8,422
First-Line Supervisors of Construction Trades and Extraction Workers	8,305	9,659	1,354	16.3%	8,422
Carpenters	8,018	9,241	1,223	15.3%	8,290
Medical Assistants	7,948	11,380	3,432	43.2%	15,731
Light Truck Drivers	7,934	10,671	2,737	34.5%	12,397
Maids and Housekeeping Cleaners	7,784	9,209	1,425	18.3%	13,458
Farmers, Ranchers, and Other Agricultural Managers	7,732	7,857	125	1.6%	8,167
Cooks, Fast Food	7,655	7,631	-24	-0.3%	11,420
Human Resources Specialists	7,543	9,292	1,749	23.2%	8,630
Electricians	7,382	9,195	1,813	24.6%	9,031
Loan Officers	7,236	8,884	1,648	22.8%	7,068
Market Research Analysts and Marketing Specialists	7,232	9,355	2,123	29.4%	9,547
Art and Design Workers	7,182	8,421	1,239	17.3%	8,628
Management Analysts	7,040	8,484	1,444	20.5%	7,688
Agricultural Workers	6,591	6,344	-247	-3.8%	9,270
Real Estate Sales Agents	6,500	7,062	562	8.7%	6,184
Medical Secretaries and Administrative Assistants	6,335	8,485	2,150	33.9%	9,832



Nursing Assistants	6,233	8,039	1,806	29.0%	11,908
Sales Managers	5,982	7,163	1,181	19.7%	5,937

Maricopa County is projected to account for 82.5% of total employment growth in Arizona from 2022-2033. In this same timeframe, the Maricopa County Workforce Area (excluding the City of Phoenix) is projected to account for 53.5% of the employment growth.

Share of Total Projected Long-Term Employment Growth (2022-2032) By Local Workforce Area

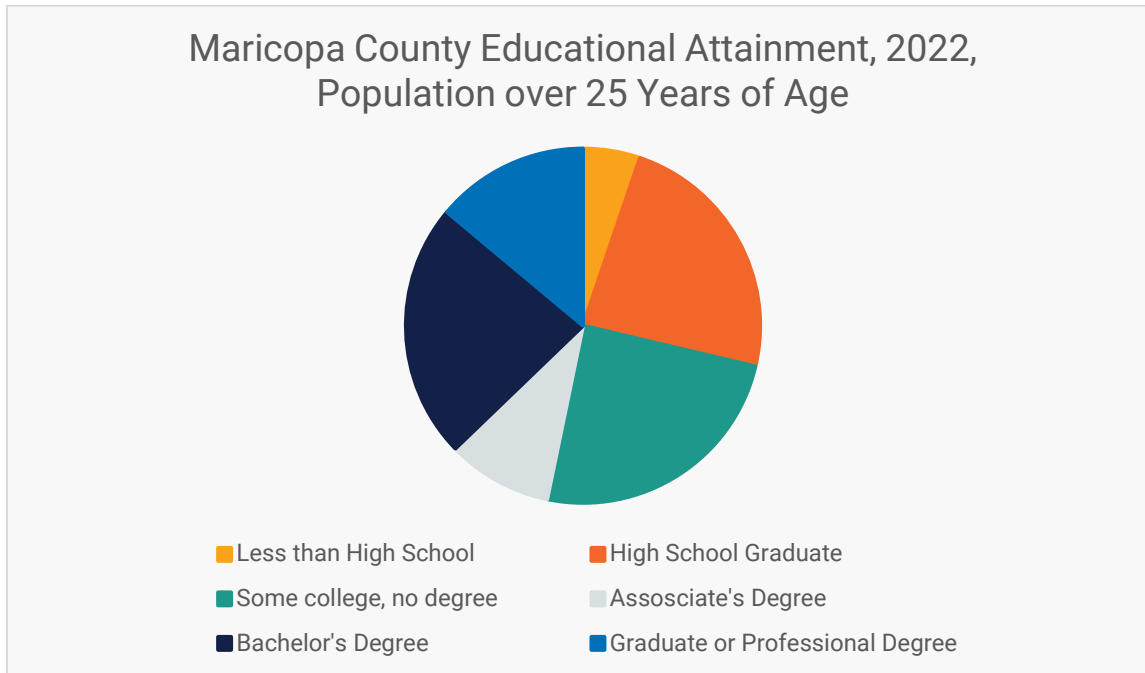


Source: Arizona Office of Economic Opportunity 2022-2032 Industry Projections



Educational attainment

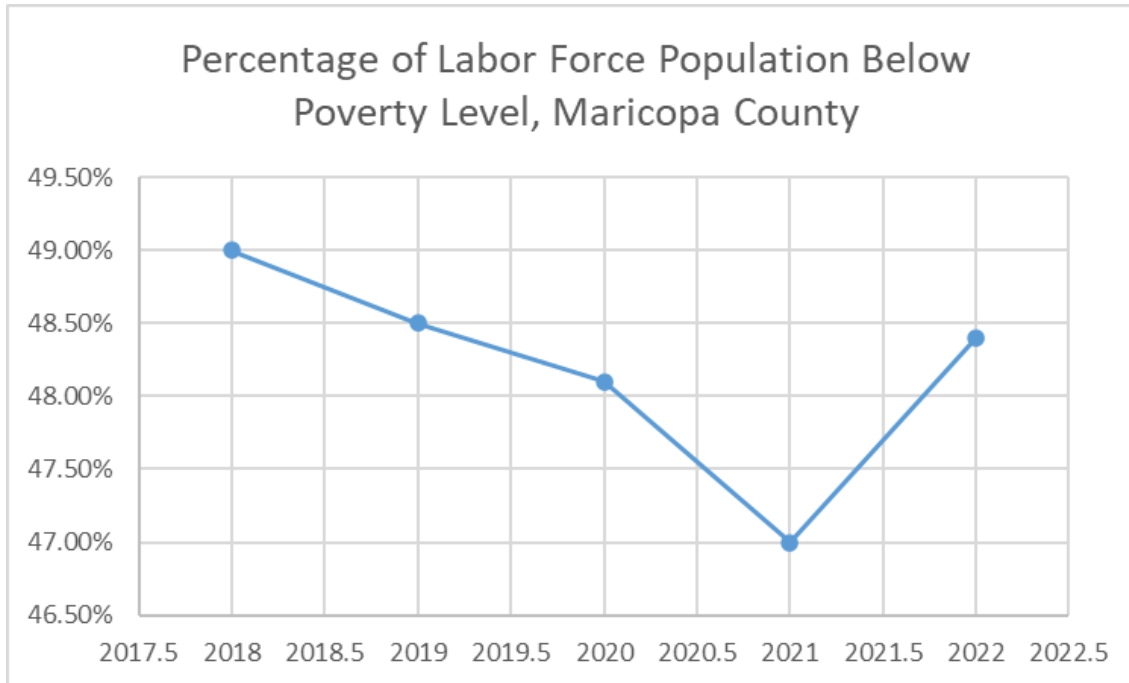
Across Maricopa County, 89.2% of the population 25 years and older has a high school diploma or higher. Even more of the population, 35% has a bachelor's degree or higher.



Source: Arizona Office of Economic Opportunity 2022-2032 Industry Projections

Poverty

48.4% of the labor force participation rate in the county have an income level below the poverty line. That percentage had started decreasing in 2018 from a high of 49% to a low of 47% in 2021, before increasing again in 2022.



Disability

According to the Arizona Office of Economic Opportunity, the labor Force participation rate for Maricopa County residents with a disability is 52.6%.

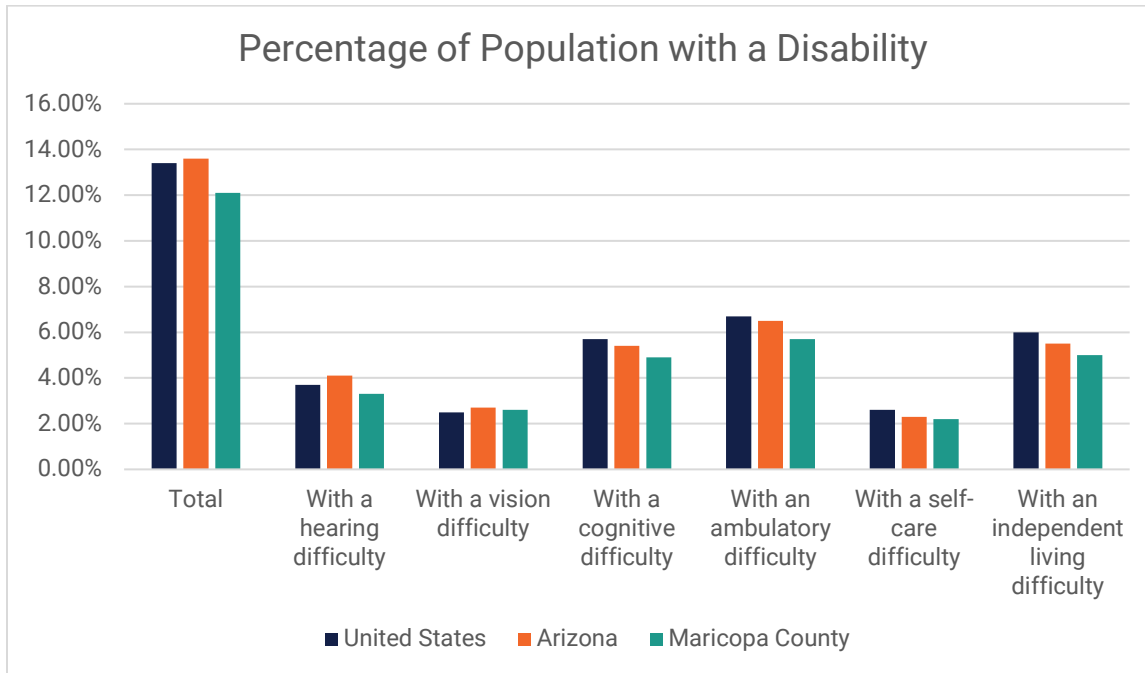
Disability levels

Disability	United States		Arizona		Maricopa County	
	Count	Percentage	Count	Percentage	Count	Percentage
Total	44,146,764	13.4%	984,914	13.6%	546,177	12.1%
Hearing	12,034,657	3.7%	294,271	4.1%	150,814	3.3%
Vision	8,181,582	2.5%	195,675	2.7%	117,899	2.6%
Cognitive	17,524,606	5.7%	368,521	5.4%	210,465	4.9%
Ambulatory	20,905,277	6.7%	443,927	6.5%	243,682	5.7%
Self-Care Difficulty	7,999,365	2.6%	158,018	2.3%	91,563	2.2%
Independent living difficulty	15,383,671	6.0%	310,532	5.5%	173,200	5.0%

Source: American Community Survey 1-Year Estimates (2022)



Percentage of Population with a Disability



c. Workforce Development, Education, and Training Activities Analysis

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

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. The ARIZONA@WORK statewide mission is to provide innovative workforce solutions to employers and job seekers.

The Maricopa County region is 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 Elected Official (CEO), 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 22-member board which represents all facets of the workforce system, including business and industry, youth, community, and government. Board members are appointed by the CEO 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 detailed onboarding process and is provided an opportunity to tour the American Job Center locations.



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

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.

In recent years, Maricopa County has collaborated with educational partners across the county to address the gap between K-12 school districts and the career opportunities identified in the in-demand industries selected by the Maricopa County Workforce Development Board. Key partners include ElevateEd AZ, the Maricopa County Community College District, Arizona State University, and Grand Canyon University.

Strengths

- According to the *National Center for Education Statistics*, 81 of the state's 115 public and private colleges are 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.
- In addition to Maricopa County's two comprehensive centers, workforce and wrap-around services can be obtained at any of Maricopa County's nine partnership sites. At each of these sites, a Workforce Development Coordinator is stationed. The cost for the full-time employee is shared between Maricopa County and the local municipality. All workforce services, including WIOA training grant availability, workshops, hiring events and business services are available at these locations.

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 142,616 students (ASU University Office of Institutional Analysis, Fall 2022), 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 2023 list. ASU is ranked ahead of Georgia State University at number two, MIT at number three, and Stanford at number six. 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 \$11,618



per year for in-state full-time tuition and fees to approximately \$31,127 per year, including books, supplies, room and board, and other expenses (IPEDS, 2022-2023). 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 enable a seamless transition to a four-year institution.

In the 2022-2023 school year, MCCCD reported enrollment of 86,523 students, of whom 38% were studying with the intent to enter a four-year program and 20% were preparing to directly enter the workforce. During the 2020-2021 academic year, 24,178 awards were issued.

Maricopa County Community College District, 2022-2023 Awards

Award Type	Number
Transfer degrees	5,669
Transfer certificates	5,304
Occupational awards	13,205
Total	24,178

The characteristics, interests, and intent of MCCCD’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).

MCCCD participates in 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 collaborates with the Arizona Commerce Authority, Arizona Technology 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 redesigned its internal processes to provide ONE point of contact for the entire County WIOA system and updated the website (<https://info.maricopacorporate.com/wioa-mcccdd>) to provide easy access to all WIOA-approved programs offered through the entire district, including 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 uses non-credit training to ensure 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 lead to quality employment in in-demand fields.

Additionally, MCCCDC redesigned its internal business processes to expedite business processes to be responsive to County WIOA needs.

Apprenticeships

Recognized as a national leader in apprenticeship enrollments by the U.S. Department of Labor, ARIZONA@WORK: Maricopa County supported 789 apprentices with new service authorizations during calendar year 2023. Approximately 41% of these participants were under the age of 25.

In 2022, the Board of Supervisors approved \$12 million in funding to provide apprenticeship opportunities for county residents, bolstering the pipeline of skilled workers in a variety of career fields.

The \$12 million program is estimated to help approximately 3,000 people find apprenticeships through 2026. Apprenticeships connect participants to career pathways that support the major industry drivers of the local economy, including construction, healthcare, information technology, and advanced manufacturing.

Maricopa County Human Services

As the Title 1B service provider, Maricopa County's Workforce Development Division (dba ARIZONA@WORK: Maricopa County) is positioned as a division within Maricopa County's larger Human Services department. This structure benefits ARIZONA@WORK: Maricopa County clients through ease of enrollment and access to other county services including community services, early education services, homeless services, housing services, and senior/adult services. Maricopa County Human Services customers can apply for multiple services through these programs using one Client Portal platform which simplifies the application process for needed services.



Weaknesses

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 canceled, 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. Classes in the community college systems are semester based. When WIOA participants are seeking training, they typically want to start right away and, due to timing, may not be willing to wait for the upcoming semester, which could be several months in the future. Further, and most pressing, the college system is facing its own operational challenges with funding restraints and decrease in enrollment.

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.

System Navigation and Awareness

Job seekers can find navigating between two local area systems challenging since City of Phoenix operates separately from Maricopa County. Both local areas have different processes and targeted strategies, which results in different programs and services across locations.

Employer Engagement

The ARIZONA@WORK: Maricopa County Business Services Team continues to make inroads with companies in the County's six in-demand industries. While employer participation in hiring events is high, it can be challenging to secure employer buy-in for participating in more time-intensive workforce development activities, like offering a registered apprenticeship.

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 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 2025-2028 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
- 2) Address opportunities identified through an extensive multi-stakeholder needs assessment, 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

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. Maricopa County will rely on state plan guidance regarding focus on targeted populations with barriers to employment. This means that Maricopa County will focus on veterans, individuals with disabilities, justice-involved individuals, low-income individuals and English Language Learners.

In fact, Maricopa County aims to stand out by effectively practicing this through innovative, outside-of-the-box activities, including:

Veterans:

- The Bureau of Labor Statistics (BLS) provided an estimate that in 2022 Arizona's veteran population consisted of 436,000 veterans with 210,000 being in the labor force. Veterans will receive priority of service when applying for services. Maricopa County will remain aware of veteran focused resources to assist in providing veterans with services they may need. Through Maricopa County's partnership with Title III. Title III Employment Service staff are co-located at Maricopa County's comprehensive job center sites. Title III has designated team of veteran staff that work directly with veterans and collaborate



with Title I staff to provide veterans with dual services to best address the veteran's needs.

Individuals with Disabilities:

- The Bureau of Labor Statistics (BLS) estimated that nationally, 21.3 percent of individuals with a disability were employed in 2022. The BLS also estimated that the unemployment rate in 2022 for individuals with disabilities was 7.6%, which is significantly higher compared to the national average unemployment rate of individuals without a disability of 3.2%. The United States Census Bureau estimated that in 2021 Arizona's population of employed individuals with a disability was 24.9%, while 57.9% of individuals without a disability were employed. The United States Census Bureau provided a 2021 estimate that in Arizona 18% of residents with a disability fall below the poverty level, while 11% of residents without a disability fall below the poverty level. Data shows that there needs to be a focus on individuals with disabilities. Maricopa County will aid these individuals by providing reasonable accommodations when accessing job centers and offering support services that can provide tools and accommodations to support an individual with a disability in securing and maintaining employment.

Justice involved individuals:

- 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 justice involved. The Smart Justice Team, through evidence-based coaching and case management practices, promotes pro-social roles within the workplace, families, and communities. The Smart Team guides and provides supportive services to returning citizens as they transition into the workforce.
- For the duration of program participation, the Smart Justice 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 workforce and vocational assistance to justice involved participants from both East and West Valley Career Centers. Services offered include computer access, career guidance and exploration, interview techniques, resume assistance, skills development workshops, workforce readiness coaching, paid work experience (WEX) and occupational skills training (OST). Participants may enroll in services through self-engagement. Eligible participants must be 18 years of age, meet military selective service registration requirements and have a felony conviction.
- The Smart Justice Team collaborates with the Arizona Department of Economic Security (DES), Arizona Department of Correction, Rehabilitation and Reentry (ADCRR), Maricopa County Sheriff's Office (MCSO), and Maricopa County Adult Probation (MCAPD) to create a pipeline where additional career services including in-custody workforce readiness workshops are delivered.
 - Work Experience (WEX) (Community Kitchen) – Participants gain skills related to food preparation. Upon completion of this work experience, participants may



receive their ServSafe - food handler's card, which provides employment opportunities in the food industry.

- Work Experience (WEX) (Lift) – Participants gain skills related to warehouse and logistics. Upon completion of this work experience, participants may receive a certificate as a Certified Logistics Technician/Associate which provides employment opportunities in the warehouse industry.
- Work Experience (WEX) (Community Kitchen & Lift) – During the 2nd quarter of Program Year (PY) 2023, ARIZONA@WORK Maricopa County obligated \$98,524 in approved funding for 21 participants in efforts to provide participants with the necessary skills to be successful in the workplace. 19 successfully completed the program and 2 were unsuccessful.
- Occupational Skills Training (OST)- During the 2nd quarter of Program Year (PY) 2023, ARIZONA@WORK Maricopa County obligated \$312,790 in approved funding for 65 participants to begin training programs in efforts to re-engage in long-term employment in the transportation and construction industries. 32 successfully obtained a commercial driver's license, 24 are currently in training or have had training extended and 8 were unsuccessful.

Low-Income Individuals

- Priority of service is given to individuals determined to be low-income. At Maricopa County, the Human Services Department works to educate staff on different programs within the department to provide dual services to those most in need. Programs within the Human Services that had once been siloed have now collaborated to easily refer individuals to various Human Services programs. This will provide low-income individuals with services beyond workforce services.

English Learners

- Maricopa County conducts outreach with organizations that serve English Language learners. Maricopa County is currently piloting an initiative with the Welcome to American Project (WTAP), which has a large population of English Language Learners. WTAP is focused on serving the refugee population. Individuals referred through WTAP are provided with dual case management by both WTAP and Maricopa County to ensure these individuals do not get lost in the system. To best serve English Language Learners, Maricopa County will strengthen its coordination with Title II to assist individuals needing ESL services.

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.



Employment needs of businesses

ARIZONA@WORK: Maricopa County's Business Services Team engages local businesses to serve as a connector for matching employers with qualified 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 the efforts of the Business Services Team such as:

- Collaborate with economic developers and partner 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
- Conduct research on participating employers 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
- Review Federal and International events and technology trends as they relate to local industry

d. 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 eight goals, outlined in the table below. These goals are specifically designed to align with performance measures to ensure the Maricopa County local area meets and exceeds program year targets.

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, several 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.

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: 1. Report on annual meeting of regional workforce leadership, and/or, 2. Annual progress report on regional collaboration charter*
- *Strategy 4.C: Establish quarterly meetings to collaborate with other local workforce areas in addressing regional solutions to workforce development issues*
 - *Activities: Annual progress report on regional collaboration*

Category Two: Impact

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

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



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

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

- *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.

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: 1. Attendance at professional conferences, and 2. 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: 1. Past and current strategies and initiatives of the board will be documented, and 2. 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

e. 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 for serving the surrounding area. 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.

In support of streamlining services, Titles I, III, and IV will soon be in both Maricopa County one-stop centers for ease of access to services. Upon entering the centers, clients are triaged to assess needs and determine which programs are most appropriate.



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.

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

Affiliate/Satellite Sites provide access to ARIZONA@WORK services in partnership with cities and towns. ARIZONA@WORK: Maricopa County will continue to partner with cities and towns to provide direct access to a vulnerable or hard-to-reach population. As seen in the table below, these Affiliate Sites are strategically positioned in communities across the County. Affiliate Sites are staffed by a Workforce Development Coordinator trained to provide a consistent system of tiered service delivery.

ARIZONA@WORK Maricopa County Job Center Locations

Locations	Job Center Type	Address
Maricopa County – West Valley	Comprehensive	4425 W Olive, Ave, Suite 190, Glendale, AZ 85302
Maricopa County – East Valley	Comprehensive	1001 W Southern Ave, Suite 101, Mesa, AZ 85210
Maricopa County – Avondale	Affiliate/Satellite Site	995 East Riley Drive, Avondale, AZ 85323
Maricopa County – Gila	Affiliate/Satellite	777 N Logan Ave, Gila Bend, AZ 85337



Bend	Site	
Maricopa County – Goodyear	Affiliate/Satellite Site	14140 W McDowell Rd, Goodyear, AZ 85395
Maricopa County – Mesa	Affiliate/Satellite Site	635 East Broadway Rd, 2nd Floor, Mesa, AZ 85204
Maricopa County – Queen Creek	Affiliate/Satellite Site	21802 S Ellsworth Rd, Queen Creek, AZ 85142
Maricopa County – Scottsdale	Affiliate/Satellite Site	7700 East Roosevelt Street, Scottsdale, AZ 85257
Maricopa County – Surprise	Affiliate/Satellite Site	12425 W Bell Rd, Building A Suite 124, Surprise, AZ 85378
Maricopa County – Tempe	Affiliate/Satellite Site	3500 South Rural Rd, Suite 202, Tempe, AZ 85282
Maricopa County – Tempe Youth	Affiliate/Satellite Site	2150 E Orange St, Tempe, AZ 85281
Maricopa County – Wickenburg	Partner/Affiliate Site	164 E Apache St, Wickenburg, AZ 85390

VOCATIONAL REHABILITATION provides services for jobseekers with disabilities.

Admin Office 3221 N. 16th St., Ste 200, Phoenix, AZ 85016-7159	16th Street 3221 N. 16 th St, #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
19th Avenue 11420 N 19 th Ave Phoenix, AZ 85029	Washington Street 5324 E. Washington St., #A, Phoenix, AZ 85034	Union Hills 3150 E Union Hills Dr, Phoenix, AZ 85050	Avondale 290 E. La Canada Blvd., Avondale, AZ 85323	

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

Friendly House Inc Phoenix, Glendale	Frank X. Gordon Adult Education Glendale, Phoenix, Mesa	Queen Creek Unified School District Adult Education Queen Creek	East Valley Institute of Technology Mesa



Gilbert Adult Learning Center Mesa	Mesa Public Schools Adult Education Mesa	Rio Salado College Bridge Pathway Tempe, Avondale, Phoenix, Surprise	Arizona Center for Youth Resources Phoenix
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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 title partner locations. However, digital access to these services is growing in importance, especially considering the COVID-19 pandemic. As the crisis arose, partners moved much of the system’s operations to virtual environments. Although live, personal interactions have resumed, trends 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.

