



**WIOA Local Plan**  
**Program Years 2020-2023**

# Table of Contents

Table of Contents .....	2
Table of Tables .....	7
Tale of Figures .....	8
Introduction .....	9
Statement on the Impact of COVID-19 .....	14
Section 1.1 Infrastructure .....	15
1.1.1 Description of the ARIZONA@WORK system in Maricopa County.....	15
1.1.1.1 Name of the county(ies), city, and/or tribes included in the LWDA. ....	15
1.1.1.2 Name of the entity(ies) designated as the Chief Elected Official(s) (e.g., the name of the County, the Tribe, or other entity carrying out the functions of the CEO) .....	17
1.1.1.3 The names of the entities (e.g., county/city/tribe/non-profit/for profit) that provide the following WIOA functions: .....	19
1.1.1.3.1 Local fiscal agent (See 20 CFR 679.420 for functions). ....	19
1.1.1.3.2 LWDB Director and other LWDB staff (20 CFR 679.400 for roles).....	20
1.1.1.3.3 Provider(s) selected by the LWDB .....	20
1.1.1.4 Procured contracts or written agreements for subgrants or contractors (20 CFR 679.420(c)(1)); .....	20
1.1.1.5 Monitoring, audit, and other oversight of the following WIOA functions (See 20 CFR 679.420(c)(2) - (3) and 20 CFR 683.410(a)): .....	21
1.1.1.5.1 Fiscal, .....	21
1.1.1.5.2 Equal opportunity, .....	21
1.1.1.5.3 Programmatic (Title I-B, including eligible training providers) .....	21
1.1.1.2 Overall operations (Administration, fiscal operations, board membership. ....	23
1.1.1.3 The ARIZONA@WORK partner programs that are included in the ARIZONA@WORK system in the LWDA (e.g., core, required, and other partners) .....	24
1.1.2 Describe regional planning efforts if the LWDB is engaging in regional planning and/or coordination with other LWDA's (such as for sector strategies, coordination with education providers, or other service planning activities). (See 20 CFR 679.540). Include a description of any regional service strategies that include the use of cooperative service delivery agreements including the entities in which the agreements are with. ....	26
Section 1.2 Strategic Planning Elements.....	27
1.2.1 Economic Analysis.....	27
1.2.1.1 Economic conditions, including existing and emerging in-demand industry sectors and occupations ..	27
1.2.1.1.1 To include explanation of industries and occupations, and full list available as appendix .....	27

1.2.1.2 Employment needs of businesses in existing and emerging in-demand industry sectors and occupations .....	31
Section 1.2.2: Workforce Analysis .....	33
1.2.2.1 Description of knowledge and skills needed to meet employment needs of the businesses in Maricopa County, including employment needs in in-demand industries and sectors .....	33
1.2.2.2 Regional workforce needs including: .....	36
1.2.2.2.1 Current labor force employment and unemployment data .....	36
1.2.2.2.2 and information on labor market trends, .....	39
1.2.2.2.3 and the educational and skill levels of the workforce in the region, including individuals with barriers to employment; .....	41
Section 1.2.3 Workforce development, education and training activities analysis.....	44
Section 1.2.3.1 Description of Current Activities .....	45
1.2.3.2 Assessment of strengths and weaknesses with regard to the education and skill needs of the workforce in general, but also with specific regard to:.....	47
1.2.3.2.1 Individuals with barriers to employment .....	52
1.2.3.2.2 Employment needs of businesses .....	54
Section 1.2.4 Vision to support growth and economic self-sufficiency .....	56
Section 1.2.5 Workforce development capacity.....	59
1.2.5.1 Assessment of workforce development capacity .....	61
1.2.5.2 Description of the strategy to work with the entities that carry out the core programs and required ARIZONA@WORK partners to align resources available to achieve the strategic vision and goals .....	62
Section 1.2.6 Statewide strategy assurances.....	66
Section 1.2.7 Statewide strategy support.....	67
1.2.7.1 Description of plan to implement the state strategies over the next four years including:.....	68
1.2.7.1.1 Entities the board will work with to implement the state strategies .....	68
Section 1.3 System Coordination .....	70
1.3.1 Description of how WDB will work with the entities carrying out the core programs in order to:	70
1.3.1.1 Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment .....	70
1.3.1.2 Facilitate the development of career pathways .....	77
1.3.1.3 Facilitate the coordination of co-enrollment with ARIZONA@WORK partners.....	77
1.3.1.4 Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable) .....	78
1.3.2 Description of the WDB’s strategies and services and how they will be used within the local area to: .....	81

1.3.2.1 Facilitate engagement of businesses, including small businesses and businesses in in-demand industry sectors and occupations, in workforce development programs .....	81
1.3.2.2 Support a local ARIZONA@WORK system that meets the needs of businesses in the local area .....	82
1.3.2.3 Better coordinate workforce development programs and economic development.....	83
1.3.2.4 Strengthen linkages between the local ARIZONA@WORK system and Unemployment Insurance programs .....	85
1.3.2.5 Implement the following initiatives to support the strategies described above: .....	85
1.3.2.5.1 Incumbent worker training programs: .....	86
1.3.2.5.2 Customized training programs .....	87
1.3.2.5.3 Industry and sector strategies .....	87
1.3.2.5.4 Utilization of effective business intermediaries .....	89
1.3.2.5.5 On-the-job training programs.....	90
1.3.2.5.6 Registered apprenticeships .....	92
1.3.2.5.7 Work experience programs .....	94
1.3.2.5.8 Other business services and strategies designed to meet the needs of regional employers .....	95
1.3.3 Explanation of the role of the WDB in the Eligible Training Provider (ETP) program approval process to include: .....	96
1.3.3.1 Local ETP program requirements or performance standards.....	96
1.3.3.2 Description of WDB’s outreach to employers and training providers to identify and develop training program related to in-demand occupations in the local area .....	96
1.3.4 Description of how the WDB will coordinate local workforce investment activities with regional economic development activities that are carried out in the local area, and how the WDB will promote entrepreneurial skills training and microenterprise services .....	98
1.3.5 Description of how the LWDB will evaluate if the ARIZONA@WORK Job Centers in the local area need to be open beyond normal business hours to provide services to meet the workforce need.....	99
1.3.6 Copies or link to executed cooperative agreements (MOU) which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system .....	100
1.3.7 Definition for the following for the WIOA Title I-B Dislocated Worker Program: .....	101
1.3.7.1 General announcement .....	101
1.3.7.2 Unlikely to return to previous occupation or industry .....	101
1.3.7.3 Unemployed as a result of general economic conditions in the local area, or as result of a natural disaster.....	102
1.3.8 Description of how the LWDB will coordinate workforce investment activities carried out in the local area with state-wide rapid response activities, including layoff aversion activities .....	103
1.3.9 Description and Assessment of the type and Availability of youth workforce investment activities in the local area.....	105

1.3.9.1 Description of activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities .....	107
1.3.9.2 Design framework for youth programs and how the 14 program elements required in 20 CFR 681.460 are to be made available within that framework.....	109
1.3.10 Description of how training services will be provided, including: .....	111
1.3.10.1 Limitations for ITA amount and duration, if included in policies.....	112
1.3.10.2 Whether contracts for training services will be used and the process for their use .....	112
1.3.10.3 Description of how the LWDB will ensure informed consumer choice in the selection of training programs regardless of how the training services are to be provided .....	113
1.3.11 Description of how the LWDB will coordinate Title I workforce investment activities with the provision of transportation (including public transportation), and other appropriate supportive services in the local area and region.....	114
1.3.12 Description of how the LWDB determines if a youth or adult “is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual’s family, or in society” as included in the definition of “basic skills deficient” in WIOA 3(5) .....	115
1.3.13 Description of how the LWDB will ensure the WIOA Title I-B Adult Program for priority of service to low-income individuals, recipients of public assistance, and individuals who are basic skills deficient.....	117
1.3.14 Description of how the LWDB will provide Veterans Priority of Service; strategies must include processes in place to ensure that veterans and eligible spouses are identified at the point of entry and given an opportunity to take full advantage of priority of service for all types of career and training services .....	118
1.3.15 Definition of “underemployed” .....	119
1.3.16 Definition and eligibility documentation for “requires additional assistance to enter or complete an education program, or to secure and hold employment for:.....	120
1.3.16.1 Out-of-school youth and.....	120
1.3.16.2 in-school youth .....	121
1.3.17 Describe competitive procurement processes for subgrants and contracts.....	122
1.3.18 Description of how the LWDB will coordinate relevant secondary and postsecondary education programs and activities, including Adult Education and Literacy programs, to coordinate strategies, enhance services, promote participation in Integrated Education & Training programs, and avoid duplication of services .....	124
1.3.18.1 Name of the Title II adult education provider grantee(s) in the local area that were included in this coordination.....	124
1.3.18.2 Description of how the LWDB will coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II, to include how the LWDB will carry out the review of local applications submitted under Title II consistent with WIOA secs. 107(d)(11)(A) and (B)(i) and WIOA Sec. 232. (20 CFR 679.560(b)(12) .....	124

1.3.19 Description of plans and strategies for, and assurances concerning, maximizing coordination, improving service delivery, and avoiding duplication of Title III - Wagner-Peyser Act (29 U.S.C. 49 et seq.) services (20 CFR 679.560(b)(11)).....	127
1.3.19.1 Plans and strategies should specifically include how the broader one-stop delivery system and LWDB will incorporate Title III services into the service delivery system .....	128
1.3.20 Description of how the LWDB will coordinate relevant programs and activities, to support strategies, enhance services, promote cross-partner referrals with Title IV services, and avoid duplication of services.....	129
Section 1.4 Performance and Continuous Improvement .....	131
1.4.1 Descriptions of how the ARIZONA@WORK Job Centers are implementing an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by one-stop partners.....	131
1.4.2 Local levels of performance for Title I-B for Program Years 2020-2021.....	132
1.4.2.1 Provide proposed local levels of performance for Title I-B for Program Years 2020- 2021 in the format provided in Appendix I and describe the economic conditions experienced in the LWDA and the characteristics of the actual individuals served supporting the proposed levels of performance. ....	133
1.4.3 Expected levels of performance relating to the performance accountability measures based on primary indicators of performance .....	135
1.4.3.1 Including the expected levels of performance relating to the performance accountability measures based on primary indicators of performance .....	136
Section 1.5 Public Comment.....	139
1.5.1 Description of process used to provide public comment prior to submission of plan, including opportunity to have input into development of the plan.....	139
1.5.1.1 Emphasis on public comment opportunities for representatives of businesses, education, and labor organizations.....	139
1.5.2 Inclusion of any comments received expressing disagreement with local plan.....	149
Appendices.....	150
Appendix One: Industries in Maricopa County.....	151
Appendix Two: DES Adult and Dislocated Worker Eligibility Policy.....	153
Appendix 3: Maricopa County Priority of Service Policy .....	172
Appendix Four: Incumbent Worker Training Policy.....	174
Appendix Five: Target Occupations .....	180

# Table of Tables

1	Maricopa County Supervisor Districts.....	18
2	MCWDB Membership as of October 2020.....	23
3	In Demand Industry Sectors.....	28
4	5-Star Occupations, Ten Highest Average Annual Wages, Maricopa County Workforce Area..	29
5	5-Star Occupations, Ten Largest Projected Growth, Maricopa County Workforce Area.....	30
6	Job Posting Information, Maricopa County (Jan - Aug 2020).....	31
7	Table 7. Top 20 Employers by Job Postings, Maricopa County (Jan - Aug 2020) .....	32
8	Education Requirements in Job Postings, Maricopa County (Jan - Aug 2020) .....	33
9	20 Most Frequent Qualifications, Job Postings, Maricopa County (Jan - Aug 2020) .....	34
10	Labor Force Characteristics, Maricopa County.....	36
11	Arizona Counties by Labor Force Participation Rate.....	36
12	Labor Force Participation by Race.....	37
13	Labor Force Participation by Age.....	37
14	Projected Short-Term Employment Growth (2019-2021) By Local Workforce Area.....	40
15	Educational Attainment, Population 25 Years and Over.....	41
16	Disability levels.....	42
17	Labor Force Participation by Poverty Status.....	43
18	Maricopa Workforce Development Board Strategic Goals.....	45
19	Maricopa County Community College District, 2018-2019 Awards.....	48
20	Goals and Strategies.....	56
21	Arizona And Maricopa County LWDA Priority Sectors.....	83
22	Registered Apprenticeships with Immediate Openings as of This Writing.....	91
23	Registered Apprenticeships Accepting Applications as of This Writing.....	91
24	Pre-Apprenticeship Programs Accepting Applications as of This Writing.....	92
25	Youth Services Providers.....	104
26	Income Matrix for Maricopa for 2020 70% LLSIL And Self-Sufficiency.....	117
27	Out-of-School Youth Additional Assistance Criteria.....	118
28	In-School Youth Additional Assistance Criteria.....	119
29	Maricopa County Local Area Negotiated Performance Levels PY20-PY21, WIOA Title IB.....	134
30	Industries in Maricopa County.....	139
31	Target Occupations.....	164

# Tale of Figures

1	Maricopa County Boundary Map	15
2	Maricopa County Population, Annual Estimated and Projected Growth Rates, 2010-2030	16
3	Maricopa County Supervisor Districts	18
4	Maricopa County Supervisors	19
5	WIOA Core Programs	25
6	Top Common Skills Vs. Top Hard Skills, Job Postings, Maricopa County (Jan - Aug 2020)	35
7	Unemployment rate, Maricopa County, August, 2010-2020	37
8	Unemployment Rates by Educational Attainment, Ages 25-64	38
9	Share of Total Projected Long-Term Employment Growth by Local Workforce Area	39
10	Unemployment Rates by Educational Attainment, Ages 25-64	41
11	Percentage of Population with a Disability	42
12	Comprehensive Workforce Development System	46
13	ARIZONA@WORK Authority	58
14	Core Partners Roles	63
15	The Four Features of Sector Strategies	86
16	Unemployment Rates, United States, Arizona and Maricopa County, 2019-2020	131
17	Labor Force Participation Rate, Arizona & United States, 2018-2020	132
18	Number of Employed Persons, United States and Arizona	132



# Introduction

## The Maricopa County Workforce Development Board and the Local Plan

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

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

The MCWDB is required every four years to author a unified Local plan describing its strategies for implementing the Workforce Innovation and Opportunity Act in the region.

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



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

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

---

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

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

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

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

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

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

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

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

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

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

MCWDB Goals
#1: Create a high-quality workforce development system
#2: Build brand awareness of workforce development to increase utilization
#3: Reinforce efforts to build a regional approach to delivery of workforce services
#4: Build a self-sustaining system of workforce development
#5: Design and utilize performance-based metrics that ensure capacity management and improve system outcomes

## The Workforce Innovation and Opportunity Act and Local Boards

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

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

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

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

According to the United States Department of Labor, WIOA effected ten primary reforms.<sup>2</sup> The description of one of the identified reforms was particularly relevant to the establishment of the MCWDB's vision for service delivery in the Maricopa County region:

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

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

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

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

The other reforms:

2. Requires States to Strategically Align Workforce Development Programs

---

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

3. Promotes Accountability and Transparency
4. Improves Services to Employers and Promotes Work-Based Training
5. Provides Access to High-Quality Training
6. Enhances Workforce Services for the Unemployed and Other Job Seekers
7. Improves Services to Individuals with Disabilities
8. Makes Key Investments in Serving Disconnected Youth and Other Vulnerable Populations
9. Enhances the Job Corps Program

# Statement on the Impact of COVID-19

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

According to the Arizona Department of Health Services, as of this writing in early October, the number of COVID-19 cases in Arizona has topped 220,000, with approximately 144,000 of those in Maricopa County. More than 5,700 deaths in the state in 2020 have been attributed to COVID-19, with 3,450 of those coming from Maricopa County. At its peak in mid-July, more than 300 people were being hospitalized due to this illness every day. Altogether, around 12,500 individuals were hospitalized in Maricopa County, and around 7,700 of them were older than 65 years.

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

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

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

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

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

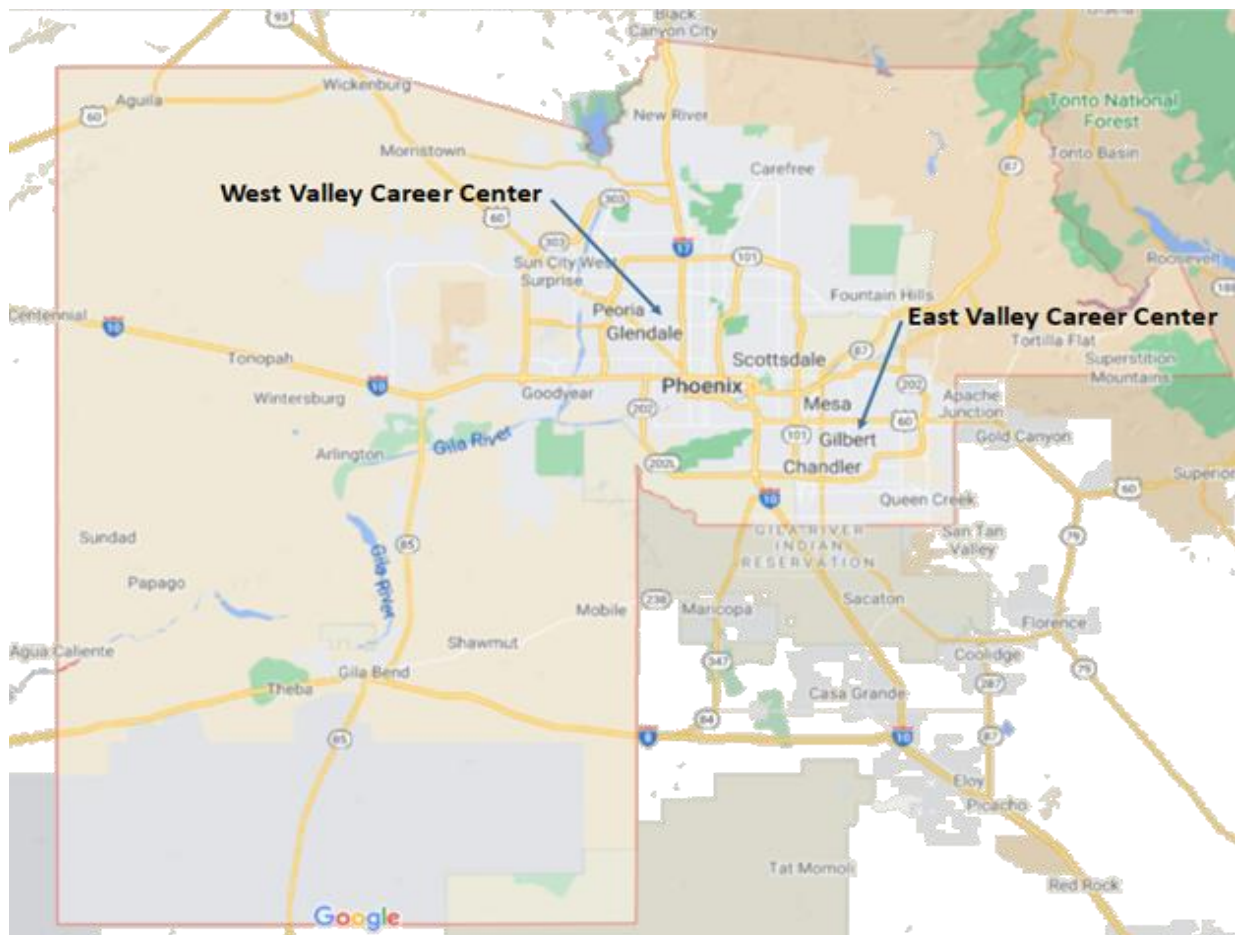
# Section 1.1 Infrastructure

## 1.1.1 Description of the ARIZONA@WORK system in Maricopa County

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

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

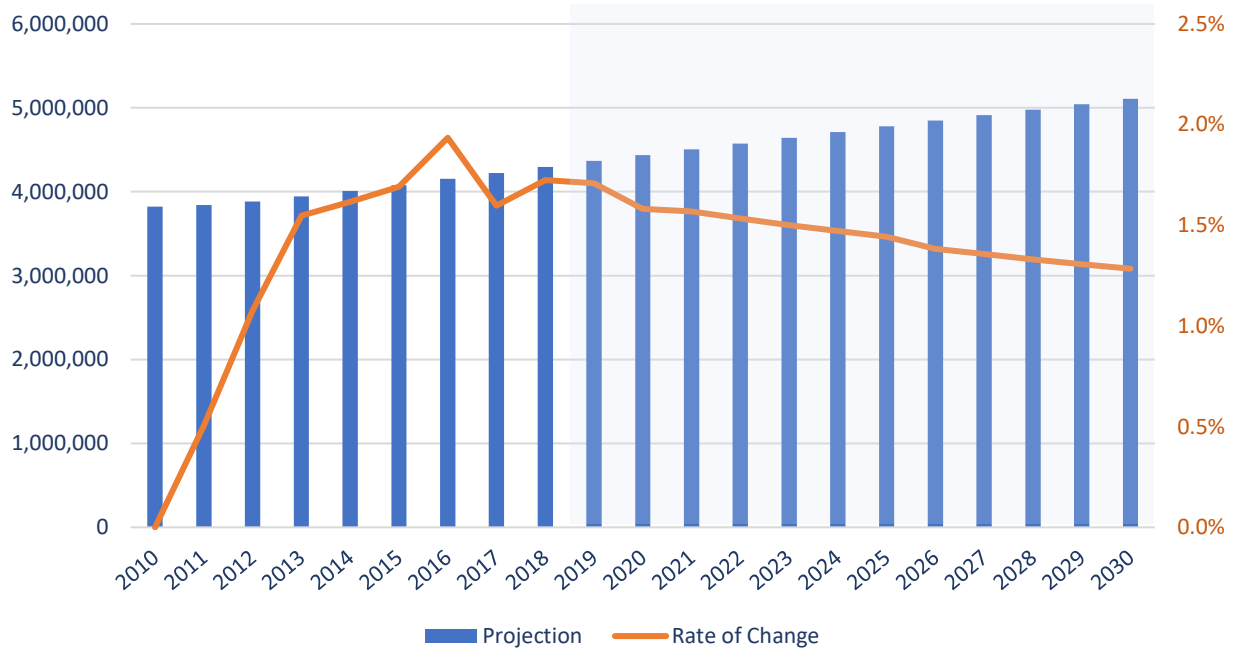
Figure 1. Maricopa County Boundary Map



Maricopa County, with 4,485,414 residents, is the most populous county in Arizona and the fourth most populous county in the nation. Maricopa County makes up 61.6% of the State's total population: 7,278,717. Further, Maricopa County has the highest population per square mile in the state at 414.9

individuals per square mile with Pima County coming in second with 106.7 individuals per square mile. Maricopa County added more new residents than any county in the country from 2010-2019, according to a March 26, 2020 press release from the U.S. Census Bureau.<sup>3</sup> The State of Arizona’s Office of Economic Opportunity projects that the County will continue to grow at an average rate of 1.6% over the next four years.

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



-Arizona Office of Economic Opportunity

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

Cities

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

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



Towns

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

Census-Designated Places

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

Tribal Areas

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

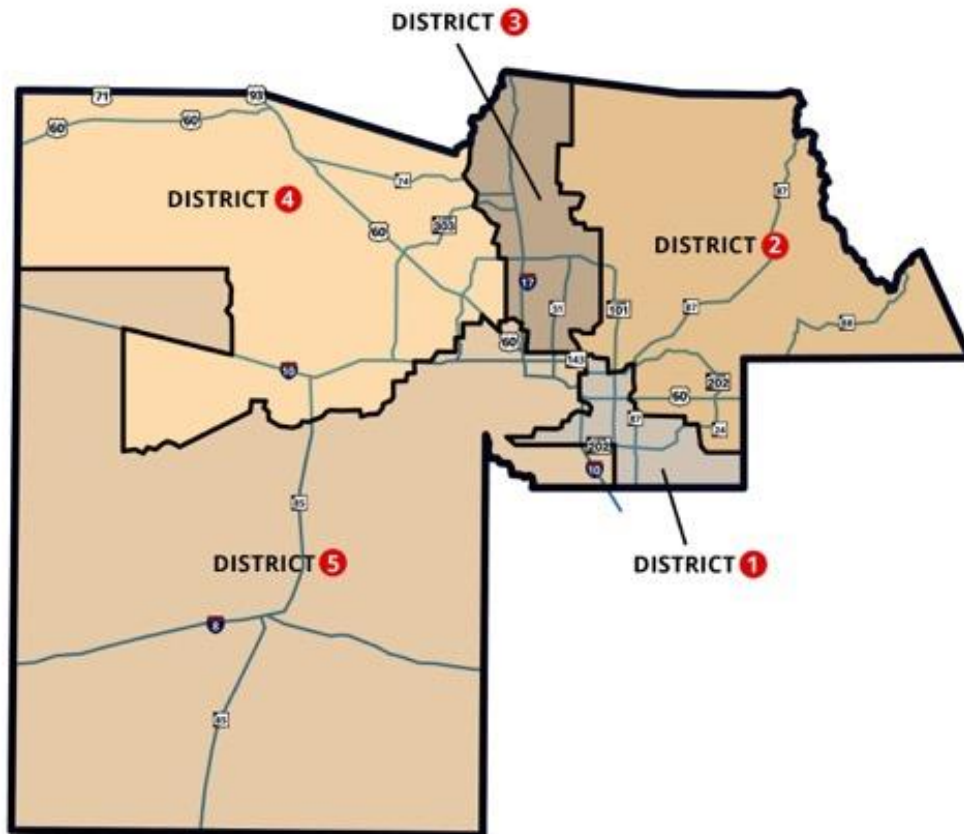
**1.1.1.2 Name of the entity(ies) designated as the Chief Elected Official(s) (e.g., the name of the County, the Tribe, or other entity carrying out the functions of the CEO)**

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

**Table 1: Maricopa County Supervisor Districts:**

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

**Figure 3: Maricopa County Supervisor Districts**



**Figure 4: Maricopa County Board of Supervisors**



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

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

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

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

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

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

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

The Interim Executive Director of the Local Workforce Development Board is Bill Wiley. Currently, there is one other staff member, Nancy Avina, who provides staffing and administrative support to the Executive Director and the MCWDB.

### **1.1.1.3.3 Provider(s) selected by the LWDB**

In collaboration with local partners, ARIZONA@WORK: Maricopa County is the workforce network of business and employment-related service providers for the Maricopa County Local Workforce Development Area (LWDA). Multiple providers have subcontracts with Maricopa County Human Services Department to deliver adult and youth services. The Maricopa County LWDA provides services through a seamless customer-focused service delivery network that enhances access to the programs' services to create long-term employment outcomes for individuals receiving assistance.

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

#### Adult Program

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

#### Dislocated Worker Program

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

#### Youth Program (list the entities that provide design framework services and each of the fourteen elements)

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

#### One Stop Operator

MAXIMUS Human Services Inc.

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

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

competitive awards and contracts will be publicly noticed as required by the MCWDB procurement policies.

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

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

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

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

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

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

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

**1.1.1.5.1 Fiscal,**

**1.1.1.5.2 Equal opportunity,**

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

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

1. Element 1: Designation of State and Local-level EO Officer (29 CFR 37.54 (d) (1) (ii))
2. Element 2: Notice of Communication (29 CFR 37.54 (d) (1) (iii))
3. Element 3: Review Assurances, Job Training Plan, Contract, & Policies and Procedures (29 CFR 37.54 (d) (l) (i) and (d) (2) (i) (iii) and (iv))
4. Element 4: Universal Access (29 CFR 37.54 (d) (l) (vi))

5. Element 5: Compliance with Section 504 of the Rehabilitation Act of 1973 (as amended) and 29 CFR Part 37 (29 CFR 37.54 (d) (2) (v))
6. Element 6: Data & Information Collection and Maintenance (29 CFR 37.54 (d) (l) (iv) and vi))
7. Element 7: Monitoring Recipients for Compliance (29 CFR 37.54 (d) (2) (ii))
8. Element 8: Complaint Processing Procedures (29 CFR 37.54 (d) (l) (vii))
9. Element 9: Corrective Actions/Sanctions Procedures (29 CFR 37.54 (d) (2) (vii))

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

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

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

#### **Policies to Ensure Compliance**

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

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

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

### 1.1.1.2 Overall operations (Administration, fiscal operations, board membership).

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

**Table 2: MCWDB Membership as of October 2020:**

Business	Education and Training	Government, Economic and Community Development	Workforce
Neal Dauphin	Elizabeth Cole	Gregg Ghelfi	Shawn Hutchinson
Mark Wagner	Erik Edward Cole	Christopher Tafoya	Dr. Tina Crews
Vaness Andersen		Christine Colon	Stan Chavira
Matthew McGuire			Brent Downs
Loren Granger			
Bonnie Schirato			
Collin Stewart			
Marcia J Veidmark			

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

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

**Core and Required Programs**

U.S. Department of Labor

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



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

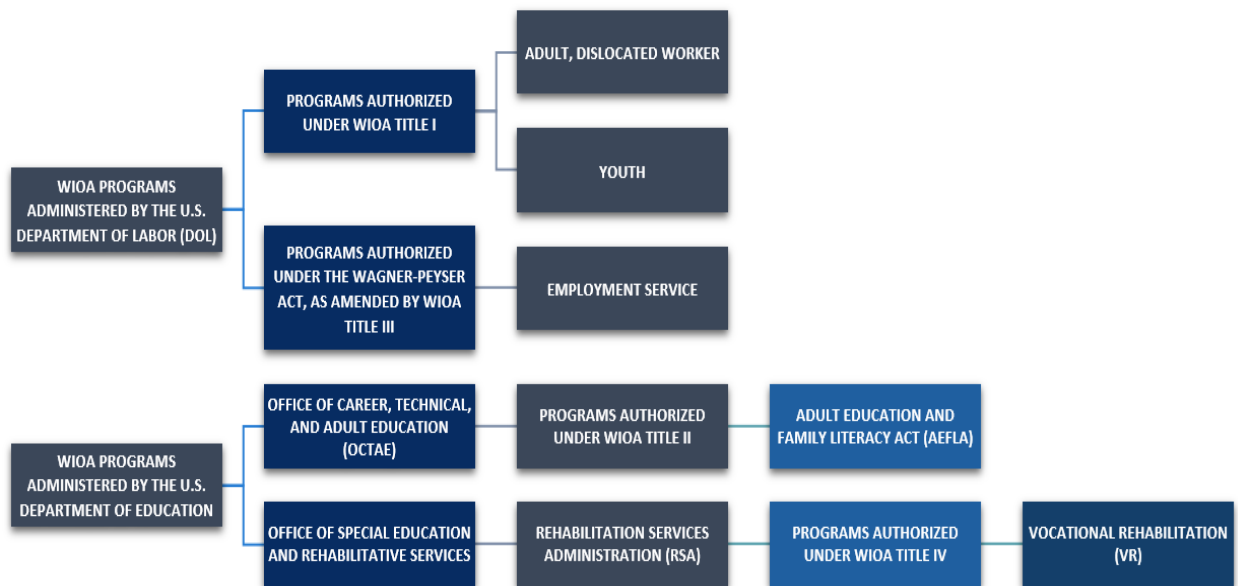
Career and Technical Education programs at the postsecondary level are authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV).

US Department of Health and Human Services

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

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

**Figure 5: WIOA Core Programs**



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

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

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

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

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

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

In addition to the idea-sharing of these two local workforce boards, board and staff members of ARIZONA@WORK City of Phoenix interact on a regular basis with different board representatives in the State.

The nature of regional service connection is informal and coordinative, rather than established in a formal cooperative service delivery agreement.

# Section 1.2 Strategic Planning Elements

## 1.2.1 Economic Analysis

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

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

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

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

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

### In-Demand Industry Sectors

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

**Table 3. In Demand Industry Sectors**

Industry Sectors
Information
Manufacturing
Health care and Social Assistance
Finance and Insurance
Construction
Transportation & Warehousing

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

### **In-Demand Occupations**

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

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

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

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

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

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

In-Demand Occupation	Common Industries	Average Annual Wages	Projected 2-Year Growth
Physicians and Surgeons, All Other	Health Care and Social Assistance	\$237,213	309
Personal Financial Advisors	Finance and Insurance	\$102,455	452
Software Developers, Applications	Finance and Insurance Information Manufacturing	\$97,995	805
Physician Assistants	Health Care and Social Assistance	\$96,602	196
Dental Hygienists	Health Care and Social Assistance	\$86,778	151
Management Analysts	Finance and Insurance Information Manufacturing	\$82,976	482
Diagnostic Medical Sonographers	Health Care and Social Assistance	\$82,261	107
Financial Analysts	Finance and Insurance Information Manufacturing	\$78,929	385
Electrical Power-Line Installers & Repairers	Construction	\$77,293	82
Registered Nurses	Health Care and Social Assistance	\$76,178	2,925

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

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

In-Demand Occupation	Common Industries	Average Annual Wages	Projected 2-Year Growth
Registered Nurses	Health Care and Social Assistance	\$76,178	2,925
Personal Care Aides	Health Care and Social Assistance	\$23,449	2,655
Laborers and Freight, Stock & Material Movers, Hand	Manufacturing Transportation and Warehousing	\$80,828	1,679
Construction Laborers	Construction	\$34,130	1,260
Home Health Aides	Health Care and Social Assistance Transportation and Warehousing	\$23,836	1,235
Heavy and Tractor-Trailer Truck Drivers	Construction Manufacturing Transportation and Warehousing	\$45,519	1,211
Medical Secretaries	Health Care and Social Assistance	\$36,281	933
Sales Representatives, Services, All Other	Construction Finance and Insurance Health Care and Social Assistance Information	\$52,377	902
Insurance Sales Agents	Finance and Insurance	\$67,974	847
Carpenters	Construction Manufacturing	\$44,599	832

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

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

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

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

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

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

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

#### Job Postings

An analysis of job postings in Maricopa County for the time period of January 2020 through August 2020 was conducted to identify needs of local businesses, as well as the skills, education and experience levels most commonly required. The data used in the following analysis was sourced from Economic Modeling Specialists International (EMSI).

**Table 6. Job Posting Information, Maricopa County (Jan - Aug 2020):**

Unique Postings	Total Postings	Median Posting Duration
504,726	2,537,706	36 days

During the timeframe, 17 of the 20 companies with the most job postings were within the existing and emerging in-demand industries. This includes companies that provide staffing services for specific industries. The job posting data supports the strategic direction of the MCWDB and its partners. Table 7 displays the top 20 companies by job postings.

**Table 7. Top 20 Employers by Job Postings, Maricopa County (Jan - Aug 2020):**

Company	Unique Postings	Industry
Wells Fargo & Company	7,526	Finance and Insurance
Banner Health	4,363	Healthcare and Social Assistance
United Services Automobile Association	3,562	Finance and Insurance
Aerotek, Inc.	3,416	Manufacturing
Robert Half International Inc.	2,956	Finance and Insurance
Dignity Health	2,827	Healthcare and Social Assistance
Honorhealth	2,596	Healthcare and Social Assistance
Soliant Health, Inc	2,547	Healthcare and Social Assistance
International Business Machines Corporation	2,420	Information
Randstad N.V.	2,418	Administrative and Waste Services
CVS Health Corporation	2,361	Healthcare and Social Assistance
Growing People and Companies	2,093	Administrative and Waste Services
Sunbelt Staffing	2,051	Healthcare and Social Assistance
UnitedHealth Group Incorporated	1,925	Healthcare and Social Assistance
Kforce Inc.	1,925	Information
Amazon.com, Inc.	1,871	Transportation and Warehousing
Kelly Services, Inc.	1,820	Administrative and Waste Services
Oracle Corporation	1,750	Information
Honeywell International Inc.	1,728	Manufacturing
Procare Therapy, Inc.	1,551	Healthcare and Social Assistance

The majority (54%) of job postings did not include a requirement for years of work experience. The most frequently required levels of experience were 0-1 years (19%) and 2-3 years (17%). These figures are encouraging, as many job seekers utilizing the Maricopa County workforce system may be changing careers and lack work experience in their careers of choice. It may also be a reflection of the labor market prior to the COVID-19 pandemic. At a time of low unemployment in Maricopa County, employers may have relaxed work experience requirements to fill positions.



**Table 8. Education Requirements in Job Postings, Maricopa County (Jan - Aug 2020):**

Minimum Experience	Unique Postings	% of Total
No experience listed	271,161	54%
0 - 1 Years	95,659	19%
2 - 3 Years	85,684	17%
4 - 6 Years	39,063	8%
7 - 9 Years	7,807	2%
10+ Years	5,352	1%

## **Section 1.2.2: Workforce Analysis**

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

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

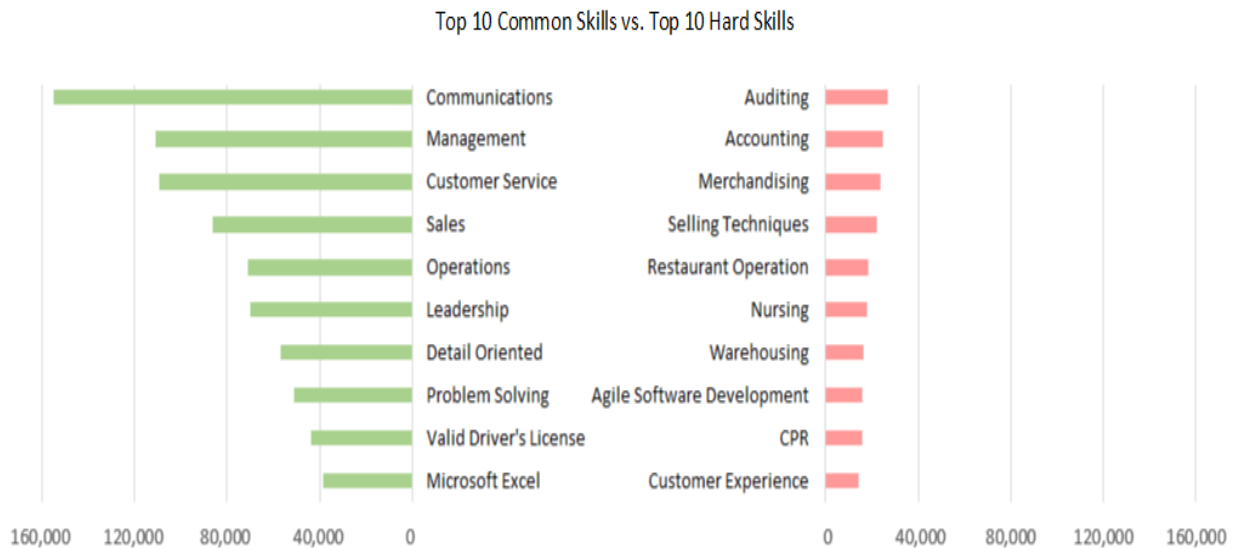
Perhaps more informative were the results of research into the most common qualifications listed in postings. Of the 20 most commonly required qualifications, 16 were postsecondary nondegree credentials. The qualifications that appeared most frequently on job postings in Maricopa County were Commercial Driver’s License (13,257 postings), Food Handler’s Card (4,369) and Certified Nurse Assistant (4,120). Table 3 displays the full list of the 20 most commonly required qualifications. The emphasis on postsecondary nondegree credentials in these job openings aligns very well with the strategic direction of the MCWDB.

**Table 9. 20 Most Frequent Qualifications, Job Postings, Maricopa County (Jan - Aug 2020):**

<b>Qualification</b>	<b>Postings</b>
Commercial Driver's License (CDL)	13,257
Food Handler's Card	4,369
Certified Nursing Assistant	4,120
Master of Business Administration (MBA)	3,960
Licensed Practical Nurse	3,568
Bachelor of Science in Nursing (BSN)	3,519
Certified Pharmacy Technician	2,353
Nurse Practitioner	2,336
Certified Public Accountant	2,190
Certified Information Systems Security Professional	2,127
Project Management Professional Certification	1,899
Associates Degree in Nursing	1,626
Certified Information System Auditor (CISA)	1,513
Automotive Service Excellence (ASE) Certification	1,346
Certified Internal Auditor	1,265
Series 7 General Securities Representative License (Stockbroker)	1,148
Certificate of Clinical Competence in Speech-Language Pathology (CCC-SLP)	1,144
Licensed Vocational Nurses	1,132
Licensed Clinical Social Worker (LCSW)	1,083
Certified Forklift Operator	1,073

A final piece of the job posting analysis identified the types of skills employers are requiring. The research separated these skills into two categories: hard skills and common skills. Hard skills tend to be associated with specific occupational knowledge or training. Common skills, sometimes referred to as soft skills, include interpersonal competencies, character traits, or skills that are not as occupation specific. While WIOA-funded services tend to emphasize hard skills, such as credential attainment and on-the-job training, the MCWDB and its partners have also emphasized the importance of common skills based on feedback from the business community and stakeholders. When compared side-by-side with hard skills, it is clear that common skills are a high priority for regional employers.

**FIGURE 6. Top Common Skills Vs. Top Hard Skills, Job Postings, Maricopa County (Jan - Aug 2020)**



**A solution that targets priority skills**

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

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

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

### 1.2.2.2 Regional workforce needs including:

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

#### 1.2.2.2.1 Current labor force employment and unemployment data

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

All labor force data in the following tables are from the *United States Census Bureau*, American Community Survey, 2018 One-year estimates.

**Table 10: Labor Force Characteristics, Maricopa County**

Measure	Level
Labor Force Population	2,246,965
Labor Force Participation Rate	64.6%

**Table 11: Arizona Counties by Labor Force Participation Rate**

County	Labor Force Participation Rate (2018)
Maricopa	64.6%
Coconino	61.6%
Yuma	52.7%
Pinal	49.3%
Pima	49.3%
Cochise	48.9%
Yavapai	47.7%
Mohave	45.3%
Navajo	44.9%
Apache	36.0%
Graham	N/A
Greenlee	N/A
La Paz	N/A
Gila	N/A
Santa Cruz	N/A

**Table 12: Labor Force Participation by Race**

Race	Labor Force Participation Rate (2018)
White	63.3%
Black or African American	71.2%
Asian	66.2%
Other	72.3%

**Table 13: Labor Force Participation by Age**

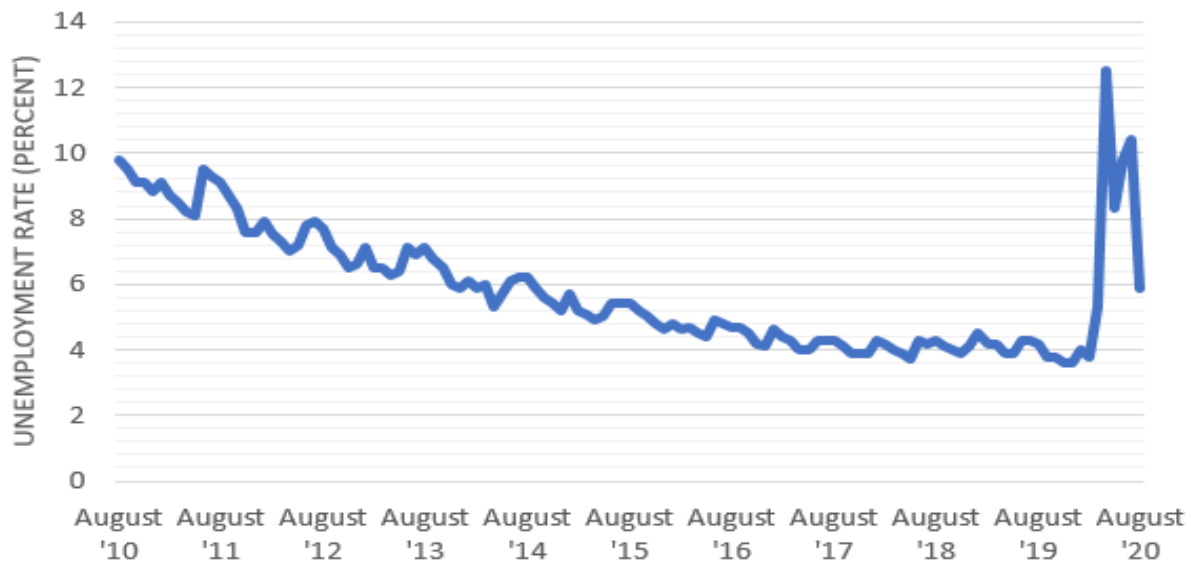
Age Band	Labor Force Participation Rate (2018)
16-19	41.1%
20-24	49.9%
25-34	41.8%
35-54	82.4%
55-64	32.9%
65+	13.4%

Unemployment

The COVID-19 pandemic interrupted a period of historically low unemployment in Maricopa County and across the country. The figures in this section are current as of September 2020, when the Arizona Office of Economic Opportunity released its August 2020 report. While the long-term impacts of COVID-19 are still unknown, the MCWDB and its partners remain committed to analyzing the data as it becomes available and developing strategies in response. Future updates to this plan will include any actions taken in this respect.

In the immediate aftermath of the economic upheaval caused by COVID-19, the unemployment rate reached 12.5% in April 2020. State and local governments were forced to implement restrictions on businesses. As these restrictions were lifted and adjusted throughout the summer and legislation was passed to support employers, employment levels began to increase again. At the time of this plan’s publishing, measures are still in place to support businesses in retaining employees. As those measures expire, MCWDB and its partners will monitor the effects on the labor force.

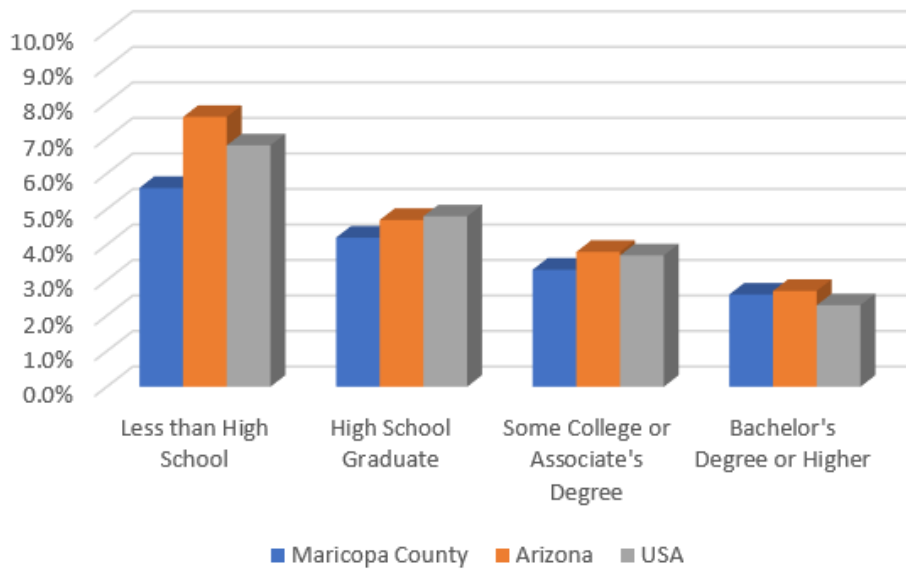
**Figure 7: Unemployment rate, Maricopa County, August, 2010-2020**



In Figure 8, the data reveal how educational levels impact the unemployment rate. Maricopa County's unemployment rate among individuals with less than a High School education remains lower than that of Arizona and the nation, but the overall correlation between educational attainment and employment remains apparent.

Note: These figures are derived from the American Community Survey 2019 1-Year Estimates. At the time of this Plan's publishing, impacts of the COVID-19 pandemic were not yet available at this level of analysis. The MCWDB will continue to monitor employment trends among various groups and develop strategies accordingly.

**Figure 8: Unemployment Rates by Educational Attainment, Ages 25-64 (2019)**

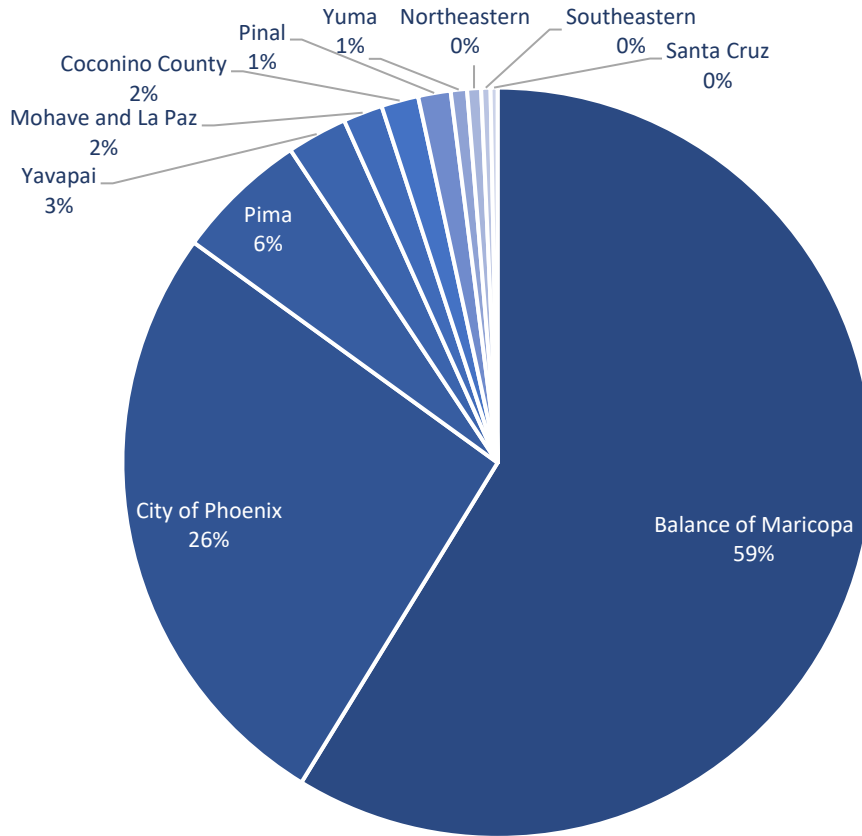


Source: American Community Survey 1-Year Estimates (2019)

**1.2.2.2.2 and information on labor market trends,**

Maricopa County as a whole is projected to account for 84.9% of total employment growth in Arizona from 2018-2028. In this same timeframe, the Maricopa County Workforce Area (excluding the City of Phoenix) is projected to account for 58.7% of the employment growth (Figure 9).

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



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

Table 14 returns Arizona’s short-term (2019-2021) employment projections by Local Workforce Area. Among all areas, the Maricopa Workforce Area is projected to increase the most in total employment by a wide margin (8.3%).

**Table 14. Projected Short-Term Employment Growth (2019-2021) By Local Workforce Area:**

Area	2019 Estimated Total Employment Level	2021 Projected Total Employment Level	2-Year Numeric Change	2-Year Percentage Change
Arizona	3,087,523	3,246,996	159,473	5.2%
<b>Maricopa Workforce Area</b>	<b>1,190,454</b>	<b>1,289,007</b>	<b>98,553</b>	<b>8.3%</b>
City of Phoenix	1,004,167	1,038,262	34,095	3.4%
Pima County	406,294	420,396	14,102	3.5%
Yavapai County	71,958	74,995	3,037	4.2%
Coconino County	71,293	72,518	1,225	1.7%
Yuma County	68,868	70,779	1,911	2.8%
Pinal County	68,402	70,704	2,302	3.4%
Northeastern Arizona	65,006	65,218	212	0.3%
Mohave and La Paz Counties	62,912	65,396	2,484	3.9%
Southeastern Arizona	62,807	63,954	1,147	1.8%
Santa Cruz County	15,322	15,704	382	2.5%

Source: Arizona Office of Economic Opportunity 2019-2021 Industry Projections



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

Educational Attainment

Slightly more than 88% of people have at least a high school diploma, and around a third (33.5%) hold at least a bachelor’s degree. The percentage of the population in Maricopa County with less education than a high school diploma is roughly equal to the nation as a whole and is slightly lower than the state average. The percentage of people with some college experience, but no degree, in both Maricopa County and Arizona is significantly higher than the national rate.

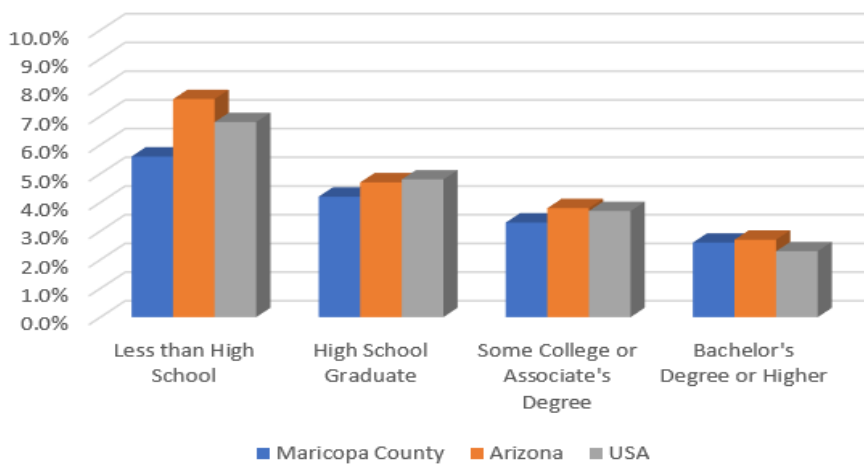
**Table 15. Educational Attainment, Population 25 Years and Over**

Education Level	Maricopa County	Arizona	United States
Less than High School	11.8%	12.4%	11.4%
High School Graduate (includes equivalency)	22.3%	23.7%	26.9%
Some College, No Degree	23.6%	25.0%	20.0%
Associate’s Degree	8.8%	8.7%	8.6%
Bachelor’s Degree	21.3%	18.8%	20.3%
Graduate or Professional Degree	12.3%	11.3%	12.8%

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

Low levels of educational attainment have a direct impact on an individual’s capacity for securing and maintaining high-quality employment and resilience for surviving economic downturns like the one produced by the COVID-19 crisis. Unemployment rates tend to be higher at any time among populations with limited educational attainment.

**Figure 10. Unemployment Rates by Educational Attainment, Ages 25-64 (2019)**



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

## Disability

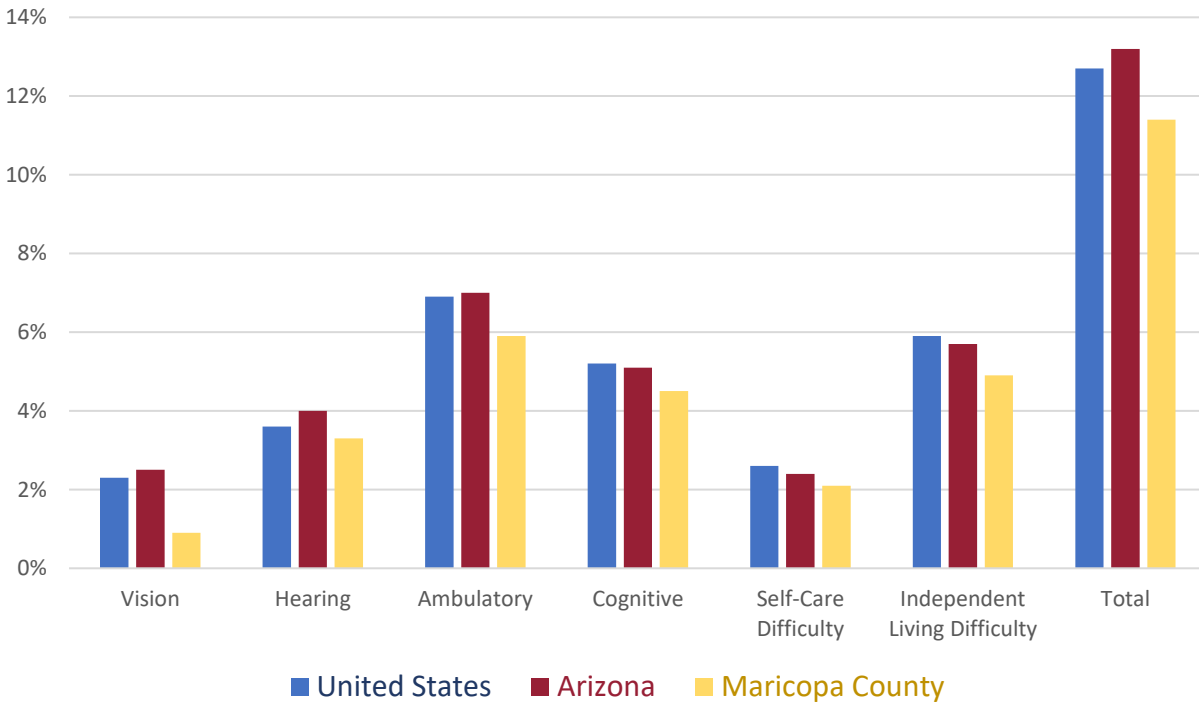
According to the Arizona Office of Economic Opportunity, the labor force participation rate for Maricopa County residents with a disability is 46.9%. Those living below the poverty line participate at a rate of 48.8%. Women show a rate of 73.0%, compared to an 85.3% rate among men.

**Table 16: Disability levels**

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

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

**Figure 11: Percentage of Population with a Disability**



## Poverty

The roles of cause and effect can be debated, but the bottom line is that the people of Maricopa County who could benefit the most from participation in the labor force do not. The reasons behind this “disconnected population” has been the subject of significant research by a number of entities, but no consensus has ever been reached. Less than half of the population with a disability are currently participating in the labor force.

**Table 17: Labor Force Participation by Poverty Status**

Status	Labor Force Participation Rate
At or Above the Poverty Level	83.6%
Below the Poverty Level	48.8%

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

### Section 1.2.3 Workforce development, education and training activities analysis

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

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

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

### Section 1.2.3.1 Description of Current Activities

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

The MCWDB's vision is to be

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

Its overarching goal is to

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

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

**Table 18: Maricopa Workforce Development Board Strategic Goals**

Goal	Description
1	Create a high-quality workforce development system
2	Build brand awareness of workforce development to increase utilization
3	Reinforce efforts to build a regional approach to delivery of workforce services
4	Build a self-sustaining system of workforce development
5	Design and utilize performance-based metrics that ensure capacity management and improve system outcomes

To support the design and implementation of these goals, the MCWDB established four Goal Workgroups composed of members of the MCWDB, subject matter experts representing core partners, operational leadership and staff, and members of community and business organizations, equipped to

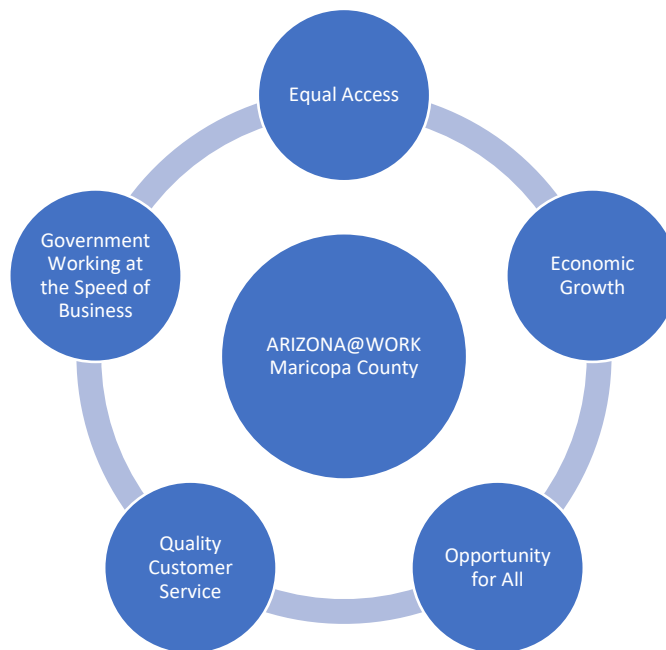
contribute to the design of actions, metrics, and milestones for realizing each of the Board’s strategic goals. The four workgroups are:

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

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

The work of these groups, while uneven at times as a result of changes in county and MCWDB leadership, remains critical to the success of ARIZONA@WORK: Maricopa County, and they will remain active during the program years covered by this Plan. It is hoped that the outputs of these workgroups will lead to a cohesive, high-quality workforce system that engages employers and prepares more individuals for employment, especially those with barriers. The MCWDB’s overarching aim is to shape and demonstrate a comprehensive workforce system, as shown in the diagram in Figure 11. and to emerge as a model for other workforce systems by 2023.

**Figure 12. Comprehensive Workforce Development System**



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

#### Strengths

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

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

#### Postsecondary Institutions

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

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

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

In the Spring 2020 Semester, MCCCDC reported enrollment of 102,127 students, of whom 37% were studying with intent to enter a four-year program and 25% were preparing to directly enter the workforce. During the 2018-2019 academic year, 27,045 awards were issued.

**Table 19: Maricopa County Community College District, 2018-2019 Awards**

Award Type	Number
Transfer degrees	8,662
Transfer certificates	7,952
Occupational awards	10,431
Total	27,045

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

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

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

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

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



### Partnerships and a New Spirit of Collaboration

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

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

## **Weaknesses**

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

### Pressures on the Community College system

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

### An Array of Private Training Providers and Inconsistent Standards

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

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

### Motivating Those Who Need It Most

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

### Operational Capacity

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

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

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

### 1.2.3.2.1 Individuals with barriers to employment

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

- Family Centered Coaching:

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

- Maryvale Initiative:

The Maryvale Workforce Initiative is a collaborative started at the State of Arizona and includes the Arizona Office of Economic Opportunity, ARIZONA@WORK Maricopa County, ARIZONA@WORK City of Phoenix, Goodwill of Central and Northern Arizona, Chicanos por la Causa, and the Center for the Future of Arizona/Retail Works Program. The project focuses on addressing the needs of the high poverty area in the Maryvale Neighborhood in Southwest Phoenix, roughly bordered by 35th Ave in the East, 75th Ave in the West, Camelback Rd in the North, and McDowell Rd in the South. ARIZONA@WORK: Maricopa County helps support the initiative by coordinating client services and employer connectivity to enhance the workforce efforts of this area. In June, the Office of Economic Opportunity, in partnership with Arizona State University Watts, convened a workforce partners meeting to discuss data collection to support a “Smarter Community Grants” application from the National Science Foundation. ARIZONA@WORK Maricopa County participated in the meeting to support and provide input and has not yet been tasked with a follow-up assignment.

- Smart Justice:

Smart Justice is a Maricopa County initiative developed from the Board of Supervisors interest in reducing recidivism in Maricopa County. The Human Services Department established the Smart Justice team to address the employment needs of individuals who are on probation or are involved the County’s justice system. The Smart Justice (SJ) Employment Team, through evidence-based case management practices, promotes pro-social roles within the workplace, families, and communities. The SJ Employment Team guides and provides supportive services to returning citizens as they transition into the workforce. For the duration of program participation, the SJ Employment Team works towards accountability and self-empowerment to help the reentrants navigate the seemingly

insurmountable pressures of rebuilding their lives and reentering the community as law abiding citizens. The Smart Justice Program provides educational and vocational assistance to justice involved participants from both East and West Valley Career Centers. Services offered include career exploration, resume assistance, computer access, job leads, interview techniques and occupational skills training. Participants may enroll in services through self-engagement or a referral from Maricopa County Adult Probation offices. Eligible participants must be 18 years of age, meet military selective service registration requirements and have a medium to high risk classification through assessment.

- Clean Start 2.0 (Food Factory) - In January of 2019 the Smart Justice Employment Team, Maricopa County Sheriff's Office, Adult Probation Services and community providers launched Clean Start 2.0. Clean Start 2.0 prepares participants for employment, while incarcerated in the Maricopa County Jail system. During their time in custody, clients begin learning skills in the jail's 3-week food service program through Community Kitchen. For successful participants, the training and experience continue with an additional 9 weeks upon release. Post program completion, participants are placed with employers around Maricopa County for full time employment.
- Work Experience (WEX) (Community Kitchen) – Participants gain skills related to food preparation while providing a product to serve the homeless population. Upon completion of this work experience, participants receive their food handler's card, which in turn provides employment opportunities in the food industry.
- Occupational Skills Training (OST)- During the 4<sup>th</sup> quarter of 2019, ARIZONA@WORK Maricopa County obligated \$66,715 in approved funding for 17 participants to begin training programs in efforts to re-engage in long-term employment in the transportation industry. 11 successfully obtained a commercial driver's license, and 5 have either had training extended or were unsuccessful.

- SWIFI:

SWFI is a collaborative partnership between the City of Phoenix and Maricopa County. The City of Phoenix was awarded a grant funded by the Department of Labor to deliver workforce and support services to 600 parents living in Maricopa County. Through an interdisciplinary team that includes: ARIZONA@WORK American Job Centers City of Phoenix and Maricopa County; City of Phoenix Human Services Department; Maricopa County Human Services Department (Head Start); Maricopa County Community College District, Arizona Department of Economic Security Child Care Administration; MAXIMUS Human Services and the Association for Supportive Child Care. The project recruits, trains and assists low income parents with dependent children who qualify for Head Start, TANF and/or WIOA programs in securing and retaining employment in targeted middle to high skilled H-1B occupations, specifically in Healthcare, Information Technology and Business. During the 4th quarter, Maricopa County co-enrolled 2 participants in the SWFI program. Both participants were approved for occupational skills training in healthcare sector. One was for Certified Nursing Assistant and the other was enrolled in a Medical Assisting program. Maricopa County obligated \$6,120.00 for the approved Occupational Skills Training. During this quarter, COVID-19 continued to have an impact on center traffic and community training programs. During this quarter training

providers and Maricopa County evolved to find creative ways to deliver services virtually to participants.

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

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

#### **1.2.3.2.2 Employment needs of businesses**

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

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

- Collaborate with economic developers and partners with new valley employers;
- Leverage training provider relationships for employer introductions to workforce;
- Partner with City of Phoenix on events to offer exposure to workforce efforts;
- Offer all employers introductions to key community leaders;
- Refer employers to other resources;
- Provide On-site Recruitments and industry specific Career Fairs;
- Host Employer Panels introducing employers to interested job seekers;
- Maintain understanding of current and developing labor market information tools and partners;
- Detail research on specific employers that services are being provided for along with their direct and indirect competitors for talent;
- Identify and follow industry pathways for better talent development;
- Review and post to Social Media weekly;
- Publish a Job Blast Newsletter;
- Offer live networking in efforts to: remain informed, maintain visibility, connectivity, and support relationships;
- Provide weekly review of news and industry innovation;

- Review the State's Legislative processes for impact on labor market; and
- Review Federal and International events and technology trends as they relate to local Industry.

#### Section 1.2.4 Vision to support growth and economic self-sufficiency

In 2018, the MCWDB engaged in an extensive exercise to establish a vision for the ARIZONA@WORK: Maricopa County system. Interviews were conducted with stakeholders, both internal and external, to gain as broad a perspective as possible. Participants included:

- Maricopa County Chief Elected Officials
- Maricopa County Workforce Development Board members
- Staff to the Workforce Board
- Fiscal and Administrative Entity
- Career Services Provider
- Other stakeholders, including representatives of the Workforce Arizona Council, the City of Phoenix Workforce Development Board and the One Stop Operator

An aspirational vision was approved to serve as the NorthStar for the delivery of workforce development services in Maricopa County:

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

Four values support that vision:

- Customer-Centric Service
- Public Trust and Accountability
- Data-Driven and Performance-Based
- Responsive to a Changing Environment

Five goals were established to map a path to the board's vision, using the established values as parameters, and multiple strategies were identified to support each strategy:



**Table 20: Goals and Strategies**

Goal	Strategies
<p>Create a high-quality workforce development system</p>	<p>Identify programs in the areas of apprenticeships, trades and industry certifications</p>
	<p>Maintain a holistic approach featuring connection among multiple providers, ensuring seamless delivery</p>
	<p>Increase engagement with businesses for capabilities and skills needed by employers</p>
	<p>Increase digital access to information</p>
<p>Build brand awareness of workforce development to increase utilization</p>	<p>Identify the industry sectors that make sense for Maricopa County</p>
	<p>Identify employers in these sectors</p>
	<p>Convene employers and educational providers</p>
	<p>Learn gaps and identify the skills necessary to fill them</p>
	<p>Employ human-centered design approaches to answer the question “What’s In It For Me?” for employers</p>
	<p>Target an 80% net promoter score</p>
	<p>Ensure that jobseekers know what the workforce development system does and does not provide</p>
	<p>Employ human-centered design approaches to answer the question “What’s In It For Me?” for jobseekers</p>
	<p>Identify what related stakeholder resources are available to jobseekers</p>
	<p>Identify training pertinent to skills and aptitude to serve jobseekers</p>
	<p>Specify where there are jobs needing to be filled</p>
	<p>Determine how the average jobseeker finds out about ARIZONA@WORK</p>
	<p>Establish how ARIZONA@WORK connects with jobseekers who are not finding us</p>
<p>Reinforce efforts to build a regional approach to delivery of workforce services</p>	<p>Assess opportunities for a regional approach to delivery of workforce development services</p>
	<p>Explore best and promising practices for regional delivery of workforce development services</p>
	<p>Develop a business case for regional delivery of workforce development services</p>
	<p>Develop a roadmap for regional delivery of workforce development services</p>

Goals	Strategies
Build a self-sustaining system of workforce development	Complete a landscape analysis of all available funding opportunities in alignment with workforce objectives
	Benchmark best-in-class workforce systems obtaining desired funding
	Design a system to maximize alternative funding capture
	Drive private sector money to this system
	Seek private foundation money
	Partner with private companies and industry associations in seeking funding sources for their needs
Design and utilize performance-based metrics that ensure capacity management and improve system outcomes	Map the customer experience
	Utilize value-stream mapping
	Perform a gap analysis
	Establish capacity building
	Increase funding for in-demand occupations
	Increase the availability and utilization of industry certifications and apprenticeships
	Establish and utilize outcome-based performance metrics
	Commit to continuous process improvement

### Section 1.2.5 Workforce development capacity

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

- Six Affiliate Sites throughout the region offer most basic services of the WIOA core partner programs, yet staff for these core programs maintain itinerate schedules.
- A total of 49 community and faith-based organizations serve as Access Points throughout the region so that individuals may access the workforce development system via computer and direct referrals in their own communities.

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

Figure 13: ARIZONA@WORK Authority



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

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

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

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

**East Valley Career Center**

735 N. Gilbert Rd., Ste 134,  
Gilbert, AZ 85234

**West Valley Career Center (Glendale)**

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

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

**Mesa Library**

64 E 1<sup>st</sup> St.  
Mesa, AZ 85201

**Peoria Community Center**

8335 West Jefferson St.  
Peoria, AZ 85346

**Tempe Escalante Center**

2150 E Orange St.  
Tempe, AZ 85281

**Workforce Partnership Centers**

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

Vista Del Camino Community Center  
7700 E. Roosevelt St.  
Scottsdale, AZ 85257

Tempe Community Action Agency  
2146 E. Apache Blvd.  
Tempe, AZ 85281

Wickenburg Career Office  
164 East Apache St.  
Wickenburg, AZ 85390

Tempe Library  
3500 S Rural Rd, Ste 202  
Tempe, AZ 85281

**VOCATIONAL REHABILITATION** provides services for jobseekers with disabilities.

**Admin Office**

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

**Mesa**

120 W. 1st Avenue  
Mesa, AZ 85210

**North 16th Street**

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

**Van Buren**

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

**Surprise**  
11526 W. Bell Rd  
Surprise, AZ 85374-9801

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

**Chandler Gilbert - Chandler Tempe**  
125 E. Elliot Rd  
Chandler, AZ 85225

**7th Street**  
2455 S.7th St.  
Phoenix, AZ 85034

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

**19th Avenue**  
11420 N 19th Ave  
Phoenix, AZ 85029

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

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

**Friendly House Inc.**  
Phoenix, Glendale

**Queen Creek Unified School District Adult Education**  
Queen Creek

**Gilbert Adult Learning Center**  
Mesa

**Rio Salado College Bridge Pathway**  
Tempe, Avondale, Phoenix, Surprise

**Frank X. Gordon Adult Education**  
Glendale, Phoenix, Mesa

**East Valley Institute of Technology**  
Mesa

**Mesa Public Schools Adult Education**  
Mesa

**Arizona Center for Youth Resources**  
Phoenix

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

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

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

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

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

**AVONDALE**

**Avondale Civic Center Library**  
11350 Civic Center Dr  
Avondale, AZ 85323

**MESA**

**MesaCAN (A New Leaf)**  
635 E. Broadway Road  
Mesa, AZ 85204

**BUCKEYE**

**Buckeye Library-Coyote Branch**  
21699 W Yuma Rd. Ste 116  
Buckeye, AZ 85326

**PEORIA**

**City of Peoria Community Center**  
8335 W Jefferson St.  
Peoria, AZ 85204

**CHANDLER**

**AZCEND**  
345 S California St.  
Chandler, AZ 85225

**PHOENIX**

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

**EL MIRAGE**

**El Mirage Library**  
14011 N. 1<sup>st</sup> Ave.  
El Mirage, AZ 85335

**Paradise Valley Community College (Career Center)**

18401 N. 32nd Street  
Phoenix, AZ 85032

**GLENDALE**

**Glendale Community College Career Center**  
6000 W. Olive Avenue  
Glendale, AZ 85302

**St Joseph the Worker**

1125 W. Jackson St.  
Phoenix, AZ 85007

**GOODYEAR**

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

**TOLLESON**

**City of Tolleson Library**  
9555 W. Van Buren  
Tolleson, AZ 85353

**GUADALUPE**

**Guadalupe Library**  
9241 S. Avenida del Yaqui  
Guadalupe, AZ 85283

**1.2.5.1 Assessment of workforce development capacity**

The Maricopa County Workforce Development Board finds the capacity of the system to be sufficient for delivery of WIOA services. Jobseekers physically access the system via the American Job Centers, the Youth facilities, the Affiliate Sites and the Access Points. However, digital access to these services is

growing in importance, especially in light of the COVID-19 pandemic. As the crisis arose, partners moved much of the system's operations to virtual environments. It is assumed that live, personal interactions will be generally allowed again soon; however, trends now indicate that many people, especially the medically fragile may never return to the norm of physically entering buildings when it is not necessary. As more of the individuals we seek to serve turn to safer and more accessible digital environments, it will be incumbent on workforce leadership to expand our capacity in those areas.

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

##### Integrated Service Delivery Model

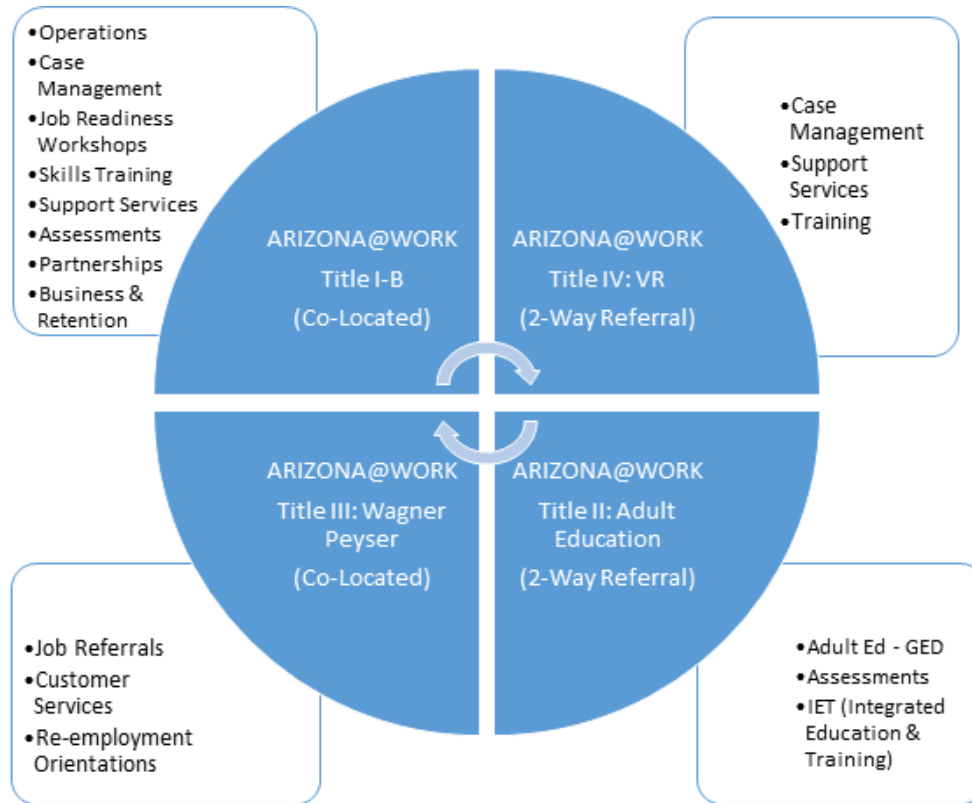
ARIZONA@WORK: Maricopa County is proactively implementing strategies toward a delivery model that more closely resonates with WIOA's Hallmarks of Excellence in that workforce services are directly aligned with the needs of the local area's businesses and workers. These changes include implementing the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

Having long ago rejected its siloed approach to service delivery, ARIZONA@WORK: Maricopa County remains committed to the idea of a more effective, more efficient, more collaborative approach that results in a seamless customer experience. Rather than navigating separate teams defined by their separate funding sources, customers now move seamlessly from one team to another.

1. **WELCOME TEAM** that greets and directs customers, conducts a triage assessment, collects registration information, and refers internally or externally for assistance. (Entry, Resource Room)
2. **SKILLS AND CAREER DEVELOPMENT TEAM** that does skills analysis, facilitates assessment and testing, identifies support needs, provides career guidance, arranges for soft skills training, and refers to program specific occupational training. (Resource Room, Case Management, Pre-Employment Training)
3. **BUSINESS RETENTION TEAM** that provides services to job ready customers and to employers including job clubs, facilitating on-the-job training arrangements, job development, business development, job matching and customized recruitment efforts.

The transition to an ISD model was not simple. Its value proposition, however, has validated its selection. Customers have a less confusing, more effective experience, and the Maricopa County Workforce Development Board remains committed to this Integrated Service Delivery model and commits during these program years to evaluating current results and identifying options for more deeply integrating this framework into the daily work of the workforce development system.

Figure 14: Core Partners Roles



### Regional Alignment of Core Services

One of the fundamental changes wrought by the Workforce Innovation and Opportunity Act is the requirement to integrate core programs to provide comprehensive and efficient services more efficiently to more participants. The ISD model used by ARIZONA@WORK: Maricopa County braids and aligns the local resources of participating partners to seamlessly address the training and employment needs of system customers, job seekers and businesses.

Within the framework of the ISD system, alignment of services is an essential and ongoing process. Regular analysis, evaluation and realignment of the services reduces duplicative and administrative activities in favor of a customer experience and allows partners to use their resources for value-added services to ensure job seekers have the skills to access good jobs and advance in their careers. ARIZONA@WORK: Maricopa County will continue its commitment to this transformation during the 2020-2023 period, with the following core partners and services:

1. **Adult, dislocated worker and youth programs (WIOA Title I)** managed and delivered by ARIZONA@WORK: Maricopa County.
  - A. The Adult Program provides workforce services that increase the employment, retention, earnings, and attainment of recognized post-secondary credentials for adults age 18 and older.



As a result of these activities, the quality of the workforce will be improved, economic self-sufficiency will be increased and productivity enhanced in the region.

- B. The Dislocated Worker (DW) Program provides services to individuals who have been terminated, laid off, or have received notice of termination or layoff, from employment, generally, due to employer downsizing or plant closures. Self-employed individuals who are unemployed due to economic conditions as well as displaced homemakers may also receive DW program services.
- C. The Rapid Response (Rr) Program is the cooperative effort of ARIZONA@WORK Maricopa County staff, and other partner programs. RR provides assistance and services to workers affected by layoffs, plant closures, or natural or other disasters resulting in a mass job dislocation. The intent of RR activities is to aid affected workers and help them transition to a new employment opportunity as quickly as possible.
- D. The Youth Program provides a comprehensive array of services (i.e. occupational skills training, work experiences, basic academic skills education, adult mentoring, etc.). The goal is for youth program participants to obtain a job in a career pathway, enroll in post-secondary education, or register in an apprenticeship prior to the end of their participation in the program. Youth programs offer services to in-school and out-of-school youth, now expanded to ages 14-24.
- E. the highest of either: 1) 80% of their wages at date of dislocation; or 2) The individual's earned wages are at or below the LWDA's established self-sufficiency threshold.

**2. Wagner-Peyser job search and placement services (WIOA Title III)** administered by the Arizona Department of Economic Security (DES) brings together individuals seeking employment with employers seeking workers;

**3. Adult education and family literacy programs (WIOA Title II)** administered by Arizona Department of Education (ADE) offer adult education and skills development programs that accelerate achievement of diplomas and credentials among workers;

**4. Vocational Rehabilitation (WIOA Title IV)** administered by the Rehabilitation Services Administration (RSA), which is part of DES, enables eligible individuals with disabilities to achieve an employment outcome consistent with their strengths, priorities, needs, abilities and capabilities.; and

In addition to providing career and training services to individuals who are unemployed, the Adult and DW programs offer career and training services to job seekers who are underemployed. As defined in Section 1.3.15, an individual is considered underemployed if they are employed either full or part-time, and their current annualized wage rate does not exceed

The MCWDB will implement Workforce policy and investment directed at the state level by DES and will work to actively engage partners required to provide access through the comprehensive American Job Center locations, including Job Corps, YouthBuild, Career and Technical Education (CTE) programs, Veterans Employment and Training Services, and Unemployment Insurance services.

Together, core partners will share knowledge across programs and work to eliminate confusion regarding missions, services or methods of service delivery, whether they are co-located or not co-located. Roles will be clearly defined so that partners will not need to be co-located in the American Job Center buildings to be an effective part of the integrated system or flow of service delivery. Specific expectations (i.e. number of new business relationships per week, number of participants placed in employment per week, etc.) will also be clearly defined and be designated and documented in a partner MOU, for each functional team to contribute towards common performance measures.

One of the most critical components of the Integrated Service Delivery model which forms the framework of the ARIZONA@WORK: Maricopa County delivery system is the One Stop Operator. MCWDB's OSO, Maximus is tasked with seven key performance areas in Program Year 2020-2021:

1. Facilitating Integrated Service Delivery (ISD)
2. Act as a liaison between MCWDB and service providers and partners
3. Delivery of ongoing training and technical assistance
4. Development of standard operation procedures
5. Innovative technologies
6. Ensure target level of effort needed to match jobseekers with employer need
7. OSO reporting requirements

---

**Section 1.2.6 Statewide strategy assurances**

---

The Maricopa County Workforce Development Board will support statewide workforce strategies identified in the state workforce plan and will actively work to implement the vision and strategic recommendations of the Workforce Arizona Council. The MCWDB will also participate in the fullest extent practical in statewide workgroups and initiatives intended to improve workforce services across the state.

### Section 1.2.7 Statewide strategy support

The Governor's vision for Arizona is "to build a pro-growth economy that provides opportunity for all and creates prosperous communities."

Arizona's state workforce board, the Workforce Arizona Council, has established 10 statewide strategies for these program years, and the Maricopa County Workforce Development Board commits to supporting them all and aligning local strategies with the state framework. As identified in the Arizona State Plan, the state's four goals are:

1. Promote a strong Arizona economy  
*Build Arizona's capacity to attract, retain and grow thriving businesses*
2. Serve business needs  
*Serve Arizona job creators by understanding, anticipating and helping them meet workforce needs, including meeting the skilled workforce needs of employers*
3. Prepare jobseekers  
*Prepare and match job seekers to a job creator for a successful career that provides amply (preparing an educated and skilled workforce, including youth and individuals with barriers to employment and other populations)*
4. Protect taxpayers by providing efficient, accountable government service  
*Accelerate measurable impact and performance for less cost*

ARIZONA@WORK developed strategies based on the goals and strengths and weaknesses identified by a cross-functional team, including representatives from the Workforce Arizona Council, core programs, and the LWDBs. Arizona's goals are interdependent, with many strategies affecting more than one goal to create and promote a holistic system to benefit ARIZONA@WORK customers.

The ten strategies are:

1. Promote industry sector partnerships/projects
2. Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system
3. Increase and improve coordination between workforce, education, and economic development efforts at the state and local level
4. Ensure training provided to job seekers and workers has a focus on transferable skills
5. Create a comprehensive business engagement plan to support consistency and availability of services
6. Implement framework for supporting a statewide model for career pathways based on the identified In-Demand industries and occupations, connecting the education and incorporating appropriate flexibility for regional variation

7. Improve processes for co-enrollment across partners to share costs and case management to better serve customers
8. Enhance initiatives supporting populations with barriers to employment to ensure customers are receiving needed services efficiently including populations identified in section (a)
9. Create a consistent system for continuous improvement
10. Identify data system solutions to enhance the interoperability and quality of data for use across ARIZONA@WORK programs

### **1.2.7.1 Description of plan to implement the state strategies over the next four years including:**

#### **1.2.7.1.1 Entities the board will work with to implement the state strategies**

Maricopa County does not have a dedicated economic development department. ARIZONA@WORK: Maricopa County, however, is home to the Business Retention Services Team, which supports business growth, attraction and retention efforts by providing workforce development services to businesses and potential businesses in the area. Partnerships with regional economic development agencies are vital for a comprehensive workforce system. ARIZONA@WORK: Maricopa County has shared data and trends, participated in events, and been connected with businesses via these local partners.

To become more active in economic development activities, the MCWDB intends to explore options for deepening the partnership between ARIZONA@WORK: Maricopa County and the Arizona Commerce Authority (ACA), the State's leading economic development organization. The ACA grows and strengthens Arizona's economy by recruiting out-of-state companies to expand their operations in Arizona; working with existing companies to grow their business in Arizona and beyond; and partnering with entrepreneurs and companies to create new jobs and businesses in targeted industries. The ACA is supervised by a public-private sector Board composed of Arizona leaders in business and policy; the Board is overseen by Arizona Governor Doug Ducey.

While partnering with and exploring options for deepening ties with the Arizona Commerce Authority, the MCWDB also intends to develop and strengthen partnerships with other economic development entities, including the economic development departments of the county's 23 municipalities. In particular, ARIZONA@WORK: Maricopa County has the potential to bring value on business attraction projects. These prospective employers often explore multiple locations before deciding on homes for their relocation and expansion projects. Often the single most critical factor in the decision-making process for these employers is the quality and availability of the workforce available at a certain location. ARIZONA@WORK intends to provide data analysis, demographic information and custom proposal support in any way possible to regional economic development entities in efforts to broaden and deepen the regional economic base.

The Arizona Office of Economic Opportunity was created in 2016 to serve as Arizona's hub for labor market information and workforce policy. In addition to being home to the state's labor market information office (in partnership with the United States Department of Labor) and the state demographer's office (in partnership with the United States Census Bureau), OEO also staffs the state

workforce board, the Workforce Arizona Council. OEO is housed at the Arizona Commerce Authority, where its perspectives on Arizona's economy and labor market contribute to the data-driven economic development strategies that have made Arizona's economy the envy of the country. MCWDB intends

- 1) to pursue opportunities for collaboration with the OEO on the development and implementation of data-driven statewide workforce development and economic development initiatives
- 2) to increase its capacity for contributing to economic development projects via professional development for the business retention services team.

Other economic development entities with which the MCWDB intends to partner include:

#### Economic Development

- Arizona Association for Economic Developers
- East Valley Partnership
- Arizona Public Service and Salt River Project Economic Development Teams
- Greater Phoenix Economic Council
- Westmarc
- Economic Development entities within the county's 23 municipalities

#### Business Intermediaries

- Phoenix Chamber
- Arizona Nurses Association
- Valley Young Professional Group
- Valley Partnership (coalition of construction and site developers)

#### Workforce Development

- Arizona State Board
- Phoenix Business and Workforce Board

#### Education

- Maricopa County Community College District Economic Development/Workforce Development Team

# Section 1.3 System Coordination

## **1.3.1 Description of how WDB will work with the entities carrying out the core programs in order to:**

The Workforce Innovation and Opportunity Act (WIOA) fundamentally altered the concept of workforce development in many ways. In particular WIOA sought to better align the core partners in the system to improve the quality of services, optimize efficiency, and limit duplication of services. ARIZONA@WORK: Maricopa County remains committed to these concepts and intends to continuously pursue opportunities to make the relationships between the core partners more equitable, more effective and more efficient. To this end, the core partners will implement the following strategies during 2020-2023:

ARIZONA@WORK: Maricopa County has organized its intentions to improve the manner in which it works with the program's core partners:

- Establish working groups consisting of ARIZONA@WORK: Maricopa County resources and representatives from each of the core partners to explore opportunities for improved collaboration.
- Deploy new and/or improved technological solutions that enable ARIZONA@WORK: Maricopa County to manage cases and record activities.
- Commit to tracking and evaluating services in a consistent and valuable format that provides perspective on the activities of the core partners, including effectiveness of services provided to specific subpopulations.

### **1.3.1.1 Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment**

The “I” in WIOA stands for Innovation. Both the letter and the spirit of WIOA charge the workforce system to break down barriers and expand access to programs and services. ARIZONA@WORK: Maricopa County is well-positioned to expand access to services for eligible individuals, particularly those with barriers to employment, in the coming years. In fact, Maricopa County aims to stand-out by effectively practicing this through a number of innovative strategies:

#### Shared satellite sites with Workforce Development Coordinators

ARIZONA@WORK: Maricopa County has implemented, and intends to expand, an innovative model of satellite locations shared with the municipalities across the Maricopa County service area. In these partnerships, the cost of operations and of a shared Workforce Development Coordinator (WDC) are shared between ARIZONA@WORK: Maricopa County and the cities and towns in which the satellite locations are located. This effort puts workforce resources closer to the communities they are trying to serve and allows for the integration of “extreme local flair.”

- Wickenburg focuses on business engagement.
- Surprise is located in the local Community Action Program (CAP) office and focuses on program referrals that result in a full spectrum of services. The location also leveraged funds from a Community Development Block Grant (CDBG).
- Scottsdale is also located in the local CAP office.
- Tempe focuses on the connection to early education and is located in the local library.

As of this writing, discussions are underway for additional satellite locations in Tolleson and Gilbert.

### Smart Justice

Smart Justice (SJ) is a Maricopa County initiative developed from the Board of Supervisors' interest in reducing recidivism in Maricopa County. The Human Services Department established the Smart Justice team to address the employment needs of individuals who are on probation or are involved the County's justice system.

The Smart Justice Employment Team (SJET), through evidence-based case management practices, promotes pro-social roles within the workplace, families, and communities. The SJ Employment Team guides and provides supportive services to returning citizens as they transition into the workforce. For the duration of program participation, the SJ Employment Team works towards accountability and self-empowerment to help the reentrants navigate the seemingly insurmountable pressures of rebuilding their lives and reentering the community as law abiding citizens.

The Smart Justice Program provides educational and vocational assistance to justice involved participants from both East and West Valley Career Centers. Services offered include career exploration, resume assistance, computer access, job leads, interview techniques and occupational skills training. Participants may enroll in services through self-engagement or a referral from Maricopa County Adult Probation offices. Eligible participants must be 18 years of age, meet military selective service registration requirements and have a medium to high risk classification through assessment. It is the intention of ARIZONA@WORK: Maricopa County to deepen relationships with the probation system in these program years.

Strategies implemented within the Smart Justice initiative include:

- Clean Start 2.0 (Food Factory) - In January of 2019, the SJET, Maricopa County Sheriff's Office, Adult Probation Services and community providers launched Clean Start 2.0. This innovative initiative prepares participants for employment while incarcerated in the Maricopa County Jail system. During their time in custody, clients begin learning skills in the jail's 3-week food service program through Community Kitchen, a program of St. Vincent De Paul. For successful participants, the training and experience continue with an additional 9 weeks after release. After program completion, participants are placed with employers around Maricopa County for full time employment.
- Work Experience (Community Kitchen) - Participants gain skills related to food preparation while providing a product to serve the homeless population. Upon completion of this work



experience, participants receive their food handler's card, which in turn provides employment opportunities in the food industry.

- Occupational Skills Training (OST) - During the 4th quarter of 2019, ARIZONA@WORK: Maricopa County obligated \$66,715 in approved funding for 17 participants to begin training programs in efforts to re-engage in long-term employment in the transportation industry. Eleven successfully obtained a Commercial Driver's License (CDL).

Primary objectives for the coming program years center around integrating apprenticeships into the reentry model.

### Strengthening Working Families Initiative

The Strengthening Working Families Initiative (SWFI) is one component of the collaborative partnership between the City of Phoenix and Maricopa County. The City of Phoenix was awarded a United States Department of Labor grant to deliver workforce and support services to 600 parents living in Maricopa County. The interdisciplinary team that collaborates on SWFI includes

- American Job Centers of the City of Phoenix and Maricopa County
- the City of Phoenix Human Services Department
- Maricopa County Community College District
- Arizona Department of Economic Security Child Care Administration
- MAXIMUS Human Services, Incorporated
- Association for Supportive Child Care

The project recruits, trains and assists low income parents with dependent children who qualify for Head Start, TANF and/or WIOA programs in securing and retaining employment in targeted middle to high skilled H-1B occupations, specifically in Healthcare, Information Technology and Business. During the 4th quarter of 2019, Maricopa County co-enrolled 2 participants in the SWFI program. Both participants were approved for occupational skills training in the healthcare sector. One was for Certified Nursing Assistant and the other was enrolled in a Medical Assisting program. Maricopa County obligated \$6,120 for the Occupational Skills Training.

During this quarter, COVID-19 continued to have an impact on center traffic and community training programs. In response, training providers and ARIZONA@WORK: Maricopa County evolved to find creative ways to deliver services virtually to our participants.

In this final year of the grant period, SWFI stakeholders intend to continue expanding the universe of occupations and Occupational Skills Training programs eligible for funding through the program. After the expiration of the program in September 2021, the MCWDB intends to continue developing innovative approaches to the Family Centered Employment concept. This promising model is focused on advancing new pathways to employment for parents and families with children while providing linkages

between early childhood development and employment, leading to economic advancement. Using the 2GEN approach as the foundational strategy, the Family Centered Employment initiative is designed to:

- Identify promising practices in implementing family-centered employment approaches in workforce development;
- Create awareness about family-centered employment approaches amongst workforce boards;
- Promote stronger relationships and collaboration with community organizations, child care providers, and other agencies;
- Assess system-level changes to promote a family-centered employment approach to advance families and meet workforce demands.<sup>4</sup>

The 2Gen approach holds great promise for effective intervention in the multi-generational poverty cycle, and the MCWDB is committed to exploring options and optimizing the value of this model for Maricopa County families. The five key components of the 2GEN approach are:

1. Postsecondary Education and Employment Pathways;
2. Early Childhood Education and Development;
3. Economic Assets;
4. Health and Well-Being; and
5. Social Capital.

As the National Association of Workforce Boards opined in 2017,

*Workforce development boards are in a unique position to make an impact on family stability through providing workforce services for parents while connecting parents to support services such as child care providers. As businesses continue to look for and hire qualified talent, lack of consistent quality childcare can impact parents' ability to accept employment or advancement. Parents looking to enter and remain in the workforce may require additional assistance with securing quality childcare. Lastly, quality childcare provides foundational skills for young children that is imperative to their growth and preparation to be a skilled generation entering the workforce in the future. Workforce development boards have an opportunity to address these challenges and improve employment outcomes by engaging in new partnerships, leveraging resources, and serving clients from a whole family approach.*<sup>4</sup>

### Family Centered Coaching

Family-Centered Coaching (FCC), a component of the Family Centered Employment concept, is a relationship and strength-based practice designed toward improving long-term whole-family

---

<sup>4</sup> [https://www.nawb.org/two\\_generation\\_workforce.asp](https://www.nawb.org/two_generation_workforce.asp)

functioning. Its objective is to integrate meaningful relationship-based services to support transformational whole-family well-being.

The Maricopa County Human Services Department is committed to FCC as an effective tool that is central to the delivery of high-quality support services that foster strong client outcomes. HSD is working to integrate FCC into all aspects of service delivery, and it utilizes research-based staff assessments and coordinated coaching strategies to support the professional development of its staff. The model builds upon staff's knowledge, experience, and competencies to improve client-based relationships and outcomes. HSD established a comprehensive implementation model to provide staff with shared vision to successfully execute their job duties. The implementation model is designed to provide staff with multiple levels of support and to help them attain successful performance. The model includes assessments, professional development in an array of topics, including Trauma Informed Care, Coaching, Executive Function, Behavioral Economics and Internal Bias, as well as support in the form of labs, webinars and coaching clubs.

### Maryvale Workforce Initiative

Arizona's poverty and employment-related challenges are centered in the Maryvale community in West Phoenix. According to a 2016 analysis by Arizona Office of Economic Opportunity, approximately one of every nine unemployed Arizonans lived in a 6 X 10 mile rectangle centered over the Maryvale community. Populations in the area receive public assistance at a much higher rate than the rest of Maricopa County, language barriers are significant, and a disproportionate percentage of felons are released into the community. In spite of significant assets, including arts and entertainment assets, a very large event venue and a unique sense of community, the economic challenges that face the community are significant.

The Maryvale Workforce Initiative is a collaborative started by the State of Arizona and including

- Arizona Office of Economic Opportunity
- ARIZONA@WORK: Maricopa County
- ARIZONA@WORK City of Phoenix
- Goodwill of Central and Northern Arizona
- Chicanos por la Causa
- Center for the Future of Arizona/Retail Works Program

ARIZONA@WORK: Maricopa County supports the initiative by coordinating client services and employer connectivity to enhance the workforce efforts of this area. In June 2019, the Office of Economic Opportunity, in partnership with Arizona State University-Watts College, convened a workforce partners meeting to discuss data collection to support a "Smarter Community Grants" application from the National Science Foundation. ARIZONA@WORK: Maricopa County participated in the meeting to support and provide input and anticipates supporting the concept as it moves forward.

### Incumbent Worker Training

The one constant in the world of business is that it changes. Technologies evolve. Standards change. Regulations are revised. The MCWDB is committed to implementing an Incumbent Worker Training (IWT) program that will provide training to workers who need to update or improve their skills to maintain employment or move into higher-value positions. Incumbent Worker training can be used to avoid layoff of employees and/or to increase the skill levels of employees. The Maricopa County Workforce Development Board (MCWDB) can approve up to 20 percent of the adult and dislocated worker funds to provide for the federal share of the cost of providing Incumbent Worker Training. The MCWDB intends to model its IWT program after the extant program of the City of Phoenix.

### The Arizona Career Readiness Credential

The Arizona Career Readiness Credential is a system of instruction, assessment and validation that prioritizes seven foundational skills identified by Arizona employers:

- Applied Mathematics
- Workplace Reading
- Workplace Data and Graphics
- Teamwork and Collaboration
- Critical Thinking and Problem-Solving
- Effective Communication
- Professionalism

The program, sponsored by the office of Governor Ducey, and funded by the Governor's WIOA set-aside funds, provides access to online asynchronous instructional content, facilitator resources for traditional instructor-led training, proctored assessments and a personal, portable credential that is recognized and requested by hundreds of employers across Arizona. It has a particular value proposition for populations that often struggle with employer bias: the justice-involved, the long-term unemployed, the marginally skilled and the young, by assuring employers these candidates have at least a cognitive command of the foundational academic, personal and interpersonal competencies that matter most in the world of work.

### Expansion

Over the coming program years ARIZONA@WORK: Maricopa County will build on, enhance and duplicate successful aspects of these programs. Additionally, the County and the core partners will look at other means to serve the region's most vulnerable workers, particularly low-income or underprepared adults and youth. To this end, the core partners will implement the following strategies to strategically expand access while maintaining quality services:

- Utilize ISD functional teams and statewide training task force to improve capacity to deliver a seamless, consistent, no-wrong-door experience for jobseekers.

- Leverage awareness of high visibility events and programs to increase enrollment, including hard to reach individuals (i.e. Adult Education enrollments, community college events).
- Evaluate, and if necessary, reconsider Priority of Service eligibility guidelines to ensure priority and support services go to those most in need, regardless of available funding.
- Create more touchpoints with businesses to sustain a constant cycle of cohorts getting trained and employed and subsequently to open up resources for new cohorts.
- Share formative, real-time data reports to drive resources and outreach into target areas.

### 1.3.1.2 Facilitate the development of career pathways

WIOA defines a career pathway as:

*A combination of rigorous and high quality education, training and other services that align with the skill needs of industries in the state or regional economy, prepare an individual to be successful in any of a full range of secondary or postsecondary education options, and include counseling to support an individual in achieving the individual's education and career goals.<sup>5</sup>*

The Maricopa County Workforce Development Board (MCWDB) is committed to adopting evidence-based and evidence-informed program models that map to the ultimate goal of individuals obtaining and maintaining employment. The MCWDB's Quality Workforce Workgroup (QWW) intends to focus on determining how to address industry needs in order to properly advise job seekers. The MCWDB is responsible for ensuring ample providers are available in the local area. To do so, the MCWDB must first assess current availability and how it relates to target industry sectors. The QWW intends to continue evaluating performance metrics on various local and national education and training models, including apprenticeships, work-based learning and career pathways to define, design and stand up career pathways in at least one target industry by June 2021. The MCWDB will then evaluate and make adjustments to best iterate the model for replication across other target sectors.

Individuals served by ARIZONA@WORK: Maricopa County will have an Individual Employment Plan identifying career pathways that map to career objectives.

Career pathways will be developed using CLASP's *Alliance for Quality Career Pathways Framework*. These pathways will reflect the four essential functions:

1. Providing individualized and customized education and training;
2. Consistent and non-duplicative assessments of participants' education, skills, and assets/needs;
3. Support services and career navigation assistance to facilitate transitions; and
4. Employment services and work experiences.

### 1.3.1.3 Facilitate the coordination of co-enrollment with ARIZONA@WORK partners

Customers of the ARIZONA@WORK system should be able to receive the services that will best equip them for success in the world of work without any need to navigate multiple funding streams and enrolling in multiple programs. To that end, ARIZONA@WORK: Maricopa County supports a co-enrollment model.

It is acknowledged that several factors enable any successful co-enrollment model:

- Evaluation of current enrollment models

---

<sup>5</sup> <https://cte.ed.gov/initiatives/career-pathways-systems>

- Understanding of the jobseeker experience
- Commitment of the MCWDB and core program partners to a common reporting protocol

Strategic implementation of a co-enrollment model requires the coordination of several moving parts. To remove barriers across programs, when a customer qualifies for two or more services, the programs will work together to create one common menu of options for determining how skill gains will be measured based on each participant’s starting point, not a funding source. Creating a common menu of options, rather than using separate definitions, will encourage co-enrollment across the core programs for youth and adults, as well as create opportunities for contextualized learning. For example, co-enrollment of an individual who is eligible to receive Adult services and Vocational Rehabilitation services will expand vocational training and employment options and resources, allowing both programs to achieve a greater impact, optimize limited funds, and avoid duplication of efforts, improving the quality and efficiency of services.

Services from co-enrolled programs for each participant will be recorded in Arizona Job Connection (AJC), case managers from all WIOA programs will maintain regular communication (monthly at a minimum) to discuss and agree upon exit strategies. The exit outcome and date of exit will be the same for both WIOA programs.

To ensure strategic expansion of co-enrollment, ARIZONA@WORK: Maricopa County will seek guidance from the State to: develop universal intake policies among partner programs; develop policies that ensure data sharing among partner programs; and, develop policies that support co-enrollment and braided funding as essential elements of the career pathways model.

**1.3.1.4 Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable)**

Collaboration with Institutions of Higher Learning

As part of the planning and re-design process, ARIZONA@WORK: Maricopa County intends to improve communication and collaboration with both secondary and postsecondary education providers. For example, the County intends to work with the Maricopa County Community College District, who on their own have made great progress with career pathways, to map out pathways and create curriculum that aligns with educational goals for each career path.

Pathways Design

ARIZONA@WORK: Maricopa County applauds the work of the Center for the Future of Arizona in the area of pathways design. The concurrent and dual enrollment models that have arisen from their Pathways to Prosperity initiative serve as a template for successfully mapping the path from intent to education to employment. ARIZONA@WORK: Maricopa County aims to participate in efforts to convene stakeholders to avoid duplication of efforts and create industry-informed, seamless articulation from secondary, to post-secondary education and workforce. Development of pathways and training will

include differentiated instruction methods to help all youth and adults earn marketable credentials, engage in further education and employment, and achieve economic success.

ARIZONA@WORK: Maricopa County's efforts will be guided by strategies outlined by the State of Arizona in the WIOA 2020-2024 State Plan, including:

- Ensure that pathways include multiple entry points for both well-prepared individuals and those with barriers to employment, such as low basic skills;
- Define outreach and marketing techniques for recruitment;
- Determine specific strategies to recruit out-of-school youth, individuals with disabilities, non-native English speakers, individuals with low basic academic skills, and other populations with barriers to employment;
- Provide training to program developers in contextualization and standards-based instruction;
- Work with employers to develop competency models with identified knowledge, skills and abilities;
- Determine clear sequences of education courses and credentials that meet the needs of targeted sectors;
- Work with community colleges to build standardized pathways that are stackable and portable at all Arizona colleges; and,
- Highlight programs, including those on the ETPL, that qualify as career pathway programs.

As a function of the County, and by using a research-based and state-guided framework, ARIZONA@WORK: Maricopa County, together with secondary and postsecondary education, can cohesively combine public and private partnerships, resources and funding, policies, data, and shared performance measures to successfully develop and scale quality, sustainable pathways.

#### Pathways Within Target Sectors

In December 2018, the MCWDB's *Quality Workforce Workgroup* convened key stakeholders, including economists from the Office of Economic Opportunity, the core partners, service providers and other key stakeholders to review, discuss and determine which industry sectors best positioned the local area for success.

One output of the effort was the designation of a number of sectors as priorities in the regional economy:

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



Today, the *Quality Workforce Workgroup* continues efforts to identify industry-recognized post-secondary credentials which align with evidenced based career pathways programs in each target sector.

Maricopa County will collaborate with local education agencies, institutions of higher learning, local industry representatives, business intermediaries and education policymakers to design articulation strategies and goals. As a result, industry-recognized credentials will be transferrable, portable and stackable.

### **1.3.2 Description of the WDB’s strategies and services and how they will be used within the local area to:**

#### **1.3.2.1 Facilitate engagement of businesses, including small businesses and businesses in in-demand industry sectors and occupations, in workforce development programs**

The MCWDB is committed to increasing its reach into the employer community and deepening relationships there. The board remains aware of the immense value of developing relationships with the business community and integrating their perspectives on the talent-related issues facing today’s employers into the career readiness and skills training offered by ARIZONA@WORK: Maricopa County.

ARIZONA@WORK: Maricopa County proactively identifies, leverages and convenes key players in each in-demand industry sector through events and meetings and fosters other channels of communications. The Business Services Team works either directly or through business intermediaries to establish and maintain ongoing relationships with employers within these sectors. In addition, the diverse membership of the MCWDB provides direct access to a number of local employers and organizations. ARIZONA@WORK: Maricopa County intends to deploy a number of strategies to support a healthy workforce system and a pipeline of appropriately skilled talent to support regional employers and the regional economy:

- Engage in extensive and regular labor market analysis and employer outreach to inventory and understand sector/employer pain points;
- Standardize a regional message that ARIZONA@WORK: Maricopa County will communicate to employers;
- Create and execute initiatives, programs and projects. that maximize employment opportunities and business growth in sectors;
- Develop career pathways that connect education and training to job seekers and special populations;
- Facilitate improved sharing of employer-related information, performance indicators, and outcomes between local partners;
- Provide staff training on communication techniques, marketing, and project management to better serve employers;
- Utilize new methods to increase the talent pool from hosting targeted talent events based on population or employer needs to hosting virtual recruitments and social meetups; and
- Measure and report performance results within sectors and for each intervention invested in.
- Establish quality standards and requirements for the participation of job fairs to ensure event quality is maintained.

To further develop capabilities to engage employers, during the next two years, the MCWDB and its workgroups will develop and implement strategies that better facilitate the engagement of businesses, including small businesses:

- **Quality Workforce Workgroup:** Upgrade the capabilities of the Business Services Team and solicit business feedback to design effective career pathway programs;
- **Regionalism & Sustainability Workgroup:** Work with the State of Arizona, City of Phoenix, educational partners, and other relevant stakeholders to refine the regional approach to support of priority industry sectors;
- **Performance Excellence Workgroup:** Track level of performance with employers;
- **Marketing Workgroup:** Develop and deploy public relations and communications initiatives that persuasively define and describe available business services; and,
- **Information Technology Workgroup:** Leverage technology to help in the execution of strategy, processes, and specific interventions.

#### **1.3.2.2 Support a local ARIZONA@WORK system that meets the needs of businesses in the local area**

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

The success of the Business Services Team is built on a foundation of having gained the trust of and having established solid relationships with local employers. As a result, the workforce system reflects the needs of the area's businesses and will continue to benefit from efforts of the Business Services Team. Strategies to be engaged in the 2020-2023 program years include:

- Collaborate with economic developers
- Connect as soon as possible with new valley employers;
- Leverage training provider relationships for employer introductions;
- Partner with ARIZONA@WORK: City of Phoenix on events that promote the workforce development system;
- Offer all employers introductions to key community leaders;
- Refer employers to other resources;
- Provide On-site Recruitments and industry specific Career Fairs;

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

### **1.3.2.3 Better coordinate workforce development programs and economic development**

The MCWDB serves as a strategic convener to promote and broker effective relationships between the County and economic, education, and workforce partners. Economic development, education and workforce development are each an important component when working towards community and economic growth. To stay abreast of and participate in economic development initiatives, the MCWDB and ARIZONA@WORK: Maricopa County work with a number of economic development organizations and other entities focused on the economic success of the region, including:

- Greater Phoenix Economic Council;
- Westmarc
- East Valley Partnership;
- Arizona Commerce Authority;
- Arizona Association for Economic Developers;
- Arizona Public Service and Salt River Project Economic Development Teams;
- Maricopa County Community College District Economic Development/Workforce Development Team;
- Greater Phoenix Chamber of Commerce and other local Chambers;
- Valley Partnership; and
- Valley Young Professional Group.

Additionally, Maricopa County works with the economic development teams from each of its 23 municipalities. All these partner agencies support business attraction, business relocation and business expansion. They engage in advocacy, distribute resources, and manage public incentives based on

industry sectors or geographic locations. Maricopa County does not have a dedicated economic development department, and many regional businesses work with the Business Services Team for workforce development needs. Hence, partnerships with these agencies are vital for a comprehensive workforce system.

To become more active in economic development activities, the MCWDB has encouraged a partnership between ARIZONA@WORK: Maricopa County and the Arizona Commerce Authority (ACA), the State's leading economic development organization. The ACA grows and strengthens Arizona's economy by recruiting out-of-state companies to expand their operations in Arizona; working with existing companies to grow their business in Arizona and beyond; and partnering with entrepreneurs and companies to invest in the region and create new jobs in targeted industries. The ACA is supervised by a public-private sector Board composed of Arizona leaders in business and policy; the Board is chaired by the governor of Arizona.

The partnership with ACA is a natural fit for ARIZONA@WORK: Maricopa County. It strengthens business expansion and relocation projects in Maricopa County and connects growing employers to the human capital they need. ACA's business attraction and business retention projects often require specific labor market information or custom resources, and ARIZONA@WORK: Maricopa County remains committed to partnering to the fullest extent possible with the ACA's economic development efforts in Maricopa County.

The MCWDB will not only partner with the ACA, but also with local and regional economic development initiatives and policy development. This will include continuing to work closely with the Office of Economic Opportunity (OEO). OEO consolidates and improves Arizona's analytic capacity with the goal of identifying the state's economic advantages and deficiencies. OEO provides state leaders the data to drive down regulatory burdens, increase tax competitiveness and streamline the State's workforce programs. The MCWDB will continue to collaborate with OEO on economic development initiatives and to rely on OEO's data and analysis of local labor market conditions to develop informed economic development strategy for Maricopa County.

The MCWDB's *Quality Workforce Workgroup* has been tasked with developing strategies to better coordinate with economic development entities in the local area and with establishing protocols for participating in regional sector strategies.

WIOA highlights sector partnerships as a key strategy for meeting the needs of employers, workers, and jobseekers, and the MCWDB intends to convene or participate in at least one sector partnership related to each of the region's priority industry sectors.

Arizona’s 2020-2024 WIOA State Plan identifies seven (7) priority sectors. As shown below, the Maricopa County local area has an opportunity to closely align its efforts with the state and contribute to an effective system of sector partnerships in Arizona.

**Table 21. Arizona And Maricopa County LWDA Priority Sectors**

Maricopa County Sector	Statewide Sector
Construction	✓
Health Care and Social Assistance	✓
Finance and Insurance	✓
Manufacturing	✓
Transportation and Warehousing	✓
Information	✓

**1.3.2.4 Strengthen linkages between the local ARIZONA@WORK system and Unemployment Insurance programs**

Unemployment insurance claimants can receive eligibility assessments and referrals to a wide variety of training and education resources through Wagner-Peyser Employment Services. The MCWDB will support the state’s strategy to provide better linkages between ARIZONA@WORK Job Centers and unemployment insurance (UI) by continuing to implement the Reemployment Services and Eligibility Assessment (RESEA) targeting recently unemployed individuals. RESEA orientations are hosted by Employment Services staff and will continue to be jointly held with ARIZONA@WORK center staff to identify who might need other services. RESEA orientations will also provide information about the programs offered throughout the one-stop system (including the Dislocated Worker program) and instructions for registering in Arizona Job Connection (AJC). Employment services staff will begin following up with RESEA participants who do not enroll in a program to make sure that they have registered and entered their resume in AJC. Further assistance will include facilitation of filing UI claims and connecting to job placement services.

**1.3.2.5 Implement the following initiatives to support the strategies described above:**

ARIZONA@WORK: Maricopa County’s commitment to providing for the needs of employers and collaborating with regional economic development organizations will permeate the delivery of workforce development services. In particular, the MCWDB intends to task the Quality Workforce Workgroup with formulating plans for supporting businesses and economic development organizations.

### **1.3.2.5.1 Incumbent worker training programs:**

The purpose of Incumbent Worker Training is to provide workers and employers the opportunity to build and maintain a quality workforce. Incumbent Worker training can be used to:

1. Avoid layoff of employees; and
2. Increase the skill levels of employees so they can be promoted within the company and create backfill opportunities for the employers.

Training is designed to help the local employer's workforce obtain the skills necessary to advance in a career, retain employment and/or prevent job loss. Section 134(d)(4) of the Workforce Innovation and Opportunity Act (WIOA), states Incumbent Worker Training (IWT) must increase the competitiveness of the employee and/or employer. The Maricopa County Workforce Development Board (MCWDB) can approve up to 20 percent of the adult and dislocated worker funds to provide for the federal share of the cost of providing Incumbent Worker Training.

#### Employer Criteria

When determining the employer's eligibility for participating in Incumbent Working training, the following factors will be considered:

1. The characteristics of the participants in the program (e.g. individuals with barriers to employment);
2. The relationship to the occupational competitiveness of the employer and the employees; and
3. Other factors the MCWDB may use to determine employer eligibility may include the number of employees participating, wage and benefit levels (pre-and post), and existence of other training and advancement opportunities by the employer.

#### Worker Criteria

To qualify as an incumbent worker, the individual must:

1. Live in the State of Arizona;
2. Meet the Fair Labor Standards Act for an employer-employee relationship; and
3. Be employed by the contract employer with an established work history for at least six months.

Note: When a cohort of incumbent workers is being evaluated, WIOA 20 CFR Section 680.780 states not every employee in the cohort must have an established employment history with the employer for six months or more as long as a majority of those employees being trained do meet the employment history requirement.

If the incumbent worker is enrolled in WIOA Title IB Adult and Dislocated Worker program, eligibility standards will need to be met. If the incumbent worker is not currently enrolled in WIOA Title IB Adult and Dislocated Worker program, eligibility standards will not be required. However, this incumbent worker is considered a "reportable individual" according to policy 400.403, Data Integrity and the

Customer Participation Cycle, Section III., Definitions. The definition of a reportable individual is listed in Section IV. DEFINITIONS of this policy.

#### Training Criteria

OJT applications will specify one or more of the following training criteria that creates benefit to the individual workers participating in training:

- Layoff aversion;
- Attainment of self-sufficiency as measured by 450% of the Lower Living Standard Income Level (LLSIL);
- Individual job pathing via promotion pending successful completion of training;
- Increased wage pending successful completion of training;
- Number of employees participating in the training;
- Relationship to the competitiveness of the employer and the employees; or
- If essential skills training that addresses abilities, traits and behavior rather than formal technical knowledge training, is required, then the submitted application should demonstrate a programmatic approach that results in an increase in competitiveness of the employee.

Historically, Incumbent Worker Training programs have been under-utilized in Maricopa County. Realizing this, the MCWDB's strategic plan includes investigation by the *Quality Workforce Workgroup* of training and education options which meet the needs of employers in the in-demand industry sectors. In addition, the MCWDB will explore the use of business intermediaries and other business services and strategies to communicate the availability and value proposition of IWT programs to regional employers.

The Maricopa County Incumbent Worker Training Policy is attached as Appendix Four.

#### **1.3.2.5.2 Customized training programs**

The MCWDB remains committed to exploring all high-value models for service delivery, including customized training programs, a model in which training that is aligned to the demands of a particular employer is offered to jobseekers in exchange for a commitment from the employer to hire program completers and to fund a significant portion of the program costs.

#### **1.3.2.5.3 Industry and sector strategies**

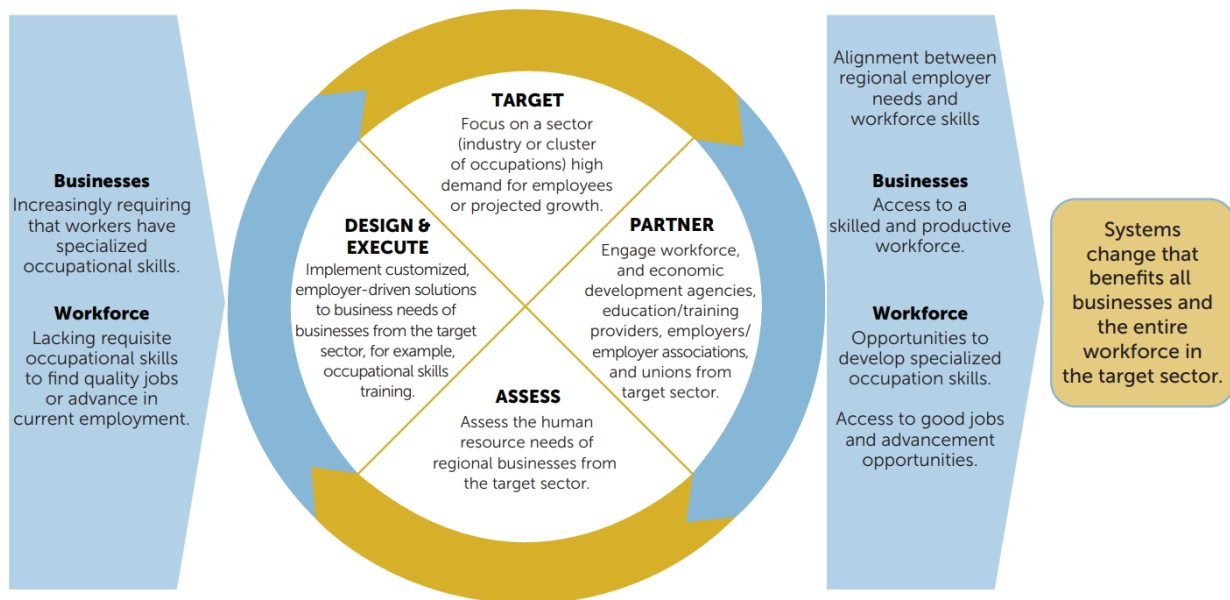
According to the United States Department of Labor's Issue Brief *Sector Strategies: Aligning the Skills of the Workforce with the Needs of Employers*, Sector strategies are an employer-driven workforce



development approach that directly aligns occupational skills training and other workforce development services with the needs of businesses.<sup>6</sup> It identifies four primary features that define the approach:

1. Sector strategies **target** a particular industry or cluster of occupations with high demand for employees or projected growth.
2. Key stakeholders—such as workforce and economic development agencies, education and training providers, employers, employer associations, and unions—**partner** to develop and execute sector strategies, typically under the leadership of an intermediary agency (such as an LWIB) that facilitates communication between the groups.
3. Together, these partners comprehensively **assess** the human resource needs of regional businesses from the target sector and identify the specific challenges they face in recruiting and retaining a qualified workforce. Such assessments might identify, for example, that businesses from the target sector cannot find workers with requisite industry skills and experience, or that they need to utilize new technologies to compete with other businesses but cannot afford to train their employees accordingly.
4. The partners **design and execute** customized, employer driven solutions to these challenges and ensure that the workforce has the specialized skills necessary to meet identified business needs.

**Figure 15: The Four Features of Sector Strategies**



MCWBD strongly supports this concept of sector partnerships as a key tool for meeting the needs of employers, workers, and jobseekers. A sector partnership organizes multiple employers and key stakeholders in an industry cluster into a working group that collectively focuses on the common opportunities and challenges. Businesses are connected with workforce, education, and economic

<sup>6</sup> [https://wdr.doleta.gov/research/FullText\\_Documents/ETAOP-2016-05\\_Sector%20Strategies%20-%20Aligning%20the%20Skills%20of%20the%20Workforce%20with%20the%20Needs%20of%20Employers.pdf](https://wdr.doleta.gov/research/FullText_Documents/ETAOP-2016-05_Sector%20Strategies%20-%20Aligning%20the%20Skills%20of%20the%20Workforce%20with%20the%20Needs%20of%20Employers.pdf)

development partners. MCWDB will regularly review regional and statewide priority sectors to devise and implement sector strategies for the local area.

Significant effort will also be spent to evaluate and revise a full range of programs and processes for individuals, including those with disabilities and other barriers, to gain access to and attain industry-recognized credentials and work experiences through the industry and sector strategies developed by ARIZONA@WORK: Maricopa County.

ARIZONA@WORK: Maricopa County has actively pursued sector strategies on several fronts in recent years. This includes developing career pathways with the *National Hotel and Restaurant Association*, a pilot initiative for local apprentices, and the *SMART Justice Program* that is linking those involved in the criminal justice system to employment opportunities. Plus, staff use the occupational profiles created by the Arizona Office of Economic Opportunity to future identify skills and other criteria used in those careers. There are also more than 600 profiles aligned to the standards of the Arizona Career Readiness program and Credential (ACRC), and the MCWDB sees the ACRC as a foundational asset that brings value to careers in any sector.

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

#### **1.3.2.5.4 Utilization of effective business intermediaries**

The MCWDB intends for the services offered in the region to be as valuable as possible to individual jobseekers, employers and the regional economy. To this end, it is imperative that ARIZONA@WORK: Maricopa County have working relationships with as many employers as possible. Utilizing effective business intermediaries allows ARIZONA@WORK: Maricopa County to reach the largest possible number of employers and to gain the perspectives of organizations who serve as the voice of the business community in certain communities or for certain industry sectors.

During these program years, ARIZONA@WORK: Maricopa County will directly engage with a number of effective business intermediaries, seeking out opportunities for mutual benefit. Examples of these intermediaries include:

- Arizona Chamber of Commerce and Industry
- Maricopa County Chamber of Commerce
- Ahwatukee Foothills Chamber of Commerce
- Buckeye Valley Chamber of Commerce
- Carefree-Cave Creek Chamber
- Cave Creek Arizona Chamber of Commerce
- Chandler Chamber of Commerce
- Fountain Hills Arizona Chamber of Commerce
- Gilbert Chamber of Commerce
- Glendale Chamber of Commerce
- Greater Phoenix Chamber of Commerce
- Litchfield Park Chamber of Commerce
- Mesa Chamber of Commerce
- Paradise Valley Arizona Chamber of Commerce
- Peoria Chamber of Commerce
- Scottsdale Area Chamber of Commerce
- Southwest Valley Chamber
- Sun Lakes Arizona Chamber of Commerce
- Surprise Chamber of Commerce
- Tempe Chamber of Commerce

- Wickenburg Chamber of Commerce
- Arizona Tech Council
- East Valley Partnership

#### 1.3.2.5.5 On-the-job training programs

**On-the-Job Training (OJT)** carries a significant value proposition for the low-income adults, dislocated workers, and youth who are most in need and face the most barriers to employment. During the training period, the trainee worker is engaged in productive, paid work that develops the knowledge and/or skills essential to the full and adequate performance of the job and leading to unsubsidized employment. OJT may be provided by an employer in the public, private or non-profit sectors. In order to offset the cost of the training, the employer can be reimbursed up to 75% of wages.

Of the 129 in-demand occupations identified in this plan,

- 86 occupations, (67%) did not require a college degree,
- 34 occupations (26%) require either an Associate’s degree or Bachelor’s degree, and
- 7% require a Master’s degree or higher.

There are high-value, in-demand careers and career pathways that do not necessarily require advanced levels of formal postsecondary education; however, it is generally accepted that jobs in the 21<sup>st</sup> Century workplace are more technologically advanced and require more technical skill than those from any other period of our history. That speaks to the importance of On-The-Job Training. Employers often require some form of OJT, especially for new employees, and the WIOA version of this concept seeks to support the concept and make the model more widely available, especially for workers who will benefit from targeted skills development, but cannot afford not to work.

On-the-Job Training (OJT) serves low-income adults, dislocated workers, and youth who are most in need and face barriers to employment. Additionally, WIOA expands on the education and training options that are available to job seekers and businesses, with the goal of increasing access to better careers and professional advancement. These programs also help disadvantaged & unemployed adults, as well as eligible youth, earn wages while learning through support services and effective employment-based activities. Work-based learning activities involve building worker skills and establishing pathways to higher wages and career opportunities. Work-based learning strategies emphasize business engagement, incorporate training objectives while job-seeking participants are working, and lead to unsubsidized employment. A key advantage of work-based learning is that job seekers and participants can “earn while they learn” and achieve improved employment and earnings outcomes. In addition to the advantages for job seekers, work-based learning opportunities provide businesses with occasions to help develop and retain a skilled workforce utilizing WIOA resources.

ARIZONA@WORK: Maricopa County’s OJT program policies are mostly informed by the United States Department of Labor’s TEGL 19-16, “Guidance on Services provided through the Adult and Dislocated Worker Programs under the Workforce Innovation and Opportunity Act (WIOA) and the Wagner-Peyser

Act Employment Service (ES), as amended by title III of WIOA, and for Implementation of the WIOA Final Rules.”

#### Eligibility for OJT Participant

An individual’s need and his/her ability to benefit from WIOA funds must be established, and the participant must have the skills and qualifications to successfully complete the training program. An individual’s need for training will be determined through an assessment. Participants with marketable skills within an in-demand occupation shall not be deemed eligible for WIOA funded training.

#### Eligibility for Employer

OJT is provided under an agreement with an employer in the public, private non-profit, or private sector. Prior to entering into an OJT agreement, a pre-screening should be conducted to ensure that the employer meets the minimum standards and can provide both training and employment to an OJT participant. If additional training is needed, the Service Provider should ensure that a third-party training provider is included in the agreement.

The employer checklist must include at a minimum:

- The business has not exhibited a pattern of failing to provide OJT participants with continued employment;
- The business verifies WIOA funds will not be used to relocate operations in whole or in part;
- The business has operated at its current location for at least 120 days. If less than 120 days and the business relocated from another area in the U.S and individual(s)/employees were not laid off at the previous location as a result of the relocation;
- The business is not utilizing OJT participants to fill job openings as a result of a labor dispute;
- OJT funds will not be used to directly or indirectly assist, promote, or deter union organizing;
- The OJT will not result in the full or partial displacement of employed workers;
- Participant wages shall be at the same rate, including periodic increases, as other participants or employees who are similarly situated in comparable occupations with the same employer, and who have equivalent training, experience, and skills;
- Participants must be provided benefits (e.g., workers’ compensation, health insurance, unemployment insurance, retirement benefits) or working conditions at the same level and to the same extent as other participants or employees working a similar length of time and doing the same type of work; and
- The employer will comply with the non-discrimination and equal opportunity provisions of WIOA law and regulations;

### 1.3.2.5.6 Registered apprenticeships

A registered apprenticeship is a career that allows the apprentices to earn a salary as they train. An apprentice starts working from day one and earns incremental wage increases as he or she becomes more proficient in the profession.

Apprenticeship is an industry-driven, high-quality career pathway where employers can develop and prepare their future workforce, and individuals can obtain paid work experience, classroom instruction, and a portable, nationally recognized credential. Elements of a Registered Apprenticeship program include:

- **Paid Job:** Apprentices are paid employees who produce high-quality work while they learn skills that enhance their employers' needs.
- **On-the-Job Learning:** Develops skilled workers through structured learning in a work setting.
- **Classroom Learning:** Improves job-related skills through education in a classroom setting (virtual or in-person).
- **Mentorship:** Provides apprentices with the support of a skilled worker to assist and enhance critical hands-on learning.
- **Credentials:** Offers a portable, nationally recognized credential to be issued at the completion of the program.

Occupations within many industries offer apprenticeships, including healthcare, construction, information technology, cyber security, advanced manufacturing and business services. Apprenticeships are hard work and enrollment is competitive. Some apprenticeships last from one to six years, but most last three to four.

**Table 22: Registered Apprenticeships with Immediate Openings as of This Writing**

Occupation	Program	City
Barber	Atarashii Apprentice Program	Statewide
Carpenter, Drywall Applicator, Millwright	Southwest Carpenters Training Fund	Phoenix
Direct Support Professional (healthcare)	A Caring Heart	Scottsdale
Electrician	ABA-AGC Education Fund	Phoenix
Electrician	Independent Electrical Contractors Association	Tempe

Arizona Department of Economic Security, <https://des.az.gov/sites/default/files/Registered-Apprenticeship-Program-List.pdf?time=1602019222475>

**Table 23: Registered Apprenticeships Accepting Applications as of This Writing**

Occupation	Program	City
Anodize Plater, Electroplater	ChemResearch Corporation	Phoenix
Bricklayer	Phoenix Bricklaying and Tile Setting JA&TC	Phoenix
Cement Mason	Plasterers and Cement Masons JAC	Phoenix
Construction Craft Laborer	Arizona Laborers Training and Apprenticeship	Mesa
Diesel Mechanic, Class A Commercial Driver	CTI Apprenticeship Program	Statewide
Drilling Machine Operator, Fiber Optic Splicing Technician	Hylan West Inc	Phoenix
General Insurance Associate	Liberty Mutual Insurance	Phoenix
Inside Wireman	Phoenix Electrical JATC	Phoenix
Insulation Worker	Arizona Heat & Frost Insulators & Allied Workers JATC	Phoenix
Ironworker	Ironworkers Apprenticeship & Training Program	Phoenix, Statewide
Machinist, CNC Set-Up Programmer, Tool & Die Maker	Arizona Precision Manufacturing	Tempe
Operating Engineer, Heavy Construction Equipment Mechanic, Construction Craft Laborer	Rummel Construction	Scottsdale
Pharmacy Technician	CVS Health	Phoenix
Sprinkler Fitter	Simplex Grinnell, Johnson Controls Fire Protection	Phoenix

**Table 24: Pre-Apprenticeship Programs Accepting Applications as of This Writing:**

Occupation	Program	City
Line Maintainer, Substation Electrician, Electric Meter Repairer	Arizona Public Service Company Apprenticeship Program	Phoenix
Reinforcing Metal Worker	Regional District Council Training Trust (Ironworkers Local 847)	Phoenix, Tucson

### **1.3.2.5.7 Work experience programs**

ARIZONA@WORK: Maricopa County intends to expand its use of Work Experience (WEX) programs. This highly effective model is a planned, structured learning experience that takes place in a work environment for a limited period of time. Work experience may be paid or unpaid, as appropriate. A WEX may take place in the private for-profit sector, the non-profit sector, or the public sector.

A Work Experience can include:

- internships not limited to summer months,
- internships during summer months (Youth only),
- Pre-Apprenticeship programs
- