



Innovative Workforce Solutions

WORKFORCE ARIZONA COUNCIL

Full Council

Thursday, November 20th, 2025 | 1:00 pm – 3:00 pm

Hybrid Meeting

In-Person Location: 1700 W Washington Street Phoenix, AZ 2nd Floor Conference Room

Zoom: <https://us02web.zoom.us/j/89868719530?pwd=rbPoyZchFVeHY8ceM6FDvV2uOIXRA2.1>

Meeting ID: 898 6871 9530 Passcode: 284748

1. **Call to Order, Chair Mark Gaspers** (3 minutes)
2. **Roll Call, Giselle Retana** (2 minutes)
3. **Call to the Public, Chair Mark Gaspers** (3 minutes)
4. **Success Story, Chair Mark Gaspers** (5 minutes)
5. **Consent Agenda, Vote, Chair Mark Gaspers** (5 minutes)
 - a. **Approval of minutes from September 18th, 2025 Full Council meeting**
 - b. **LWDB Job Center Certification (New Center)**
 - i. **Pima County**
6. **2025 Recertification Update, Deseret Romero** (10 minutes)
 - i. **Northeastern Arizona**
 - ii. **Coconino County**
 - iii. **Arizona Tribal Workforce**
7. **Workforce Arizona Council Annual Report, Vote, Janice Garza** (15 minutes)
8. **Chairman Updates, Chair Mark Gaspers** (5 minutes)
9. **Workgroup Updates** (15 minutes)
 - a. **Training Effectiveness, Kristen Mackey**
 - b. **Continuous Improvement, Vice Chair John Walters**
 - c. **Increasing Apprentices, Dennis Anthony**
10. **Agency Updates:**
 - a. **OEO: Director Mary Foote** (20 minutes)
 - i. **Workforce Arizona Summit: Recap and Next Steps**
 - ii. **2024 - 2034 Industry Employment Projections, Doug Walls**
 - iii. **New Workforce Evaluation Reports, Rachael Tashbook & Ferris Ramadan**
 - a. **DES: DERS Assistant Director, Anna Hunter** (20 minutes)
 - iv. **Recapture & Reallocation**
 - v. **Unemployment Insurance Benefits**
 - vi. **Rapid Response Update**
 - vii. **TEGL 02-25: Industry-Driven Skills Training Fund [Grant](#) Program**
11. **Council Meeting Dates and Adjournment** (2 minutes)

Pursuant to A.R.S. § 38-431.02, notice is hereby given to members of the Workforce Arizona Council and to the general public that the Council will hold a meeting open to the public, on Thursday, November 20th, 2025 at 1:00-3:00pm, via Zoom and/or in-person.

Persons with a disability may request reasonable accommodation, such as a sign language interpreter, by calling (480) 904-0826. Requests should be made as early as possible to allow time to arrange the accommodation. A copy of the material provided to Council members (with the exception of material relating to possible executive sessions) is available for public inspection at the Office of Economic Opportunity, located at 1400 W Washington St., Phoenix, AZ 85007

Under A.R.S. § 38-431.03(A)(3), the Council may vote to go into executive session, which will not be open to the public, for the purpose of obtaining legal advice on any item on the agenda.

At its discretion, the Council may consider and act upon any agenda item out of order. Members of the Council may appear by telephone.



OFFICE OF
ECONOMIC
OPPORTUNITY

Workforce Arizona Council Meeting

Full Council
November 20, 2025

Welcome & Call to Order

Mark Gaspers, Chair



Roll Call

Giselle Retana, Workforce Arizona Council
Administrative Coordinator



Call to the Public

Mark Gaspers, Chair



Success Story

Mark Gaspers, Chair



Success Story: RSA Client Profile

- [Paige Welborn - RSA Client Profile](#)



Consent Agenda

- **Approval of Meeting Minutes: September 18, 2025 Full Council Meeting**
- **LDWB Job Center Certification (New Center)**
 - **Pima County**



2025 LWDB Recertification

Deseret Romero, Governance and Compliance Advisor



LWDB Recertification Overview

Purpose & Importance

- Ensures LWDB compliance with WIOA regulations and state policies
- Promotes accountability, transparency, and effective governance
- Supports sound financial management and public trust in workforce programs

Scope

- Applies to all Arizona LWDBs
- Requires submission of signed governance, compliance, and operational documents
- Confirms adherence to policies on membership, financial oversight, service provider agreements, and open meeting laws

Key Policy & Compliance Requirements

- Membership Roster & Standing Committees
- Bylaws & Consortia Agreement (if applicable)
- Shared Governance Agreement & Organizational Chart
- Service Provider and One-Stop Operator Agreements
- Local Plan, MOU/IFA, and Policy Development
- Conflict of Interest, Training Services, Oversight, & Funds Management
- Sunshine Provision & AZ Open Meeting Law
- Self-Assessment Checklist



2025 LWDB Recertification Updates

Northeastern Arizona Workforce Development Board

- LWDA Inquiry
 - Recent inquiry of the redesignation process
- Recertification
 - Pause due to inquiry

Coconino County Workforce Development Board

- Compliance Report
 - Recent updates to board leadership and executive staffing
- Recertification
 - Under Final Review
 - Council consideration for approval (February - March Meetings)



2025 LWDB Recertification Updates

Arizona Tribal Workforce Development Board

○ Fiscal Agent

Over the past few years, the Arizona Tribal Workforce Board, in collaboration with the Department of Economic Security (DES), has made several attempts to establish a fiscal agent. After exploring multiple options, the Office of Economic Opportunity agreed to assume the role of fiscal agent in late 2024.

The delay in securing a fiscal agent resulted in staffing reductions and project management challenges for the Arizona Tribal Workforce Board. This delay impacted the Board's ability to stay on track with its recertification obligations.

○ Technical Assistance Requirements

- Under Council policy, technical assistance is to be provided to Local Workforce Development Boards (LWDBs) that are unable to complete recertification, reinforcing Council's obligation to support LWDBs through guidance, training, and capacity-building efforts.

○ Technical Assistance Plan

- Monthly Technical Assistance Meetings
- Monthly Status Updates
- Timeline for Completion of Requirements
- Updates to Council on Progress

○ Progress

- Bylaws
- Policies
- One Stop Operator Procurement
- 2025-2028 LWDB Local Plan
- Shared Governance Agreement
- MOU/IFA



Workforce Arizona Council Annual Report

Janice Garza, Workforce Council Policy Manager



Council Annual Report Update

- Pursuant to [A.R.S §41-5401\(C\)](#) The Workforce Arizona Council shall submit a written annual report to the governor, the president of the senate, the speaker of the house of representatives and the joint legislative budget committee by December 1 of each year.
- The [report](#) provides information specifying the levels of performance achieved with respect to the primary indicators of performance of workforce development programs and performance with respect to individuals with barriers to employment disaggregated by race, ethnicity, sex and age.
- Additional information required in the report include the number of **participants served or exited, associated costs, and overall federal funding expended to provide career and training services to individuals.**
- Effective 9/11/2024 the annual report will be supplemented as required in item number ten under Executive Order 2024-04 Creating the Governors Talent Ready AZ Workforce Cabinet.

Action Item: Motion to approve the Program Year 2024 Workforce Arizona Council Annual Report.

Chairman Updates

Mark Gaspers, Chair



2026 Workforce Arizona Council Retreat

- **When:** Friday, February 20th from 9am-1pm
- **Where:** 1400 W Washington Street, Phoenix, AZ 85007 (Office of Economic Opportunity)
- **Goals for the retreat**
 - Strengthen Council Cohesion and Shared Purpose
 - Reflect on Progress and System Impact
 - Clarify Strategic Priorities for 2026–2028
 - Strengthen Governance and Decision-Making Effectiveness
 - Reinforce the Council’s Support of key Arizona Industries
- Workforce Council Staff will engage a professional facilitator to guide the retreat and help achieve its goals and desired outcomes.



Workgroup Updates

Workgroup Executive Sponsors



Training Effectiveness, Kristen Mackey

- Overview of Workgroup Objectives and Metrics
 - The Council's strategic goal is to increase HIT enrollment to 60% by 2029, requiring approximately 368 statewide enrollments per quarter.
 - As of Q1 2025, total HIT enrollment was about 14%, a slight decline from the initial baseline, with outreach just beginning.
- Key Accomplishments to Date
 - Two dashboards have been published
 - One for job seekers
 - One for leaders in the workforce system (local boards, partners, training providers)
 - OEO analytics team will update the HIT analysis annually with the latest three years of data
 - Developed and distributed survey to local area directors to gather input about strategies to increase enrollment in high impact training available in respective local areas
 - Survey completion requested by 12/5/25
 - Results will be used to inform the workgroup and OEO analytics team about how we can collectively bolster efforts
- Next Steps & Action Items
 - Review and analyze survey results
 - Use the results to begin to transition from a think tank concept to actively advising, mentoring, and working in sub-groups
 - One local area has provided the name of a representative who will participate in future workgroup activities
 - Consider your availability and opportunity to advise, mentor, and/or develop strategies to increase enrollment in HIT programs
 - Rachael will continue to schedule presentations to boards, providers, throughout the next six months

Continuous Improvement Workgroup, Vice Chair John Walters

- Overview of Workgroup Objectives & Metrics
 - Kick-off meeting: 10/30/25
 - Expand the workgroup to include federal updates to be discussed contextually to the workgroups scope
- Best Practices & Research
 - Membership discussed
 - The inclusion of local area executive directors when appropriate will be implemented
 - Discussion and agreement
 - To focus on a culture of open communication which provides successes and challenges, not just positives and fosters a continuous improvement mindset
 - To remain diligent about avoiding any duplication of work or efforts and ensure the Council remains a strategic oversight partner
 - Recaptured Funds Framework
 - Performance Indicators
- Next Steps & Action Items
 - The focus will be to conclude the project work as provided in the current charter, including:
 - [Recapture and Reallocation Policy Project Overview](#)
 - Rapid Response Utilization
 - Update Performance Indicators

Increasing Apprentices Workgroup, Dennis Anthony

- Overview of Workgroup Objectives & Metrics
 - Workgroup Purpose
 - PY25-PY26 Focus Areas/Refining the Council's 2024 Goal
- Best Practices & Research
 - Defining “Good Apprenticeships”
 - Developing Performance Indicators and Data Integration
 - Employer Engagement will be the Top Priority
- Key Accomplishments to Date
 - Expanding Beyond Construction
- Next Steps & Action Items
 - Public Policy and Legislative Opportunities
 - Short-Term Pell and ETPL Policy Changes



Agency Updates





OFFICE OF ECONOMIC OPPORTUNITY

OEO Updates:

- Workforce Arizona Summit: Recap and Next Steps, Mary Foote
- 2024-2034 Industry Employment Projections, Doug Walls
- New Workforce Evaluation Reports, Rachael Tashbook and Ferris Ramadan

Workforce Arizona Summit: Recap and Next Steps

Mary Foote, OEO Director



Workforce Arizona Council Summit: Recap & Next Steps

- Thank you for the 2025 Summit!
 - 400 in attendance, 1.5 days
 - New and favorite element: Labor market and demographic experts
- June 2026: Save the Date coming soon!
 - 2-day event, Maricopa County
 - Reception and Awards Dinner
 - Seeking Sponsorships
 - Labor Market/Demographics
 - Workforce Strategy
 - Tribal Communities Focus
 - Local Board Collaboration

Survey coming soon!



2024 - 2034 Industry Employment Projections

Doug Walls, Labor Market Information Director



ARIZONA PROJECTIONS HIGHLIGHTS

- Total Arizona employment is projected to grow by 454,167 jobs over the ten-year period, reaching 3,950,414 jobs in 2034
- Total Arizona employment is projected to grow 1.2% annually (13.0% total growth) from 2024-2034
- Arizona employment growth (1.2% annualized) is projected to outpace U.S. employment growth (0.3% annualized) over the projected ten-year period
- Health Care and Social Assistance is projected to add the largest number of jobs (~ 11,347 jobs annually), primarily within Health Services
- Health Care and Social Assistance (2.1% annual growth), Construction (2.1% annual growth), and Manufacturing (1.4% annual growth) are projected to record the largest percentage gains.

PROJECTED 10-YEAR EMPLOYMENT GROWTH COMPARISON

Area	Employment Levels		Employment Change		
	2024	2034	Numeric Change	Percentage Change	Annualized % Change
Arizona	3,496,247	3,950,414	454,167	13.0%	1.2%
United States	169,956,100	175,167,900	5,211,800	3.1%	0.3%

Source: Arizona Office of Economic Opportunity

INDUSTRY HIGHLIGHT: HEALTHCARE AND SOCIAL ASSISTANCE

Sector	Historic Change (2014-2024)		Projected Change (2024-2034)	
	Numeric Change	% Change (Annual)	Numeric Change	% Change (Annual)
Health Care and Social Assistance	140,439	3.5%	113,466	2.1%
Ambulatory Health Care Services	71,333	4.1%	48,446	2.0%
Hospitals	25,841	2.3%	25,603	1.8%
Nursing and Residential Care Facilities	14,284	2.6%	16,267	2.3%
Social Assistance	28,981	4.6%	23,150	2.6%

Healthcare and Social Assistance employment is projected to increase annually by 11, 347 jobs or 2.1% from 2024-2034 ²⁷

- Projected growth is lower than the 2014-2024 growth rate of 3.5%
- Growth will be driven, in part, by an aging population

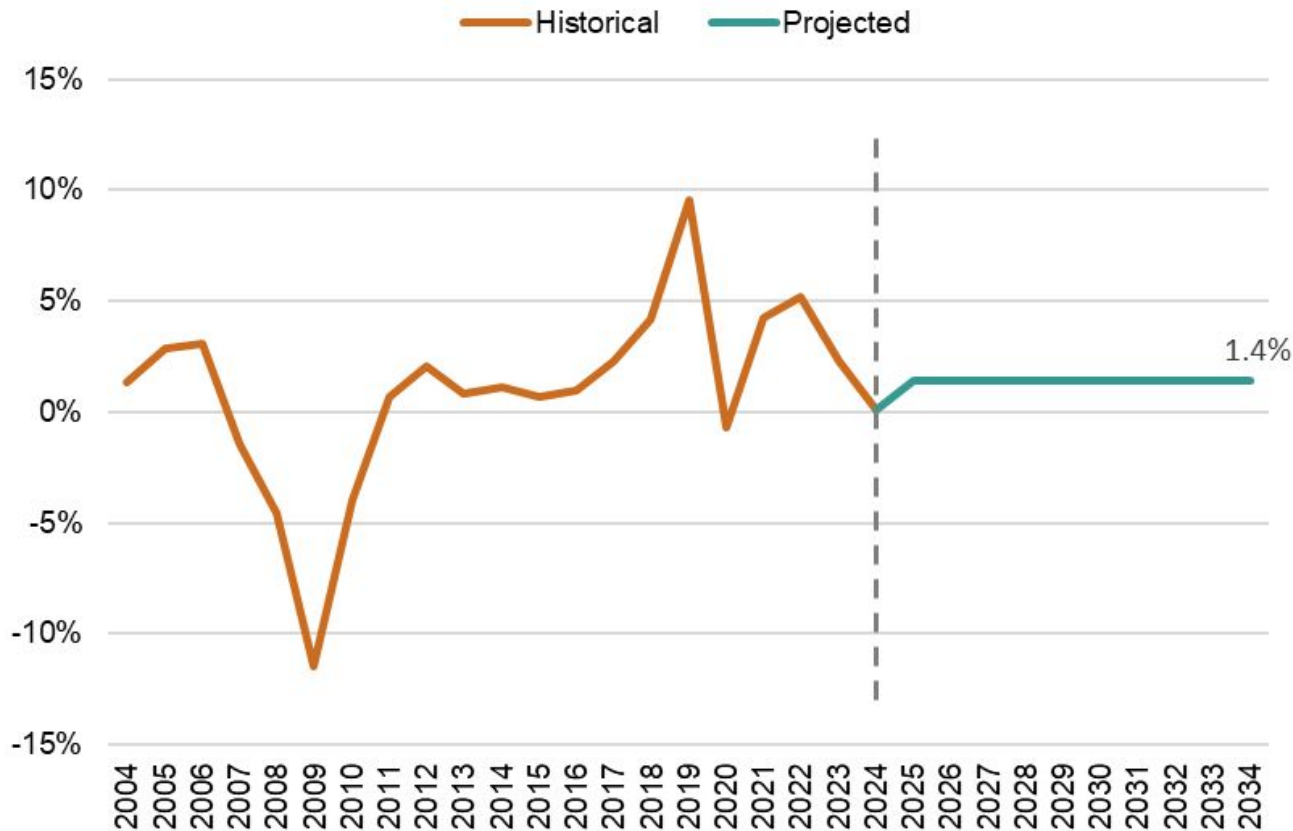
INDUSTRY HIGHLIGHT: CONSTRUCTION

Sector	Historic Change (2014-2024)		Projected Change (2024-2034)	
	Numeric Change	% Change (Annual)	Numeric Change	% Change (Annual)
Construction	103,608	6.2%	51,798	2.1%
Construction of Buildings	27,085	8.3%	10,088	1.9%
Heavy and Civil Engineering Construction	9,945	4.2%	5,575	1.8%
Specialty Trade Contractors	66,578	6.0%	36,135	2.2%

- Construction employment growth is projected to continue through 2034, led by large projected numeric growth in Specialty Trade Contractors employment
- Employment is projected to grow at a slower rate from 2024-2034 than it did from 2014-2024²⁸
 - > This is partially because growth from 2014-2024 was atypically high following the 2007 Great Recession
 - > Construction employment fell at an annualized rate of -4.3% from 2004-2014

INDUSTRY HIGHLIGHT: MANUFACTURING

Year-Over-Year Employment Percent Change

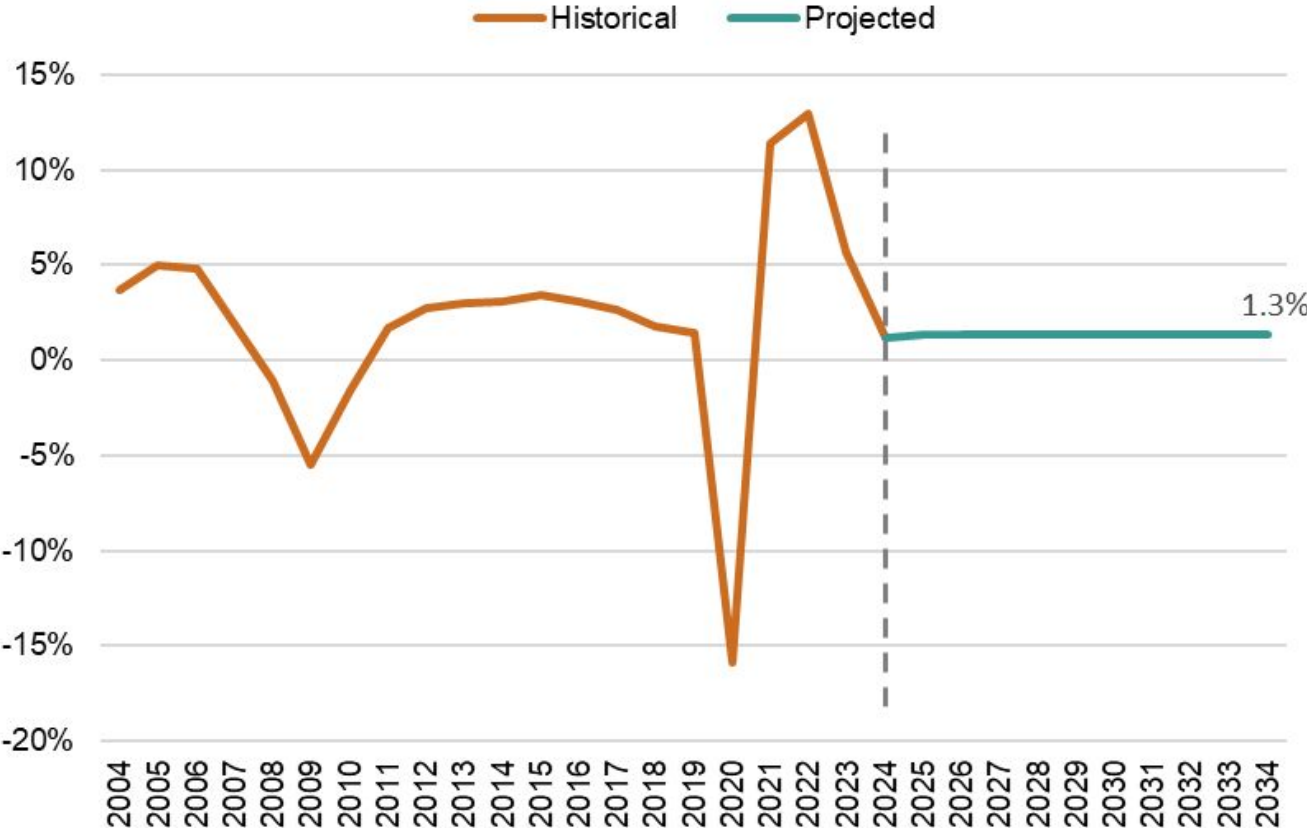


Job gains are projected to be fastest in:

- Electrical Equipment, Appliance, and Component Manufacturing (3.2% annual growth)
- Chemical Manufacturing (3.2% annual growth)
- Plastics and Rubber Products Manufacturing (2.6% annual growth) ²⁹

INDUSTRY HIGHLIGHT: LEISURE AND HOSPITALITY

Year-Over-Year Employment Percent Change



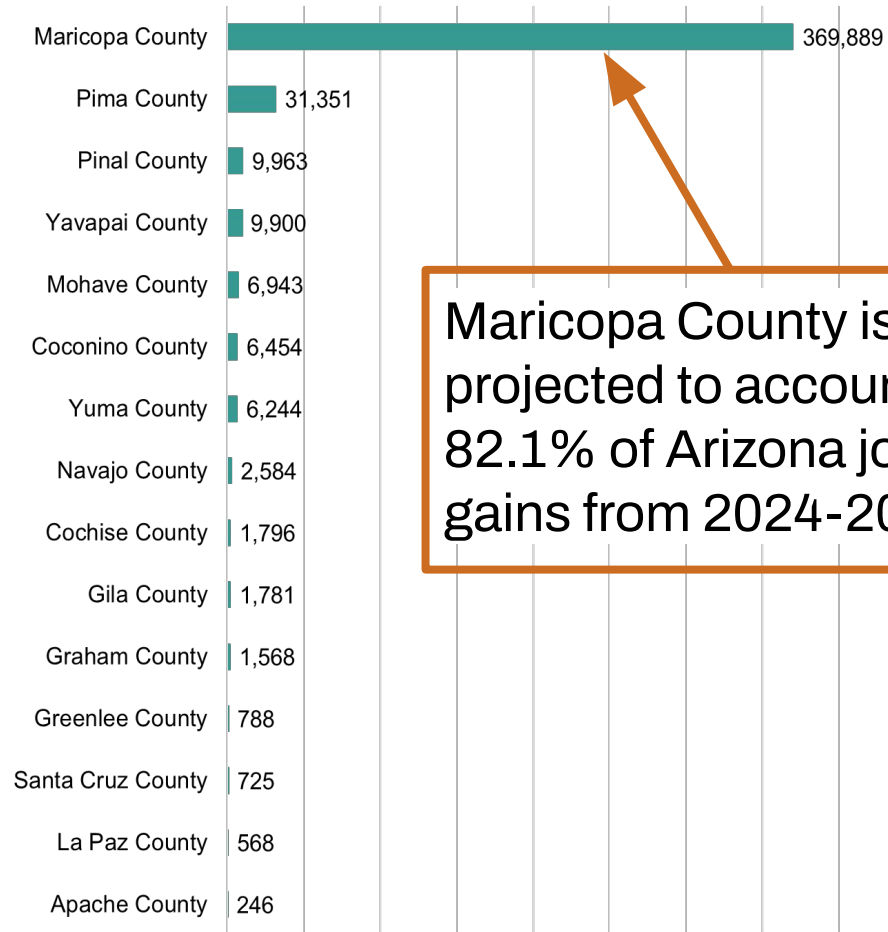
Job gains are projected to be fastest in:

- Performing Arts, Spectator Sports, and Related Industries (2.1% annual growth)
- Museums, Historical Sites, and Similar Institutions (1.6% annual growth)
- Amusement, Gambling, and Recreation Industries (1.6% annual growth)

*Note: Annual growth may differ from year-to-year between 2024 to 2034, but is projected to grow on average by the percentage noted in the chart.

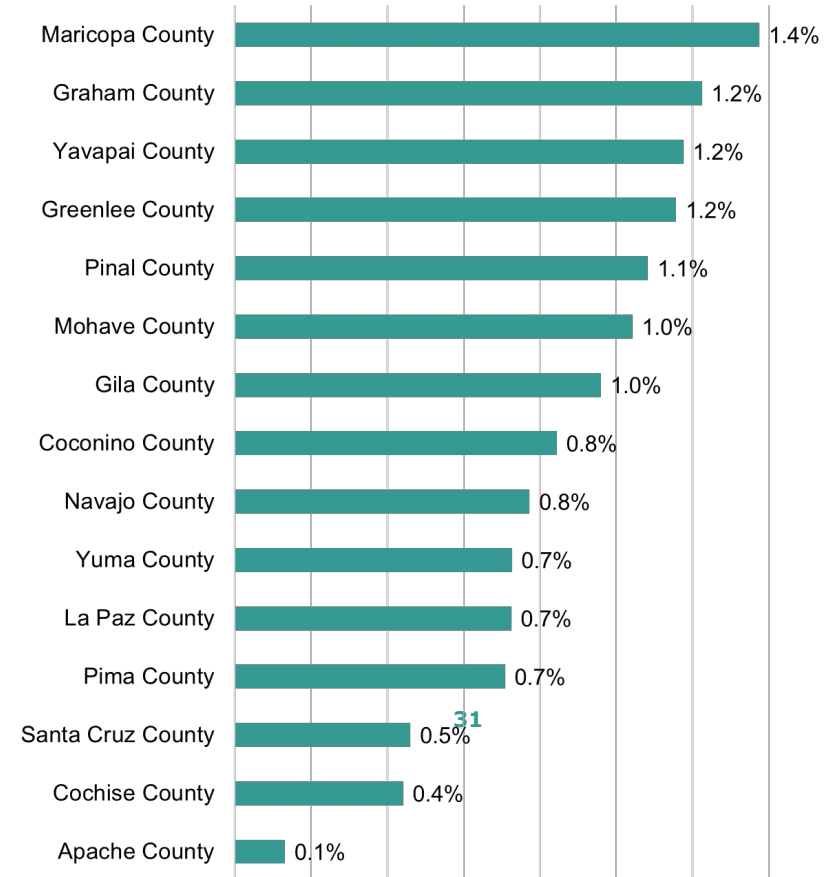
PROJECTED COUNTY EMPLOYMENT CHANGE

Arizona County Employment
2024-2034 Total Numeric Change



Maricopa County is projected to account for 82.1% of Arizona job gains from 2024-2034

Arizona County Employment
2024-2034 Annualized Percentage Change



PROJECTIONS SUMMARY

- Total employment is projected to continue gaining jobs, growing by 1.2% annually from 2024 to 2034
- Eleven of the twelve supersectors are projected to add jobs through 2034
- All fifteen Arizona counties are projected to add jobs through 2034
- Growth is projected to be led by Health Care and Social Assistance (2.1% annual growth), Construction (2.1% annual growth), and Manufacturing (1.4% annual growth)



For More Information

- Visit:
 - <https://oeo.az.gov/labor-market/employment-projections>
- Questions?
 - Email us at labor.info@oeo.az.gov



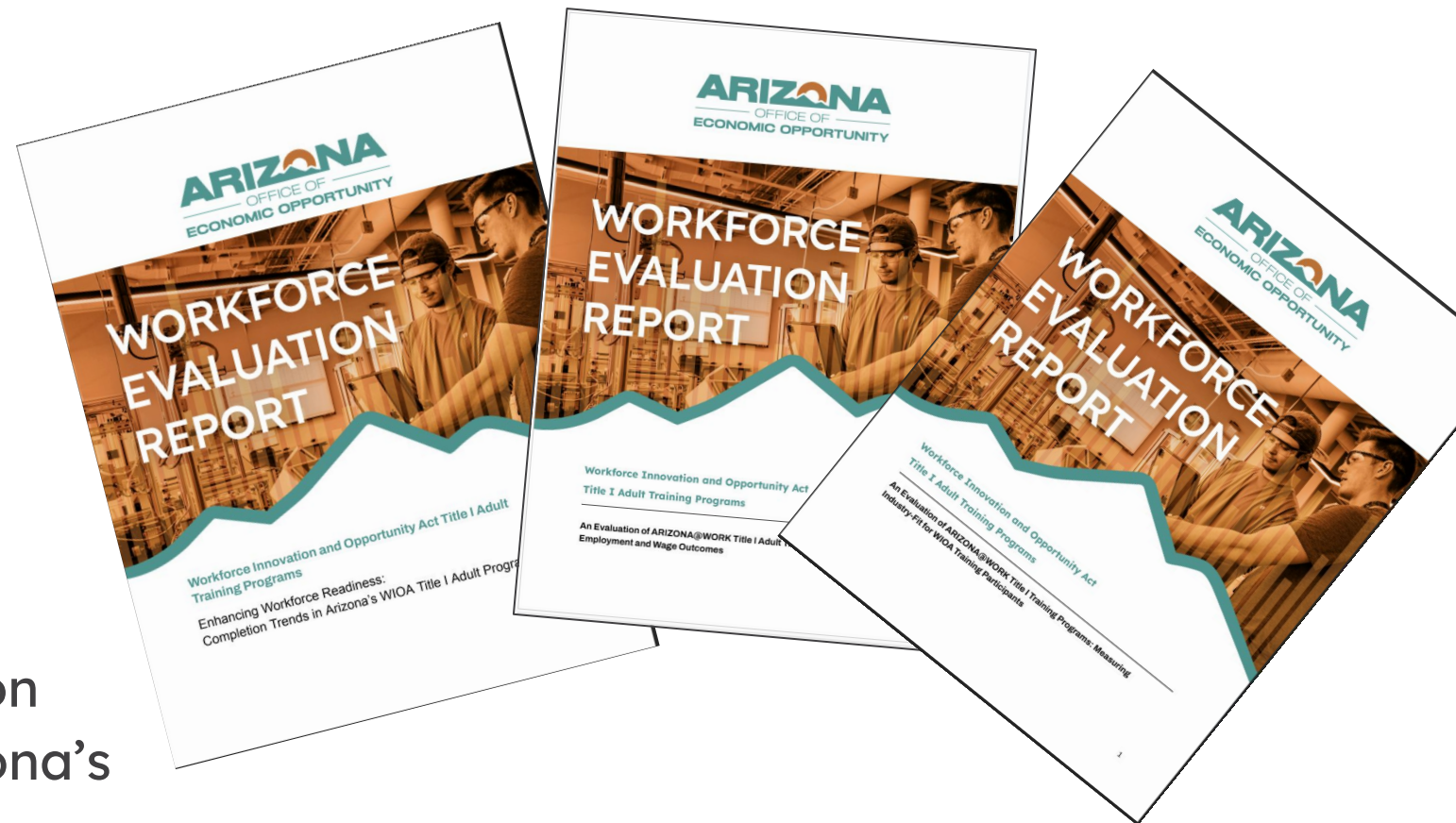
New Workforce Evaluation Reports

Rachael Tashbook, Economic Analysis Unit
Ferris Ramadan, Longitudinal Data System Director



Three reports will be published in December

- December 2, 2025:
 - 2025 **Update** to the 2024 Title I Adult Training Program Evaluation on Participant Employment and Wage Outcomes.
 - ***New*** Evaluation Report Measuring Training-to-Employment Industry Alignment
- December, 2025
 - ***New*** Evaluation Report on Completion Trends in Arizona's WIOA Title I Adult Programs



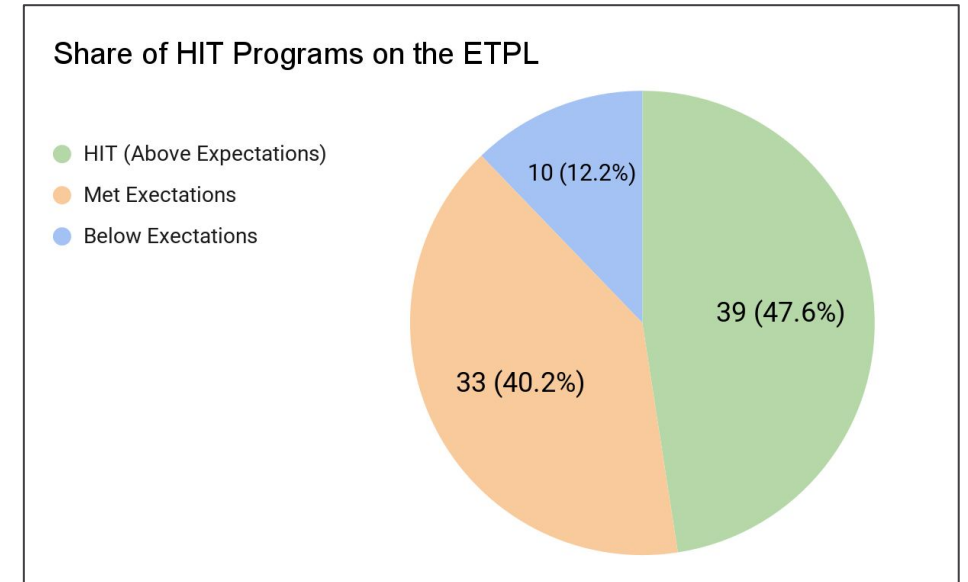
2025 Update on Title I Adult Training Program Employment and Wage Outcomes

About this Report:

- Identifies which ETPL programs utilized by the WIOA Title I Adult population had the biggest impact on improving employment and wage outcomes.
- Utilized as the core analysis for the Council’s ‘High Impact Training’ (HIT) initiative.

What’s New this Year:

- **Programs added and dropped from last year:** Compared to last year, nine programs dropped below the sample threshold while 20 new programs were added, expanding visibility into high-performing offerings and areas for improvement.
- **New “training-to-job alignment” lens:** We now indicate whether each training completer’s job in the **2nd quarter after exit** is **related to the training program they completed**.
- **Inflation-aware wage modeling:** We add exit-quarter indicators to control for when participants left the program and found employment. This adjusts predicted wage outcomes for inflation/timing effects, so estimates aren’t biased by the specific period of exit.



Training Program Evaluation Key Findings

Health Professions

- Largest employment jump (+14.3 pp for completers).
- Shows consistent wage and employment gains.

Homeland Security and Protective Services

- Highest post-training wages (\$14,965 avg. 2nd-qtr).
- Highest retention (92% 4th-qtr employment).

Mechanic and Repair

- High placement rate (88% 2nd-qtr employment).
- Strong wage impact (+\$1,107 for completers).

Overall Performance

- 48% of all programs exceeded expectations.
- Health Professions & Transportation (77% of enrollment) show strong, market-aligned performance.
- Culinary Arts programs tended to underperform.



Training-to-Employment Industry Alignment

- *Objective:* Measuring industry of employment among Title I Adult Programs
- *Approach:* **Training programs** are crosswalked to **occupations**; **Occupations** are linked to **industries** based on employment distribution data

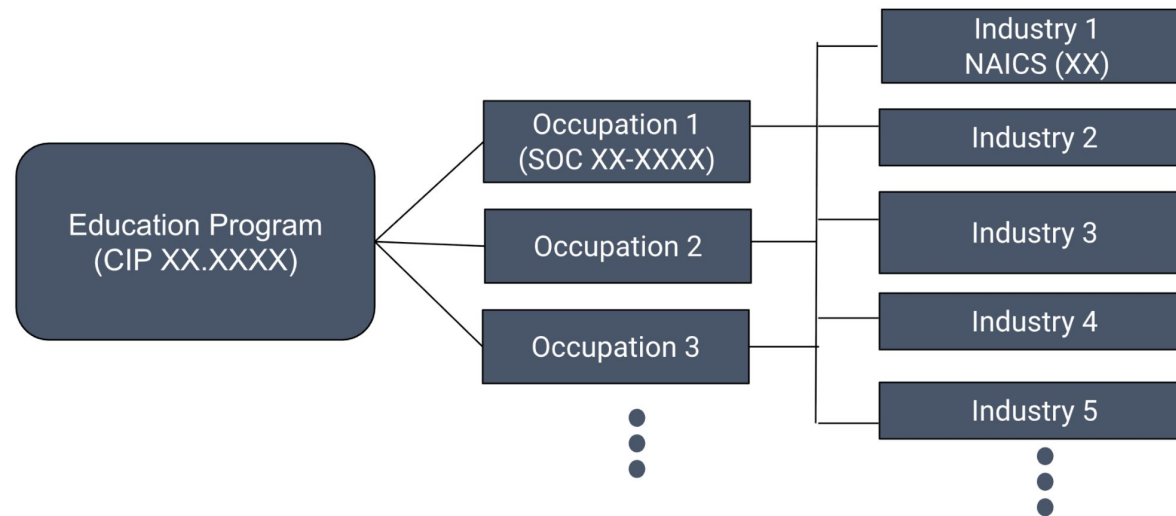


Figure. Linkage Between Training Program and Industry Classification

- *Key Findings:*
 - Industry-relevant employment outcomes varied between **91%-39%** by CIP
 - Strong alignment in large programs, including **Transportation and Moving Materials** and **Health Professions and Related Clinical Services**
 - Participants may apply skills in industries that were not traditionally related to training

Barriers to Completion

- *Objective:* Measure completion rates and barriers to completion in Title I Adult Programs
- Provide insight into completion rates and **who** it impacts they matter
 - Demographics
 - Regional variation
 - Barriers to entry
- Provide strategies for **how** to improve completion rates by isolating features driving greatest impact.
- Provide evidence highlighting **why** completion rates matter
- *Key Findings:*
 - Completion rate varied between **50-88%** by CIP
 - Completers earned **~21% more** and were **~10% more** likely to be employed at exit versus non-completers
 - Completion rates can be improved through improved support mechanisms for women, minority populations and low literacy participants.

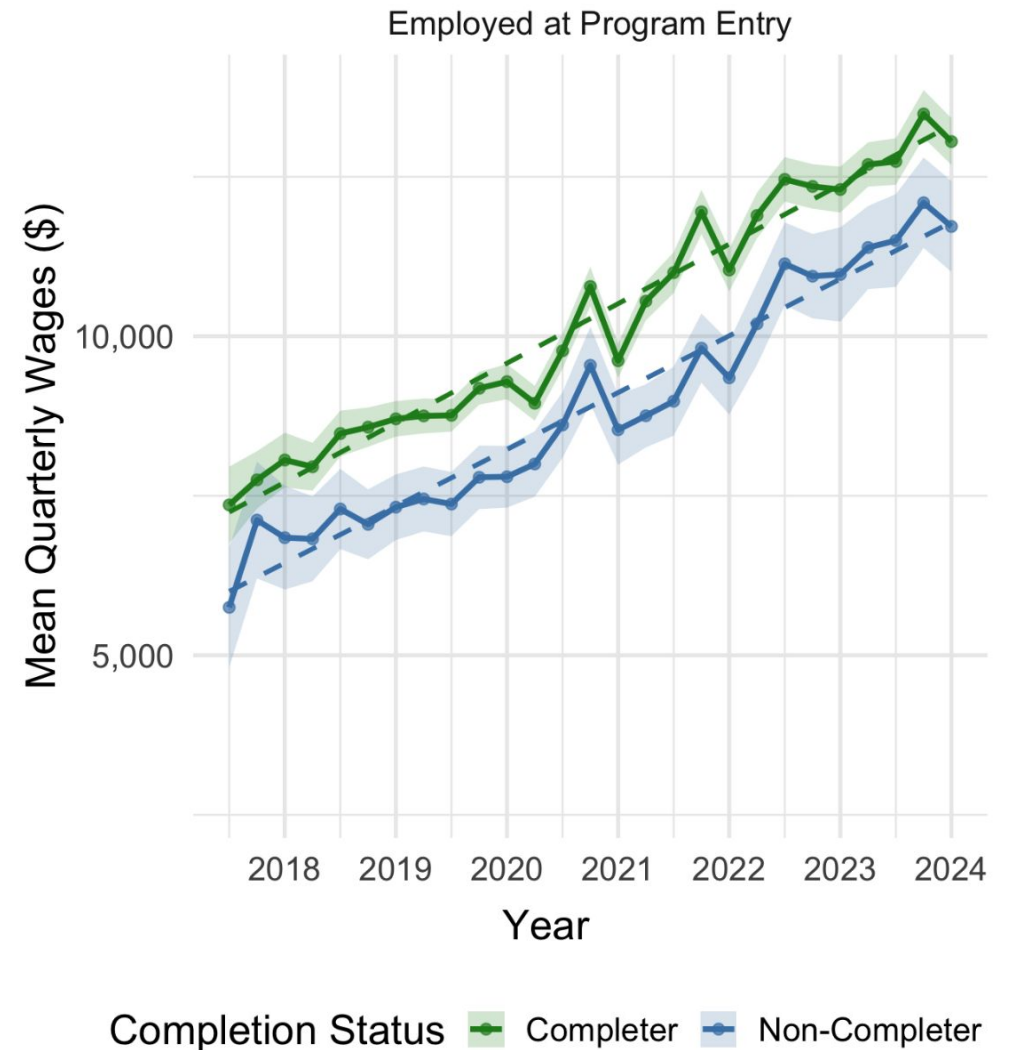


Figure. Wage Gain at Exit by Completion Status and Employment at Entry

What to Expect Next!

- **December 2, 2025:** The Title I Training Provider Evaluation Report and Industry Alignment Reports will be published on the OEO website.
- **December, 2025:** Completion Trend Evaluation Report will be published on the OEO website.
- **January, 2026:** The LWDB Directors, ETPL Coordinators, and Training Providers will receive the specific training provider reports pertaining to their population.
 - Training and technical support on the analysis will be provided.
 - Opportunities for feedback for next year's updates will be provided.
- **January, 2026:** The two Training Provider evaluation dashboards will be updated to reflect the latest specific results for specific training programs on the ARIZONA@WORK website. Training and technical support will be provided.
- **March, 2026:** Completion Rate / Industry of Employment Follow-up Engagement
- **April, 2026:** Artificial Intelligence Exposure Analysis
- **July, 2026:** Return on Investment (ROI) follow-up analysis



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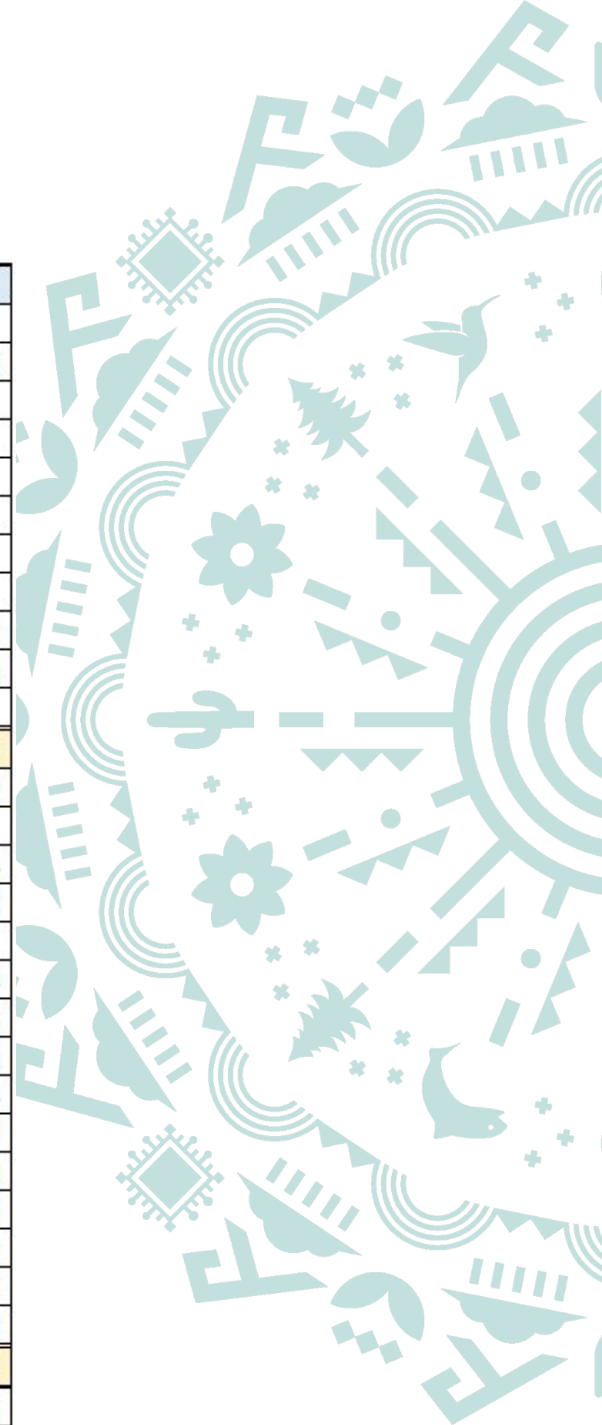
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- Rapid Response Update
- TEGL 02-25: Industry Driven Skills Training Fund Grant Program

Recapture & Reallocation

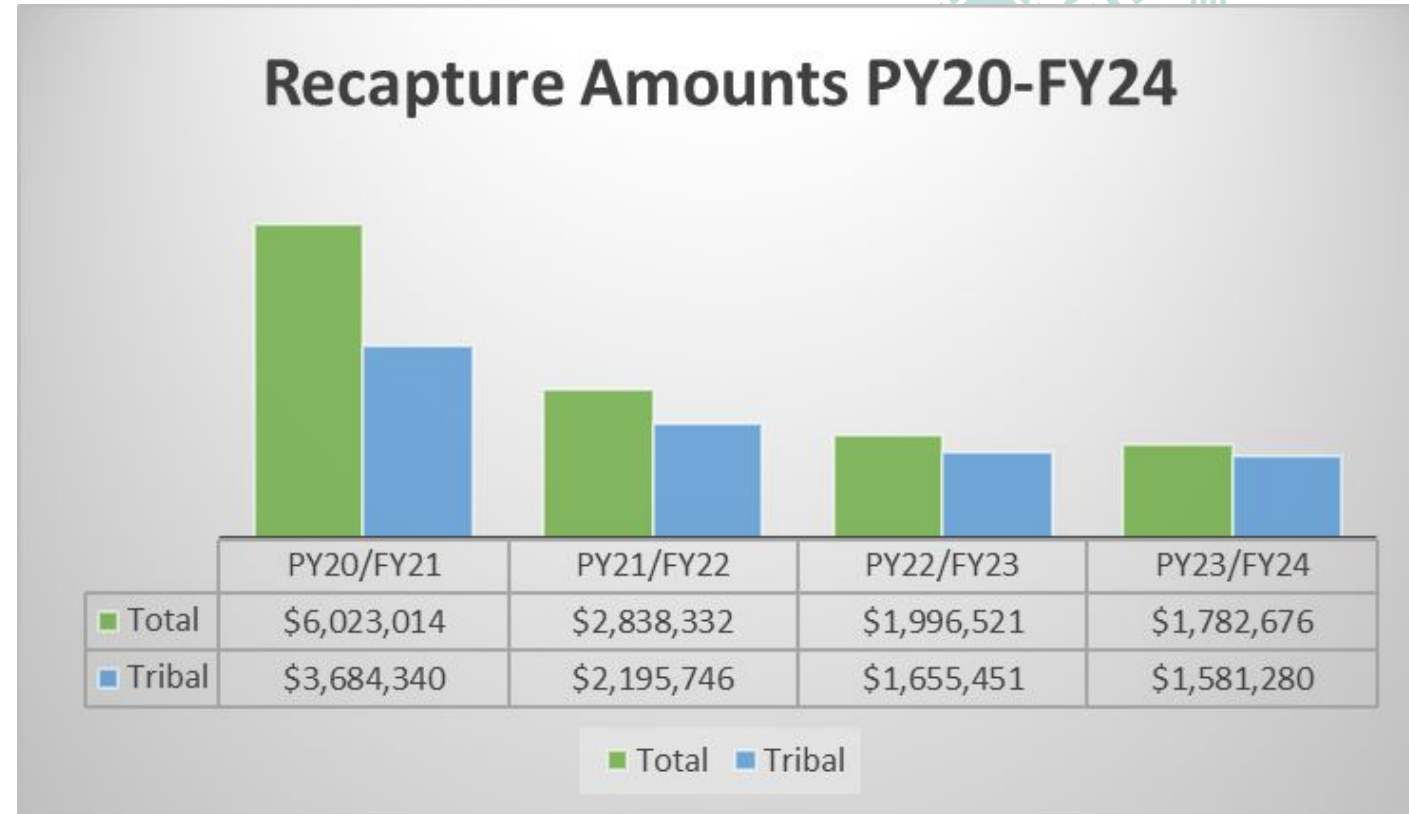
- Finalized recaptured funds as of 10/31/2025 for PY23/FY24

Local Area	Youth	Adult	DW	DW to Adult	Admin	Total
Cochise	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Coconino	\$ 68,032	\$ -	\$ -	\$ -	\$ 7,965	\$ 75,997
Pinal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Maricopa	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Mohave	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NEAZ	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Phoenix, City of	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pima	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Santa Cruz	\$ -	\$ -	\$ -	\$ -	\$ 41,628	\$ 41,628
Yavapai	\$ -	\$ -	\$ 83,771	\$ -	\$ -	\$ 83,771
Yuma	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
City/County Subtotal	\$ 68,032	\$ -	\$ 83,771	\$ -	\$ 49,593	\$ 201,396
Cocopah Indian Tribe	\$ 14,258	\$ -	\$ 3,500	\$ -	\$ 178	\$ 17,936
Cocopah NTN	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Colorado River Indian Tribes	\$ -	\$ -	\$ 12,926	\$ -	\$ 338	\$ 13,264
Gila River Indian Community	\$ 192,085	\$ 175,443	\$ 28,780	\$ -	\$ 3,879	\$ 400,187
GRIC - NTN	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hopi Tribe	\$ 67,874	\$ 85,133	\$ 41,019	\$ -	\$ 4,838	\$ 198,864
Hualapai Tribe	\$ 64,552	\$ 61,545	\$ 6,794	\$ -	\$ 2,802	\$ 135,693
Fort Mojave	\$ -	\$ -	\$ 4,081	\$ -	\$ -	\$ 4,081
Pascua Yaqui Tribe	\$ -	\$ 2,878	\$ 1,342	\$ 23,716	\$ 3,748	\$ 31,684
Quechan Indian Tribe	\$ -	\$ -	\$ 9,508	\$ -	\$ 1,705	\$ 11,213
Salt River PMIC	\$ -	\$ -	\$ 12,361	\$ -	\$ -	\$ 12,361
San Carlos Apache Tribe	\$ 120,879	\$ 89,565	\$ 48,112	\$ -	\$ -	\$ 258,556
Tohono O'Odham Nation	\$ 165,345	\$ 166,634	\$ 102,685	\$ -	\$ 6,742	\$ 441,406
White Mountain Apache Tribe	\$ -	\$ -	\$ 48,378	\$ -	\$ -	\$ 48,378
Yavapai-Apache Nation	\$ -	\$ -	\$ 7,657	\$ -	\$ -	\$ 7,657
Tribal Subtotal	\$ 624,993	\$ 581,198	\$ 327,143	\$ 23,716	\$ 24,230	\$ 1,581,280
Total	\$ 693,025	\$ 581,198	\$ 410,914	\$ 23,716	\$ 73,823	\$ 1,782,676



Recapture and Reallocation Continued

- Recaptured funds are utilized for statewide initiatives.
- In alignment with Council priorities, these initiatives are:
 - Reentry program and Second Chance Centers,
 - Office of Registered Apprenticeship,
 - Maintenance and operations of Arizona Job Connection (AJC).
- The LWDBs have been spending more of their grant allocations since PY20 as shown by the graph on the right. The total amount of funds reverted continues to decrease annually.



Unemployment Insurance Benefits

- ADES launched CACTUS on September 7th:
 - The new system provides claimants and employers with a modernized platform to track claim information, use streamlined self-service tools, and create a more accessible experience.
- As of 10/18/2025, over 179,000 claims have been successfully submitted in CACTUS, and nearly \$37 million in benefits have been paid.
- Federal funding cuts have led to a 60% reduction in unemployment insurance staffing levels, severely impacting our ability to process claims and manage call center operations efficiently.



State Rapid Response Process FY26

Step 1

Notification of Layoff is Received by the State

A notification could be a WARN, Non-WARN, Disaster, TAA Event. State RR Unit acknowledges WARN receipt & enters WARN into the state system of record.

Step 2

Initial Communication of WARN

The affected Local Area RR Coordinator is notified via email receiving WARN copy and relevant info, including the RR Event Number.

Step 3

Employer Contact

Local Area RR Coordinator takes lead of activity and service delivery and attempts initial employer contact. State to support or lead, as needed.

Step 4

Identify the RR Event Team

Leading RR Coordinator identifies & assembles the RR Event Team, including appropriate partners and the State RR unit, as needed, based on employer assessment.

Step 5

Develop the Plan

The leading RR Coordinator, along with the supporting RR Event Team, will develop a plan based on the employer's needs, inform appropriate partners and the State RR unit of the plan, and outline event support responsibilities.

Step 6

Execute the Plan

The RR Event Team and supporting partners execute the Rapid Response plan.
(Resources, Services, and/or Events)

Step 7

Outcomes

Staff providing services track and report RR activity & outcomes in the state system of record, including:
Employment,
WIOA Trainings,
ARIZONA@WORK
Services, etc.
(Reporting)

Step 8

Evaluate Effectiveness of the Plan

DES QAIA evaluates the plan and activities for effectiveness and policy compliance.
(Monitoring)



Rapid Response Update

FY26 Q1 Data

- 18 WARNs affecting 3,786 workers
- 9 Non-WARNs affecting 831 workers
- 23 Coordinated Events

Top Layoff-Affected Industries by number of companies

- Transportation and warehousing - 5
- Health care and social assistance - 4
- Accommodation and food services - 4
- Professional, scientific and technical services - 3
- Information Technology (IT) -2
- Manufacturing - 2
- Finance and insurance -2

Top 5 Layoff-Affected Industries by number of affected workers

1. Health care and social assistance - **1527**
2. Information Technology (IT) - **793**
3. Accommodation and food services - **545**
4. Professional, scientific and technical services - **509**
5. Transportation and warehousing - **496**

Mobile Resource Units (MRU) Project

- 44% complete as of September 30, 2025; Project completion: Fall 2026

Arizona Rapid Response Layoff Dashboard



TEGL 02-25 Industry-Driven Skills Training Fund Grant Program

- DES has been awarded \$5 million for the Industry-Driven Skills Training Grant Program with conditions to submit a more detailed plan that will be approved by DOL by the end of December 2025.
- The priority industry is advanced manufacturing in Local Workforce Development Boards (LWDB) in Maricopa County, Pinal County, and City of Phoenix. DES has met with the LWDBs to begin implementation in Spring 2026.
- DES and LWDBs are in communication with Employers Lucid, TSMC, Boeing, LG Energy Solutions, Lux Precision, and other advanced manufacturing employers.
- The projected participant count is to provide training to 1,110 participants.
- DES is currently working on establishing contracts with the LWDBs.
- Arizona Job Connection Account for the industry grant has been created for enrollments.
- DES will wait for more guidance once the federal government opens back up.



Questions?

Council Meeting Dates and Adjournment

Mark Gaspers, Chair



Workforce Arizona Council 2026 Meeting Dates Update

Executive Committee Meeting	Full Council Meeting
Q1 February 12, 2026	Q1 March 12, 2026
Q2 April 9, 2026	Q2 May 14, 2026
Q3 August 13, 2026	Q3 September 17, 2026
*Q4 November 12, 2026	Q4 November 19, 2026



REMINDER:

Full Council Meeting 03/12/2026

Hybrid Meeting (Zoom) & In-Person:
1700 W Washington Street
2nd Floor Conference Room



Thank You!





Innovative Workforce Solutions

**WORKFORCE ARIZONA COUNCIL
Q3 2025 Full Council Meeting Minutes**

Thursday, September 18th, 2025 | 2:00 pm – 4:00 pm

Hybrid Meeting

In-Person Location: 1700 W Washington Street Phoenix, AZ 2nd Floor Conference Room

Zoom:

<https://us02web.zoom.us/j/89868719530?pwd=rbPoyZchFVeHY8ceM6FDvV2uOIXRA2.1>

Meeting ID: 898 6871 9530

Passcode: 284748

<p><u>Council Members Present:</u> Alexander Horvath, Tucson Medical Center Alisa Wrenn Freeport-McMoRan Beverly Wilson, AZ Dept of Education, Title II Bill Ruiz, Western States Regional Council of Carpenters Chet Samuelson, BOK Financial Debra Margraf, NECA Dennis Anthony, Arizona Public Services Ian O’Grady, Policy Advisor, Governor Hobbs Jackie Elliott, Central Arizona College Jeffrey McClure, Supervisor, Pinal County Jenna Rowell, Local First Arizona John Walters, Vice Chair, Comparion Insurance Agency Karla Moran, Salt River Project Kristen Mackey, Dept of Economic Services, Title IV Mark Gaspers, Chairman, Boeing Michael Wisehart, Dept of Economic Security, Titles I & III Michelle Bolton, Second Vice-Chair, Tenet Healthcare Regina Romero, Mayor, City of Tucson Rose Castanares, TSMC Scott Holman, Amkor Technology Shawn Hutchinson, Phoenix Electrical Skylie Estep, South32 Thomas Winkel, Arizona Coalition for Military Families Zenji Reynolds, Southwest Shoulder Elbow and Hand Center</p>	<p><u>Council Members Absent:</u> Daniel Witt, Lucid Danny Seiden, AZ Chamber of Commerce & Industry Jim Corning, Novakinetics Aerosystems Josh DeSpain, IBEW Local 570 Justin Wilmeth, Arizona House of Representatives Sandra Watson, Arizona Commerce Authority</p>
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1. Call to Order

Chairman Gaspers welcomes all members of the Workforce Arizona Council and the public to the Q3 2025 Full Council meeting. The meeting is called to order at 2:02pm.

2. Roll Call

Giselle Retana, Workforce Arizona Council Administrative Coordinator conducted roll call, a quorum was present.

3. Call to Public

Chairman Gaspers opens the call to the public. No one spoke.

4. Welcome: New Council Members and Staff, Chair Mark Gaspers

a. New Council Members:

- i. Chet Samuelson, BOK Financial
- ii. Scott Holman, Amkor Technology Arizona, Inc

- iii. Skylic Estep, South32
- iv. Zenji Reynolds, Southwest Shoulder Elbow and Hand Center
- b. New Staff:
 - i. Mary Foote, OEO Director
 - ii. Amie Dorman, Sector Workforce Strategies and Grants Administrator
 - iii. Patrick Brown, Workforce Council Administrator

Chairman Gaspers took a moment to welcome new members to the Full Committee as well as new staff, with each member providing a short introduction about themselves.

5. Success Story

Chairman Gaspers shared a success story through BuildItAZ which focuses on apprenticeships. ([Video: Full Success Story](#))

6. Consent Agenda

- a. Approval of minutes from May 29th, 2025 Full Council meeting
- b. 2025 LDWB Recertifications
- c. 2026 Executive Committee & Full Council Meeting Dates

MOTION: Chair Gaspers called for a motion to approve the Consent Agenda. Alex Horvath made a motion; Jackie Elliot seconded the motion.

ALL IN FAVOR: Alexander Horvath, Alisa Wren, Beverly Wilson, Bill Ruiz, Chet Samuelson, Debra Margraf, Dennis Anthony, Ian O’Grady, Jackie Elliott, Jeffrey McClure, Jenna Rowell, John Walters, Karla Moran, Kristen Mackey, Mark Gaspers, Michael Wisheart, Michelle Bolton, Regina Romero, Rose Castanares, Scott Holman, Shawn Hutchinson, Skylic Estep, Thomas Winkel, Zenji Reynolds

OPPOSED: None

ABSTAINED: None

MOTION PASSES

7. Governor’s Workforce Cabinet Update

The Governor’s Executive Order launched Talent Ready AZ and the Workforce Cabinet nearly a year ago to align Arizona’s education and workforce initiatives under one umbrella. With participation from 18 state agencies, the Cabinet focuses on coordinating resources to meet high-demand, high-growth industry needs and support targeted populations. Key goals include creating 400,000 new jobs by 2030, expanding apprenticeships, strengthening healthcare and cybersecurity pipelines, improving childcare access, and supporting veterans, reentry populations, and individuals with disabilities. Progress includes new accelerators with community colleges, expanded apprenticeships, a statewide data dashboard, and recognition of Arizona’s model approach nationally.

Following the presentation, the Council discussion emphasized the importance of coordination between state agencies, local workforce boards, and executive directors to ensure alignment of priorities, effective use of funding, and responsiveness to employer and community needs. Participants noted that cross-agency collaboration, strengthened by the Workforce Cabinet, helps prevent siloed efforts and supports the development of more comprehensive workforce programs. Chairman Gaspers highlighted the ongoing complexity of federal and regional grant structures, stressing the need for a unified “Arizona team” approach and open communication between businesses, the Governor’s Office, and workforce partners. Specific challenges were raised around healthcare workforce shortages, particularly in rural areas, where training pipelines don’t always align with local demand. Ian O’Grady underscored that healthcare remains one of the most difficult sectors due to its diverse occupations and geographic needs, making partnerships with community colleges, universities, and local organizations critical. The group agreed that improving outreach, communication, and synthesis of existing efforts is key to better connect job seekers with training and employment opportunities.

8. OEO Updates

a. OEO Strategic Plan Update

Mary Foote, OEO Director provided updates on the agency's strategic plan. The presentation provided an overview of the Office of Economic Opportunity's first strategic plan, covering June 2025 to June 2029, which will guide the agency's work over the next five years. Key areas of focus include workforce development, access to capital, and economic data analysis. Wins to date include the Build It AZ apprenticeship program, which has expanded construction and trades apprenticeships, and the Micro-Business Program, which distributed \$5 million through nonprofit and community lenders to support businesses with five or fewer employees. Additionally, the Greater Arizona Development Authority issued its first infrastructure loan in 13 years, financing critical projects like the town of Superior's bridge. Upcoming initiatives emphasize growing industry-recognized and stackable credentials, expanding financial support for childcare-related micro-businesses, increasing participation in high-impact training programs from 21% to 31%, and enhancing access to low-interest loans for cities, towns, tribal entities, and environmental infrastructure projects. The plan underscores collaboration with partners to leverage data, technical assistance, and resources to strengthen Arizona's workforce and economic ecosystem.

b. Labor Market Update - OEO Labor Market Info Team

Doug Walls, Director of Labor Market Information, addressed the updated labor market data information. The discussion showcased Arizona's current labor market, highlighting continued job growth across most industries and metro areas, with healthcare driving the majority of gains. The labor force has increased for eight consecutive months, up over 50,000 year-over-year, demonstrating optimism among job seekers, while the unemployment rate remains historically low at 4.1%, below the national rate. Initial unemployment claims have remained relatively flat over the past three years, even as the labor force grew by 250,000, indicating strong absorption of workers. Job openings, however, have recently declined to 4.5%, potentially signaling slower hiring moving forward. Industry analysis shows healthcare dominating employment growth due to population increases and demand for services, while government education jobs experienced losses, particularly at public universities. Overall, non-farm employment is up 1.2%, with five of seven metro areas showing year-over-year gains, although some regions, like Prescott Valley, saw declines in trade, transportation, utilities, and manufacturing.

c. BuildItAZ Apprenticeship Program Outreach Campaign Update - Gina Flores, Dep. Dir.

Gina Flores, OEO Deputy Director, presented on the BuildItAZ Apprenticeship Program Outreach Campaign. The presentation highlighted Arizona's efforts to double the number of apprentices through the Build It AZ initiative, focusing on funding, awareness, and outreach. To date, 12 grants have been awarded to nine registered apprenticeship programs, with additional funding rounds underway, including \$2 million for expansion and \$1 million in October for new programs. A major component of the effort is a statewide awareness campaign, beginning with public relations and moving into paid advertising across platforms like Google and Spotify, supported by a newly launched website (builditarizona.com). The campaign emphasizes the benefits of apprenticeships—"being paid to learn beats paying to learn"—while sharing personal apprentice stories to shift perceptions of construction careers. With growing interest, Department of Economic Security (DES) and program partners are working on systems to connect prospective apprentices to opportunities, ensuring no leads are lost. Next steps include expanding outreach, refining triage processes, and hosting a construction workforce town hall on October 30th.

9. State Plan Modification Update, Patrick Brown, Janice Garza and Deseret Romero

Janice Garza, Workforce Policy Manager, provided an overview of the required elements and operational components. Patrick Brown and Deseret Romero outlined the proposed strategy, including forming a core partner interagency work group in October 2025 and targeting draft completion by February 2026. The team discussed initial areas for modification, such as data-driven evaluation and workforce accessibility, and presented a detailed timeline for the modification process, including phases for data collection, stakeholder engagement, drafting, and final submission to United States Department of Labor (USDOL), acknowledging dates in the timeline are very close and subject to change based on guidance.

During the presentation, discussions centered on concerns about moving forward without clear federal guidance, particularly regarding delays in the TEGL and shifting oversight to USDOL. Council Member Beverly Wilson raised worries about Title II funding being withheld despite appropriation, leaving grantees unpaid and risking wasted effort if requirements change later. Anna Hunter shared that Region 6 leadership acknowledged these issues and confirmed many states voiced the same concerns, noting potential duplication of work while awaiting direction. Patrick Brown emphasized the need to at least prepare by convening agencies, and Chairman Mark Gaspers stressed balancing preparation with advocacy, thanking DES for raising concerns while committing Arizona’s workforce partners to remain coordinated and adaptable as guidance evolves.

10. Workgroup Updates, Janice Garza

Janice Garza, Workforce Policy Manager, announced the upcoming workgroup meetings in October for the Continuous Improvement and Training Effectiveness Workgroups. The Continuous Improvement workgroup will be expanding to discuss federal policy changes and allow for a consistent message to be provided around federal changes. We are looking at meeting schedules for the workgroups and reviewing membership needs for Q1 and Q2, with plans to provide a 2024-2025 recap of workgroup successes.

11. DES Agency Updates, Anna Hunter

Anna Hunter, DES Assistant Director shared the following updates:

a. WIOA & Federal Funding

For federal funding, DES received the estimation from DOL and the TEGL issued in May, including the receipt of notices of award (NOA) for all WIOA programs DES is financially responsible for and the posting of local area allocations on the DES website based on the Workforce Arizona Council's vote in quarter one regarding how those allocations would be issued to the local areas.

		PY25/FY26							
	PY Yr	PYAD	PYDW	FYAD	FYDW	PYRR	FYRR	Total	
Begin Date	4/1/2025	7/1/2025	7/1/2025	10/1/2025	10/1/2025	7/1/2025	10/1/2025		
End Date	6/30/2027	6/30/2027	6/30/2027	6/30/2027	6/30/2027	6/30/2027	6/30/2027		
Final Report Due	8/15/2027	8/15/2027	8/15/2027	8/15/2027	8/15/2027	8/15/2027	8/15/2027		
Navajo County - NEAZ PY Yr									
Admin	\$30,703	\$5,779	\$3,604	\$23,915	\$13,281			\$77,282	
Prog	\$276,330	\$52,008	\$32,436	\$215,230	\$119,524	\$41,836	\$154,161	\$891,525	
Total	\$307,033	\$57,787	\$36,040	\$239,145	\$132,805	\$41,836	\$154,161	\$968,807	
Cochise County - SEAZ PY Yr									
Admin	\$33,705	\$7,002	\$11,785	\$28,977	\$43,429			\$124,898	
Prog	\$303,349	\$63,019	\$106,069	\$260,795	\$390,857	\$41,836	\$154,161	\$1,320,086	
Total	\$337,054	\$70,021	\$117,854	\$289,772	\$434,286	\$41,836	\$154,161	\$1,444,984	
Cocconino County PY Yr									
Admin	\$41,611	\$4,552	\$4,469	\$18,837	\$16,469			\$85,938	
Prog	\$374,500	\$40,966	\$40,223	\$169,531	\$148,218	\$41,836	\$154,161	\$969,435	
Total	\$416,111	\$45,518	\$44,692	\$188,368	\$164,687	\$41,836	\$154,161	\$1,055,373	
Maricopa County PY Yr									
Admin	\$375,124	\$68,760	\$107,680	\$284,557	\$396,798			\$1,232,919	
Prog	\$3,376,116	\$618,847	\$969,130	\$2,561,015	\$3,571,185	\$41,836	\$154,161	\$11,292,290	
Total	\$3,751,240	\$687,607	\$1,076,810	\$2,845,572	\$3,967,993	\$41,836	\$154,161	\$12,525,209	
Mohave County - MoP PY Yr									
Admin	\$48,447	\$11,248	\$8,659	\$46,547	\$31,909			\$146,810	
Prog	\$436,026	\$101,230	\$77,934	\$418,925	\$287,181	\$41,836	\$154,161	\$1,517,293	
Total	\$484,473	\$112,478	\$86,593	\$465,472	\$319,090	\$41,836	\$154,161	\$1,664,103	
City of Phoenix PY Yr									
Admin	\$276,111	\$50,856	\$66,716	\$210,460	\$245,843			\$949,986	
Prog	\$2,484,997	\$457,703	\$600,440	\$1,894,140	\$2,212,588	\$41,836	\$154,161	\$7,845,865	
Total	\$2,761,108	\$508,559	\$667,156	\$2,104,600	\$2,458,431	\$41,836	\$154,161	\$8,695,851	

		PY25/FY26							
	PY Yr	PYAD	PYDW	FYAD	FYDW	PYRR	FYRR	Total	
Begin Date	4/1/2025	7/1/2025	7/1/2025	10/1/2025	10/1/2025	7/1/2025	10/1/2025		
End Date	6/30/2027	6/30/2027	6/30/2027	6/30/2027	6/30/2027	6/30/2027	6/30/2027		
Final Report Due	8/15/2027	8/15/2027	8/15/2027	8/15/2027	8/15/2027	8/15/2027	8/15/2027		
Pima County PY Yr									
Admin	\$211,371	\$37,396	\$41,955	\$154,768	\$154,603			\$600,083	
Prog	\$1,902,337	\$336,564	\$377,599	\$1,392,825	\$1,391,431	\$41,836	\$154,161	\$5,696,793	
Total	\$2,113,708	\$373,960	\$419,554	\$1,547,593	\$1,546,034	\$41,836	\$154,161	\$6,196,876	
Final County PY Yr									
Admin	\$63,648	\$15,237	\$15,038	\$63,054	\$65,413			\$212,390	
Prog	\$572,829	\$137,128	\$135,338	\$567,486	\$498,712	\$41,836	\$154,161	\$2,107,490	
Total	\$636,477	\$152,365	\$150,376	\$630,540	\$564,125	\$41,836	\$154,161	\$2,319,880	
Santa Cruz County PY Yr									
Admin	\$34,440	\$5,684	\$3,929	\$23,523	\$14,476			\$82,052	
Prog	\$309,964	\$51,156	\$35,356	\$211,703	\$130,287	\$41,836	\$154,161	\$934,463	
Total	\$344,404	\$56,840	\$39,285	\$235,226	\$144,763	\$41,836	\$154,161	\$1,016,515	
OEO - AZ Tribal Workfor PY Yr									
Admin	\$123,076	\$22,648	\$13,425	\$99,726	\$49,470			\$302,345	
Prog	\$1,107,683	\$203,833	\$120,824	\$843,532	\$445,231	\$41,836	\$154,161	\$2,917,100	
Total	\$1,230,759	\$226,481	\$134,249	\$943,258	\$494,701	\$41,836	\$154,161	\$3,219,445	
Yavapai County - Yav PY Yr									
Admin	\$35,909	\$8,015	\$7,655	\$33,170	\$28,209			\$112,958	
Prog	\$323,166	\$72,138	\$68,898	\$298,532	\$253,883	\$41,836	\$154,161	\$1,212,614	
Total	\$359,075	\$80,153	\$76,553	\$331,702	\$282,092	\$41,836	\$154,161	\$1,325,572	
Yuma County - YPIC PY Yr									
Admin	\$386,384	\$68,897	\$34,095	\$285,119	\$125,638			\$900,133	
Prog	\$3,477,458	\$620,070	\$306,854	\$2,566,074	\$1,130,739	\$41,836	\$154,161	\$8,297,192	
Total	\$3,863,842	\$688,967	\$340,949	\$2,851,193	\$1,256,377	\$41,836	\$154,161	\$9,197,325	

Additionally, she reported that the Senate Appropriation Committee passed a budget with WIOA funding at or slightly below levels from the previous fiscal year, without consolidating programs into a block grant or implementing a 23% cut. On the other hand, she shared that the House Appropriation Committee passed a budget reducing the funding level for WIOA programs and consolidated many of them and eliminated several.

b. Rapid Response

Gave a brief update on rapid response regarding the Arizona Rapid Response Layoff Dashboard which contains information regarding WARNs and non-WARNs. Additionally, discussed the progress of rapid response, specifically an update on rapid response vehicles, noting that they are now in the possession of DES and working to have them prepared for piloting in early 2026. She highlighted the importance of the technology inside the vehicles, which will include cellular, internet, and Starlink capabilities to ensure access in rural areas to launch by November 2026.

c. Recapture

Provided preliminary projections for PY23/FY24 based on the known expenditures from the local areas. Reminded the Council that the local workforce development areas are able to expend funds through June 30th. They had until August 15th to provide final reports to DES and that they will have a finalized number by October 1st.

d. TEGL 2-25

The USDOL issued the TEGL 02-25, announcing the Industry-Driven Skills Training Fund Grant Program. DES, on behalf of Arizona, applied for a \$5 million grant focused on advanced manufacturing in Maricopa County, City of Phoenix, and Pinal County. If awarded, 90% of funds must reimburse employers for training costs, making this a strongly industry-driven opportunity. Arizona's application was informed by OEO data showing the need to expand skill-building in advanced manufacturing. While 44 states applied and competition is high, DOL expects to award only 5–10 grants, and Arizona is awaiting notification.

e. System Modernization

DES has completed two major modernization projects:

- Vocational Rehabilitation (INFORMED System): After a 3-year project, DES launched a new case management system on July 1, migrating 31,000 cases. Staff have been using the system for over two months, and while some defects—mainly in reporting—are being addressed with the vendor, the system is already improving services for vocational rehabilitation counselors and clients.
- Unemployment Insurance (CACTUS System): On September 7, 2025, DES went live with the new CAPTUS system, replacing 22 outdated systems, including a 37-year-old mainframe. CAPTUS enables claimants to access a self-service portal, track claims, and receive faster payments. Despite expected implementation challenges, the system processed continued claims immediately, with payments issued by September 8.

f. DES Strategic Plan

DES highlighted its new strategic plan, which spans 60+ state and federal programs. A major focus is Objective 4: Workforce, committing that by June 2030, DES will increase employment outcomes by 30% through its workforce programs (e.g., SNAP E&T, TANF Jobs, Employment Services, SCSEP, Vocational Rehabilitation, Unemployment Insurance re-employment). This year's priority is the Reentry 2030 initiative, aimed at improving outcomes for justice-involved individuals. DES will track measurable outcomes for both overall workforce programs and specifically for reentry, with an emphasis on sharing improvements and successes across programs.

12. PY24/FY25 WIOA Performance Measures

- a. Title IB and Title III, Matt Smith, Strategic Operations Manager
Matthew Smith, Strategic Operations Manager with DES shared that the preliminary PY24 WIOA performance report for Titles I (Adult, Dislocated Worker, Youth) and III (Wagner-Peyser) show performance levels largely steady compared to PY23, with slight gains in employment placement but small declines in earnings, particularly in Adult and Dislocated Worker programs. Measurable skill gains improved across all Title I programs, despite a reporting typo in PY23 figures that will be corrected in published materials. For Wagner-Peyser, second-quarter employment and earnings improved, though the fourth-quarter rate dipped slightly. Importantly, PY24 is the first year Title I programs will be assessed for the overall state program score, which requires a 90% threshold—current unadjusted scores are at or above 100%, a strong sign ahead of federal statistical adjustments in early 2026. Overall, results indicate stable performance and positive progress, with kudos to local and state staff for their efforts.
- b. Title II, Beverly Wilson, Deputy Associate Superintendent of Adult Education and High School Equivalency Services
Beverly Wilson, Deputy Associate Superintendent of Adult Education and High School Equivalency Services and Council Member, presentation highlighted how Adult Education (Title II) under WIOA is often the least understood core program, yet it plays a critical role in helping adults earn high school equivalency diplomas, improve skills, and enter jobs or training. Nationally, Title II serves nearly 1.3 million learners, while Arizona served just over 15,000 in PY24 through a diverse network of 21 providers including colleges, LEAs, probation, and community organizations—necessary given the state’s rural geography. Although this is only a fraction of the nearly 1 million adults needing services, participation is steadily increasing. Arizona’s measurable skill gains (MSGs) are slightly above the national average at ~48%, reflecting two-and-a-half grade-level improvements per learner. Employment outcomes show Arizona meeting or exceeding national averages in the second quarter after exit, with participants experiencing about an \$8,000 annual earnings increase—though tracking remains challenging in later quarters due to high mobility. Each year, about 4,400 diplomas are awarded, meaning 1 in 6 statewide high school equivalency diplomas come through Adult Education. The presentation underscored both the strong impact of these programs and the vulnerability of the system if federal funding were reduced.

After the presentation, the Council discussion focused on Arizona’s lower participation in Adult Education programs compared to national levels, with about 15,000 learners served versus an expected 26,000 if proportional to population. Leaders questioned why Arizona falls short, and the response emphasized chronic underfunding as the key factor: the state spends only about \$1,300 per student, state funding has been flat for 25 years, and 75% of Arizona’s budget comes from federal sources, unlike states such as California that invest heavily in additional state dollars. It was noted that the loss of federal Title II funding would be devastating for Arizona. A clarifying question highlighted that while Adult Education provides about 1 in 6 high school equivalency diplomas, the majority come through traditional K-12 and charter schools. The exchange underscored both the critical role of Adult Education in Arizona and the urgent need for greater, sustained investment to meet demand.

- c. Title IV, Kristen Mackey, Administrator for the Rehabilitation Services Administration
Kristen Mackey, Administrator for the Rehabilitation Services Administration (RSA) and Council Member shared updates for Title IV. The presentation reviewed performance data from PY23 to PY24, noting some dips due to challenges with the old reporting system, which led to extensive data scrubbing and consultation with federal partners to ensure accuracy

moving forward. Confidence is high in the PY24 data, and improvements are expected with the new system for PY25. A key highlight was the increase in median earnings for individuals with disabilities, reflecting efforts to dispel fears about losing benefits when transitioning to full-time employment. Tools such as ABLE accounts and the Disability Benefits 101 calculator were emphasized as resources to help individuals understand the impact of wages on public benefits. While some performance numbers were slightly lower than desired, adjusted scores kept the program within 95% of its overall target, and improvements in fourth-quarter employment outcomes suggest stronger long-term connections and support systems.

13. Adjournment

Chairman Mark Gaspers opened up the adjourning closing remarks to the new Council Members to hear about what is occurring in their industries. The discussion focused on major workforce and economic challenges across industries in Arizona. South32 highlighted its \$2.16 billion Hermosa project in Santa Cruz County, emphasizing its commitment to an 80% local workforce and partnerships with community colleges to create career pipelines, including fully sponsored skilled trades programs. Healthcare leaders described persistent struggles in recruiting physicians, nurses, and other professionals, worsened by declining reimbursements and early retirements. Semiconductor representatives raised concerns about building a skilled technician pipeline to meet massive hiring needs, stressing the urgency of statewide awareness and coordinated efforts beyond Maricopa County. Finally, the finance sector noted thin talent pools across diverse roles, emphasizing the need for stronger cross-industry partnerships to address shortages. Collectively, participants underscored workforce availability as a top barrier to Arizona's future growth, rivaling other infrastructure concerns like water and energy.

MOTION: Chair Gaspers called for a motion to adjourn the meeting. Chet Samuelson made a motion; Zenji Reynolds seconded the motion. The meeting was adjourned at 4:03 pm.

ALL IN FAVOR: Alexander Horvath, Beverly Wilson, Bill Ruiz, Chet Samuelson, Ian O'Grady, Jackie Elliott, Jeffrey McClure, Jenna Rowell, John Walters, Karla Moran, Kristen Mackey, Mark Gaspers, Michael Wisheart, Michelle Bolton, Scott Holman, Skylic Estep, Thomas Winkel, Zenji Reynolds

OPPOSED: None

ABSTAINED: None

MOTION PASSES

Pursuant to A.R.S. § 38-431.02, notice is hereby given to members of the Workforce Arizona Council and to the general public that the Council will hold a meeting open to the public, on Thursday, September 18th, 2025 at 2:00-4:00pm. via Zoom and/or in-person.

Persons with a disability may request reasonable accommodation, such as a sign language interpreter, by calling (480) 904-0826. Requests should be made as early as possible to allow time to arrange the accommodation. A copy of the material provided to Council members (with the exception of material relating to possible executive sessions) is available for public inspection at the Office of Economic Opportunity, located at 1400 W Washington St., Phoenix, AZ 85007

Under A.R.S. § 38-431.03(A)(3), the Council may vote to go into executive session, which will not be open to the public, for the purpose of obtaining legal advice on any item on the agenda.

At its discretion, the Council may consider and act upon any agenda item out of order. Members of the Council may appear by telephone.

Governance and Compliance

Deseret Romero, Governance and Compliance Advisor



Job Center Certification (New Center)

Deseret Romero, Governance and Compliance Advisor



LWDB Job Center Certification

- **Policy Goals:**

- Ensure ARIZONA@WORK job centers meet performance and operational standards.
- Foster continuous improvement and innovation in service delivery.

- **Key Policy and Compliance Requirements:**

Local Workforce Development Boards are tasked with the completion of the certification assessment tool and letter signed by the LWDB Chair and Executive Director certifying their comprehensive and affiliate sites to the Council. The following requirements are outlined in the assessment:

- Physical accessibility
- Programmatic accessibility
- Career services
- Business services
- Employment and training
- Youth measures
- Continuous improvement



LWDB Job Center Certification

RECOMMENDATION
LWDB Job Center Certification

Pima County Workforce Investment Board

“NEW CENTER”
ARIZONA@WORK Pima County - Northwest Service Center
1010 W. Miracle Mile Rd, Tucson, Arizona

Action Item: Motion to approve the recommended Pima County Workforce Investment Board’s new Northwest Service Center - Job Center Certification to the Full Council.



December 1, 2025

The Honorable Katie Hobbs, Governor, State of Arizona
The Honorable Warren Petersen, Senate President, Arizona State Senate
The Honorable Steve Montenegro, Speaker, Arizona House of Representatives
Richard Stavneak, Director, Joint Legislative Budget Committee

1700 West Washington Street
Phoenix, AZ 85007

Dear Governor Hobbs, President Petersen, Speaker Montenegro and Director Stavneak:

Pursuant to A.R.S. §41-5401(C), we are pleased to submit the Program Year (PY) 2024 Workforce Arizona Council Annual Report due December 1st of each year.

Sincerely,



Mary Foote
Director
Office of Economic Opportunity



Mark Gaspers
Chair
Workforce Arizona Council



Workforce Arizona Council
ANNUAL REPORT

Program Year 2024
July 2024–June 2025

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Dear Stakeholders, Partners, and Community Leaders,

We are proud to present the Workforce Arizona Council's Annual Report, reflecting the shared progress of Arizona's workforce system and our partners across education, industry, and government. Together, we are advancing a bold vision: a thriving, inclusive economy that connects every Arizonan to opportunity.

The mission of the Workforce Arizona Council is to align workforce and economic development strategies through collaboration, data, and innovation. Under the Workforce Innovation and Opportunity Act (WIOA), we've strengthened a statewide system that ensures workforce investments are data-driven, equitable, and responsive to the needs of both employers and workers.

In 2024, Governor Katie Hobbs deepened this vision through the creation of the Talent Ready AZ Initiative, and a Workforce Cabinet to bring together eighteen state agencies to coordinate education, training, and workforce initiatives under a unified vision and strategy. This collaborative framework informs this Annual Report, offering a comprehensive, statewide view of workforce alignment and progress under A.R.S. § 41-5401.

In Program Year 2024, our collective efforts served more than 78,000 individuals, averaged a 66% employment rate with a quarterly median wage of \$8,063. These outcomes are a direct result of coordinated leadership, data-driven decision-making, and inclusive training investments that link education, industry, and economic opportunity across Arizona.

We encourage you to explore this report to learn more about the programs, impact stories, and goals driving Arizona's workforce forward. Together, we are building a thriving, inclusive economy—an Arizona for everyone.

Sincerely,



Mary Foote
Director
Office of Economic Opportunity



Mark Gaspers
Chair
Workforce Arizona Council

Workforce Arizona Council Members

Governor Katie Hobbs

State of Arizona

Mark Gaspers

Chair, Boeing

John Walters

Vice Chair, Comparison
Insurance Agency

Michelle Bolton

Second Vice-Chair,
Tenet Healthcare

Dennis Anthony

Arizona Public Services

Rose Castanares

TSMC

Jim Corning

Novakinetics Aerosystems

Michael Cruz

Lucid Motors

Josh DeSpain

International Brotherhood of
Electrical Workers Local 570

Jackie Elliott

Central Arizona College

Skylie Estep

South32

Scott Holman

Amkor Technology

Alexander Horvath

Tucson Medical Center

Shawn Hutchinson

Phoenix Electrical JATC

Kristen Mackey

Department of Economic
Security, Title IV

Debra Margraf

National Electrical
Contractors Association

Jeffrey McClure

Pinal County

Karla Moran

Salt River Project

Zenji Reynolds

Southwest Shoulder,
Elbow & Hand Center

Regina Romero

Mayor, City of Tucson

Jenna Rowell

Local First Arizona

Bill Ruiz

Western States Regional
Council of Carpenters

Chet Samuelson

BOK Financial

Danny Seiden

Arizona Chamber of
Commerce & Industry

Sandra Watson

Arizona Commerce Authority

Justin Wilmeth

Arizona House of
Representatives, District 15

Beverly Wilson

Department of
Education, Title II

Thomas Winkel

Arizona Coalition for
Military Families

Michael Wisehart

Department of Economic
Security, Titles I & III

Alisa Wrenn

Freeport-McMoRan

Workforce Arizona Council Staff

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Workforce Policy Manager

Deseret Romero

Governance &
Compliance Advisor

Krista McGarvey

Business Operations Manager

Giselle Retana

Workforce Arizona Council
Administrative Coordinator



WIOA PROGRAM PERFORMANCE

Arizona Workforce Summit 2025



The Arizona Workforce Summit 2025 is a free two-day convening that is facilitated by the Office of Economic Opportunity (OEO), Governor Hobbs' Workforce Arizona Council, and the Talent Ready AZ Workforce Cabinet. In PY2024, the Summit brought together more than 400 business leaders, educators, and workforce professionals to advance economic opportunity across the State. The focused gathering featured keynotes, expert panels, and interactive sessions that explored regional workforce strategies, demographic and economic trends, childcare access, WIOA implementation, and sector partnerships in healthcare and community colleges. An evaluation of participant feedback showed high satisfaction with the event's organization, diversity among speakers, and relevance of topics that emphasized data-driven decision-making and training innovation. The Summit reinforced that Arizona's workforce system effectively provides broad access but faces uneven depth in aligning training and employment opportunities. By showcasing successful



models such as High Impact Training and integrated education-to-employment pathways, the Summit highlighted how targeted integration of training within high-impact programs can drive scalable, skill-based impact. These insights will guide systemwide improvements to promote greater strategic cohesion between workforce, education, and industry, ensuring Arizona's talent strategies remain inclusive, data-informed, and future-focused.

Statewide Performance | Program Year 2024

Under WIOA, career services provide job seekers with basic, individualized, and follow-up support through ARIZONA@WORK to help participants access employment, training or education, while training services offer participant-selected, job-aligned programs delivered by eligible training providers to build occupational skills leading to employment or a recognized credential.

61,124 PARTICIPANTS
exited from career and training services

\$1,815 AVERAGE COST
per career and training service recipient



78,159

TOTAL PARTICIPANTS SERVED

Career Services
77,000 Participants

Training Services
9,884 Participants



60,158
Participants Exited

\$2,626.89
Cost Per Participant

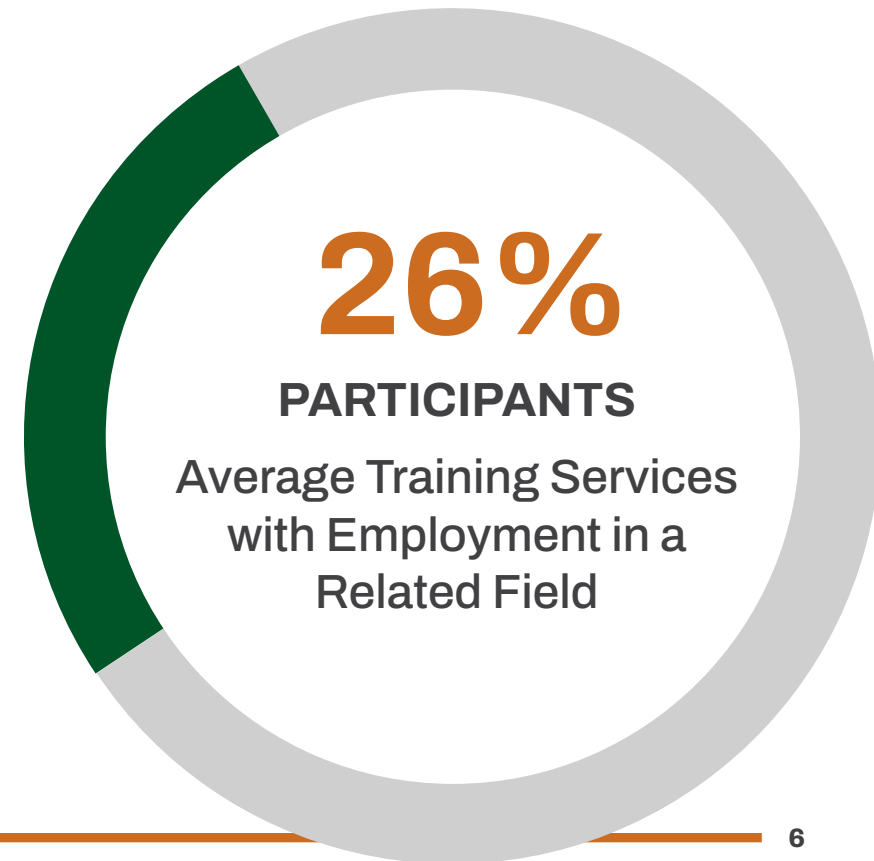
\$23,758,165
Funds Expended in PY24



5,685
Participants Exited

\$15,396.94
Cost Per Participant

\$45,333,755
Funds Expended in PY24



Statewide Performance Average | Program Year 2024

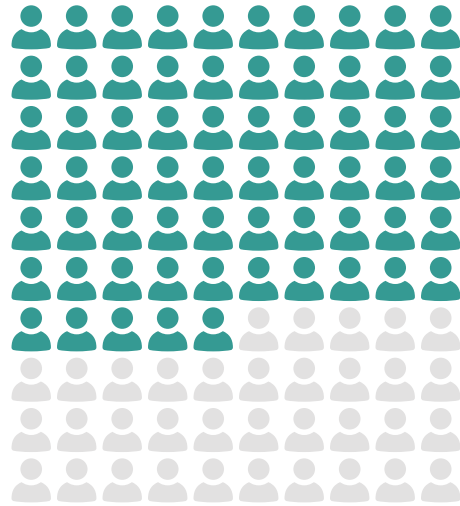
Performance Indicators

Employment Rate 2nd and 4th Quarter after Exit

68.62%

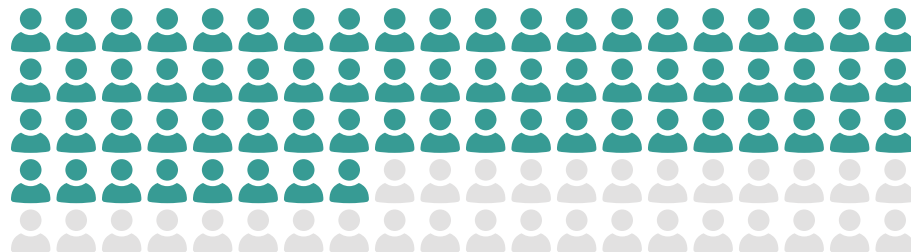


64.66%



Employment Rate 2nd and 4th Quarter after Exit with the Same Employer

67.98%



\$8,063.40
Median Wage



58.05%
Credential
Attainment



63.45%
Measurable
Skill Gain

Statewide Average | Employment Rate 2nd Quarter after Exit

Disaggregated with Barriers to Employment

Race/Ethnicity

American Indian/Alaska Native

65.36%

Asian

65.54%

Black/African American

66.40%

Hispanic/Latino

71.36%

Native Hawaiian/Pacific Islander

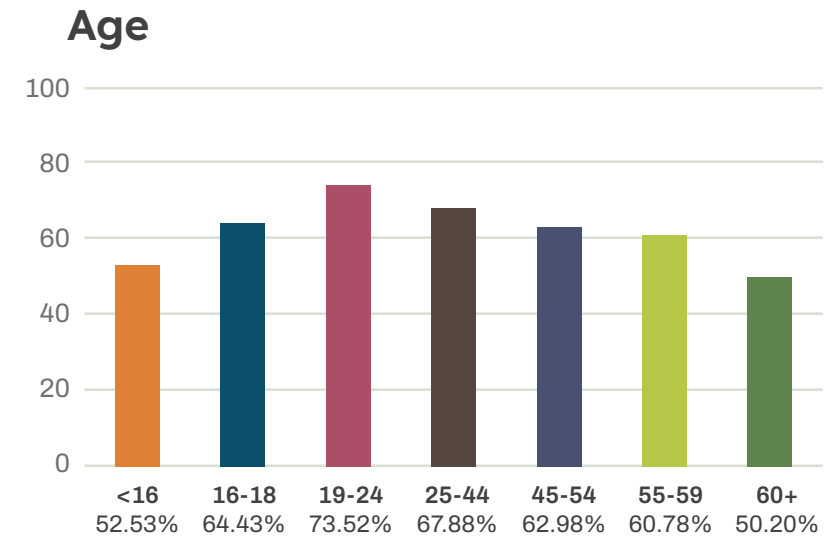
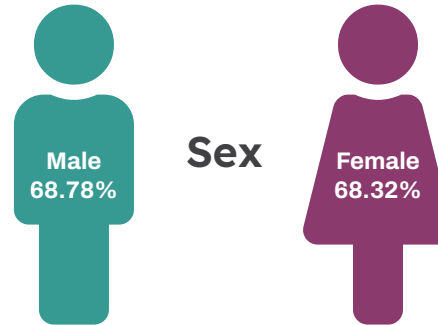
68.66%

White

69.36%

More Than One Race

65.50%



Employment Barrier	
Displaced Homemaker	70.58%
ELL, Low Levels of Literacy, Cultural Barriers	68.22%
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	60.72%
Ex-offenders	60.18%
Homeless Individuals / runaway youth	57.12%
Long-term Unemployed (27 or more consecutive weeks)	56.20%
Low-Income Individuals	64.66%
Migrant and Seasonal Farmworkers	63.62%
Individuals with Disabilities (incl. youth)	59.26%
Single Parents (Incl. single pregnant women)	69.94%
Youth in foster care or aged out of system	54.84%

Statewide Average | Employment Rate 4th Quarter after Exit

Disaggregated with Barriers to Employment

Race/Ethnicity

American Indian/Alaska Native

59.68%

Asian

62.96%

Black/African American

61.52%

Hispanic/Latino

68.54%

Native Hawaiian/Pacific Islander

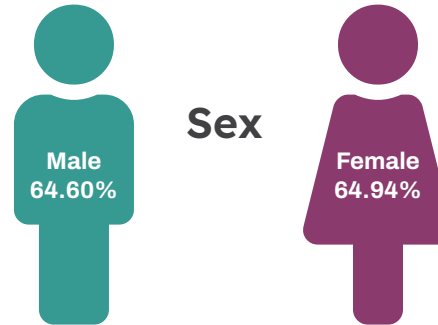
50.12%

White

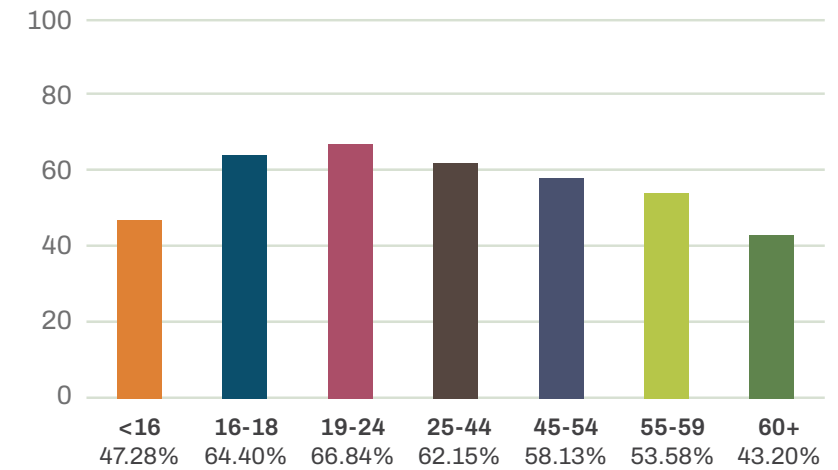
65.20%

More Than One Race

53.74%



Age



Employment Barrier	
Displaced Homemaker	65.34%
ELL, Low Levels of Literacy, Cultural Barriers	66.72%
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	48.10%
Ex-offenders	55.32%
Homeless Individuals / runaway youth	47.26%
Long-term Unemployed (27 or more consecutive weeks)	55.68%
Low-Income Individuals	66.20%
Migrant and Seasonal Farmworkers	61.44%
Individuals with Disabilities (incl. youth)	62.96%
Single Parents (Incl. single pregnant women)	63.73%
Youth in foster care or aged out of system	37.72%

Statewide Average | Quarterly Median Wage

Disaggregated with Barriers to Employment

Race/Ethnicity

American Indian/Alaska Native

\$7,787

Asian

\$8,231

Black/African American

\$7,826

Hispanic/Latino

\$8,070

Native Hawaiian/Pacific Islander

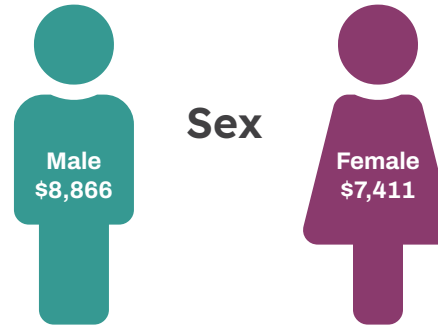
\$9,581

White

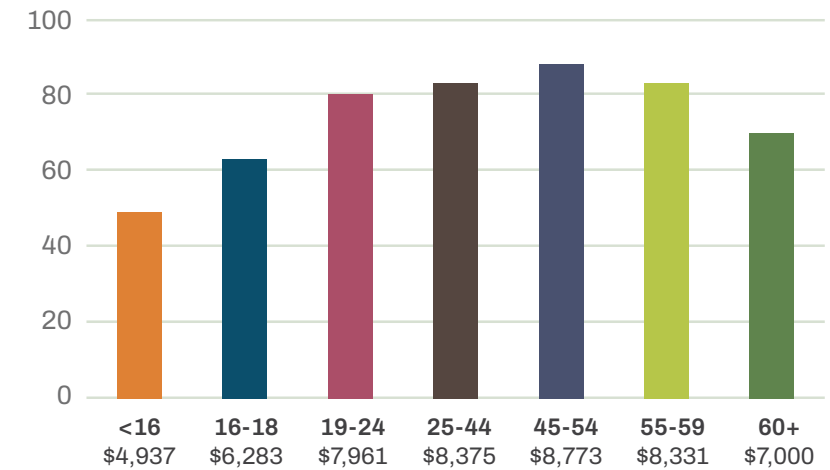
\$8,119

More Than One Race

\$7,861



Age



Employment Barrier	
Displaced Homemaker	\$7,503
ELL, Low Levels of Literacy, Cultural Barriers	\$7,241
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	\$6,874
Ex-offenders	\$8,168
Homeless Individuals / runaway youth	\$7,117
Long-term Unemployed (27 or more consecutive weeks)	\$7,249
Low-Income Individuals	\$7,280
Migrant and Seasonal Farmworkers	\$8,160
Individuals with Disabilities (incl. youth)	\$8,150
Single Parents (Incl. single pregnant women)	\$7,379
Youth in foster care or aged out of system	\$2,711

Statewide Average | Credential Attainment Rate

Disaggregated with Barriers to Employment

Race/Ethnicity

American Indian/Alaska Native

54.45%

Asian

67.13%

Black/African American

52.48%

Hispanic/Latino

60.10%

Native Hawaiian/Pacific Islander

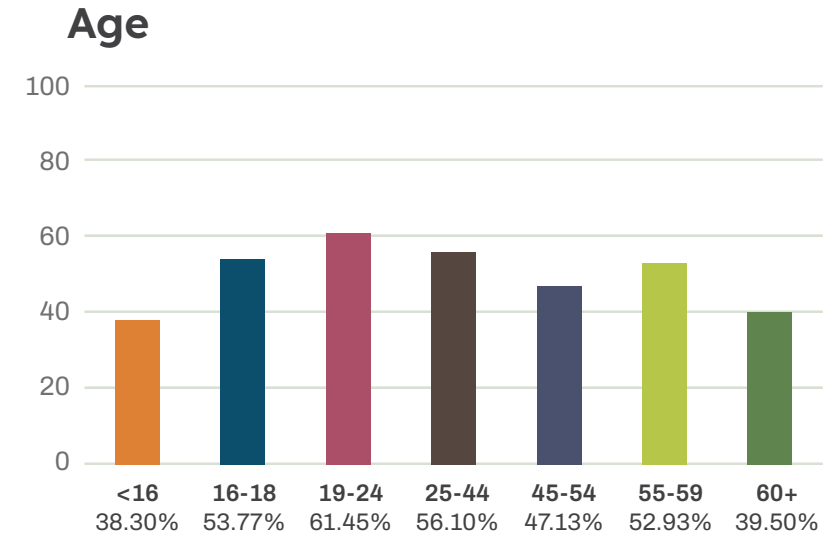
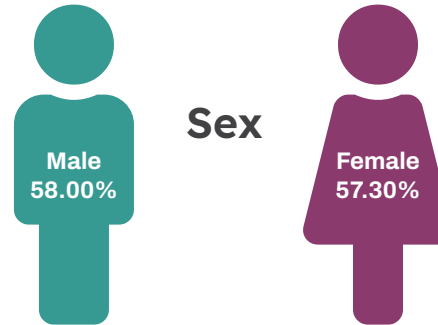
39.93%

White

59.83%

More Than One Race

34.33%



Employment Barrier	
Displaced Homemaker	47.65%
ELL, Low Levels of Literacy, Cultural Barriers	59.33%
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	37.80%
Ex-offenders	57.73%
Homeless Individuals / runaway youth	59.58%
Long-term Unemployed (27 or more consecutive weeks)	56.48%
Low-Income Individuals	56.30%
Migrant and Seasonal Farmworkers	58.68%
Individuals with Disabilities (incl. youth)	51.58%
Single Parents (Incl. single pregnant women)	57.28%
Youth in foster care or aged out of system	15.45%

Statewide Average | Measurable Skill Gain

Disaggregated with Barriers to Employment

Race/Ethnicity

American Indian/Alaska Native

64.73%

Asian

67.73%

Black/African American

60.95%

Hispanic/Latino

65.55%

Native Hawaiian/Pacific Islander

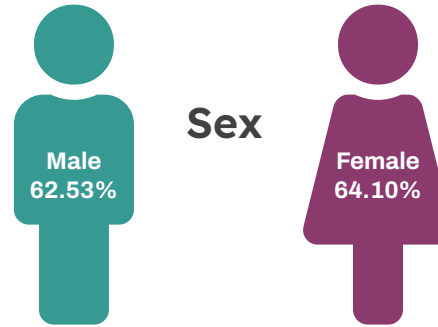
48.13%

White

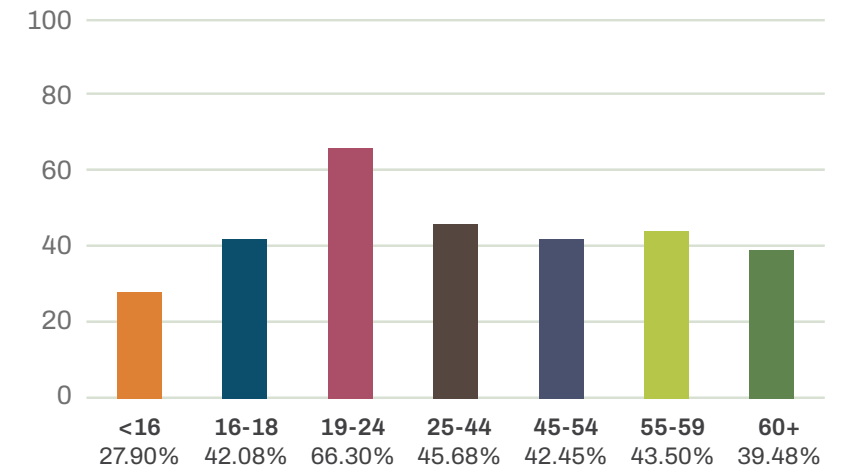
63.78%

More Than One Race

42.60%



Age



Employment Barrier	
Displaced Homemaker	45.15%
ELL, Low Levels of Literacy, Cultural Barriers	65.75%
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	66.98%
Ex-offenders	64.98%
Homeless Individuals / runaway youth	58.03%
Long-term Unemployed (27 or more consecutive weeks)	59.80%
Low-Income Individuals	62.48%
Migrant and Seasonal Farmworkers	60.50%
Individuals with Disabilities (incl. youth)	67.65%
Single Parents (Incl. single pregnant women)	69.25%
Youth in foster care or aged out of system	29.00%

A person wearing a patterned shirt is holding a stack of books. The image has a warm, orange-toned overlay. The text "Title I-B The Adult Program" is centered over the books.

Title I-B **The Adult Program**

Data Informed Narrative | Program Year 2024

Title I-B The Adult Program

During Program Year (PY) 2024, the Title I-B The Adult Program demonstrated consistent performance and efficient resource use across both career and training services. A total of **5,661 participants** were served, including those who received career services and **3,053** who participated in training. The system maintained cost efficiency with an **average investment of \$671 per participant** across all services, reflecting effective fiscal stewardship and service delivery.

Employment outcomes remained strong and closely aligned with negotiated performance goals. The **Q2 employment rate reached 72.7%**, and the **Q4 employment rate reached 67.7%**, both maintaining stable outcomes from prior years and within one point than negotiated targets. **Median earnings increased to \$9,192**, exceeding the goal of \$9,100 and signaling progress toward higher-quality employment and improved wage outcomes.

Skill development and credential outcomes also advanced. The **Measurable Skill Gains (MSG)** rate rose to **74.6%**, exceeding the negotiated goal of 74.0%, indicating meaningful progress toward postsecondary credential attainment and career readiness. The **Credential Attainment Rate** held steady at **72.6%**, meeting the performance target of 73% and reinforcing the system's consistent delivery of results across core indicators.

Performance varied across demographic groups, revealing key strengths and opportunities. **Hispanic/Latino (76.3%), White (73.5%), and Native Hawaiian/Pacific Islander (77.8%)** participants achieved the highest Q2 employment outcomes, while **Pacific Islanders** also recorded the highest median earnings at **\$12,544**. **Asian participants** led in credential attainment at **81.1%**. Younger workers, particularly those aged **19–24**, demonstrated the strongest results across all indicators, with **83.2% Q2 employment** and **77.8% skill gains**.

Participants with barriers to employment also demonstrated meaningful progress. **Migrant and Seasonal Farmworkers** achieved exceptional outcomes with **84.6% Q2** and **90.2% Q4 employment** and **80% skill gains**. **Ex-offenders** and **Homeless participants** exceeded system averages in credential attainment (78.2% and 75.8%, respectively), while **Single Parents** maintained a **73% Q2 employment rate**. **Individuals with disabilities** achieved a **median wage of \$9,514**, demonstrating successful engagement in higher-quality employment opportunities despite persistent barriers.

Overall, PY2024 results reflect a **stable and data-driven workforce system** that continues to achieve solid employment, retention, and earnings outcomes while maintaining fiscal efficiency. Continued focus on targeted training investments, sector partnerships, and equity-driven service strategies will sustain this positive performance trajectory and further strengthen outcomes in future program years.

Program Performance | Program Year 2024

Title I-B The Adult Program



5,661

TOTAL PARTICIPANTS SERVED

4,873 PARTICIPANTS
EXITED From career and training services

\$671 AVERAGE COST
per career and training service recipient

Career Services 5,661 Participants



4,873
Participants Exited

\$64.00
Cost Per Participant

\$363,137
Funds Expended in PY24

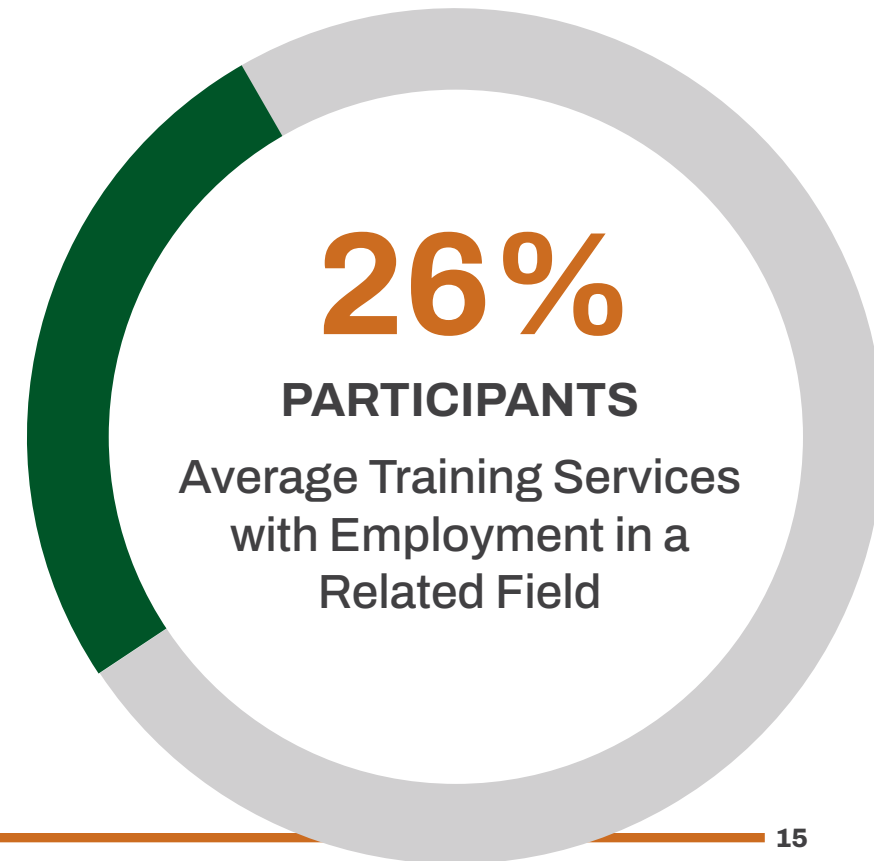
Training Services 3,053 Participants



2,703
Participants Exited

\$1,125.00
Cost Per Participant

\$3,433,791
Funds Expended in PY24



Program Performance | Primary Indicators

Title I-B The Adult Program

Primary Indicator Description	PY23 Actual Performance Rate for WF Activities	PY24 Negotiated Performance Rate for WF Activities	PY24 Actual Performance Rate for WF Activities
Employment Rate 2nd Quarter after Exit	72.70%	72.90%	71.70%
Employment Rate 4th Quarter after Exit	69.10%	68.50%	67.70%
Employment Rate 2nd and 4th Quarter After Exit with the Same Employer	N/A	N/A	63.69%
Median Earnings 2nd Quarter after Exit	\$9,573.00	\$9,100.00	\$9,192.00
Credential Attainment Rate for the Program Year	72.60%	73.00%	72.60%
Measurable Skill Gain for the Program Year	72.60%	74.00%	74.60%

Program Performance | Program Year 2024

Title I-B The Adult Program

Program Levels of Performance with Respect to Individuals with Barriers to Employment and Disaggregated by Race, Ethnicity, Sex and Age.



Performance Indicator | Employment Rate 2nd Quarter after Exit

Title I-B The Adult Program

Race/Ethnicity

American Indian/Alaska Native

62.30%

Asian

64.00%

Black/African American

69.20%

Hispanic/Latino

76.30%

Native Hawaiian/Pacific Islander

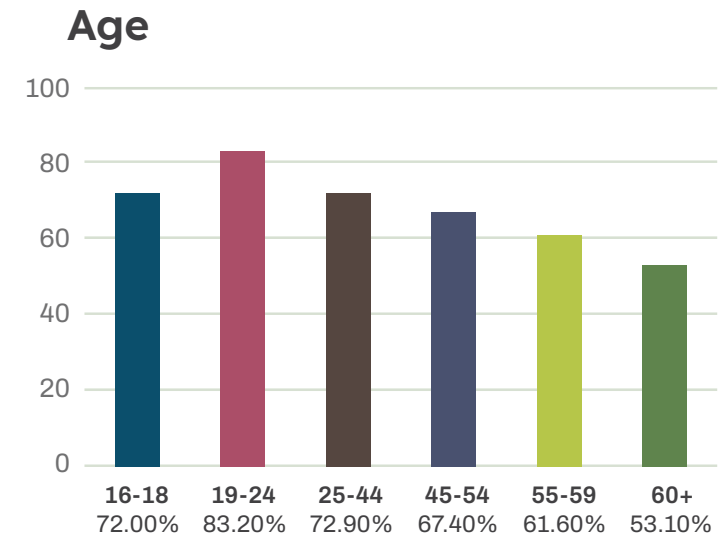
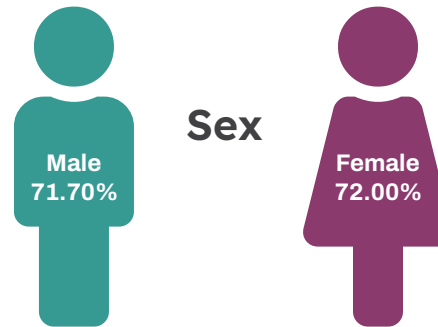
77.80%

White

73.50%

More Than One Race

65.00%



Employment Barrier	
Displaced Homemaker	100.00%
ELL, Low Levels of Literacy, Cultural Barriers	75.20%
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	63.30%
Ex-offenders	66.40%
Homeless Individuals / runaway youth	66.30%
Long-term Unemployed (27 or more consecutive weeks)	59.60%
Low-Income Individuals	68.50%
Migrant and Seasonal Farmworkers	84.60%
Individuals with Disabilities (incl. youth)	61.50%
Single Parents (Incl. single pregnant women)	73.00%
Youth in foster care or aged out of system	100.00%

Performance Indicator | Employment Rate 4th Quarter after Exit

Title I-B The Adult Program

Race/Ethnicity

American Indian/Alaska Native

62.50%

Asian

62.80%

Black/African American

64.60%

Hispanic/Latino

72.80%

Native Hawaiian/Pacific Islander

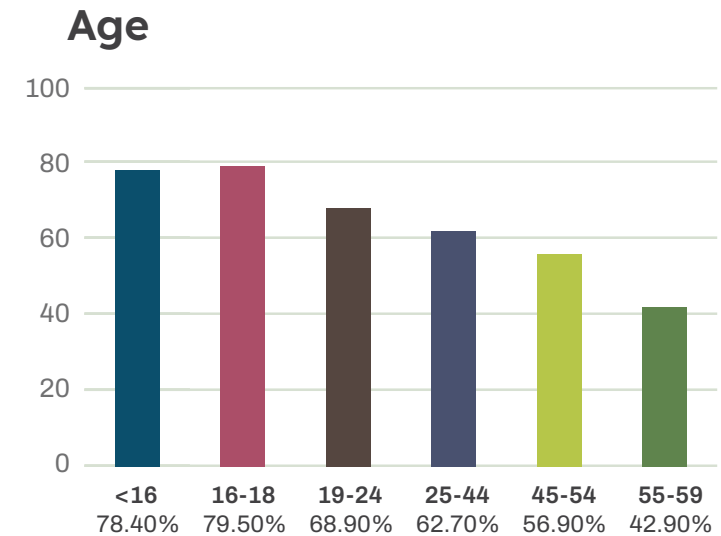
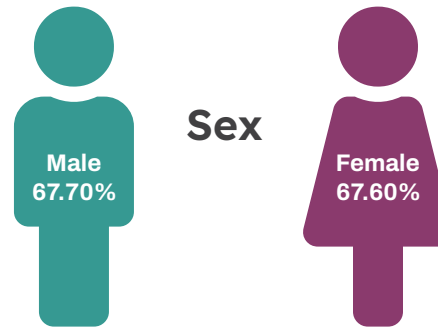
60.00%

White

68.90%

More Than One Race

61.10%



Employment Barrier	
Displaced Homemaker	100.00%
ELL, Low Levels of Literacy, Cultural Barriers	71.20%
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	67.70%
Ex-offenders	62.00%
Homeless Individuals / runaway youth	55.90%
Long-term Unemployed (27 or more consecutive weeks)	54.50%
Low-Income Individuals	63.70%
Migrant and Seasonal Farmworkers	90.20%
Individuals with Disabilities (incl. youth)	48.50%
Single Parents (Incl. single pregnant women)	71.60%
Youth in foster care or aged out of system	NA

Performance Indicator | Median Earnings 2nd Quarter after Exit

Title I-B The Adult Program

Race/Ethnicity

American Indian/Alaska Native

\$7,977

Asian

\$10,131

Black/African American

\$8,633

Hispanic/Latino

\$9,457

Native Hawaiian/Pacific Islander

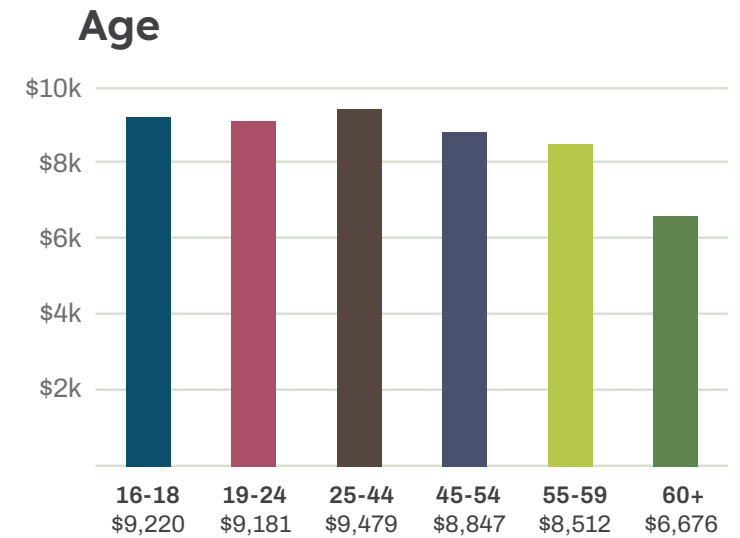
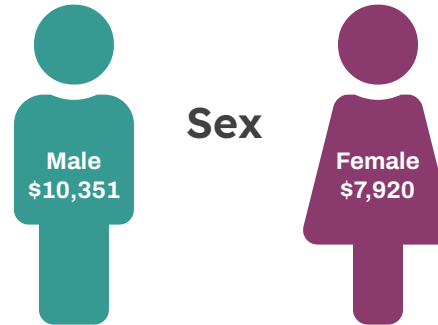
\$12,544

White

\$9,451

More Than One Race

\$10,363



Employment Barrier	
Displaced Homemaker	\$15,580
ELL, Low Levels of Literacy, Cultural Barriers	\$9,092
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	\$7,518
Ex-offenders	\$9,038
Homeless Individuals / runaway youth	\$8,521
Long-term Unemployed (27 or more consecutive weeks)	\$7,920
Low-Income Individuals	\$8,652
Migrant and Seasonal Farmworkers	\$7,641
Individuals with Disabilities (incl. youth)	\$9,514
Single Parents (Incl. single pregnant women)	\$8,786
Youth in foster care or aged out of system	\$5,469

Performance Indicator | Credential Attainment Rate

Title I-B The Adult Program

Race/Ethnicity

American Indian/Alaska Native

69.60%

Asian

81.10%

Black/African American

63.70%

Hispanic/Latino

74.30%

Native Hawaiian/Pacific Islander

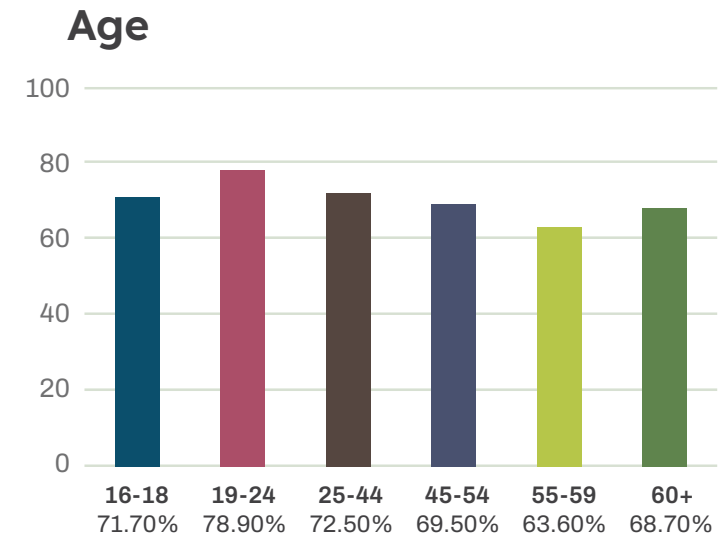
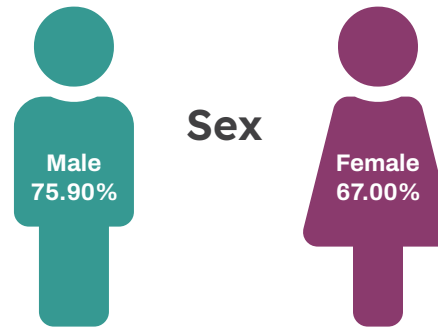
78.60%

White

75.90%

More Than One Race

71.70%



Employment Barrier	
Displaced Homemaker	100.00%
ELL, Low Levels of Literacy, Cultural Barriers	73.90%
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	33.30%
Ex-offenders	78.20%
Homeless Individuals / runaway youth	75.80%
Long-term Unemployed (27 or more consecutive weeks)	73.10%
Low-Income Individuals	70.80%
Migrant and Seasonal Farmworkers	71.40%
Individuals with Disabilities (incl. youth)	61.30%
Single Parents (Incl. single pregnant women)	68.90%
Youth in foster care or aged out of system	0

Performance Indicator | Measurable Skill Gain

Title I-B The Adult Program

Race/Ethnicity

American Indian/Alaska Native

74.70%

Asian

71.70%

Black/African American

73.80%

Hispanic/Latino

75.30%

Native Hawaiian/Pacific Islander

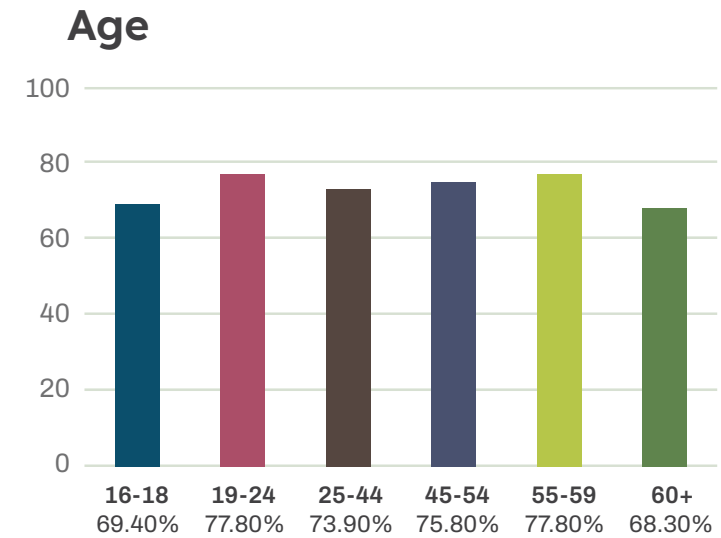
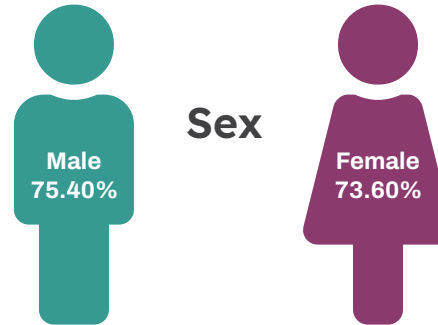
63.60%

White

74.70%

More Than One Race

71.90%



Employment Barrier	
Displaced Homemaker	79.30%
ELL, Low Levels of Literacy, Cultural Barriers	83.30%
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	75.90%
Ex-offenders	77.30%
Homeless Individuals / runaway youth	76.20%
Long-term Unemployed (27 or more consecutive weeks)	73.90%
Low-Income Individuals	80.00%
Migrant and Seasonal Farmworkers	67.00%
Individuals with Disabilities (incl. youth)	71.90%
Single Parents (Incl. single pregnant women)	100.00%
Youth in foster care or aged out of system	

Local Area Recognition & Success Story

Title I-B The Adult Program

The Council would like to commend the Southeastern Arizona (SEAZ) Workforce Area for its exceptional employment outcomes in the Adult Program, with an 83.47% same-employer retention rate in Q2 and Q4 after exit. This accomplishment highlights SEAZ's deep commitment to supporting migrant and seasonal farmworkers, empowering them to build secure, sustainable careers while strengthening the region's agricultural and economic foundations.

Isaac — Forging a New Path Through Determination and Opportunity

When Isaac walked into the ARIZONA@WORK Clifton office in January, he was facing one of the most critical turning points of his life. As part of his probation requirements, he needed to secure employment—or risk returning to prison. More than that, Isaac wanted to do more than just meet a condition; he wanted to rebuild his life, become a productive member of his community, and give back to those who had helped him find his way forward.

With the support of dedicated workforce staff, Isaac began by learning foundational skills—creating a resume, setting up an email account, and applying for jobs. During their conversations, Isaac shared that he had once built a career as a welder while working for FMI, a skill that became the key to his new beginning. Together, he and his career specialist identified an opportunity with Sundt Construction, and staff guided him through the application and interview process.

A few days later, Isaac returned—this time to complete his onboarding paperwork. He had been hired as a structural welder, a position that allowed him to use his professional certifications and experience to build a stable future.

Today, Isaac is proud to be working in his trade again, staying in full compliance with his probation, and contributing meaningfully to the community he once thought he might lose. His journey is a powerful reminder that, with the right support and determination, second chances can forge stronger futures—one weld, one opportunity, and one act of perseverance at a time.



Title I-B The Dislocated Worker Program

Data Informed Narrative | Program Year 2024

Title I-B The Dislocated Worker Program

During Program Year (PY) 2024, the Title I-B The Dislocated Worker Program demonstrated strong performance across key indicators while maintaining a focus on efficiency, equitable outcomes, and measurable participant impact. A total of **759 individuals** were served through workforce development programs, including those who **received career services** and **355 participating in training services**. Among the **759 participants** who received both types of services and exited during the year, the system achieved an **average cost of \$3,083.56 per participant**, reflecting sound fiscal management and effective program design.

Career and training investments totaled **\$2.34 million** in PY2024, including **\$277,581 for career services** and **\$2,062,841 for training**, underscoring a strategic emphasis on skill development and employment readiness. Participants in training programs achieved a **15% job placement rate in fields directly related to their training**, highlighting ongoing opportunities for enhanced alignment between training and labor market demand or the use of a more reliable methodology to report on job placements.

Employment outcomes exceeded negotiated levels across all primary indicators. The **Q2 employment rate** rose to **81.5%**, surpassing both the prior year's certified performance (78.6%) and the PY2024 negotiated goal (77.5%). The **Q4 employment rate** similarly improved to **75.8%**, maintaining gains in job retention. Median quarterly earnings reached **\$9,923**, a slight increase over the previous year, and the **same-employer retention rate** between the second and fourth quarters stood at an impressive **75.2%**, reflecting job stability and quality placements.

Skill development indicators showed exceptional progress. The **Measurable Skill Gains (MSG) rate** climbed to **82.2%**, outperforming the negotiated target by more than seven percentage points. The **Credential Attainment Rate** reached **72.5%**, modestly below the negotiated level of 74%, yet consistent with prior-year results and indicative of continued upward momentum in credential acquisition.

Performance among key demographic groups reflected both strong participation and equitable service outcomes. By race and ethnicity, **American Indian/Alaska Native (87.5%)**, **Hispanic/Latino (83.6%)**,

and **White (82.1%)** participants achieved the highest Q2 employment rates, while **Asian participants** earned the highest median wages at **\$13,583**. Among individuals with barriers to employment, outcomes were particularly strong for **Ex-offenders (95.5% MSG, \$10,014 median earnings)**, **Migrant and Seasonal Farmworkers (100% MSG, 83.3% credential rate)**, and **Individuals with Disabilities (100% MSG, \$11,215 median earnings)**—all exceeding statewide averages and demonstrating the success of targeted service strategies. The system still will benefit from increasing co-enrollment for more participants who reflect better outcomes with support services available through programs like the Wagner-Peyser Employment Service Program.

Outcomes also varied by age group. Participants aged **19–24** achieved the strongest results overall, with a **Q2 employment rate of 86.2%**, **median earnings of \$11,388**, and **93.3% MSG performance**, signaling strong youth engagement and readiness for high-quality employment.

In summary, PY2024 results highlight a system that continues to improve on its performance trajectory—**exceeding negotiated benchmarks** in employment, earnings, and skill attainment while maintaining efficiency and inclusivity. Continued investment in training alignment, post-exit job retention, and targeted support for individuals with barriers to employment will further strengthen system outcomes in the coming program year.

Program Performance | Program Year 2024

Title I-B The Dislocated Worker Program



759

TOTAL PARTICIPANTS SERVED

642 PARTICIPANTS
exited from career and training services

\$3,083.56 AVERAGE COST
per career and training service recipient

Career Services

759 Participants



642
Participants Exited

\$366.00
Cost Per Participant

\$277,581.00
Funds Expended in PY24

Training Services

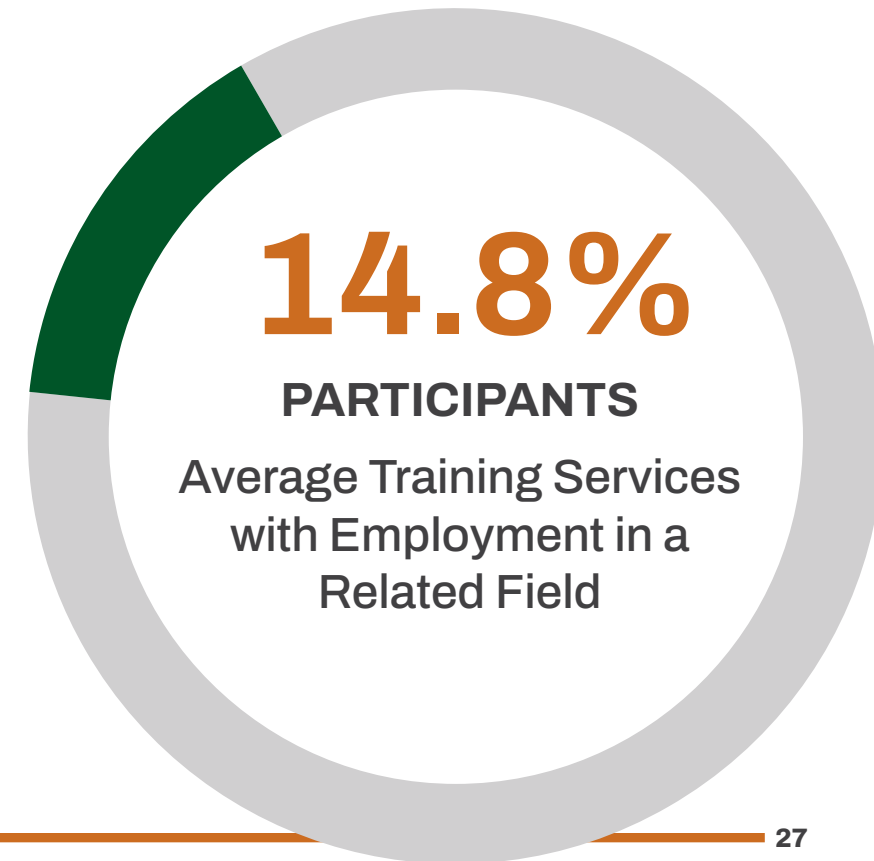
355 Participants



313
Participants Exited

\$5,811.00
Cost Per Participant

\$2,062,841.00
Funds Expended in PY24



Program Performance | Primary Indicators

Title I-B The Dislocated Worker Program

Primary Indicator Description	PY23 Actual Performance Rate for WF Activities	PY24 Negotiated Performance Rate for WF Activities	PY24 Actual Performance Rate for WF Activities
Employment Rate 2nd Quarter after Exit	78.60%	77.50%	81.50%
Employment Rate 4th Quarter after Exit	73.80%	73.50%	75.80%
Employment Rate 2nd and 4th Quarter After Exit with the Same Employer	N/A	N/A	75.20%
Median Earnings 2nd Quarter after Exit	\$10,127.00	\$9,600.00	\$9,923.00
Credential Attainment Rate for the Program Year	70.70%	74.00%	72.50%
Measurable Skill Gain for the Program Year	70.70%	75.00%	82.20%

Title I-B The Dislocated Worker Program

Program Year 2024 Levels of Performance Achieved with Respect to Individuals with Barriers to Employment Disaggregated by Race, Ethnicity, Sex and Age.



Performance Indicator | Employment Rate 2nd Quarter after Exit

Title I-B The Dislocated Worker Program

Race/Ethnicity

American Indian/Alaska Native

87.50%

Asian

80.00%

Black/African American

77.90%

Hispanic/Latino

83.60%

Native Hawaiian/Pacific Islander

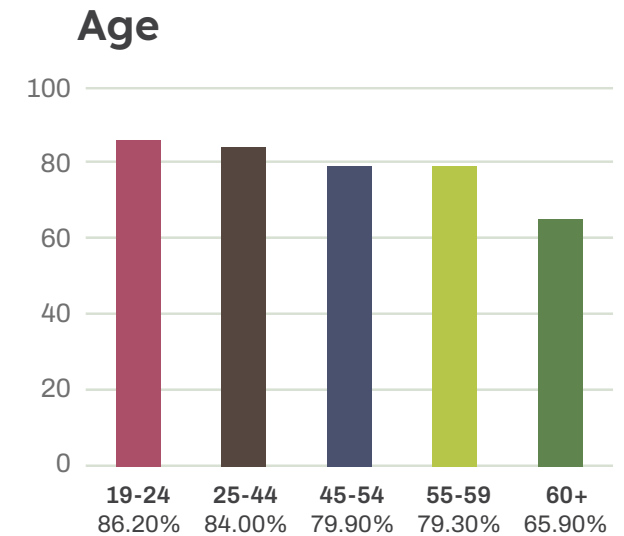
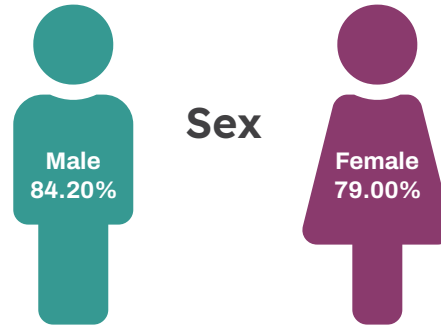
66.70%

White

82.10%

More Than One Race

80.00%

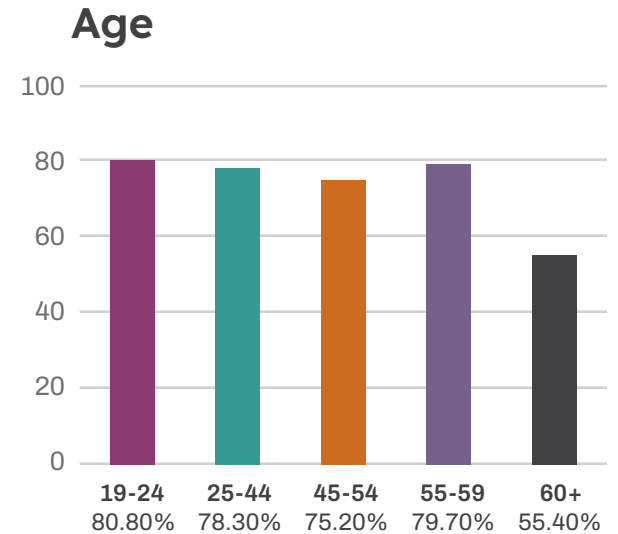
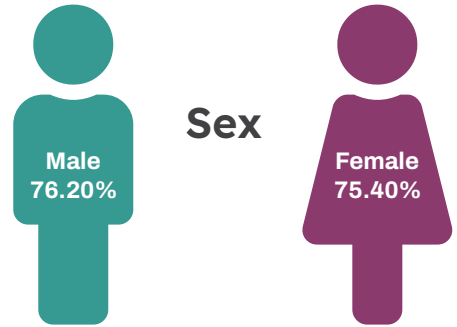
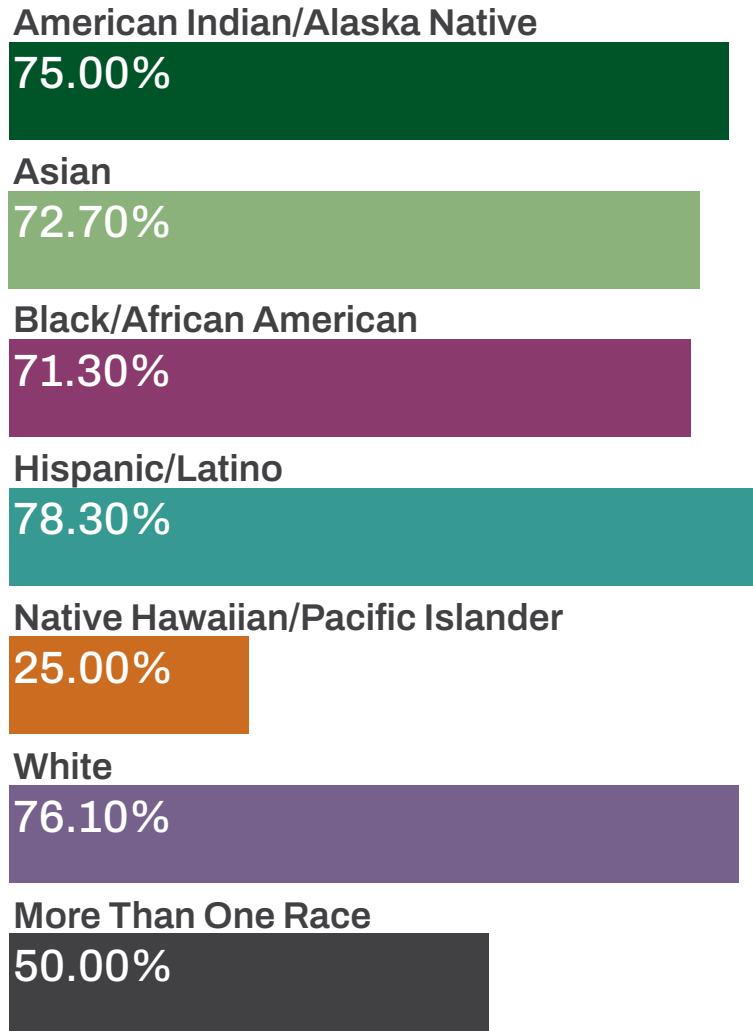


Employment Barrier	
Displaced Homemaker	72.20%
ELL, Low Levels of Literacy, Cultural Barriers	76.10%
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	66.70%
Ex-offenders	74.40%
Homeless Individuals / runaway youth	60.00%
Long-term Unemployed (27 or more consecutive weeks)	66.90%
Low-Income Individuals	76.90%
Migrant and Seasonal Farmworkers	76.50%
Individuals with Disabilities (incl. youth)	66.70%
Single Parents (Incl. single pregnant women)	81.20%
Youth in foster care or aged out of system	0.00%

Performance Indicator | Employment Rate 4th Quarter after Exit

Title I-B The Dislocated Worker Program

Race/Ethnicity



Employment Barrier	
Displaced Homemaker	68.20%
ELL, Low Levels of Literacy, Cultural Barriers	80.70%
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	0.00%
Ex-offenders	68.40%
Homeless Individuals / runaway youth	40.00%
Long-term Unemployed (27 or more consecutive weeks)	67.40%
Low-Income Individuals	72.10%
Migrant and Seasonal Farmworkers	81.30%
Individuals with Disabilities (incl. youth)	87.50%
Single Parents (Incl. single pregnant women)	69.00%
Youth in foster care or aged out of system	0

Performance Indicator | Median Earnings 2nd Quarter after Exit

Title I-B The Dislocated Worker Program

Race/Ethnicity

American Indian/Alaska Native

\$9,309

Asian

\$13,583

Black/African American

\$10,694

Hispanic/Latino

\$9,555

Native Hawaiian/Pacific Islander

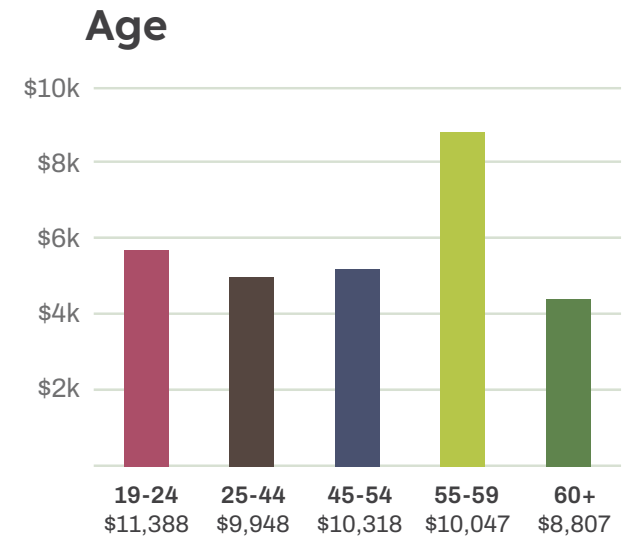
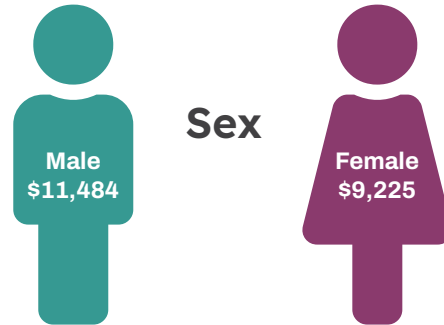
\$12,541

White

\$9,729

More Than One Race

\$12,403

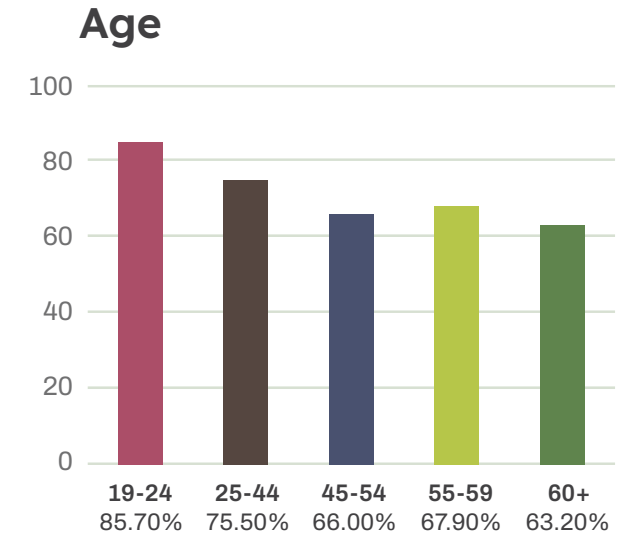
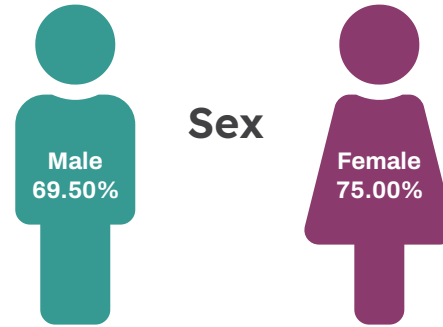
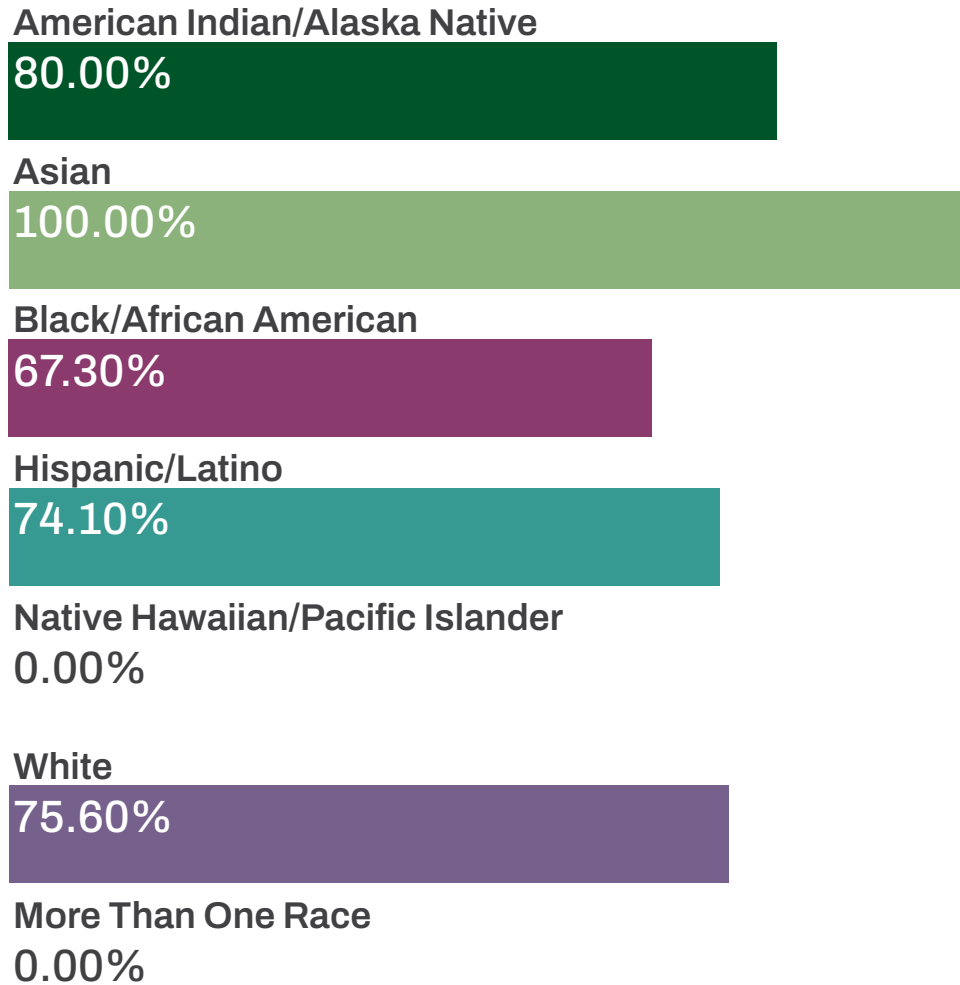


Employment Barrier	
Displaced Homemaker	\$8,483
ELL, Low Levels of Literacy, Cultural Barriers	\$9,172
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	\$5,993
Ex-offenders	\$10,014
Homeless Individuals / runaway youth	\$9,225
Long-term Unemployed (27 or more consecutive weeks)	\$9,045
Low-Income Individuals	\$9,134
Migrant and Seasonal Farmworkers	\$7,144
Individuals with Disabilities (incl. youth)	\$11,215
Single Parents (Incl. single pregnant women)	\$9,225
Youth in foster care or aged out of system	\$0

Performance Indicator | Credential Attainment Rate

Title I-B The Dislocated Worker Program

Race/Ethnicity



Employment Barrier	
Displaced Homemaker	81.50%
ELL, Low Levels of Literacy, Cultural Barriers	78.80%
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	0.00%
Ex-offenders	81.50%
Homeless Individuals / runaway youth	66.70%
Long-term Unemployed (27 or more consecutive weeks)	71.10%
Low-Income Individuals	72.10%
Migrant and Seasonal Farmworkers	83.30%
Individuals with Disabilities (incl. youth)	62.50%
Single Parents (Incl. single pregnant women)	70.80%
Youth in foster care or aged out of system	0%

Performance Indicator | Measurable Skill Gain

Title I-B The Dislocated Worker Program

Race/Ethnicity

American Indian/Alaska Native

90.00%

Asian

100.00%

Black/African American

74.30%

Hispanic/Latino

85.50%

Native Hawaiian/Pacific Islander

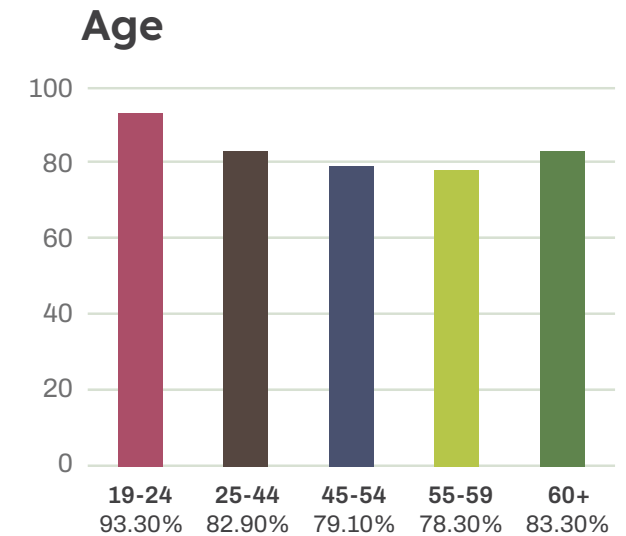
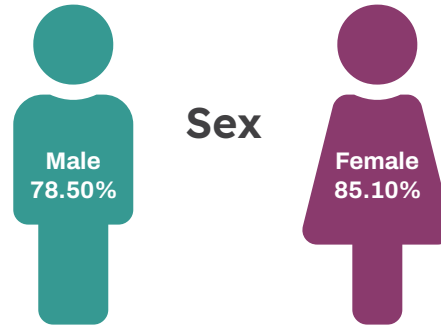
0.00%

White

81.00%

More Than One Race

0.00%



Employment Barrier	
Displaced Homemaker	68.00%
ELL, Low Levels of Literacy, Cultural Barriers	86.80%
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	100.00%
Ex-offenders	95.50%
Homeless Individuals / runaway youth	75.00%
Long-term Unemployed (27 or more consecutive weeks)	75.00%
Low-Income Individuals	75.40%
Migrant and Seasonal Farmworkers	100.00%
Individuals with Disabilities (incl. youth)	100.00%
Single Parents (Incl. single pregnant women)	79.70%
Youth in foster care or aged out of system	0.00%

Local Area Recognition & Success Story

Title I-B The Dislocated Worker Program

The Workforce Arizona Council would like to extend recognition to the City of Phoenix for its exemplary Dislocated Worker (DW) Program, which achieved an impressive 85.45% Employment Rate for Q2 and Q4 with the Same Employer. This achievement demonstrates the City's strong leadership in ensuring that individuals with disabilities receive equitable access to career opportunities, training, and ongoing support that leads to lasting employment and inclusion in the workforce.

Eliza — A Veteran's Journey to Renewal and Purpose

For Eliza, a disabled veteran and displaced homemaker, reentering the workforce after years of financial dependence was a challenge that required both courage and commitment. After serving her country as a Medical Administration Recruiter and Training Facilitator in the military, she faced new barriers following her divorce, uncertain of how to rebuild a career that aligned with her skills and aspirations.

Through the ARIZONA@WORK City of Phoenix Dislocated Worker Program, Eliza received the guidance and support she needed to move forward with confidence. Her Individual Employment Plan (IEP) was carefully designed to match her career goals, while job readiness workshops, interview preparation, and resume-building activities helped her regain professional momentum. With continued career planning and job search assistance, Eliza soon found herself with multiple job offers—including positions as a Health Technician at a local school and at a dialysis center.

However, Eliza's true passion lay in continuing her service to fellow veterans. With targeted coaching from program staff, she focused her search on opportunities within the Department of Veterans Affairs (VA). Her perseverance paid off—Eliza was hired as a Staff Assistant at the VA, earning \$62,635 per year, and as of April 2025, she remains successfully employed and thriving in her role.

Today, Eliza's new career provides not only financial stability for her household of two but also a renewed sense of purpose. Her journey stands as a testament to the power of persistence, personalized support, and the life-changing impact of workforce programs that help veterans like her turn determination into success.

A young woman with long, curly hair is smiling and looking towards the camera. She is sitting at a desk with a computer monitor and keyboard. The image has a warm, orange-toned overlay.

Title I-B **The Youth Program**

Data Informed Narrative | Program Year 2024

Title I-B The Youth Program

During program year (PY) 2024 the Title I-B Youth Program demonstrated measurable progress across core workforce performance indicators. The system served **3,062 participants** and achieved strong results while maintaining cost efficiency, with an average cost of **\$594 per participant** who received both career and training services.

Employment outcomes showed notable improvement. The Q2 employment and education **rates rose to 77.2%**, exceeding both the prior year's result and the negotiated goal, while Q4 performance (74.5%) also surpassed targets. Median earnings **increased significantly to \$7,349**, reflecting improved job quality and stronger alignment with labor market demand.

Skill development outcomes also advanced. The Measurable Skill Gains (MSGs) rate **reached 69.6%**, outperforming the goal by nearly five points and signaling progress toward credential and employment readiness. Although the **Credential Attainment Rate (58.7%)** fell slightly below target, continued gains in skill achievement indicate a positive trajectory for future credential completion.

Performance improved across most demographic groups, with notably strong outcomes among **Hispanic/Latino, White, and Multiracial participants**, and particularly high earnings among Native Hawaiian/

Pacific Islander and Migrant and Seasonal Farmworker participants. Participants with barriers to employment—including single parents, individuals with disabilities, and those exiting TANF—also achieved outcomes above the statewide average, demonstrating the effectiveness of targeted service strategies.

Overall, PY2024 results reflect a system on an upward trajectory, exceeding negotiated levels in key areas of employment, retention, and earnings. Continued emphasis on skill attainment and sector-aligned training will sustain this positive performance trend into future program years. During program year (PY) 2024 the Title I-B Youth Program demonstrated measurable progress across core workforce performance indicators. The system served **3,062 participants** and achieved strong results while maintaining cost efficiency, with an average cost of **\$594 per participant** who received both career and training services.

Employment outcomes showed notable improvement. The Q2 employment and education **rates rose to 77.2%**, exceeding both the prior year's result and the negotiated goal, while Q4 performance (74.5%) also surpassed targets. Median earnings **increased significantly to \$7,349**, reflecting improved job quality and stronger alignment with labor market demand.

Program Performance | Program Year 2024

Title I-B The Youth Program



3,062

TOTAL PARTICIPANTS SERVED

2,999 PARTICIPANTS
exited from career and training services

\$594 AVERAGE COST
per career and training service recipient

Career Services 2,981 Participants



2,180
Participants Exited

\$122.00
Cost Per Participant

\$363,423
Funds Expended in PY24

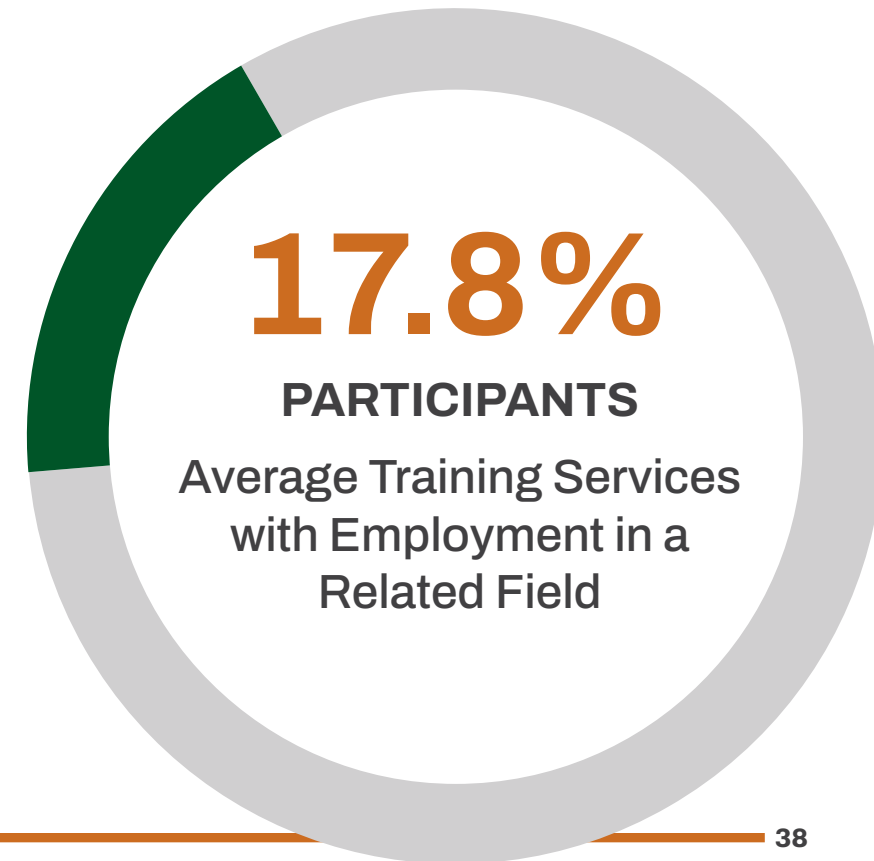
Training Services 1,020 Participants



819
Participants Exited

\$1,426.00
Cost Per Participant

\$1,454,490
Funds Expended in PY24



Program Performance | Primary Indicators

Title I-B The Youth Program

Primary Indicator Description	PY23 Actual Performance Rate for WF Activities	PY24 Negotiated Performance Rate for WF Activities	PY24 Actual Performance Rate for WF Activities
Employment Rate 2nd Quarter after Exit Including participants who enrolled into a training or education program	74.00%	75%	77.20%
Employment Rate 4th Quarter after Exit Including participants who enrolled into a training or education program	74.40%	73.00%	74.50%
Employment Rate 2nd and 4th Quarter After Exit with the Same Employer	N/A	N/A	63.65%
Median Earnings 2nd Quarter after Exit	\$6,970.00	\$6,188.00	\$7,349.00
Credential Attainment Rate for the Program Year	63.30%	61.00%	58.70%
Measurable Skill Gain for the Program Year	63.30%	65.00%	69.60%

Program Performance | Program Year 2024

Title I-B The Youth Program

Program Levels of Performance with Respect to Individuals with Barriers to Employment and Disaggregated by Race, Ethnicity, Sex and Age.

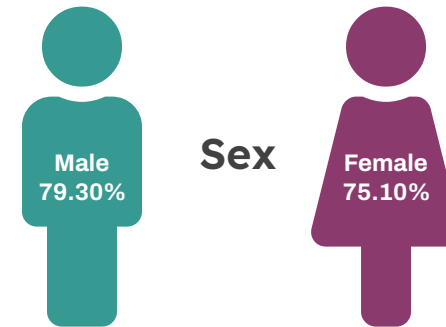
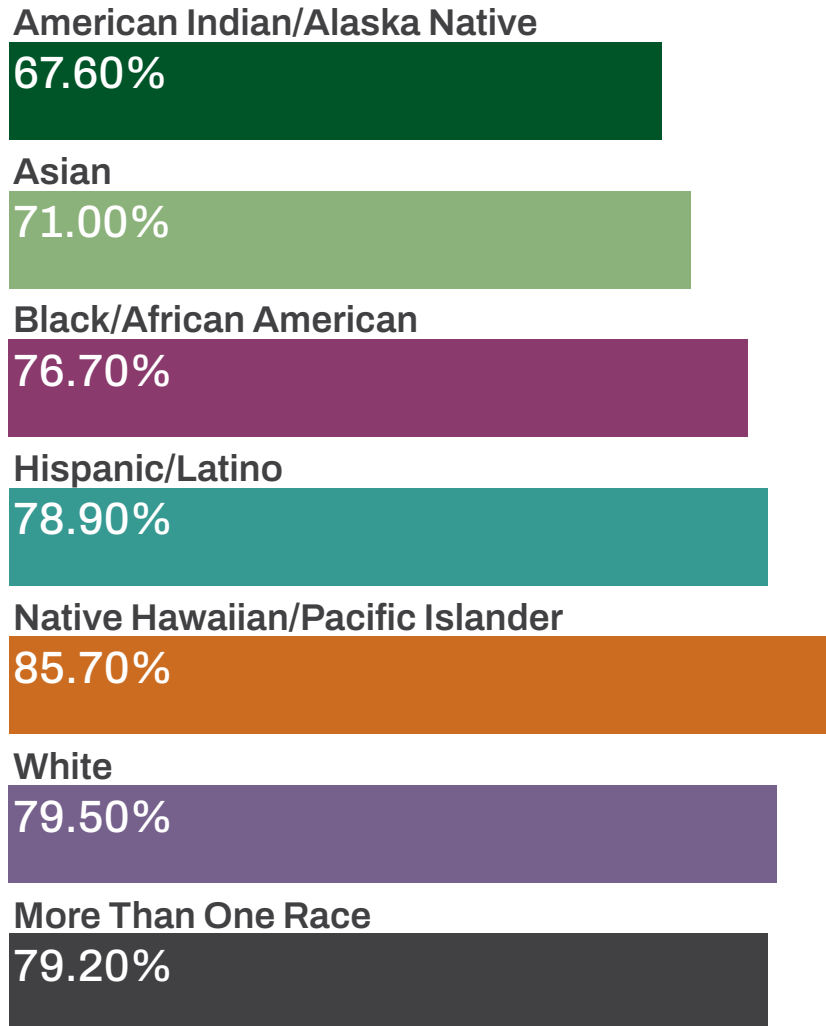
Including participants who enrolled into a training or education program



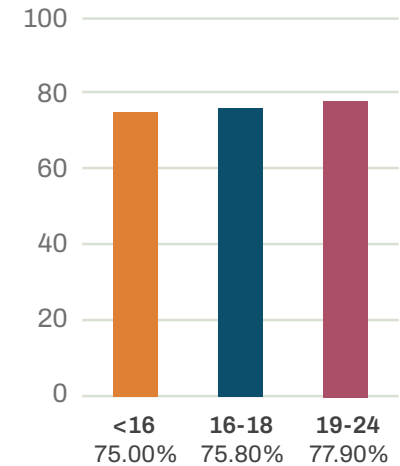
Performance Indicator | Employment Rate 2nd Quarter after Exit

Title I-B The Youth Program

Race/Ethnicity



Performance by Age



Employment Barrier	
Displaced Homemaker	100.00%
ELL, Low Levels of Literacy, Cultural Barriers	77.70%
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	75.00%
Ex-offenders	73.30%
Homeless Individuals / runaway youth	78.60%
Long-term Unemployed (27 or more consecutive weeks)	68.10%
Low-Income Individuals	76.30%
Migrant and Seasonal Farmworkers	55.60%
Individuals with Disabilities (incl. youth)	70.30%
Single Parents (Incl. single pregnant women)	76.40%
Youth in foster care or aged out of system	84.10%

Performance Indicator | Employment Rate 4th Quarter after Exit

Title I-B The Youth Program

Race/Ethnicity

American Indian/Alaska Native

60.20%

Asian

66.70%

Black/African American

69.80%

Hispanic/Latino

78.30%

Native Hawaiian/Pacific Islander

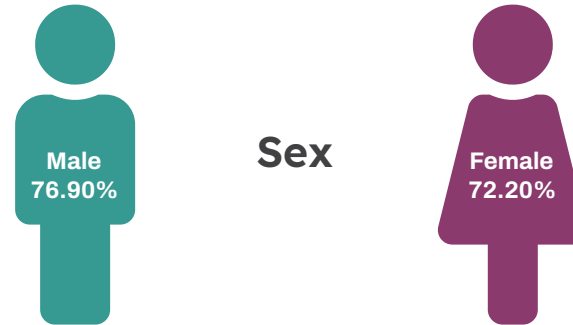
66.70%

White

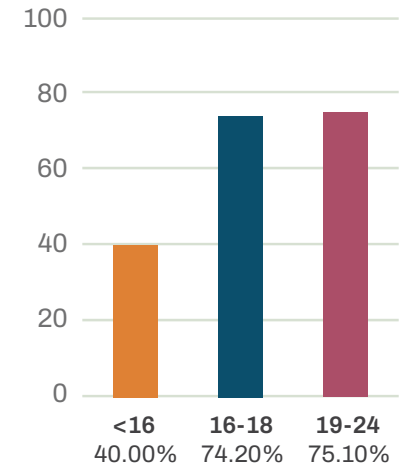
76.60%

More Than One Race

71.40%



Performance by Age



Employment Barrier	
Displaced Homemaker	100.00%
ELL, Low Levels of Literacy, Cultural Barriers	74.00%
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	83.30%
Ex-offenders	75.40%
Homeless Individuals / runaway youth	69.10%
Long-term Unemployed (27 or more consecutive weeks)	66.30%
Low-Income Individuals	74.40%
Migrant and Seasonal Farmworkers	61.10%
Individuals with Disabilities (incl. youth)	63.20%
Single Parents (Incl. single pregnant women)	75.20%
Youth in foster care or aged out of system	69.60%

Performance Indicator | Median Earnings 2nd Quarter after Exit

Title I-B The Youth Program

Race/Ethnicity

American Indian/Alaska Native

\$7,246

Asian

\$5,636

Black/African American

\$7,148

Hispanic/Latino

\$7,626

Native Hawaiian/Pacific Islander

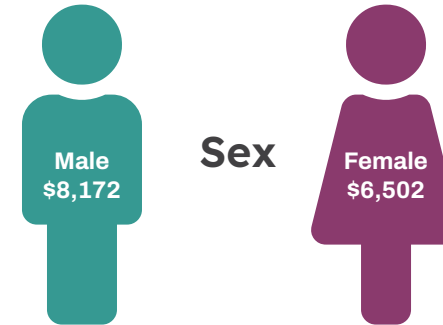
\$10,836

White

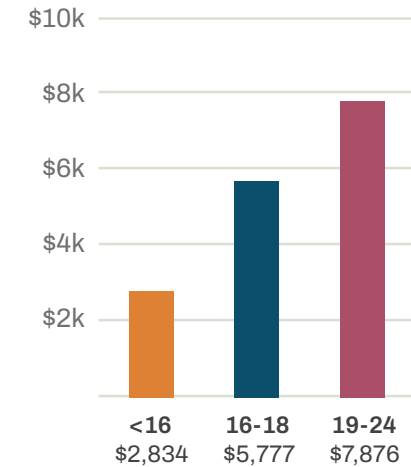
\$7,224

More Than One Race

\$6,082



Performance by Age



Employment Barrier	
Displaced Homemaker	\$7,309
ELL, Low Levels of Literacy, Cultural Barriers	\$7,292
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	\$6,383
Ex-offenders	\$8,557
Homeless Individuals / runaway youth	\$6,795
Long-term Unemployed (27 or more consecutive weeks)	\$6,502
Low-Income Individuals	\$7,205
Migrant and Seasonal Farmworkers	\$10,845
Individuals with Disabilities (incl. youth)	\$7,389
Single Parents (Incl. single pregnant women)	\$7,701
Youth in foster care or aged out of system	\$5,034

Performance Indicator | Credential Attainment Rate

Title I-B The Youth Program

Race/Ethnicity

American Indian/Alaska Native

42.40%

Asian

69.60%

Black/African American

52.30%

Hispanic/Latino

61.80%

Native Hawaiian/Pacific Islander

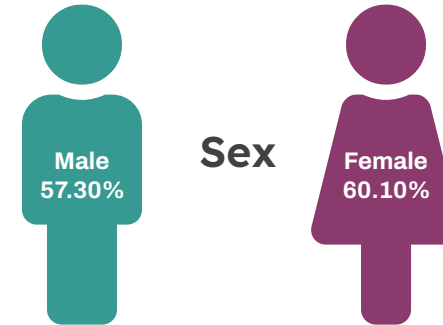
53.80%

White

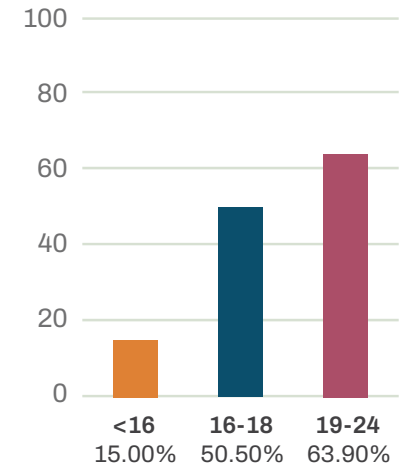
59.20%

More Than One Race

48.00%



Performance by Age



Employment Barrier	
Displaced Homemaker	0%
ELL, Low Levels of Literacy, Cultural Barriers	57.00%
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	75.00%
Ex-offenders	54.50%
Homeless Individuals / runaway youth	65.80%
Long-term Unemployed (27 or more consecutive weeks)	53.40%
Low-Income Individuals	60.80%
Migrant and Seasonal Farmworkers	80.00%
Individuals with Disabilities (incl. youth)	54.10%
Single Parents (Incl. single pregnant women)	56.10%
Youth in foster care or aged out of system	39.20%

Performance Indicator | Measurable Skill Gain

Title I-B The Youth Program

Race/Ethnicity

American Indian/Alaska Native

59.00%

Asian

73.10%

Black/African American

68.80%

Hispanic/Latino

71.40%

Native Hawaiian/Pacific Islander

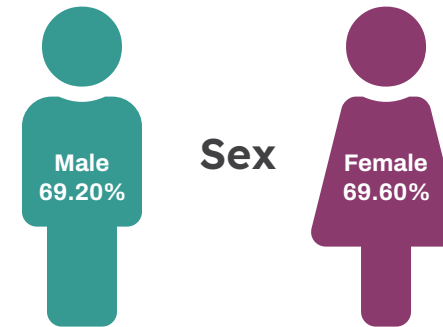
100.00%

White

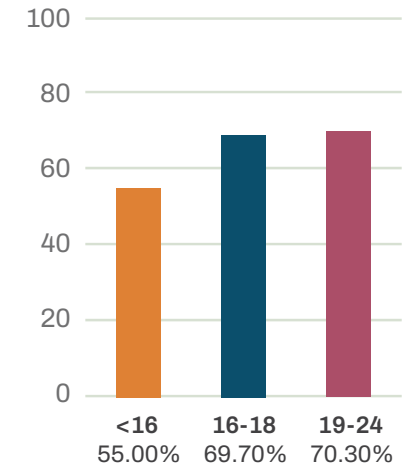
72.70%

More Than One Race

69.00%



Performance by Age



Employment Barrier	
Displaced Homemaker	0.00%
ELL, Low Levels of Literacy, Cultural Barriers	67.40%
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	83.30%
Ex-offenders	63.30%
Homeless Individuals / runaway youth	69.40%
Long-term Unemployed (27 or more consecutive weeks)	65.80%
Low-Income Individuals	69.00%
Migrant and Seasonal Farmworkers	75.00%
Individuals with Disabilities (incl. youth)	71.30%
Single Parents (Incl. single pregnant women)	69.20%
Youth in foster care or aged out of system	65.40%

Local Area Recognition & Success Story

Title I-B The Youth Program

The Workforce Arizona Council (WAC) proudly recognizes the Yavapai County Workforce Development Board for its outstanding Youth Program performance during Program Year 2024, achieving an 83.3% Q2 and Q4 Employment with the Same Employer rate. This remarkable outcome reflects Yavapai County's dedication to helping young Arizonans—especially those nearing the exhaustion of TANF benefits—gain the skills, confidence, and stability needed to achieve self-sufficiency and long-term success in the workforce.

In addition to its exceptional performance outcomes, the Workforce Arizona Council also recognizes Yavapai County's innovative leadership in developing and launching the Vocational English as a Second Language (VESL) program—a powerful example of how local collaboration can transform lives. This initiative, designed to help members of the local Hispanic community earn their Commercial Driver's License (CDL), demonstrates the county's deep commitment to inclusion, opportunity, and economic mobility. The program was made possible through the combined efforts of the Yavapai County Workforce Development Board, which identified the CDL as an in-demand, high-wage credential; the WIOA Title II: Adult Education and Family Literacy program, which created the tailored CDL curriculum through the Arizona Department of Education; and the Title I-B: Adult, Dislocated Worker, and Youth program, which ensured tuition and training costs were covered through federal assistance. The Council applauds this remarkable example of cross-program collaboration and community impact, which not only empowers participants but also strengthens the regional workforce and local economy.

At the boots-on-the-ground training level, Yavapai College staff was hard at work. This innovative initiative, developed by CDL Instructor Dr. Alex Barber and VESL Program Designer Dawnette Polland, aimed to bridge the language gap for non-English speakers pursuing vocational careers. The VESL program was launched in response to a significant community need for qualified drivers in Yavapai County. With a growing Hispanic population, the college recognized the importance of equipping aspiring drivers with the English language skills necessary to pass both the written and hands-on CDL exams. During the previous two years, the VESL program had provided tailored English language instruction focused on the specific vocabulary and skills required in the commercial driving field. Participants learned essential terminology related to vehicle inspections and safe driving practices while simultaneously gaining practical experience behind the wheel.

Candelário Meza Cosio, the program's first graduate, exemplifies the success of this initiative. Through dedicated instruction and support, he completed the CDL training and passed the road test, marking a watershed moment for both him and the program.

Barber noted, "Candelário's journey highlighted the importance of integrating language learning with vocational training, and his success has inspired many others in the community."

The program not only assists students in obtaining their CDL but also lays the groundwork for expanding VESL offerings to other vocational fields, such as nursing, emergency medical services, and welding. Barber and Polland envision adapting the VESL model for various career technical education programs, ensuring that more community members can access the training they need to succeed. "We are committed to fostering an inclusive environment where everyone has the opportunity to learn and grow" said Polland. The success of our VESL program is a testament to the desire for education within our community and the potential for future expansion.

Candelário Meza Cosio — Turning a Dream into a Driving Force

For Candelário Meza Cosio, who grew up in Zacatecas, Mexico, driving a truck was more than a job — it was a lifelong dream inspired by his family of truck drivers. "Since I was a child, I always had the dream of driving a truck, but I never had the opportunity," he shared. That dream became a reality in July 2024, when Candelário proudly earned his Commercial Driver's License (CDL) after completing the Vocational English as a Second Language (VESL) program in Yavapai County.

Through patience, encouragement, and skilled instruction from his teachers, Alex and Dawnette, Candelário overcame language and technical barriers to achieve his goal. "They were very good teachers... They were patient with me," he said. Shortly after earning his CDL, Candelário secured a new job — one that allowed him to double his income and provide greater stability for his family. His story stands as a testament to determination, resilience, and the transformative power of accessible education and training.

Candelário's journey also reflects the broader success of the Yavapai County Workforce Development Board's VESL initiative, a collaborative effort among WIOA Title I-B and Title II programs and Yavapai College, designed to equip participants with both language and vocational skills needed for high-demand careers. Looking ahead, Yavapai College—now serving as the Title I-B program provider and One-Stop Operator—plans to build upon this success through the "Yavapai Works" initiative. This next phase will refine the VESL curriculum, expand partnerships with local employers, and create stronger career pathways that not only empower individuals like Candelário but also fuel the ongoing economic growth of Yavapai County and the State of Arizona.

The image shows a group of people in a classroom or workshop setting. In the foreground, a man with curly hair is smiling and pointing at a laptop screen. In the background, several other people are visible, some looking at the laptop. The entire image has a warm, orange-toned overlay.

Title II Adult Education and Literacy Program

Title II Adult Education and Literacy Program

Title II Adult Education and Literacy Program was unable to produce complete performance data for PY 2024 due to a system modernization and vendor file conversion delay. To ensure data reliability across each performance indicator and outcome, available data was not included in this annual report.

A warm, orange-toned photograph of a group of people in a meeting. In the foreground, a woman with short grey hair is smiling and looking down at a document on a table. She is holding a pen and a pair of glasses. Other people are visible in the background, some looking at the same document. The overall atmosphere is professional and collaborative.

Title III The Wagner-Peyser Employment Service Program

Data Informed Narrative | Program Year 2024

Title III The Wagner-Peyser Employment Service Program

During Program Year (PY) 2024, the Title III Wagner-Peyser Employment Service Program served **54,936 participants**, all of whom received career services designed to improve employment readiness, access to training, and connections to sustainable work. Of those served, **48,688 participants exited services** during the program year, representing one of the largest participant cohorts in recent years, however, there was only 3.6% of participants co-enrolled in more than one core program (Youth, Adult, Dislocated Worker). The system maintained strong cost efficiency, with an **average cost per participant of \$278**, ensuring broad service reach while maintaining fiscal responsibility with plenty of opportunity to expand on the support services available to participants co-enrolled in more than one core program.

Employment outcomes demonstrated steady performance across all primary indicators, closely tracking negotiated targets. The **Q2 employment rate** reached **62.7%**, slightly below the negotiated goal of 63% but exceeding the prior year's certified performance of 60.3%. The **Q4 employment rate** remained stable at **58.1%**, a slight decline of 1.1 percentage points from PY2023 (59.2%) indicating a need for sustained employment stability as the early employment gains are improving year over year in Q2. Median earnings improved notably to **\$8,750**, surpassing both the prior year's figure (\$8,398) and the negotiated goal

(\$8,175), reflecting progress in job quality and wage growth among program participants and consideration of the need to negotiate lower than the performance in the prior year. New data collection efforts also captured job retention and employer stability metrics, revealing that **61.1% of participants** were employed with the same employer in both the second and fourth quarters after exit—an encouraging early indicator of employment continuity and workforce stability.

Performance among key demographic groups reflected both strong participation and equitable service outcomes by race, ethnicity, and sex revealed areas of both achievement and opportunity. **Hispanic/Latino participants** achieved the highest Q2 and Q4 employment rates at **65.8%** and **62.9%**, respectively, with **White participants** showing the highest median earnings at **\$9,172**. **Asian participants** also demonstrated strong outcomes with the highest median quarterly earnings of **\$11,540**, suggesting effective alignment between participant skillsets and labor market opportunities. By gender, **female participants** outperformed males in both employment and retention, achieving **65.8% Q2** and **63.2% Q4** employment rates compared to **60.3% and 54.4%** for males. Median earnings for female participants were **\$8310** while males earned **\$9179** and although females achieved stronger employment and retention outcomes than males, the earnings

gap likely reflects differences in the types of jobs or industries entered and an opportunity for shifting both males and females toward higher-wage sectors where they are currently underrepresented through data informed targeted strategies.

Age-based outcomes followed expected labor market trends, with participants aged **25–44** and **45–54** showing the strongest overall performance—posting median earnings of **\$8,982** and **\$9,342**, respectively, and maintaining consistent employment retention above 60%. Younger participants (ages 16–24) demonstrated strong engagement but lower wage outcomes, underscoring the importance of continued investment in early career development, work-based learning, and postsecondary transitions.

Participants with barriers to employment represented the system’s commitment to equitable access. Several subgroups demonstrated notable resilience and progress. **Migrant and Seasonal Farmworkers** achieved the highest outcomes among all barrier categories, with **68.1% Q2** and **66.3% Q4 employment rates**, showing effective targeting and service delivery for this population. **Single parents** also achieved strong results (**64.5% Q2, 60.4% Q4**), demonstrating the value of integrated support strategies.

However, several groups faced persistent challenges. **Ex-offenders (47.5% Q2, 41.6% Q4)**, **homeless individuals (46.6% Q2, 41.0% Q4)**, and the **long-term unemployed (44.3% Q2, 40.2% Q4)** experienced the lowest employment outcomes across all categories, indicating continued need for intensive reentry, housing, and stabilization supports. Similarly, **individuals with disabilities (48.8% Q2, 45.3% Q4)** and **youth in foster care (46.8% Q2)** warrant continued focus through partnerships that integrate wraparound and supportive services.

Overall, PY2024 results reflect a system maintaining strong service reach and cost efficiency while achieving steady gains in earnings and employment stability. Continued emphasis on improving training-to-employment alignment, supporting high-barrier populations, and promoting equitable outcomes across demographic groups will sustain system progress and enhance overall workforce readiness in the coming program year.

Program Performance | Program Year 2024

Title III The Wagner-Peyser Employment Service Program



54,936

TOTAL PARTICIPANTS SERVED by workforce development programs

Career Services

54,936 Participants



48,688
Participants Exited

\$278
Cost Per Participant

Primary Indicators

Primary Indicator Description	PY23 Actual Performance Rate for WF Activities	PY24 Negotiated Performance Rate for WF Activities	PY24 Actual Performance Rate for WF Activities
Employment Rate 2nd Quarter after Exit	60.30%	63.00%	62.70%
Employment Rate 4th Quarter after Exit	59.20%	57.80%	58.10%
Employment Rate 2nd and 4th Quarter After Exit with the Same Employer	No Data Available	No Data Available	61.13%
Median Earnings 2nd Quarter after Exit	\$8,398	\$8,175	\$8,750

Program Performance | Program Year 2024

Title III The Wagner-Peyser Employment Service Program

Program Levels of Performance with Respect to Individuals with Barriers to Employment and Disaggregated by Race, Ethnicity, Sex and Age.



Performance Indicator | Employment Rate 2nd Quarter after Exit

Title III The Wagner-Peyser Employment Service Program

Race/Ethnicity

American Indian/Alaska Native

61.00%

Asian

61.60%

Black/African American

62.10%

Hispanic/Latino

65.80%

Native Hawaiian/Pacific Islander

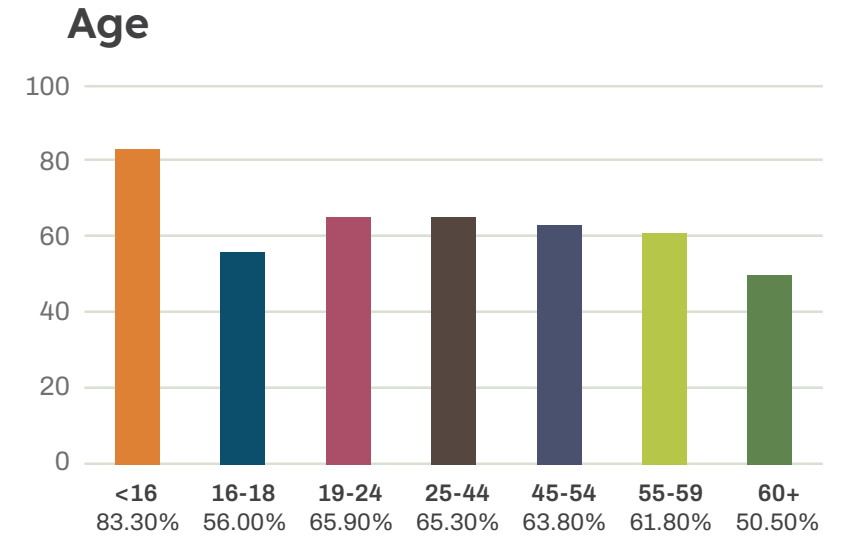
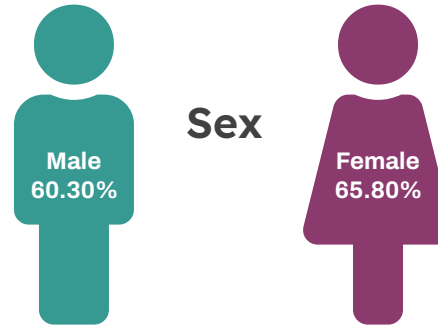
63.10%

White

63.10%

More Than One Race

57.40%



Employment Barrier	
Displaced Homemaker	60.00%
ELL, Low Levels of Literacy, Cultural Barriers	63.10%
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	64.10%
Ex-offenders	47.50%
Homeless Individuals / runaway youth	46.60%
Long-term Unemployed (27 or more consecutive weeks)	44.30%
Low-Income Individuals	56.80%
Migrant and Seasonal Farmworkers	68.10%
Individuals with Disabilities (incl. youth)	48.80%
Single Parents (Incl. single pregnant women)	64.50%
Youth in foster care or aged out of system	46.80%

Performance Indicator | Employment Rate 4th Quarter after Exit

Title III The Wagner-Peyser Employment Service Program

Race/Ethnicity

American Indian/Alaska Native

56.30%

Asian

60.00%

Black/African American

55.80%

Hispanic/Latino

62.90%

Native Hawaiian/Pacific Islander

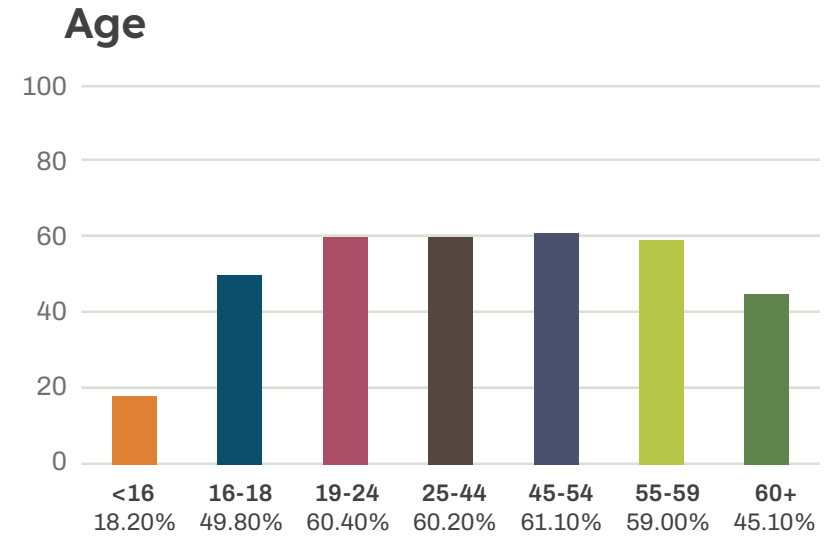
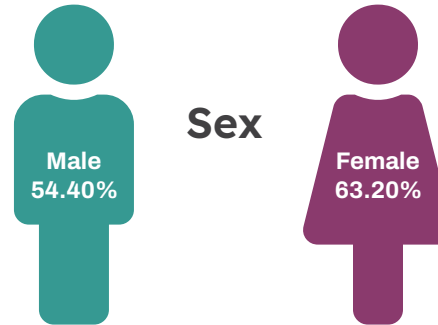
55.10%

White

58.50%

More Than One Race

45.80%



Employment Barrier	
Displaced Homemaker	49.50%
ELL, Low Levels of Literacy, Cultural Barriers	61.50%
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	45.20%
Ex-offenders	41.60%
Homeless Individuals / runaway youth	41.00%
Long-term Unemployed (27 or more consecutive weeks)	40.20%
Low-Income Individuals	51.70%
Migrant and Seasonal Farmworkers	66.30%
Individuals with Disabilities (incl. youth)	45.30%
Single Parents (Incl. single pregnant women)	60.40%
Youth in foster care or aged out of system	44.10%

Performance Indicator | Median Earnings 2nd Quarter after Exit

Title III The Wagner-Peyser Employment Service Program

Race/Ethnicity

American Indian/Alaska Native

\$8,103

Asian

\$11,540

Black/African American

\$8,276

Hispanic/Latino

\$8,328

Native Hawaiian/Pacific Islander

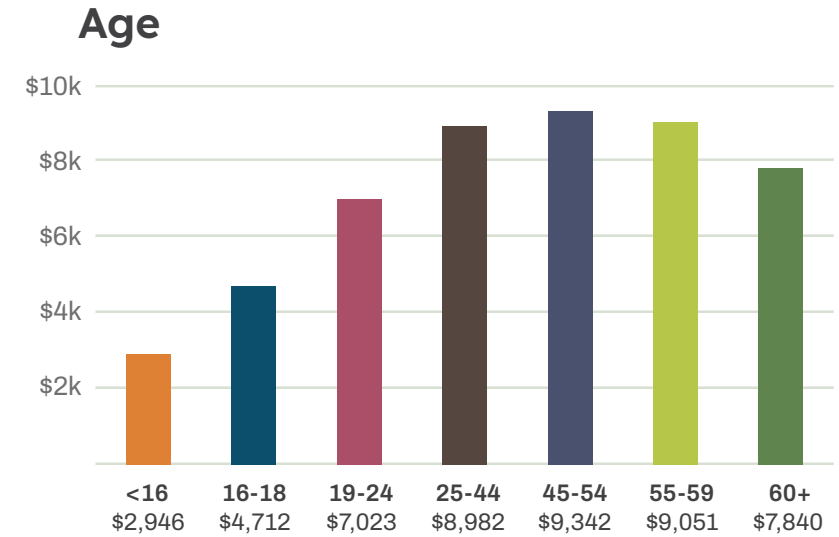
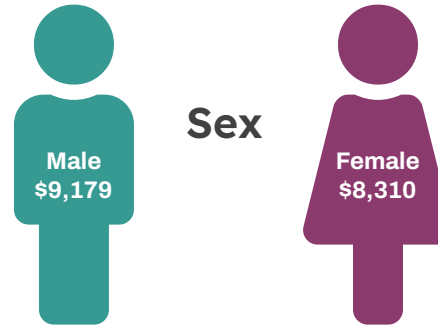
\$8,832

White

\$9,172

More Than One Race

\$6,331



Employment Barrier	
Displaced Homemaker	\$7,323
ELL, Low Levels of Literacy, Cultural Barriers	\$7,475
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	\$7,649
Ex-offenders	\$7,385
Homeless Individuals / runaway youth	\$6,619
Long-term Unemployed (27 or more consecutive weeks)	\$7,278
Low-Income Individuals	\$7,602
Migrant and Seasonal Farmworkers	\$7,192
Individuals with Disabilities (incl. youth)	\$8,259
Single Parents (Incl. single pregnant women)	\$8,268
Youth in foster care or aged out of system	\$4,129

Local Area Recognition & Success Story

Title III The Wagner-Peyser Employment Service Program

The Workforce Arizona Council would like to extend recognition to Southeastern Arizona (SEAZ) for its outstanding Wagner-Peyser Employment Service Program which achieved a 67.44% Employment Rate for Q2 and Q4 with the Same Employer. This milestone underscores SEAZ's vital role in helping single parents overcome barriers, achieve financial stability, and create better futures for their families through meaningful employment.

Francisco — Honoring a Father's Legacy and Igniting a Lifelong Dream

For Francisco, becoming a firefighter for the City of Douglas was more than a career goal—it was a calling deeply rooted in family and service. Growing up in Douglas as the oldest of four children, Francisco was raised by his single mother after the passing of his father, who proudly served as a firefighter for the city for 11 years. Determined to follow in his father's footsteps, Francisco turned to ARIZONA@WORK and the Workforce Innovation and Opportunity Act (WIOA) program for guidance and support.

Through the dedication of his career advisor, Ana, Francisco gained a clear roadmap toward achieving his dream. The program provided financial assistance for school and transportation, covering classes held in Sierra Vista and ensuring he had the resources needed to stay on track. More than that, the team offered steady encouragement and an open door whenever he needed advice or support.

With perseverance and the backing of the WIOA program, Francisco accomplished his lifelong goal—earning his place as a firefighter for the City of Douglas. Today, he proudly serves the same community where he was raised, carrying forward his father's legacy with honor and gratitude. "My greatest accomplishment has to be my career as a firefighter," he shares. "I love what I do, and I'm glad I'm able to get paid for it."

Francisco's journey is a powerful testament to what happens when ambition meets opportunity—a story of resilience, family, and the unwavering spirit of service that continues to keep Douglas safe and strong.

A photograph of a person in a wheelchair sitting at a desk, working on a laptop. The person is wearing a light-colored long-sleeved shirt. The desk is cluttered with papers and a small potted plant. Other people are visible in the background, also working at desks. The entire image has a warm, orange-toned overlay.

Title IV **The Vocational Rehabilitation Program**

Data Informed Narrative | Program Year 2024

Title IV The Vocational Rehabilitation Program

During Program Year (PY) 2024, the Title IV Vocational Rehabilitation Program served **13,741 participants**, providing both career and training services designed to expand employment opportunities, support skill advancement, and promote self-sufficiency. Since PY 2022 the performance achieved in PY 2024 is reflective of actual growth showing that both scale and investment have grown, not merely maintained. Of the participants served during PY 2024, **12,663 individuals received career services** and **5,456 participated in training programs**, representing a substantial investment in skill development and job readiness. A total of **3,922 participants exited** from both service streams this program year.

The system maintained a strong commitment to both access and quality, with **\$22.8 million** expended on career services and **\$38.4 million** on training activities. The **average cost per career services participant was \$1,796.89**, while the **average cost per training participant was \$7,034.94**, for a combined **average cost of \$8,831.83 per participant receiving both career and training services**. Notably, **33% of training participants** obtained employment in a field related to their training—an important outcome indicator of program alignment with labor market demand. Performance on the primary indicators of employment and skill attainment reflected both progress and areas for targeted

improvement. The **Q2 employment rate** stood at **49.0%**, consistent with the negotiated target, while the **Q4 employment rate** reached **47.2%**, surpassing the negotiated goal (42.7%) but declined over the prior year's certified rate of 49.6%. Median earnings increased modestly to **\$5,103**, slightly below the negotiated goal (\$5,200) but showing continued wage recovery relative to prior years. Encouragingly, **76.2% of participants retained employment with the same employer** between the second and fourth quarters after exit—an indicator of job stability and sustained placement quality.

Skill-based outcomes reflected challenges in credential completion and measurable skill gains. The **credential attainment rate** was **28.4%**, slightly below the negotiated level of 30%, while the **Measurable Skill Gains (MSGs)** rate of **27.4%** also fell short of the target (37%). The dip in PY24 skills gain reflects the challenge of maintaining PY23's peak performance (34.4%) while scaling services to a much larger participant population, yet outcomes still remain well above the PY22 baseline (23.4%). These trends indicate a need for continued investment in training supports, enhanced participant follow-up, and stronger employer partnerships to ensure credentials translate directly to job placement and advancement opportunities. Performance varied across demographic groups. **Hispanic/Latino participants** achieved the highest overall

employment outcomes (Q2: **52.2%**, Q4: **50.4%**) with a median earning level of **\$5,384**, outperforming most peer groups. **White participants** also maintained solid results with **48.6% Q2** and **45.9% Q4** employment, while **American Indian/Alaska Native participants** demonstrated higher-than-average earnings at **\$6,299** despite modest employment rates. By gender, outcomes were relatively balanced—**males achieved a 48.4% Q2 employment rate**, and **females slightly outperformed at 49.7%**.

Participants aged **19–24** and **25–44** had the strongest participation rates, though their earnings (\$4,040 and \$5,722, respectively) remained below mid-career averages. Participants aged **45–59** reported the highest median earnings—ranging from **\$6,920 to \$7,550**—reflecting experience-based wage advantages, though employment rates declined with age. Older workers aged **60+** faced the lowest outcomes (31.3% Q2 employment), indicating barriers to reemployment that may require targeted supports such as employer incentives or retraining pathways. Among individuals with barriers to employment, several subgroups demonstrated resilience and progress despite systemic challenges. **Single parents** achieved the highest Q2 employment rate (**54.6%**) and strong median earnings (**\$6,230**), reflecting the effectiveness of integrated service strategies combining workforce support with childcare and income stability programs. Similarly, **individuals with disabilities** matched the systemwide median earnings and achieved competitive employment rates (49.0% Q2, 47.2% Q4). In contrast, **ex-offenders, homeless individuals**, and the **long-term unemployed** continued to face

significant challenges, with Q2 employment outcomes ranging from **34% to 42%**, underscoring the need for sustained reentry and wraparound support services. While PY2024 results indicate that the system continues to provide broad access and maintain fiscal accountability, the data highlight opportunities for strengthening training effectiveness and credential attainment. Targeted strategies that deepen employer partnerships, the development of **accessible curriculums** to industry-recognized credential pathways, and integrate supportive services for populations with disabilities will be essential to driving improvement in upcoming program years.

Program Performance | Program Year 2024

Title IV The Vocational Rehabilitation Program



13,741

TOTAL PARTICIPANTS SERVED

3,922 PARTICIPANTS
exited from career and training services

\$8,831.83 AVERAGE COST
per career and training service recipient

Career Services 12,663 Participants



3,775
Participants Exited

\$1,796.89
Cost Per Participant

\$22,754,023.74
Funds Expended in PY24

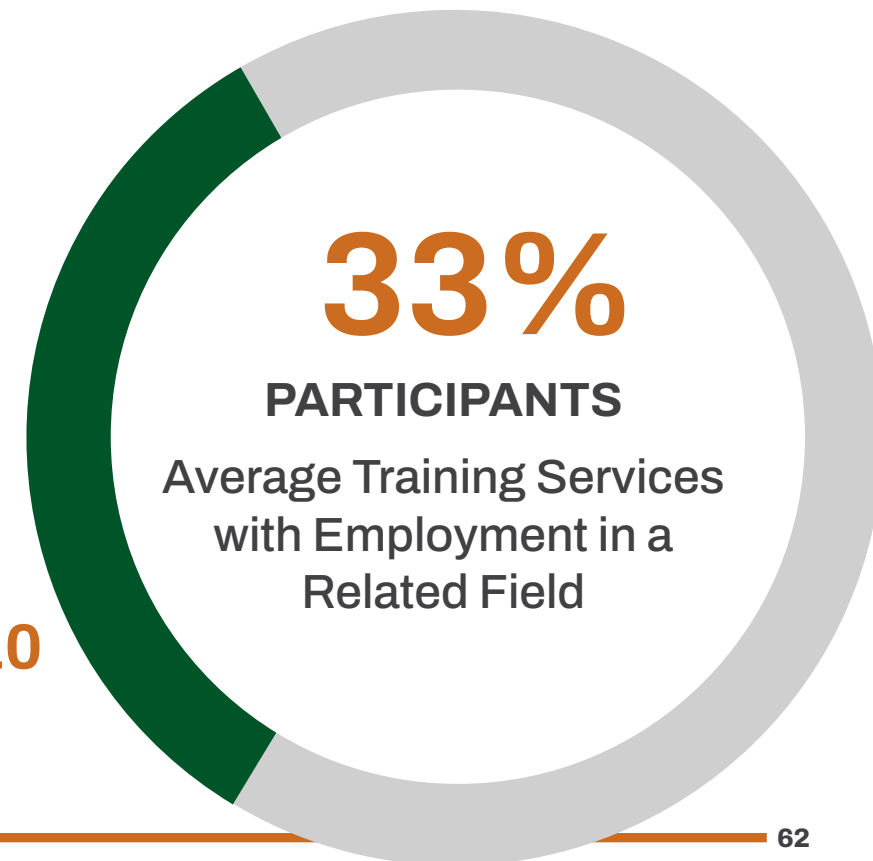
Training Services 5,456 Participants



1,850
Participants Exited

\$7,034.94
Cost Per Training Participant

\$38,382,633.10
Funds Expended in PY24



Program Performance | Primary Indicators

Title IV The Vocational Rehabilitation Program

Primary Indicator Description	PY23 Actual Performance Rate for WF Activities	PY24 Negotiated Performance Rate for WF Activities	PY24 Actual Performance Rate for WF Activities
Employment Rate 2nd Quarter after Exit	53.00%	49.00%	49.00%
Employment Rate 4th Quarter after Exit	49.60%	42.70%	47.20%
Employment Rate 2nd and 4th Quarter After Exit with the Same Employer	N/A	N/A	76.23%
Median Earnings 2nd Quarter after Exit	\$4,706.00	\$5,200.00	\$5,103.00
Credential Attainment Rate for the Program Year	34.40%	30.00%	28.40%
Measurable Skill Gain for the Program Year	25.30%	37.00%	27.40%

Program Performance | Program Year 2024

Title IV The Vocational Rehabilitation Program

Program Levels of Performance with Respect to Individuals with Barriers to Employment and Disaggregated by Race, Ethnicity, Sex and Age.



Performance Indicator | Employment Rate 2nd Quarter after Exit

Title IV The Vocational Rehabilitation Program

Race/Ethnicity

American Indian/Alaska Native

48.40%

Asian

51.10%

Black/African American

46.10%

Hispanic/Latino

52.20%

Native Hawaiian/Pacific Islander

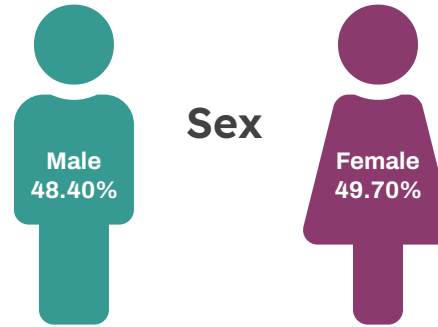
50.00%

White

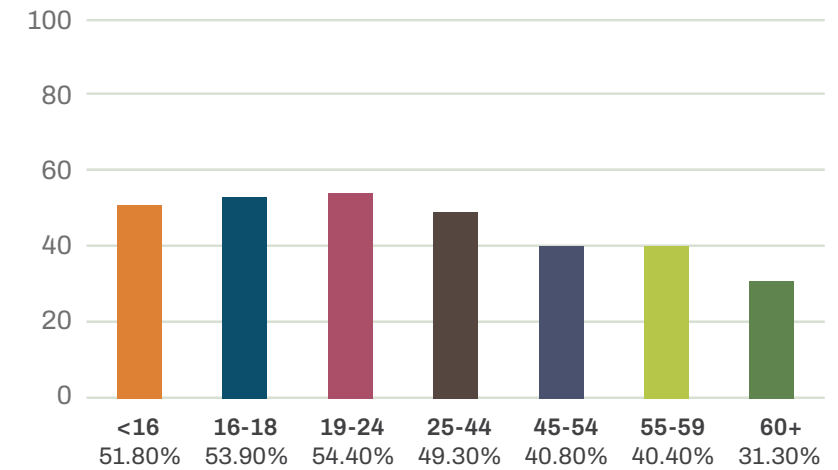
48.60%

More Than One Race

45.90%



Age



Employment Barrier	
Displaced Homemaker	20.70%
ELL, Low Levels of Literacy, Cultural Barriers	49.00%
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	34.50%
Ex-offenders	39.30%
Homeless Individuals / runaway youth	34.10%
Long-term Unemployed (27 or more consecutive weeks)	42.10%
Low-Income Individuals	44.80%
Migrant and Seasonal Farmworkers	33.30%
Individuals with Disabilities (incl. youth)	49.00%
Single Parents (Incl. single pregnant women)	54.60%
Youth in foster care or aged out of system	43.30%

Performance Indicator | Employment Rate 4th Quarter after Exit

Title IV The Vocational Rehabilitation Program

Race/Ethnicity

American Indian/Alaska Native

44.40%

Asian

52.60%

Black/African American

46.10%

Hispanic/Latino

50.40%

Native Hawaiian/Pacific Islander

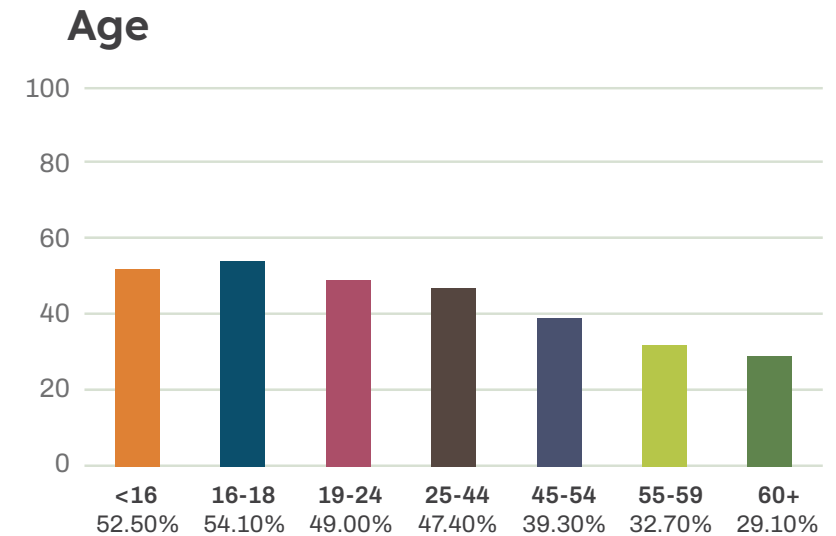
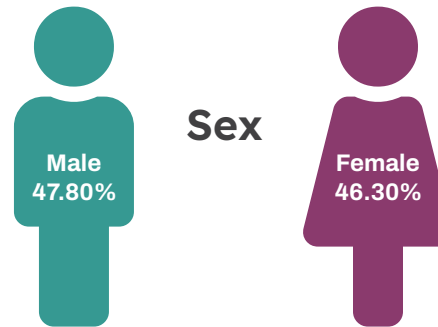
43.80%

White

45.90%

More Than One Race

40.40%



Employment Barrier	
Displaced Homemaker	37.80%
ELL, Low Levels of Literacy, Cultural Barriers	49.70%
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	50.00%
Ex-offenders	35.30%
Homeless Individuals / runaway youth	31.70%
Long-term Unemployed (27 or more consecutive weeks)	40.80%
Low-Income Individuals	42.60%
Migrant and Seasonal Farmworkers	50.00%
Individuals with Disabilities (incl. youth)	47.20%
Single Parents (Incl. single pregnant women)	50.30%
Youth in foster care or aged out of system	37.20%

Performance Indicator | Median Earnings 2nd Quarter after Exit

Title IV The Vocational Rehabilitation Program

Race/Ethnicity

American Indian/Alaska Native

\$6,299

Asian

\$263

Black/African American

\$4,381

Hispanic/Latino

\$5,384

Native Hawaiian/Pacific Islander

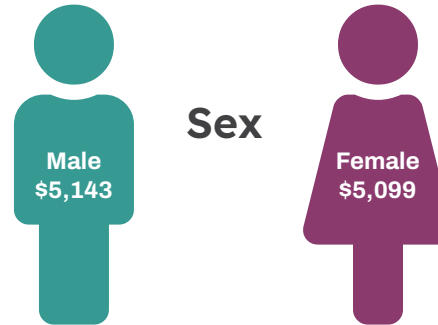
\$3,154

White

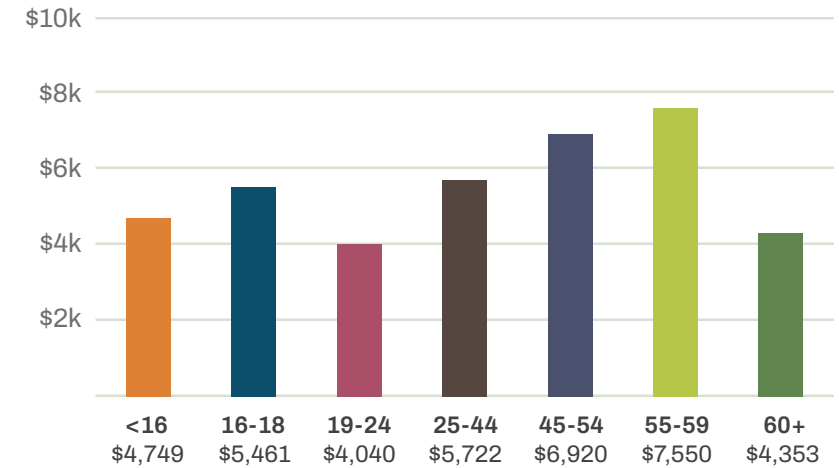
\$5,017

More Than One Race

\$4,124



Age



Employment Barrier	
Displaced Homemaker	\$5,310
ELL, Low Levels of Literacy, Cultural Barriers	\$4,746
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	\$5,308
Ex-offenders	\$6,365
Homeless Individuals / runaway youth	\$5,025
Long-term Unemployed (27 or more consecutive weeks)	\$4,770
Low-Income Individuals	\$4,816
Migrant and Seasonal Farmworkers	\$6,103
Individuals with Disabilities (incl. youth)	\$5,103
Single Parents (Incl. single pregnant women)	\$6,230
Youth in foster care or aged out of system	\$1,682

Performance Indicator | Credential Attainment Rate

Title IV The Vocational Rehabilitation Program

Race/Ethnicity

American Indian/Alaska Native

25.80%

Asian

17.80%

Black/African American

26.60%

Hispanic/Latino

30.20%

Native Hawaiian/Pacific Islander

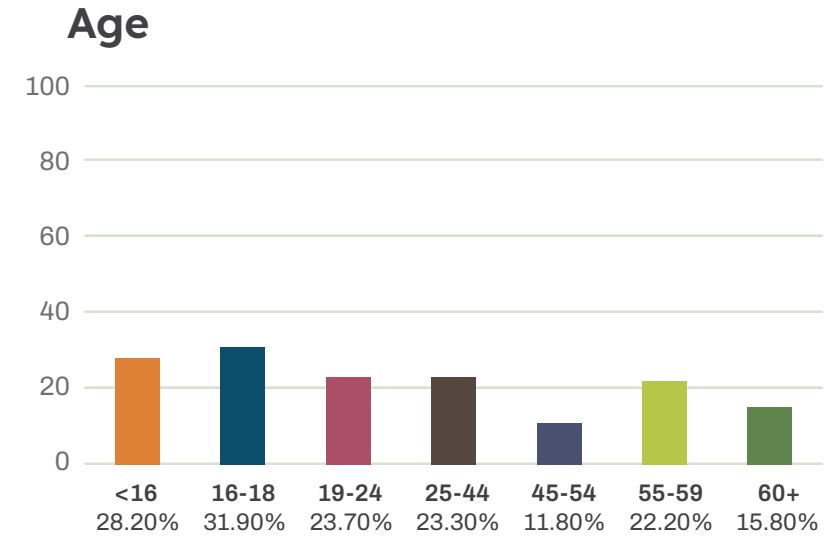
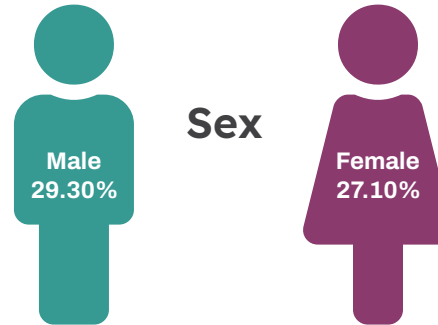
27.30%

White

28.60%

More Than One Race

17.60%



Employment Barrier	
Displaced Homemaker	9.10%
ELL, Low Levels of Literacy, Cultural Barriers	27.60%
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	42.90%
Ex-offenders	16.70%
Homeless Individuals / runaway youth	30.00%
Long-term Unemployed (27 or more consecutive weeks)	28.30%
Low-Income Individuals	21.50%
Migrant and Seasonal Farmworkers	0.00%
Individuals with Disabilities (incl. youth)	28.40%
Single Parents (Incl. single pregnant women)	33.30%
Youth in foster care or aged out of system	22.60%

Performance Indicator | Measurable Skill Gain

Title IV The Vocational Rehabilitation Program

Race/Ethnicity

American Indian/Alaska Native

35.20%

Asian

26.10%

Black/African American

26.90%

Hispanic/Latino

30.00%

Native Hawaiian/Pacific Islander

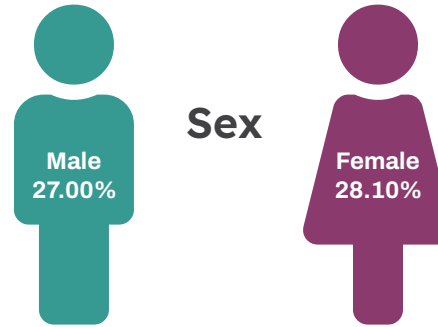
28.90%

White

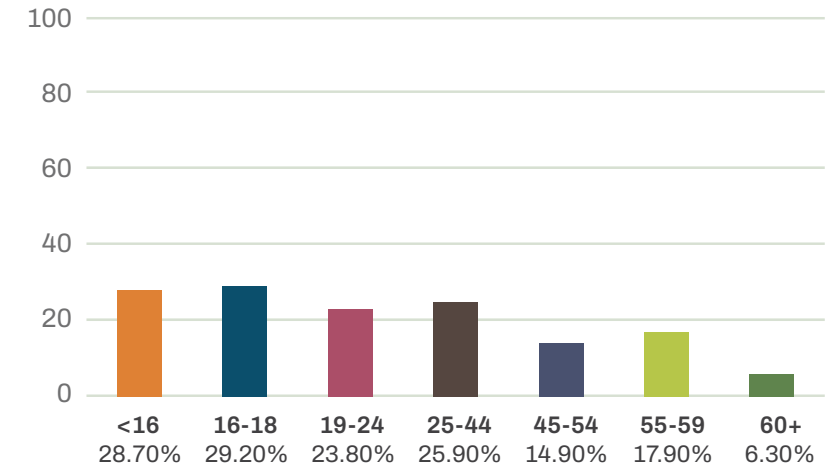
26.70%

More Than One Race

29.50%



Age



Employment Barrier	
Displaced Homemaker	33.30%
ELL, Low Levels of Literacy, Cultural Barriers	25.50%
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	8.70%
Ex-offenders	23.80%
Homeless Individuals / runaway youth	11.50%
Long-term Unemployed (27 or more consecutive weeks)	24.50%
Low-Income Individuals	25.50%
Migrant and Seasonal Farmworkers	0.00%
Individuals with Disabilities (incl. youth)	27.40%
Single Parents (Incl. single pregnant women)	28.10%
Youth in foster care or aged out of system	21.60%

Local Area Recognition & Success Story

Title IV The Vocational Rehabilitation Program

The Workforce Arizona Council proudly recognizes Title IV – Vocational Rehabilitation Program, achieving a 76.23% employment rate for Q2 and Q4 with the same employer, demonstrating exceptional effectiveness in supporting participants into sustained employment.

Terrian Thomas — Rebuilding Life with Purpose and Possibility

At 43, Terrian Thomas is a man whose spirit can light up any room. Whether he’s hiking, dancing, or playing basketball, his energy is contagious. But behind his vibrant smile lies a story of profound resilience, transformation, and the power of a community that believes in rebuilding lives with purpose.

After surviving a devastating car accident, Terrian was left with a traumatic brain injury and a rare condition called CSF rhinorrhea—a spinal fluid leak that caused chronic health challenges and made it nearly impossible to hold steady employment. As medical complications mounted, stability slipped away, and Terrian eventually found himself homeless and searching for hope.

That hope arrived when he connected with ARIZONA@WORK’s Vocational Rehabilitation (VR) Program, where he met his counselor, Charity Kerr. Together, they began rebuilding not only his career path but his confidence. Through Job Development and Readiness Services, Terrian secured work in medical transportation at an assisted living facility—a role that perfectly matched his caring nature and commitment to helping others.

ARIZONA@WORK’s integrated support system didn’t stop there. With guidance from Charity and his job coach, Alisha, Terrian accessed housing, food, and education resources, creating the foundation for lasting self-sufficiency. Even when learning new computer skills felt overwhelming, he persisted—especially after a successful surgery restored much of his physical strength and focus.

Today, Terrian’s employer praises his dependability, compassion, and work ethic. He is now pursuing certification as a Nursing Assistant, determined to keep growing in a field that gives his work deeper meaning. Living independently in an RV surrounded by family and filled with purpose, Terrian embodies what it means to overcome adversity through determination, opportunity, and support.

“To anyone who’s experienced trauma,” Terrian says, “stay strong, stay focused, and don’t give up. You can rebuild your life.”

Terrian’s journey is more than a success story—it’s a testament to the transformative impact of the Vocational Rehabilitation program and the unwavering power of human resilience.

A group of business professionals in a meeting. In the foreground, a man with a beard and mustache, wearing a blue suit and a patterned tie, is smiling and looking towards the camera. He is holding a black folder. Behind him, several other people are seated, looking at documents or laptops. The background features a large window with a grid pattern, letting in bright light. An orange horizontal band is overlaid across the middle of the image, containing the text.

ARIZONA COMMUNITY COLLEGES

Arizona Community Colleges



Arizona Community Colleges provide the primary gateway to higher learning and a variety of education opportunities serving Arizona's diverse student body. Fully accredited by the Higher Learning Commission, Arizona's Community Colleges prepare students to be job-ready more quickly and train or retain workers to fit employer needs.

Arizona's **10 Community College Districts** serve as key partners in delivering training services at **21 Community Colleges**.



304,023

Workforce/Occupational
Courses Taken



35,295.41

Workforce/Occupational
Credit-earning completers

These colleges are represented by the Arizona Community College Coordinating Council (AC4), which engages and aligns the efforts of the districts. The Workforce Arizona Council coordinates with the Office of Economic Opportunity, ARIZONA@WORK, and AC4 to systematically and collaboratively align education, economic development and workforce initiatives in Arizona.



408

Eligible Training
Provider Programs
Taken



331

Eligible Training
Provider Programs
Credited





GOVERNOR'S WORKFORCE

TALENT
READY 
CABINET

Talent Ready AZ



Talent Ready AZ is a workforce and education initiative that is working to achieve the Governor’s vision of an Arizona for everyone by providing Arizonans access to education and training that lead to good-paying jobs. Talent Ready AZ is working to create education and training opportunities into high-demand and high-growth industries that are shaping the future economy of the state.

The Talent Ready AZ initiative includes a number of efforts to coordinate the state’s workforce assets, to build strong relationships with industry and higher education, and to support students and adults seeking education and training to obtain jobs in these industries



Governor Katie Hobbs meets with with construction and building trades apprentices as part of the BuildItAZ Apprenticeship Initiative.

Creating the Governor's Talent Ready AZ Workforce Cabinet

Executive Order 2024-04 established the Talent Ready AZ Initiative to target key industries and meet the needs of Arizona's growing economy, with a goal of creating 400,000 jobs by 2030. Target sectors include advanced manufacturing, clean energy, and healthcare, while also addressing longstanding challenges among specific populations that have been traditionally underserved such as Tribal communities and justice-impacted individuals. The order accomplishes this by creating a Workforce Cabinet within the Governor's administration, tasked with implementing coordinated strategies across state government, including directing state agencies to allocate at least one percent of certain federal funds toward on-the-job training and workforce development. The newly formed Governor's Workforce Cabinet coordinates closely with the Arizona Workforce Council who works with a broader suite of stakeholders from education, business and industry to meet the state's workforce needs.



State agency leaders join Governor Hobbs and members of her policy staff for first Workforce Cabinet meeting in November 2024.

Talent Ready AZ Workforce Cabinet Membership

Agencies, offices, commissions, and employees shall be members and designate a liaison to the Workforce Cabinet:

- ✦ Arizona Office of Economic Opportunity
- ✦ Arizona Commerce Authority
- ✦ Arizona Department of Economic Security
- ✦ Arizona Health Care Cost Containment System
- ✦ Arizona Department of Health Services
- ✦ Arizona Department of Homeland Security
- ✦ Industrial Commission of Arizona
- ✦ Arizona Registrar of Contractors
- ✦ Arizona Department of Transportation
- ✦ Arizona Office of Tourism
- ✦ Arizona State Broadband Office, under the Arizona Commerce Authority
- ✦ Governor’s Office of Resiliency
- ✦ Arizona Department of Corrections, Rehabilitation & Reentry
- ✦ Arizona Department of Veterans’ Services
- ✦ Governor’s Office on Tribal Relations
- ✦ Governor’s Office of Youth, Faith and Family
- ✦ Arizona Commission of African American Affairs
- ✦ Governor’s Office of Opportunity and Impact

Other State Agencies, offices, commissions, and employees may be added, as deemed necessary and appropriate by the Governor.

Target Industries

- ✦ Advanced manufacturing
- ✦ Construction trades
- ✦ Clean Energy jobs
- ✦ Broadband, Telecommunications, & IT
- ✦ Early Childhood Education & Child Care
- ✦ Aerospace & Defense
- ✦ Healthcare
- ✦ Cybersecurity

Talent Ready AZ Workforce Cabinet Goals

State agencies workforce goals are aligned to advance the Governor's Talent Ready AZ goals.

Arizona Office of Economic Opportunity

- Develop in-demand skills: Increase the number of individuals earning at least one industry-recognized credentials in target in-demand industries (Construction, Healthcare, Finance and Cybersecurity) by 20% by June 2029.
- Workforce training for high quality jobs: Increase the percentage of Arizonans enrolled in high-impact training programs that lead to high-quality jobs by at least 60%. Breakthrough Outcome.
- Strengthen Arizona's workforce: Publish 15 workforce evaluation reports by 2029.

Industrial Commission of Arizona

- By June 2029, ICA will have developed, distributed, analyzed and revised Heat Guidance for Arizona employers.
- Decrease Workplace Fatalities 10% by June 2029.
- Decrease Workplace Injuries 5% by June 2029.

Arizona Commerce Authority

- Attract and grow business in Arizona creating 100,000 projected new jobs by June 2029.

Arizona Department of Corrections, Rehabilitation & Reentry

- Improve the day to day operations by reducing vacancies 15% of Correctional Officers positions as of June 2029, through organizational cultural changes.

Arizona Registrar of Contractors

- By 2029, increase the number of new licensees from rural/tribal communities by 10%.

Arizona Department of Homeland Security

- Cyber Readiness and Prevention: To address the gap of cybersecurity professionals, AZDOHS will establish, in partnership with community colleges, five (5) Regional Security Operations Centers by June 2029.

Arizona Department of Health Services

- Arizona State Hospital (ASH): ADHS will achieve a teaching hospital designation from the Centers for Medicare & Medicaid Services (CMS), by June 30, 2029.

Arizona Department of Economic Security

- By June 2030, to meet the needs of Arizona employers, DES will increase the number of individuals gaining employment by 30% by leveraging participation in workforce development programs.

Arizona Department of Transportation

- Partner with agencies and stakeholders to create 20,000 construction jobs by June 2029

Talent Ready AZ Initiatives

+ Bright Futures AZ - Child Care Initiative

Increasing access and affordability of child care and early learning opportunities to boost economic stability - enabling Arizona families to work and to prepare the future workforce.

+ The Governor's Workforce Cabinet

Implements and coordinates actions, policies, programs, and engagement across 18 state agencies to meet Arizona's workforce needs.

+ Arizona Community College Workforce Scholarship

Starting in April 2024, provided scholarships for 6,200 Arizonans to earn a credential, degree or build advanced skills in high-growth, high-demand fields.

+ Tribal College Education & Workforce Scholarship Program

Provides support to thousands of Tribal college students to earn a credential, degree or advanced skills that lead to good jobs to foster stronger economic development in Tribal communities.

+ Future48 Workforce Accelerators

Led by the Arizona Commerce Authority, in partnership with community colleges and industry, to fund physical infrastructure and business partnerships in local critical industries such as advanced manufacturing, semiconductors, battery manufacturing, aerospace and defense and more.



Governor Hobbs visited a Phoenix child care center to discuss the progress made by multiple state agencies to increase affordability and accessibility of childcare in 2024-2025 in support the Governor's Bright Futures initiative.



Arizona's Reentry 2030 initiative charts a comprehensive course to reduce recidivism, expand opportunity, and strengthen public safety and includes goals for expanding workforce training and credentialing.

Talent Ready AZ Initiatives

+ BuildItAZ Apprenticeship Initiative

Led by the Arizona Office of Economic Opportunity to address the growing demand for skilled workers by supporting earn-while-you-learn construction career pathways that connect job seekers with real opportunities in the trades through registered apprenticeship programs.

+ Ready Tech Go

Supported by the Arizona Office of Economic Opportunity, a growing network of community colleges focused on training students for in-demand careers in advanced manufacturing through a shared curriculum and unified outreach campaign.

+ Arizona Apprenticeship Week

Annual event to recognize registered apprenticeships across all industries as high quality career pathways that are a job from day one with mentorship and career advancement.



Governor Hobbs and state agency leaders having roundtable discussion with cybersecurity apprentices.



In April 2025, Governor announced an additional \$3 million investment to support more construction and trades registered apprentices across Arizona.



Governor Katie Hobbs with leaders from the Office of Homeland Security, Pima Community College and University of Arizona, Arizona's first student-led Regional Security Operations Center gives students hands-on experience protecting communities across the state to train the next generation of cybersecurity professionals.