Unite Us

ARIZONA@WORK-Maricopa County is engaged with the new Unite Us community referral platform. The platform is funded by the Arizona Healthcare Cost Containment System. Service providers of all types elect to participate in the system to send and receive participant referrals for services. This is a closed-loop referral system where staff can track the progress of their participants and the status of the services they are referred to. Title IB and Title III are utilizing the system now.

Integrated Service Delivery Model

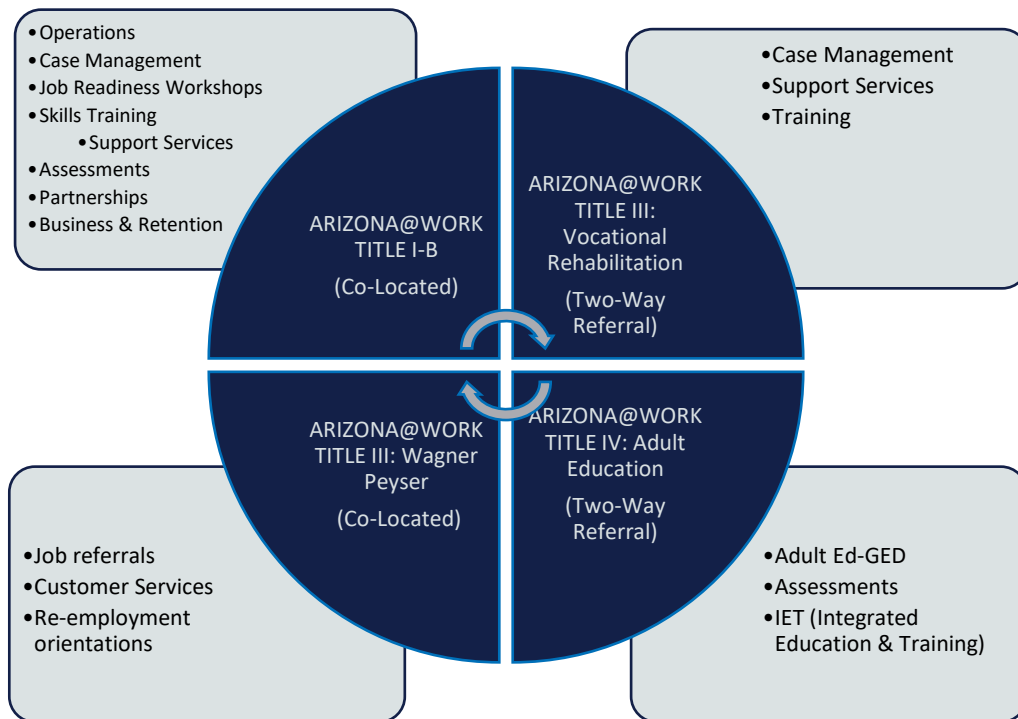
ARIZONA@WORK: Maricopa County is proactively implementing strategies toward a delivery model that more closely resonates with WIOA’s Hallmarks of Excellence in that workforce services are directly aligned with the needs of the local area’s businesses and workers. These changes include implementing the 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.

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.



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 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.

In 2024, ARIZONA@WORK: Maricopa County made several improvements to streamline referrals between title partners and external community-based organizations.

- Procured the Community Cares platform to implement a statewide referral system to connect individuals with over 1,000 organizations and over 2,000 programs for social services



- Created a Title II Outreach Specialist position on Title 1B staff to enhance coordination with the Adult Basic Education Providers
- Title 1B referrals to Title IV will continue to be made via secured email
- Titles I, III, and IV are or will soon be in both one-stop centers for ease of access to services
- Upon entering the centers, clients are triaged to assess needs and determine which program is most appropriate

ARIZONA@WORK: Maricopa County will continue its commitment to this transformation during the 2025-2028 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 will be 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. ARIZONA@WORK: Maricopa County formalized its Rapid Response Program Coordinator position. This position will take lead in working with the State to respond to WARN notices received by companies and will play a key role in the coordination of County and State services available to impacted employees.
 - 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, Equus is tasked with seven key performance areas in Program Year 2024-2025:

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.

Part B: Strategic Vision, Goals, and Strategies

a. 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.

b. Statewide Strategy Support

Governor's vision: *"a just, prosperous, and resilient Arizona that provides opportunities for any Arizonan who wants to succeed across urban, rural, and tribal communities."*

State Strategic Vision: Create a future where access to economic growth and opportunity is promoted through innovative workforce collaboration across business, education, and training systems designed to meet the diverse needs and full potential of all Arizonans.

Mission: Develop a customer-driven, integrated workforce system that delivers business, education, and training services to ensure equitable access to high-quality jobs that meet the diverse needs of employers and job seekers.

Arizona's state workforce board, the Workforce Arizona Council, has established four 2024-2027 WIOA State Plan goals 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:

Goal 1: Promote a Customer-Driven Workforce System Approach

Strategies:

- 1.1: Enhance accessible work-based learning opportunities to equip participants with the skills and knowledge necessary for in-demand industries and occupations.
- 1.2: Develop and implement digital literacy education and training programs that provide individuals, including priority populations, with the necessary digital skills for the workforce.



- 1.3: Refine the customer experience across ARIZONA@WORK system partners to ensure streamlined access to training, education, employment opportunities and supportive services that help to reduce barriers.
- 1.4: Strengthen coordination and outreach across the ARIZONA@WORK system to increase public awareness and access to services.

Goal 2: Foster Business Engagement

Strategies:

- 2.1: Build partnerships across businesses, education, and training providers to develop career pathways and create work-based training opportunities to develop requisite workforce skills.
- 2.2: Promote a business-services model that links business growth with, and advocates for, quality jobs that support workers' economic stability and mobility.
- 2.3: Strengthen workforce system teams by investing in tools and skill building that improves talent sourcing and matching for businesses.
- 2.4: Convene the business community to explore and realize the employment opportunities for individuals with barriers to employment by highlighting the workforce system's supportive services for prioritized populations.

Goal 3: Invest in Opportunity and Growth

Strategies:

- 3.1: Strengthen strategic partnerships across key state level agencies, workforce system partner programs, and community-based organizations to expand coordination across programs to accelerate quality employment for priority populations.
- 3.2: Braid federal, state, local, and private funding streams to maximize the impact of WIOA funds to meet the unique needs of local areas, job seekers, and employers.
- 3.3: Facilitate data sharing, reporting, and performance analysis across WIOA partners to improve workforce system performance and outcomes.
- 3.4: Implement a state-wide technical assistance model to deliver training and facilitate best-practice sharing as aligned to the training needs of workforce system staff.

Goal 4: Prepare Arizona's Youth for Workforce Success

Strategies:

- 4.1: Create a robust system, including partnerships with Career and Technical Education Districts and pre-apprenticeship models, for career exploration intended to build upon professional skills, workplace foundational academic skills, and career interests.
- 4.2: Identify both in-school and out-of-school youth and develop opportunities to attract them to the workforce system through training programs in high growth industries.
- 4.3: Develop work-based learning opportunities for youth through partnerships with employers.



- 4.4: Strengthen outreach to youth, their families, and school staff to provide information about the ARIZONA@WORK system, including supportive services and opportunities for meaningful employment and career pathways.

ARIZONA@WORK: Maricopa County developed strategies based on the State Plan goals and the strengths and weaknesses of the local workforce area. 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.

State Goals & County Strategies

Workforce Arizona State Goals	Maricopa County Strategies to Support Statewide Goals
<p>Goal 1: Promote a Customer-Driven Workforce System Approach</p>	<ul style="list-style-type: none"> • Develop and implement marketing and outreach strategies to drive participation and public awareness of the title partner programs in the ARIZONA@WORK system • Evaluate community resources to increase services and assets available to ARIZONA@WORK participants • Document and evaluate past strategies and initiatives • Identify and compile successful practices from core partners and providers
<p>Goal 2: Foster Business Engagement</p>	<ul style="list-style-type: none"> • Convene employers and educational providers • Build and leverage relationships with community-based organizations and local businesses to encourage partnerships with the title partner programs in the ARIZONA@WORK system
<p>Goal 3: Invest in Opportunity and Growth</p>	<ul style="list-style-type: none"> • Actively engage in partnerships with local and regional economic development organizations • Annually review, identify, and prioritize the in-demand industry sectors in Maricopa County



	<ul style="list-style-type: none">• Increase the number of providers on the Eligible Training Provider List (ETPL)• Research global best practices in workforce development• Identify and apply for additional grants and funding sources to increase opportunities for community members
Goal 4: Prepare Arizona’s Youth for Workforce Success	<ul style="list-style-type: none">• Construct a career literacy initiative that will support the educational system in introducing students to the local labor market’s high-value career pathways• Convene in-demand sector stakeholders to develop career pathways for youth to alleviate labor market shortages• Investigate the creation of youth apprenticeships for out-of-school youth• Research innovative methods of connecting the business community to our youth

The MCWDB is committed to leveraging all necessary resources and efforts to implement Arizona’s strategies, while acknowledging that a workforce development system of the scope and impact envisioned by this plan requires coordination with numerous related entities and programs.

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 West-MEC 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 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, 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 Katie Hobbs.

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 add 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	Business Intermediaries	Workforce Development	Education
Arizona Association for Economic Development	Chambers of Commerce within the county's 23 municipalities	Workforce Arizona Council	Arizona State University
Arizona Commerce Authority	Arizona Nurses Association	Arizona Office of Apprenticeship	Maricopa County Community College District
East Valley Partnership	Valley Partnership	Center for the Future of Arizona	Maricopa Corporate College
Greater Phoenix Economic Council	Arizona Technology Council	Greater Phoenix Chamber Foundation	West-MEC
WESTMARC	Local First Arizona	Greater Phoenix Urban League	East Valley Institute of Technology
Economic Development entities within the county's 23 municipalities		Phoenix Business and Workforce Board	Grand Canyon University
		Pinal County Workforce Board	SciTech Institute
		Valley of the Sun United Way	CTE Programs within the county's 23 municipalities



Section 3 - ARIZONA@WORK System Coordination

a. Describe how the LWDB will work with the entities carrying out the core programs 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 2025-2028:

ARIZONA@WORK: Maricopa County has organized its intentions to improve the way 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.

i. 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
 - Native American populations
 - Veterans and eligible veteran spouses
 - Individuals with Disabilities



- Older workers
- Justice-involved individuals
- 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

Maricopa County aims to stand out by effectively practicing this through a number of innovative strategies:

Shared affiliate/satellite sites with Workforce Development Coordinators

ARIZONA@WORK: Maricopa County 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.”

- City of Avondale
- Town of Gila Bend
- City of Goodyear
- City of Mesa
- Town of Queen Creek
- City of Scottsdale
- City of Surprise
- City of Tempe
- City of Tempe Youth
- Town of Wickenburg

This expanded service footprint makes ARIZONA@WORK services more accessible to the communities we serve, and benefits individuals with barriers, including transportation, homelessness, and caregiver responsibilities. 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.

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



justice-involved. The Smart Justice Team, through evidence-based coaching and case management practices, promotes pro-social roles within the workplace, families, and communities. The Smart Team guides and provides supportive services to returning citizens as they transition into the workforce.

For the duration of program participation, the Smart Justice 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 workforce and vocational assistance to justice-involved participants from both East and West Valley Career Centers. Services offered include computer access, career guidance and exploration, interview techniques, resume assistance, skills development workshops, workforce readiness coaching, paid work experience (WEX) and occupational skills training (OST). Participants may enroll in services through self-engagement. Eligible participants must be 18 years of age, meet military selective service registration requirements and have a felony conviction.

The Smart Justice Team collaborates with the Arizona Department of Economic Security (DES), Arizona Department of Correction, Rehabilitation and Reentry (ADCRR), Maricopa County Sheriff's Office (MCSO), and Maricopa County Adult Probation (MCAPD) to create a pipeline where additional career services including in-custody workforce readiness workshops are delivered.

- Work Experience (WEX) (Community Kitchen) – Participants gain skills related to food preparation. Upon completion of this work experience, participants may receive their ServSafe - food handler's card, which provides employment opportunities in the food industry.
- Work Experience (WEX) (Lift) – Participants gain skills related to warehouse and logistics. Upon completion of this work experience, participants may receive a certificate as a Certified Logistics Technician/Associate which will provide employment opportunities in the warehouse industry.
- Work Experience (WEX) (Community Kitchen & Lift) – During the 2nd quarter of Program Year (PY) 2023, ARIZONA@WORK Maricopa County obligated \$98,524 in approved funding for 21 participants in efforts to provide participants with the necessary skills to be successful in the workplace. 19 successfully completed the program and 2 were unsuccessful.
- Occupational Skills Training (OST)- During the 2nd quarter of Program Year (PY) 2023, ARIZONA@WORK Maricopa County obligated \$312,790 in approved funding for 65 participants to begin training programs in efforts to re-engage in long-term employment in the transportation and construction industries. 32 successfully obtained a commercial driver's license, 24 are currently in training or have had training extended and 8 were unsuccessful.

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.



Primary objectives for the coming program years center around integrating apprenticeships into the reentry model. Justice-involved clients stand to benefit most from these innovative initiatives.

WDD partnership with CSD & Community Bridges

ARIZONA@WORK: Maricopa County continues to work with other divisions within the county's Human Services Department. In collaboration with the Community Services and Homelessness Initiatives Divisions, we've connected with local Community Action Agencies, Shelters, and Rapid Rehousing Agencies to develop a streamlined referral process meant to get a participant enrolled and receiving services as soon as possible, with minimal barriers. These partnerships further support our mission of providing support and services to those who need it most.

Workforce 2 You

Maricopa County was awarded a grant from the Governor's Office to Pilot a program looking to provide occupational skills training programs to the rural communities of Gila Bend, Wickenburg, and Queen Creek. This program is in collaboration with the Maricopa County Community College District's Corporate College. Programs will be completed within 12 weeks, with the goal of offering career pathways to residents without requiring them to travel far into the Phoenix metro area.

Evidence-Based Coaching

Evidence-Based Coaching (EBC) 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 EBC as an effective tool that is central to the delivery of high-quality support services that foster strong client outcomes. This 10-hour, 5-part series presents a set of strategies, tools, and resources to help staff reinvent how they engage with families and individuals experiencing poverty. Using an evidence-based approach, staff deepen their coaching skills to take client interactions from transactional to transformational. 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.

Community Outreach

ARIZONA@WORK: Maricopa County connected with over 30 foster youth organizations and presented to the Arizona Foster Care Coalition (a network of 26 providers) to share resources and services for youth. Through this work, the Keys to Success program through the Arizona



Friends of Foster Children Foundation was identified as a potential partner for connecting youth to WEX programming.

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 a 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).
- Workforce Development Coordinators in rural areas are focused on enrolling more participants who meet Adult Priority of Service to participate in training, apprenticeships, and career services.
- 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, which 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.

ii. 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.^{iv}

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 Employer Connection Committee (ECC) focuses on strategies to address industry needs and align job-seeker advising



to in-demand industries. The ECC 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 launch career pathways in targeted industries. The ECC will meet quarterly to construct meaningful career pathways. The process will include evaluation of labor market data and the availability of training providers and employment opportunities, and outputs of the ECC will be shared in the partners meetings.

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 adjust to best iterate the model for replication across other target sectors.

Career 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
4. Employment services and work experiences

iii. Facilitate the coordination of co-enrollment with ARIZONA@WORK partners

Customers of the ARIZONA@WORK system should be able to receive the services that best equip them for success in the world of work without the need to navigate multiple funding streams and enroll 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.

Currently, there are few co-enrollments. However, there are processes in place to improve the execution of co-enrollments. Positions such as the Title II Outreach Coordinator will focus on developing this aspect of seamless service delivery by bridging services with a focus on dual enrollments. Additionally, locating Title III & IV within both one-stop centers and partnering with Title II providers to facilitate co-enrollments for specific programming will facilitate additional co-enrollments. The One-Stop-Operator has also been tasked with convening title partners and will aid in increasing co-enrollments through these initiatives.

iv. 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 around career 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 2024-2027 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
- 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

Annually the MCWDB's *Employer Connection Committee* convenes 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 in-demand sectors as priorities in the regional economy:

- Manufacturing
- Healthcare & Social Assistance
- Transportation & Warehousing
- Construction
- Finance & Insurance
- Information (specifically Information Technology)

Today, the Employer Connection Committee 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.

b. Describe the LWDB's strategies and services and how they will be used within the LWDA to:

i. 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 various local employers and organizations. ARIZONA@WORK: Maricopa County intends to deploy several 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
- 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 committees will develop and implement strategies that better facilitate the engagement of businesses, including small businesses:

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 (BST), appropriate referrals are made.

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

ARIZONA@WORK: Maricopa County's Business Services Team maintains contact with local businesses better connect 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 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
- Review Federal and International events and technology trends as they relate to local Industry

iii. 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:

- Arizona Association for Economic Development
- Arizona Commerce Authority
- Arizona Public Service and Salt River Project Economic Development Teams
- Arizona State University/AZ Next
- Center for the Future of Arizona
- East Valley Partnership
- Greater Phoenix Chamber of Commerce and other local Chambers
- Greater Phoenix Economic Council
- Greater Phoenix Urban League
- Maricopa County Community College District Office



- Maricopa Corporate College
- Valley of the Sun United Way
- WESTMARC

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.

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 2024-2027 WIOA State Plan identifies seven (7) priority sectors. Out of those seven sectors, Maricopa County has selected six targeted industry 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.

Arizona And Maricopa County LWDA Priority Sectors

Maricopa County Industry Sector	Statewide Industry Sector
Construction	✓
Health Care and Social Assistance	✓
Finance and Insurance	✓
Manufacturing	✓
Transportation and Warehousing	✓
Information Technology (IT)	✓

iv. 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 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.

v. Implement the following initiatives to support the strategies described above

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 Employer Connection Committee 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.

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 employee layoffs
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
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
- 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 Employer Connection



Committee 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.

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.

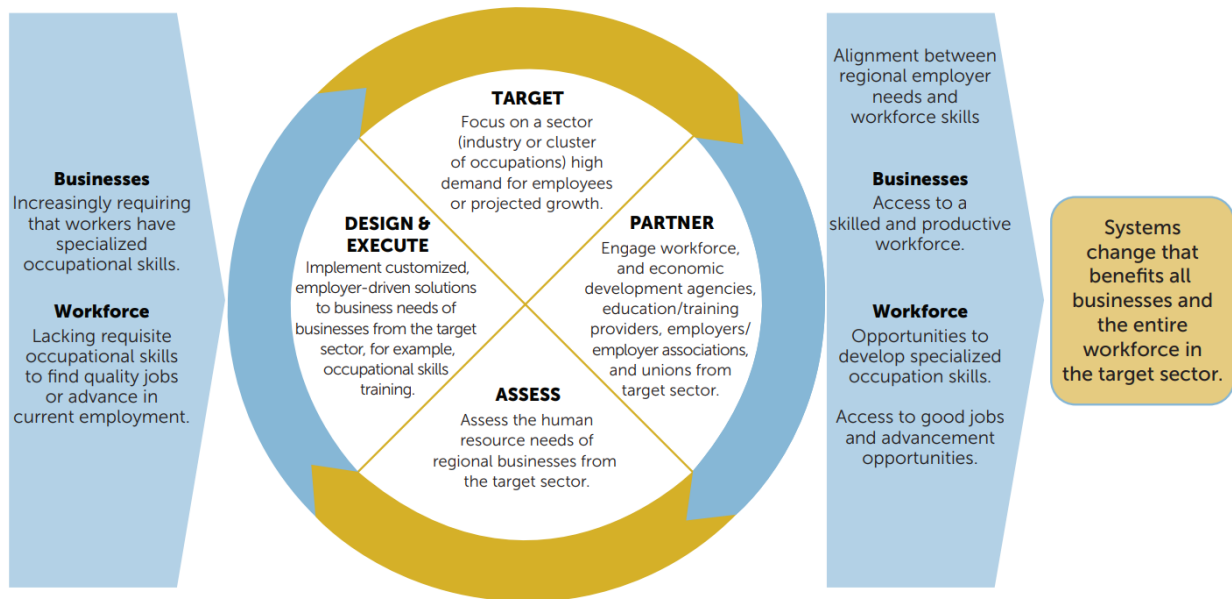
3. Industry and sector strategies

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.^v 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



The Four Features of Sector Strategies



MCWBD strongly supports the 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. MCWBD 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 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.

As ARIZONA@WORK: Maricopa County gains experience with sector strategies the MCWBD's *Employer Connection Committee* continues to improve ways to coordinate with economic development entities in the local area to design effective and relevant sector strategies.

4. Utilization of effective business intermediaries



The MCWDB intends for the services offered in the region to be as valuable as possible to individual job seekers, employers, and the regional economy. To this end, it is imperative that ARIZONA@WORK: Maricopa County has 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 that 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 business intermediaries with the intent to identify opportunities for mutual benefit. Examples of these intermediaries include:

- Arizona Chamber of Commerce and Industry
- Arizona Commerce Authority
- Arizona Hispanic Chamber of Commerce
- Arizona Tech Council
- Ahwatukee Foothills Chamber of Commerce
- Black Chamber of Arizona
- Buckeye Valley Chamber of Commerce
- Carefree-Cave Creek Chamber
- Cave Creek Arizona Chamber of Commerce
- Chandler Chamber of Commerce
- East Valley Hispanic Chamber of Commerce
- East Valley Partnership
- Fountain Hills Arizona Chamber of Commerce
- Gilbert Chamber of Commerce
- Glendale Chamber of Commerce
- Greater Phoenix Chamber of Commerce
- Greater Phoenix Equality Chamber of Commerce
- Local First Arizona
- Litchfield Park Chamber of Commerce
- Maricopa Community College District
- Maricopa County Chamber of Commerce
- Mesa Chamber of Commerce
- Paradise Valley Arizona Chamber of Commerce
- Phoenix Economic Development Department
- Peoria Chamber of Commerce
- Queen Creek Economic Development Department
- SCORE-Business Solutions
- Scottsdale Area Chamber of Commerce
- Small Business Administration
- Southwest Valley Chamber
- State Office of Apprenticeship
- Sun Lakes Arizona Chamber of Commerce



- Surprise Chamber of Commerce
- Surprise Economic Development Department
- Tempe Chamber of Commerce
- Tempe Community Council
- Tempe Economic Development Department
- WESTMARC
- Wickenburg Chamber of Commerce
- Wickenburg Economic Development Department

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 in-demand industry sectors through events and meetings and fosters other channels of communication. 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 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
- Support initiatives, programs and projects that maximize employment opportunities and business growth in sectors
- Identify 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
- Utilize new methods to increase the talent pool from hosting targeted talent events based on population or employer needs to hosting virtual recruitments and supporting industry accelerator events
- 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.

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.



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. 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 degree or bachelor's degree
- 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



- The employer will comply with the non-discrimination and equal opportunity provisions of WIOA law and regulations

6. Registered apprenticeships

A registered apprenticeship allows apprentices to earn a salary as they learn. 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.

In close coordination with the State Apprenticeship Office, Maricopa County connects with newly approved registered apprenticeships in our service area to make sure they're aware of available support. ARIZONA@WORK: Maricopa County hosts employer-focused accelerator events to communicate the benefits of registered apprenticeships and connect industry to education providers.

ARIZONA@WORK: Maricopa County also connects pre-apprenticeship programs with Registered Apprenticeships to foster a seamless transition for participants and create additional pathways for youth to learn about apprenticeships.

A designated apprenticeship team provides apprenticeship services to the community, including employers and jobseekers.

Registered Apprenticeship Programs Available in Maricopa County



Occupation	Program	Industry
Electrician	Phoenix Electrical Joint Training Committee (PEJTC)	Construction
Electrician	Independent Electrical Contractors (IEC)	Construction
Electrician	Wilson Electric Services Corp	Construction
Electrician	Arizona Building Alliance (ABA)	Construction
Electrician	Western Electrical Contractors Association	Construction
Heavy Equipment Mechanic	Rummel Construction	Construction
Sheet Metal	Arizona Sheet Metal	Construction
HVAC (new in 2024)	Apprentice Now	Construction
Carpentry	Okland Construction	Construction
Medical Assistant	UnitedHealth Group	Healthcare
Community Health Worker (new in 2024)	Arizona State University	Healthcare
Behavioral Health Technician (new in 2024)	Terros Health	Healthcare
CNC Machine Operator	Skill Up Arizona	Advanced Manufacturing
Aircraft Mechanic (new in 2024)	JetMX	Transportation
IT Generalist (IT ServiceNow)	New Apprenticeship	Information Technology

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, or completing preliminary skills-building programs. 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.

8. Other business services and strategies designed to meet the needs of regional employers

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.



c. Explain what the role of the LWDB in the Eligible Training Provider (ETP) program approval process

The Maricopa County Workforce Development Board (MCWDB) establishes the criteria and performance requirements, aligned with those established by the Governor, on a biannual basis to determine the eligibility of providers for training services and to receive funding from the Workforce Innovation and Opportunity Act. Programs are reviewed and approved within 30 days of application after ensuring compliance with the requirements of WIOA, State, and Maricopa County policies.

Training services are provided in a manner that maximizes consumer choice. The MCWDB established target industries and in-demand occupations, and funding 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.

Per the Arizona Department of Economic Security, the following performance 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 greater than 50 percent
- The employment rate during the fourth quarter after exit must be equal to 65 percent
- Median earnings for WIOA students employed during the 2nd quarter after exit – equal to or greater than the LWDA's 70 percent for a family of one.
- The credential rate must be equal to or greater to 50 percent (if applicable)
- [Maricopa County ETPL Policy](#)

The MCWDB is committed to the approval of funding 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 has identified a number of strategies for increasing the scope and scale of the ETPL. The MCWDB 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 in-demand apprenticeship and training options for participants annually
- Ensure best practices are followed for building partnerships with training providers that offer quality programming for participants

d. Examine how the LWDB will coordinate local workforce investment activities with regional economic development activities that are carried out in the LWDA, and how the LWDB will promote entrepreneurial skills training and microenterprise services

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:

- Arizona Commerce Authority
- Arizona Association for Economic Developers
- Greater Phoenix Economic Council
- WESTMARC
- East Valley Partnership
- Maricopa County Community College District Economic Development/Workforce Development Team

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.

Maricopa County also offers an Introduction to Entrepreneurship workshop to provide information on entrepreneurship and planning for a healthy business in both the West and East Valley locations. The workshop gives participants an understanding of what to consider when starting a business. Some of the topics covered include an assessment if owning a business is a good fit for the individual, how to plan for a business, market research, developing a business plan, start-up expenses, funding, understanding and selecting the proper organizational type, time management, record keeping, and risk management.

e. Describe how the LWDB will evaluate if the ARIZONA@WORK Job Centers in the LWDA need to be open beyond normal business hours to provide services to meet the workforce need

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. Demand for extended service hours will be evaluated by the local board on the basis of customer demand.

In April 2024, ARIZONA@WORK: Maricopa County launched a 4/10 schedule to support staff retention and staffing flexibility at the West Valley Career Center. Due to the updated staffing model, hours in the West Valley Career Center were extended to 8am-7pm on Monday-Thursday.

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. 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.

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



Current cooperative agreements with local service providers can be found at <https://arizonaatwork.com/locations/maricopa-county/local-board/policies-and-reports>

g. A description and assessment of the type and availability of adult and dislocated worker employment and training activities carried out in the LWDA

WIOA eligible adult and dislocated worker participants are assessed by members of the workforce development team and services strategies are incorporated to assist with individualized vocational goals. A portion of Maricopa County's service strategies for individualized services include occupational skills training.

Occupational skills training is defined as an organized program of study that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by certain occupational fields at entry, intermediate or advanced levels. Maricopa County prioritizes occupational skills training programs that lead to postsecondary credentials that align with in-demand industry sectors for occupations within the County.

Maricopa County has an established priority of service system which structurally assists with identifying participants who are most in need to receive this service. Maricopa County also has a robust partnership with multiple apprenticeship programs within our workforce system. These programs are also directly in line with targeted in-demand industries and produce industry recognized credentials to those who participate. All occupational skills training and apprenticeship programs must be present on the eligible training provider list to be considered for funding on behalf of a participant.

Original curriculum and presentation for workforce development workshops are facilitated at the two comprehensive centers, nine partnership sites and in the community. Workshops and labs are open to ages 14 and up.

Available workshops and assessments include, but are not limited to:

- AJC & Client Portal Application Lab: assistance with creating an azjobconnection.gov account or completing a client portal application
- Basic Computer Skills: learn, apply, and practice basic computer skills like searching the internet, utilizing Word documents, and email
- CPR and First Aid: training in CPR/AED (infant/ child/ adult) and First Aid
- Financial Empowerment: tips and resources on how to manage their money
- Job Search Assistance: gain confidence and guidance for a successful job search
- Job Interview Practice: learn how to improve your interview skills and practice 1:1 for a job interview
- Introduction to Entrepreneurship: an overview of entrepreneurship and business ownership
- Office Skills Assessment: Typing Test (speed and accuracy), 10-key and Data Entry, Microsoft Office Applications including Windows 10, Word, Excel, PowerPoint, Outlook, Customer Service, Clerical, Financial, and Professional Assessments
- Resume Writing: learn how to format and write a basic resume or cover letter



- Resume Lab: write your resume with the assistance of a workforce staff person
- Workplace Readiness: an introduction to professional communication, teamwork, time management, and soft skills within the workforce
- Virtual or In Person Orientation: an introduction to services provided by ARIZONA@WORK Maricopa County
- Youth Assessments: Youth participants complete assessments that measure their math and reading levels
- Youth Leadership Development: introduction to the Leadership Development Model covering topics of Self Determination, Responsibility, Positive Social Behavior, and Employability

The ONET interest profiler at My Next Move is proctored at all locations and provides streamlined career search and discovery, including an interest assessment. The Office Proficiency Assessment and Certification (OPAC) is additionally offered, free of charge.

Workshops and assessments are facilitated and proctored by both Trainers and Workforce Development. Several of the workshops (i.e., financial empowerment, basic computer skills, and resume writing) are facilitated in Spanish as well as English.

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

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.

i. 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.

ii. 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
- 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

iii. Unemployed as a result of general economic conditions in the LWDA, 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.

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 aged 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

i. A description of how the LWDB will coordinate workforce investment activities carried out in the LWDA with state-wide rapid response activities, including layoff aversion activities

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.

Maricopa County has formalized its Rapid Response Program Coordinator position. This position will take lead in working with the State to respond to WARN notices received by companies. This position will play a key role in the coordination of County and State services available to impacted employees.

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
- Tailor RR sessions to the workers affected with potential employers hiring in the same field invited to potentially mitigate the affected workers' time unemployed
- Virtual Rapid Response events are another tool to meet employers and workers where they are, to deliver important resources and support. Although in-person services are preferred, Virtual Events will be an ongoing option going forward and used when appropriate.

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.



In March 2024, Maricopa County received a WARN Notice from American Airlines indicating they were laying off 335 remote staff ranging from Customer Service Representatives to Managers. As all workers were remote, there was no worksite to physically deliver Rapid Response services to the affected workers. Therefore, the Maricopa County Rapid Response Coordinator collaborated with the State Rapid Response Coordinator to develop the first ever Virtual Rapid Response event. Maricopa County led the initiative and developed a two-day Virtual Rapid Response event.

Maricopa County provided a trainer to deliver information on registering for Arizona Job Connection, resume and interview skills workshops, and state employees provided information on unemployment insurance and the Trade Adjustment Assistance program. 207 people attended the event, and 91 completed a survey resulting in a satisfaction rating of 4.73 out of 5. The agenda was shared in advance so that participants could easily move in and out of the virtual event to get the information they needed.

j. A description and assessment of the type and availability of youth workforce investment activities in the LWDA

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 2021 update from Opportunity for Youth, a nonprofit focused on the challenges facing disconnected youth, there are an estimated 78,99 OY in Maricopa County. 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.

Other challenges faced by youth in Maricopa County include an historically high unemployment rate among those 16-19 years old.^{vi}

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:

Youth Services Providers



Element	Arbor E&T, LLC DBA Equus Workforce Solutions	Rio Salado Behavioral Health Services	Lifeline PCS	Maricopa County Workforce Division	Empowering
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	X	X
Adult mentoring for not less than 12 months				X	



Follow-up services	X			X	
Comprehensive guidance and counseling, including drug and alcohol counseling and referral		X	X		
Financial literacy education				X	
Entrepreneurial skills training				X	
Labor market and employment information about in-demand industry sectors or occupations				X	
Activities to help youth prepare for post-secondary education and training				X	

i. 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.

If youth face serious barriers to employment, they 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.

ARIZONA@WORK: Maricopa County has developed an internal team to provide recruitment, enrollment, and case management for youth. Identified 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 multiple 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: responsible for greeting customers at Youth Hubs and introducing customers to services. Further, the Program Service Representatives (PSR) assist with customer sign-in, registration and enrollment data entry, as well as assist customers in the resource lab. PSRs will facilitate pre-screening appointments and coordinates all required assessments related to eligibility. PSRs will coordinate and schedule eligibility appointments with Career Advisors. PSRs will facilitate outreach and coordinate community based/HSD referrals for participants. PSRs facilitate follow up and retention services while maintaining accurate program data specific to the youth population.

YOUTH CAREER ADVISORS: perform career development activities in a case management relationship for youth enrolled in WIOA activities. Career Advisors 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; collect credentials, and provide links to community-based service providers.

BUSINESS SERVICE REPRESENTATIVES: perform 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

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 students and faculty, as well as community-based foster care programming, in order to connect the youth with disabilities 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.

ii. 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 a designated youth hub located in Tempe to provide better access to services. The following 14 elements are available to youth program Participants:

1. Tutoring study skills training, Instruction, Dropout Prevention Services
2. Alternative secondary school services or recovery services
3. Work Experiences
4. Occupational Skills Training



5. Education Offered Concurrently with Workforce Preparation and Training for a Specific Occupation
6. Leadership Development Opportunities
7. Supportive Services
8. Adult Mentoring
9. Follow-Up Services
10. Comprehensive Guidance and Counseling
11. Financial Literacy Activities
12. Entrepreneurial Skills Training
13. Services that provide labor market information
14. Post Secondary Preparation and Transition Activities

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

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 Advisors 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 advisors 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 enter a registered apprenticeship program.

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 option. Services include counseling to support an individual in achieving the individual’s education and career goals. Counseling and advising play crucial roles in supporting students, counseling delves into personal and emotional well-being, whereas advising focuses on academic and career-related matters. ARIZONA@WORK: Maricopa County Job Centers apply a Career Pathway approach throughout their service delivery.

i. Limitations for ITA amount and duration, if included in LWDB’s policies

Type of Training	Adult/Dislocated Worker – Targeted	Adult/Dislocated Worker – Non-Targeted	Youth Targeted	Youth Non-Targeted
Occupational Skills	Up to \$6,000	N/A	Up to \$6,000	N/A
Apprenticeships	Based off program	N/A	Based off program	N/A

ii. Include 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
- The MCWDB enters into a pay-for-performance contract

iii. Describe 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.

I. A description of how the LWDB will coordinate Title I workforce investment activities with the provision of transportation (including public transportation), and other appropriate supportive services in the LWDA and region

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 childcare 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 eyeglasses 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.

m. A description of how the LWDB determines if an 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.

Individuals do not need to be deficient in all areas – reading, language or math to be considered BSD.

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

The Test of Adult Basic Education (TABE) is used to determine if a Youth is Basic Skills Deficient. All youth will be tested using the TABE or other approved assessment tools will be used 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. An Adult Basic Skills Screening tool is used to determine whether an Adult is Basic Skills Deficient.

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 Workforce Development Team. This 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.

n. Describe how the LWDB will ensure the WIOA Title I-B Adult Program for priority of service to low-income individuals, recipients of public assistance, and individuals who are basic 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.

o. A description of how the LWDB will provide Veterans Priority of Service. The strategies must include processes in place to ensure that veterans and eligible spouses are identified at the point of entry and given an opportunity to take full advantage of priority of 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 or spouse of 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 self-identify themselves for priority service. Additionally, Front Desk staff ask participants if they are a Veteran or Spouse of a Veteran at check-in and all 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 during the meet & greet appointment to ensure they receive priority scheduling for the enrollment appointment.

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.



p. Definition of “underemployed”

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

Underemployed: 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, OR
2. 80% of their wages at the date of dislocation.

If LLSIL self-sufficiency levels are not used to determine underemployment, an underemployed individual is defined 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) - is considered low income; and
- d) Is employed, but whose current job’s earnings are not sufficient compared to their earnings from their job of dislocation.

Verification of income must be obtained to validate the is underemployed (either less than 80% of wages at dislocation or below the 450% LLSIL).

If an individual’s wages at the time of WIOA application are less than the locally defined level of **self-sufficiency** (450% LLSIL) the individual may be eligible for Career and Training services.

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

In June 2023, 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; 2023 levels are identified in the table below.

Income Matrix for Maricopa County for 2023 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	\$14,580	\$12,942	\$83,197	\$83,197
2	\$19,720	\$21,210	\$136,349	\$130,476
3	\$24,860	\$29,120	\$187,202	\$187,202
4	\$30,000	\$35,948	\$231,095	\$231,095
5	\$35,140	\$42,419	\$272,693	\$272,693
6	\$40,280	\$49,615	\$318,952	\$318,952



7	\$45,420	\$56,810	\$365,210	\$365,210
8	\$50,560	\$64,006	\$411,469	\$411,469
Additional Per Person > 8	\$5,140			
Additional Per Person > 6		\$7,196	\$46,258	\$46,258
<p>* All figures represent annual figures. Poverty Effect Date:01/19/2023 LLSIL Effective Date:05/08/2023 Revised: 06/02/2023</p>				

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

i. 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:

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

ii. 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.

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

r. A description of the competitive procurement process to be used to award the sub grants 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 choose 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.

s. A description of how the LWDB will coordinate relevant secondary and postsecondary education programs and activities, including Adult Education and Literacy programs, to coordinate strategies, enhance services, promote participation in Integrated Education & Training programs, and avoid duplication of services



Designated Title IB Career Advisor staff are assigned to work with Title II Education Providers. These staff make regular visits to the Title II campuses to present and share information on WIOA Youth and Adult eligibility, services and resources. This allows staff to meet participants where they are and provides ABE students the opportunity to enroll in the program and participate in regular progress check-ins onsite.

Additionally, Title II IET programs are working directly with Title IB staff to co-enroll ABE students in occupational skills training such as Medical Administrative Assisting. 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.

i. Include the 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 in Section 2A(e).

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

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 they make 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.

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

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.

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 Kiosk 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 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.

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

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 (also referred to as covered persons) who are determined to be low income, a recipient of public assistance, or basic skills deficient.

Second priority are individuals who are not veterans or not eligible spouses of veterans (also referred to as non-covered person) who are considered low income, public assistance recipients, or basic skills deficient.

Third priority are Veterans and eligible spouses of veterans who are not low income, not recipients of public assistance, or not basic skills deficient.

Fourth priority are all other WIOA eligible Adults who are 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.

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 two Maricopa



County career center 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 system.

RSA co-locates a staff member one time 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. 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 may 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 MCWDB employs an Equal Opportunity Compliance Officer (EO) who, on an 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; upon receipt of a complaint, 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 4 - ARIZONA@WORK Job Center Delivery

ARIZONA@WORK agencies 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.

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.

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

ARIZONA@WORK Maricopa County Job Center Locations

Locations	Job Center Type	Address
Maricopa County – West Valley	Comprehensive	4425 W Olive, Ave, Suite 190, Glendale, AZ 85302
Maricopa County – East Valley	Comprehensive	1001 W Southern Ave, Suite 101, Mesa, AZ 85210
Maricopa County – Avondale	Partner/Affiliate Site	995 East Riley Drive, Avondale, AZ 85323
Maricopa County – Gila Bend	Partner/Affiliate Site	777 N Logan Ave, Gila Bend, AZ 85337
Maricopa County – Goodyear	Partner/Affiliate Site	14140 W McDowell Rd, Goodyear, AZ 85395
Maricopa County – Mesa	Partner/Affiliate Site	635 East Broadway Rd, 2nd Floor, Mesa, AZ 85204
Maricopa County – Queen Creek	Partner/Affiliate Site	21802 S Ellsworth Rd, Queen Creek, AZ 85142
Maricopa County – Scottsdale	Partner/Affiliate Site	7700 East Roosevelt Street, Scottsdale, AZ 85257
Maricopa County –	Partner/Affiliate	12425 W Bell Rd, Building A Suite 124,



Surprise	Site	Surprise, AZ 85378
Maricopa County – Tempe	Partner/Affiliate Site	3500 South Rural Rd, Suite 202, Tempe, AZ 85282
Maricopa County – Tempe Youth	Partner/Affiliate Site	2150 E Orange St, Tempe, AZ 85281
Maricopa County – Wickenburg	Partner/Affiliate Site	164 E Apache St, Wickenburg, AZ 85390

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

The Maricopa County Workforce Development Board ensures continuous improvement of eligible providers through the system with the One-Stop Operator who shall lead, convene and advocate for all partners and guarantee an open-door policy for all stakeholders. The OSO provides monthly meetings with ARIZONA@WORK staff from all title programs to improve and promote a seamless service delivery system. Quarterly executive meetings are held with the core title partner leadership team and best practices are shared, workforce trends are continuously discussed, and the needs and challenges of the local workforce area are addressed. The quarterly executive meeting also reviews service delivery methods across partners to ensure knowledge is shared sufficiently.

The OSO will act as a point of contact among partner agencies and assist in identifying existing gaps between the partners and provide sufficient cross-training, professional development opportunities, and by tracking staff participation through in-person or virtual platforms. The OSO is also responsible for ensuring title partner utilization of the partner referral platform reviewing the referral platform semi-annually and providing recommendations for improvement, while also encouraging regionalism and collaboration amongst other LWDA's.

Continuous improvement activities also include completing an initial needs analysis to identify gaps and/or challenges in integrated service delivery and present an action plan of recommended areas of improvement to MCWDB staff in order to develop a timeline for implementation. MCWDB staff will review the needs analysis and outcomes quarterly to track progress and annually assess to ensure it is current and relevant to service delivery.

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



ARIZONA@WORK and its partners, including the one-stop operator, conduct regular assessments to identify physical barriers within facilities and address them promptly. This includes ensuring wheelchair ramps, accessible parking spaces, and appropriate signage. Door entrances are in compliance with ADA practices and expectations.

Comprehensive training programs will be provided to staff members to raise awareness about the needs of individuals with disabilities and to equip them with the necessary skills to address these needs effectively. Staff will work closely with individuals with disabilities to identify reasonable accommodations that facilitate their participation in programs and services. This accommodation may include alternative formats for materials, interpreter services, or modified workstations. Specifically, technologies, such as screen readers, captioning services, and other assistive tools will ensure equal access to online resources and information. Additionally, ARIZONA@WORK partners with local disability organizations, such as DES (Title III), Vocational Rehabilitation (Title IV), and other local advocacy groups. This collaboration allows them to gain insights into best practices for accessibility and leverage resources effectively in serving individuals with disabilities.

i. Include how the need for specific assistive technology equipment will be determined as well as how partners/one-stop 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.

ARIZONA@WORK ensures that its assistive technology equipment is equipped with accessibility features tailored to the needs of individuals with disabilities. This includes voice recognition software, magnification tools, adjustable desks, enlarged keyboards, and alternative input devices. These features enhance the usability of the equipment for individuals with various disabilities, ensuring an inclusive and accessible environment. An evaluation of the equipment will be reviewed quarterly, along with conducting periodic training and refresher classes to ensure staff has the working knowledge and skills to operate and assist clients who need the equipment.

Assessments are conducted to inventory assistive technology equipment across ARIZONA@WORK facilities. This ensures that the equipment is properly maintained and in good working order. If there are any issues with software programs and/or equipment, the IT department will be notified to ensure that all inventory is functioning properly, thus ensuring that individuals with disabilities have reliable access to the necessary tools.

ii. Describe 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.

Upon receiving a request for interpreter services, ARIZONA@WORK promptly acknowledges the request and initiates the accommodation process. This may involve gathering information about the individual’s specific communication needs, preferred language, and the nature of the



services they require. Designated staff coordinates with qualified interpreter service providers (such as Arizona Language Solutions and Professional Court Interpreting and Translation Services) to arrange for interpretation during appointments, meetings, training sessions, or any other relevant interactions. This may involve scheduling interpreters in advance to ensure their availability and suitability for the specific context. ARIZONA@WORK ensures that individuals with limited English proficiency or communication barriers have equal access to its programs, services, and resources. This commitment to inclusivity fosters a supportive environment where all individuals can fully participate and thrive in the workforce development process.

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

At ARIZONA@WORK Maricopa County One Stop Centers, ensuring equal opportunity and access for individuals with disabilities is a fundamental commitment. Partners and one-stop operator adhere strictly to federal regulations, including Titles VI and VII of the Civil Rights Act, the Americans with Disabilities Act (ADA), Section 504 of the Rehabilitation Act, and the Age Discrimination Act. Through these mandates, discrimination is prohibited in any aspect of programs, services, or activities based on factors like race, color, religion, sex, national origin, age, or disability.

To ensure that individuals with disabilities can fully participate in workshops and services, auxiliary aids and services are offered upon request. This includes access to the TTY/TDD telecommunications relay service for those with hearing or speech disabilities. Moreover, Title I Workforce Development Activities, Title II Adult Education & Family Literacy Act programs, Title III Employment Services Program, and Title IV Vocational Rehabilitation Program are all structured to accommodate diverse needs with many of the services online, over the phone and in-person, demonstrated in employment and participation, effective communication and modifications to policies and procedures.

ARIZONA@WORK Maricopa County Core Partners are also equipped to provide reasonable accommodations based on language or disability. Individuals requiring such accommodations are encouraged to request accommodations as early as possible, ensuring that their needs are addressed promptly and comprehensively. ARIZONA@WORK Maricopa County is committed to ensuring that accessibility is not just a concept but a tangible reality, where everyone's needs are considered and met.

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

The 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.



Partner contributions to career services per Infrastructure Funding Agreement MOU

Service Type	T-I Adult	T-I DW	T-I Youth	T-II AEL	T-III WP	T-IV VR	TANF	Tech Ed	T-V OAA
Basic Services	2,613,531	\$325,245	\$0	\$95,177	\$3,405,573	\$3,145,096	N/A	\$0	\$0
Service Type	Job Corps	Native Am.	MSF	Youth Build	TAA	Comm Act	Housing	UI	Other Part Head Start
Basic Services	\$0	\$0	\$29,814	\$0	\$0	\$0	\$0	\$0	\$0
Service Type	Other Part JVSG	Other Part							
Basic Services	\$115,390	0							
Service Type	T-I Adult	T-I DW	T-I Youth	T-II AEL	T-III WP	T-IV VR	TANF	Tech Ed	T-V OAA
Individual Services	\$2,067,631	\$255,550	\$1,793,914	\$31,167	\$644,280	\$327,441	\$0	\$0	\$0
Service Type	Job Corps	Native Am.	MSF	Youth Build	TAA	Comm Act	Housing	UI	Other Part Head Start
Individual Services	\$0	\$0	\$36,439	\$0	\$446,784	\$0	\$0	\$0	\$0
Service Type	Other Part JVSG	Other Part							
Individual Services	\$941,221								

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

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.

f. If applicable, describe how the LWDB is implementing the waiver granted by the US Department of Labor to the State of Arizona to use individual training accounts for youth who are in school.

The waiver has been issued at the state level, and ARIZONA@WORK: Maricopa County uses it to fund Occupational Skills training for participants enrolled as in-school youth.

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.



Section 5 - Performance and Continuous Improvement

a. A description of how the ARIZONA@WORK Job Centers in the LWDA are implementing an integrated, technology-enabled intake and case management information system for programs carried out under WIOA 14 and by one-stop partners (20 CFR 679.560(b)(20)).

The ARIZONA@WORK Job Centers in the LWDA have integrated the following technological components:

- Client Portal - The Workforce Development Division operates within Maricopa County's Human Services Department and in doing so utilizes the same Management Information System as other divisions within the department. The shared system allows for a universal application for all services within the Human Services Department. This allows the ability to connect participants with needed resources and avoid any duplicative requests. This universal client portal provides access to Rental/Utility Assistance, Early Headstart/Head Start, Homelessness Services, and other programming offered.
- Client Texting - In an effort to better connect with participants, Maricopa County will be utilizing a web-based texting platform that will allow us to send messages on an individualized level for case management, as well as in bulk for outreach opportunities. This platform will also increase our ability to provide follow-up services in a multitude of ways, increasing the level of engagement between job seekers and workforce staff.
- Community Cares Platform - Maricopa County has successfully integrated into the Community Cares Unite Us Platform. This platform allows our staff to make outbound referrals to community organizations offering supportive services and programming while also making our services more accessible to residents engaging with other organizations first. Maricopa County has a process in place to respond to all referred clients within 48 hours of receipt.

b. Provide the local levels of performance negotiated consistent with WIOA sec. 116(c), to be used to measure the performance of the local area and to be used by the Local WDB for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA title I subtitle B, and the one-stop delivery system in the local area (20 CFR 679.560(b)(16)).

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, 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 2024-2025 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 MCWDB is currently awaiting performance negotiations with the state for program years 2024 and 2025. The agreed-upon metrics displayed in Table 29 are the measures for program years 2022 and 2023, which are currently being 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 Hobbs has requested.

Negotiated targets for PY 22 and PY 23 can be found in table below. MCWDB is currently anticipating PY 24 and PY 25 negotiations with the state to occur sometime in May/June 2024. Once PY 24 and PY 25 measures are determined, the table will be updated to reflect the negotiated performance measures for PY 24 and PY 25.

Maricopa County Local Area Negotiated Performance Levels PY22-PY23, WIOA Title IB

Performance Indicator	Final Negotiated Targets-PY 22	Final Negotiated Targets-PY 23
Adult		
Employment 2nd Quarter after exit	70.2%	70.2%
Employment 4th Quarter after exit	67.5%	67.5%
Median Earnings in the 2nd quarter after exit	\$7,537	\$7,537
Credential attainment rate	77.0%	77.0%
Measurable Skills Gain	66.6%	66.6%
Dislocated Worker		



Employment 2nd Quarter after exit	76.5%	76.5%
Employment 4th Quarter after exit	71.5%	71.5%
Median Earnings in the 2nd quarter after exit	\$9,029	\$9,029
Credential attainment rate	77.8%	77.8%
Measurable Skills Gain	65.0%	65.0%
Youth		
Employment 2nd Quarter after exit	70.7%	70.7%
Employment 4th Quarter after exit	67.0%	67.0%
Median Earnings in the 2nd quarter after exit	\$4,900	\$4,900
Credential attainment rate	65.2%	65.2%
Measurable Skills Gain	62.0%	62.0%

Per the Arizona Department of Economic Security, the following performance 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 greater than 50 percent
- The employment rate during the fourth quarter after exit must be equal to 65 percent
- Median earnings for WIOA students employed during the 2nd quarter after exit – equal to or greater than the LWDA's 70 percent for a family of one.
- The credential rate must be equal to or greater to 50 percent (if applicable)



Section 6 - Public Comment

a. Describe the process used by the LWDB to provide no more than a 30-day public comment period through electronic and other means (such as public hearings or local media) prior to submission of the plan, including an opportunity to have input into the development of the local plan, particularly for representatives of businesses, education, and labor organizations (20 CFR 679.560(19)).

The Chief Local Elected Official, the Maricopa County Workforce Development Board (MCWDB), all associated stakeholders, and staff of the Board collaborated in designing and representing this local plan for 2025-2028. This comprehensive endeavor integrates the MCWDB and its partners in establishing a foundation for responsive integration of all Workforce Innovation and Opportunity Act facets to guide advancing the Board's strategic mission and vision on behalf of the Maricopa County Board of Supervisors.

This local plan integrates a committed set of goals and strategies designed to address the current and future needs of employers and job seekers while anticipating emerging needs and opportunities reflected in the dynamic external environment. Of crucial importance in the local plan is the investment in apprenticeships to meet the mutual needs of employers and job seekers, consistently enriching the robust economic development efforts in the central Arizona region and contributing to the quality of life for all current and future residents in the county.

The local plan responds with alignment to the State of Arizona Strategic Plan and is supported by the Chief Local Elected Official for the Maricopa County Board of Supervisors (MCBOS), the local workforce development Board, including its core partners and other local agency partners responsible for implementation of WIOA. The public has had an adequate review and feedback period, demonstrating the county's commitment to transparency. The local plan is a living document reviewed and revised to reflect the most current metrics agreed upon with the State of Arizona.

Following a comprehensive process of preparation, design, and writing of the local plan, reflective of the perspectives of the MCBOS, the local Workforce Development Board, and associated stakeholders, ARIZONA@WORK Maricopa County distributed a draft copy of its local plan to representatives of business, labor organizations, and the general public, for purposes of seeking input and comment. Comments provided by the public were integrated into the local plan before consideration for approval by the Maricopa County Workforce Development Board.

Public comments were proactively solicited during the period beginning June 1, 2024 and ending June 15, 2024 by posting the document to the following locations:

- Arizona Business Gazette
- ARIZONA@WORK Maricopa County website
- Comprehensive list of emails to stakeholders and partners throughout the local workforce area.



NOTICE OF SOLICITATION FOR
PUBLIC COMMENTS ON THE WIOA
LOCAL PLAN 2025-2028

ARIZONA@WORK: MARICOPA
COUNTY WORKFORCE DEVELOP-
MENT LOCAL AREA PLAN

ARIZONA@WORK: MARICOPA
COUNTY WORKFORCE DEVELOP-
MENT LOCAL AREA PLAN

In accordance with the Workforce Inno-
vation and Opportunity Act (WIOA) and
the Arizona Department of Economic
Security Chapter 2 Section 1000, the
Maricopa County Workforce Develop-
ment Board (MCWDB), has developed
a 2025-2028 Maricopa County Workforce
Development Local Area Plan.

REVIEW DRAFT REPORT

The Local Area Plan is available for
public review and comment from June
01, 2024, to June 15, 2024. 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 2025-2028 Maricopa
County Workforce Development Local
Area Plan should be directed via elec-
tronic correspondence to:
MCWDB@maricopa.gov

Equal Opportunity Employer /
Program. Auxiliary aids and services
are available upon request to individu-
als with disabilities.

ARIZONA@WORK: Maricopa County
products and services are made avail-
able through federal funding provided
by the Workforce Innovation and
Opportunity Act (WIOA); serving
Employers by aiding job seekers,
adults, dislocated workers and youth.

PUBLICATION DATES: May 16, 2024



From: Steve Clark (COA)
 Sent: Monday, March 11, 2024 7:38 AM
 To: Jared Beard (HSD) <jared.beard@maricopa.gov>; Tina Luke (HSD) <tina.luke@maricopa.gov>; Jacqueline Edwards (HSD) <jacqueline.edwards@maricopa.gov>; jones.dawnymeliss@jobcorp.org; dykes.krista@jobcorp.org; Crystal Banuelos (crystal.banuelos@srpmic-nsn.gov) <crystal.banuelos@srpmic-nsn.gov>; khogan@ppnp.org; Beverly.wilson@azed.gov; Nicole.Kelshemer@azed.gov; CTTrillo@azed.gov; Sandra Canez <sandracanez@azed.gov>; Kristen Mackey <kmackey@azed.gov>; Walker, Eugina <ewalker@azarp.org>; tmorgan@bestseeds.com; billerf@hcc.edu; Leslie.Maly@maricopa.gov; Kevin.limes@azed.gov; DERS WIOA Program - DES <wioaprogram@azed.gov>; Jennifer Kelley <jkelley@azed.gov>; Sara Agostinho <sagostinho@azed.gov>; Aaron Roth (HSD) <aaron.roth@maricopa.gov>; Jason Walker (APD) <jason.walker@hazm.maricopa.gov>; John Soto <johnsoto@azed.gov>; Elizabeth Valdez <elizabethvaldez@azed.gov>
 Cc: Katelyn Harris-Lange (COA) <katelyn.harrislange@maricopa.gov>; Julia Maciel (COA) <julia.maciel@maricopa.gov>
 Subject: 2025-2028 Local Area Plan Input

Good morning all,

WIOA requires each local workforce development board (LWDB), in partnership with the appropriate chief local elected official (CEO), to develop and submit a comprehensive four-year local plan to the Workforce Arizona Council (WAC). Additionally, local plans must be modified at the end of the first two-year period of the four-year local plan to reflect changes in labor market and economic conditions and other factors affecting the implementation of the local plan. Federal regulations require states and LWDBs to regularly revisit and recalibrate state plan strategies in response to the state's changing economic conditions and workforce needs.

WIOA emphasizes the importance of collaboration and transparency in developing and submitting local plans. One significant role of the LWDBs is to provide leadership and should seek broad stakeholder involvement in the development of their local plan. CEOs, LWDB members, core program partners, mandatory one-stop center partners, and local economic development entities are integral to the planning process. WIOA encourages an enhanced, integrated system by including core programs in its planning and performance requirements. Affected entities and the public must have an opportunity to provide input in the plan's development.

Our Maricopa County Workforce Development Board staff has begun developing the 2025-2028 Local Area Plan. As we develop this new plan, we are seeking input from our many stakeholders. I am attaching our most recent 2022 Local Area Plan Modification for your reference. I would encourage you to provide input into this process. Please reply with your comments and suggestions by April 5, 2024. All suggestions and comments will be included as part of the plan.

Sincerely,


 Steve Clark
 Executive Director
 Maricopa County Workforce Development Board
 301 W. Jefferson St., 9th Floor Phoenix, Arizona 85003
 O: 602-506-0153 C: 602-377-3844
 E: steve.clark@maricopa.gov
Maricopa.Gov
[Facebook](#) | [Instagram](#) | [Twitter](#) | [YouTube](#) | [LinkedIn](#)

From: Steve Clark (COA)
 Sent: Monday, February 26, 2024 11:49 AM
 To: Angela Creedon <angela.creedon@intel.com>; Anne Landers <annel@jaaz.org>; Bonnie Schirato (bonnie.schirato@twityhealth.com) <bonnie.schirato@twityhealth.com>; Elizabeth Valdez <elizabethvaldez@azed.gov>; Gregg Ghelfi (gregg@mcida.com) <gregg@mcida.com>; Greene Coluch <gcoluch@concordinc.com>; Heather Carter <hcarter@omail.maricopa.edu>; Jacob Everson <jacob@boltermakers572.org>; Jason Walker <jason.walker@RAZMC-Maricopa.Gov>; John Soto <johnsoto@azed.gov>; Kathryn "Che" Collins <kcollins@habitatca.com>; Konrad Robichaud <konrad.robichaud@bannerhealth.com>; Leah Hill <hl.leah@mayo.edu>; Loren Granger <loren.granger@wellfargo.com>; Marcia Veldmark <marcia@ssunderground.com>; Matthew Clark <matthew.clark@verizon.com>; Noelle Trinder <noelle.trinder@bannerhealth.com>; Scott Sudhalter <ssudhalter@cox.net>; Shawn Hutchinson (shutchinson@pejatz.org) <shutchinson@pejatz.org>; Tina Drews (tina.drews@srpnet.com) <tina.drews@srpnet.com>
 Subject: 2025-2028 Local Plan Suggestions

This email is intended for information only. Please do not reply to all to comply with the requirements outlined in the Open Meetings Law. If you need additional information, please only respond to the sender or call with questions.

Good morning all,

Every four (4) years, with the guidance of the State of Arizona and the collaboration of various vital partners and stakeholders, the MCWDB creates a unified local plan describing the policies, procedures, and local activities that are carried out in the LWDA, followed by a mid-cycle update. Our staff is preparing to create the 2025-2028 Local Plan. One of the first steps in creating this plan is to solicit stakeholder input into the existing plan. We will review these suggestions and consider the feedback as we begin the new document. I am attaching the existing 2022 Local Plan Modification for you to look over.

WIOA emphasizes the importance of collaboration and transparency in the development and submission of local plans; thus, the MCWDB expresses its gratitude to all partners and stakeholders for their contributions and support in the development of the local plan and recognizes the critical value of WIOA core and required partners for the indispensable work they provide to employers and job seekers served by the region's workforce system. The MCWDB remains committed to continuously improving alignment, collaborating, and developing new and innovative methods for leveraging the world-class expertise of its partners.

Furthermore, the Maricopa County Workforce Development Board (MCWDB) recognizes the importance of labor market analysis in delivering workforce development services. It remains committed to the ongoing examination of labor market data to understand economic trends impacting job seekers and service providers. The MCWDB strives to maintain flexibility and adaptability in response to these evolving trends.

This local plan includes an analysis of the labor market in the Maricopa County region. It then shares the goals for the 2025-2028 program years, detailing ongoing and new strategies that will continue and better align local workforce development services to the Workforce Arizona Council Strategic Plan, the Arizona Unified State Workforce Development Plan, state objectives, and regional labor market realities. Finally, the report will detail the county's commitment to performance excellence and continuous improvement.

Please feel free to take this opportunity to share any suggested changes to the existing plan. This feedback will be part of the plan. The planning team hopes to have this feedback by March 15, 2024.

Sincerely,


 Steve Clark
 Executive Director
 Maricopa County Workforce Development Board
 301 W. Jefferson St., 9th Floor Phoenix, Arizona 85003
 O: 602-506-0153 C: 602-377-3844
 E: steve.clark@maricopa.gov
Maricopa.Gov
[Facebook](#) | [Instagram](#) | [Twitter](#) | [YouTube](#) | [LinkedIn](#)

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

We received no public comments.



Appendices

Appendix I. Performance Measures

- Employment (Second Quarter after Exit);
- Employment (Fourth Quarter after Exit);
- Median Earnings (Second Quarter after Exit);
- Credential Attainment Rate; and
- Measurable Skill Gains

Negotiated targets for PY 22 and PY 23 can be found in table below. MCWDB is currently anticipating PY 24 and PY 25 negotiations with the state to occur sometime in May/June 2024. Once PY 24 and PY 25 measures are determined, the table will be updated to reflect the negotiated performance measures for PY 24 and PY 25.

Maricopa County Local Area Negotiated Performance Levels PY22-PY23, WIOA Title IB

Performance Indicator	Final Negotiated Targets-PY 22	Final Negotiated Targets-PY 23
Adult		
Employment 2nd Quarter after exit	70.2%	70.2%
Employment 4th Quarter after exit	67.5%	67.5%
Median Earnings in the 2nd quarter after exit	\$7,537	\$7,537
Credential attainment rate	77.0%	77.0%
Measurable Skills Gain	66.6%	66.6%
Dislocated Worker		
Employment 2nd Quarter after exit	76.5%	76.5%
Employment 4th Quarter after exit	71.5%	71.5%
Median Earnings in the 2nd quarter after exit	\$9,029	\$9,029
Credential attainment rate	77.8%	77.8%
Measurable Skills Gain	65.0%	65.0%
Youth		
Employment 2nd Quarter after exit	70.7%	70.7%
Employment 4th Quarter after exit	67.0%	67.0%
Median Earnings in the 2nd quarter after exit	\$4,900	\$4,900



Credential attainment rate	65.2%	65.2%
Measurable Skills Gain	62.0%	62.0%

	Title I-B: Adult Program	
	Program Year: 2024 Final Negotiated Targets	Program Year: 2025 Final Negotiated Targets
Employment (Second Quarter after Exit)		
Employment (Fourth Quarter after Exit)		
Median Earnings (Second Quarter after Exit)		
Credential Attainment Rate		
Measurable Skill Gains		

	Title I-B: Dislocated Worker Program	
	Program Year: 2024 Final Negotiated Targets	Program Year: 2025 Final Negotiated Targets
Employment (Second Quarter after Exit)		
Employment (Fourth Quarter after Exit)		
Median Earnings (Second Quarter after Exit)		
Credential Attainment Rate		
Measurable Skill Gains		

	Title I-B: Youth Program	
	Program Year: 2024 Final Negotiated Targets	Program Year: 2025 Final Negotiated Targets
Employment (Second Quarter after Exit)		
Employment (Fourth Quarter after Exit)		
Median Earnings (Second Quarter after Exit)		
Credential Attainment Rate		
Measurable Skill Gains		



Appendix II. In-Demand Industries and Occupations

NAICS Code(s)	Industry Title

SOC Code	Occupation Title	NAICS Code	Industry Title

Appendix III. Statewide Vision, Goals, & Strategies in the Arizona Workforce Plan

Vision: Create a future where access to economic growth and opportunity is promoted through innovative workforce collaboration across business, education, and training systems designed to meet the diverse needs and full potential of all Arizonans.

Mission: Develop a customer-driven, integrated workforce system that delivers business, education, and training services to ensure equitable access to high-quality jobs that meet the diverse needs of employers and job seekers.

Goal 1: Promote a Customer Driven Workforce System Approach

Build worker-centered, industry driven career pathways and sector strategies to meet the current and future needs of jobseekers, employers, and the state's economy

Strategies

1.1: Enhance accessible work-based learning opportunities to equip participants with the skills and knowledge necessary for in-demand industries and occupations.

1.2: Develop and implement digital literacy education and training programs that provide individuals, including priority populations, with the necessary digital skills for the workforce.

1.3: Refine the customer experience across ARIZONA@WORK system partners to ensure streamlined access to training, education, employment opportunities and supportive services that help to reduce barriers.

1.4: Strengthen coordination and outreach across the ARIZONA@WORK system to increase public awareness and access to services.



Goal 2: Foster Business Engagement

Enhance workforce services that ensure employers have access to a diverse and skilled workforce.

Strategies

2.1: Build partnerships across businesses, education and training providers to develop career pathways and create work-based training opportunities to develop requisite workforce skills.

2.2: Promote a business-services model that links business growth with, and advocates for, quality jobs that support workers' economic stability and mobility

2.3: Strengthen workforce system teams by investing in tools and skill building that improves talent sourcing and matching for businesses.

2.4: Convene the business community to explore and realize the employment opportunities for individuals with barriers to employment by highlighting the workforce system's supportive services for prioritized populations.

Goal 3: Invest in Opportunity and Growth

Leverage statewide, systems-level partnerships to strengthen collaborative, coordinated, and streamlined services to achieve results for all Arizonans.

Strategies

3.1: Strengthen strategic partnerships across key state level agencies, workforce system partner programs, and community-based organizations to expand coordination across programs to accelerate quality employment for priority populations.

3.2: Braid federal, state, local, and private funding streams to maximize the impact of WIOA funds to meet the unique needs of local areas, job seekers, and employers.

3.3: Facilitate data sharing, reporting, and performance analysis across WIOA partners to improve workforce system performance and outcomes.

3.4: Implement a state-wide technical assistance model to deliver training and facilitate best-practice sharing as aligned to the training needs of workforce system staff.

Goal 4: Prepare Arizona's Youth for Workforce Success

Enhance youth services to provide equitable access to high quality training, ensuring Arizona's youth are equipped for meaningful employment and long-term career success.

Strategies

4.1: Create a robust system, including partnerships with Career and Technical Education Districts and pre-apprenticeship models, for career exploration intended to build upon professional skills, workplace foundational academic skills, and career interests.

4.2: Identify both in-school and out-of-school youth and develop opportunities to attract them to the workforce system through training programs in high growth industries.

4.3: Develop work based learning opportunities for youth through partnerships with employers.

4.4: Strengthen outreach to youth, their families, and school staff to provide information about the ARIZONA@WORK system, including supportive services and opportunities for meaningful employment and career pathways.



Appendix IV. Required One-Stop Partners

Required One-Stop Partners	
Department of Labor (DOL)	
<ul style="list-style-type: none"> A. WIOA Title I programs: <ul style="list-style-type: none"> a) Adult, Dislocated Worker, and Youth formula programs; b) Job Corps; c) YouthBuild; d) Native American programs; e) National Farmworker Jobs Program (NFJP); B. Wagner-Peyser Act Employment Service (ES) program, authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), as amended by WIOA Title III; C. C. Senior Community Service Employment Program (SCSEP), authorized under Title V of the Older Americans Act of 1965; D. Trade Adjustment Assistance (TAA) activities, authorized under Chapter 2 of Title II of the Trade Act of 1974; E. Unemployment Compensation (UC) programs; F. Jobs for Veterans State Grants (JVSG) programs, authorized under Chapter 41 of Title 38, U.S.C.; and G. Reentry Employment Opportunities (REO) programs (formerly known as Reintegration of Ex-Offenders Program (RExO)), authorized under Sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA Sec. 169; 	
Department of Education (ED)	
<ul style="list-style-type: none"> A. Adult Education and Family Literacy Act (AEFLA) program, authorized under WIOA Title II; B. Career and technical education programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV); and C. C. The State Vocational Rehabilitation (VR) Services program, authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by WIOA Title IV; 	
Department of Housing and Urban Development (HUD)	
<ul style="list-style-type: none"> A. Employment and training programs 	
Department of Health and Human Services (HHS)	
<ul style="list-style-type: none"> A. Employment and training activities carried out under the Community Services Block Grant (CSBG) programs (42 U.S.C. 9901 et seq.); and B. B. Temporary Assistance for Needy Families (TANF) program, 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). 	
Additional Partners	
<p>Pursuant to WIOA Sec. 121(b)(2)(B) and 20 CFR 678.410, 34 CFR 361.410, and 34 CFR 463.410, additional one-stop partners may include, with the approval of the Local WDB and CEO(s), the following:</p> <ul style="list-style-type: none"> A. Social Security Administration (SSA) employment and training program established under Sec. 1148 of the Social Security Act (i.e. Ticket to Work and Self Sufficiency programs); B. Small Business Administration employment and training programs; C. Supplemental Nutrition and Assistance Program (SNAP) employment and training programs, authorized under secs. 6(d)(4) and 6(o) of the Food and Nutrition Act of 2008; 	



- D.** Client Assistance Program (CAP), authorized under Sec. 112 of the Rehabilitation Act of 1973, as amended by Title IV of WIOA;
 - E.** National and Community Service Act programs; and
 - F.** Other appropriate Federal, State, or local programs, including, but not limited to, employment, education, or training programs such as those operated by libraries or in the private sector (WIOA Sec. 121(b)(2)). Such programs may also include programs providing transportation assistance and services for those with substance abuse or mental health issues.
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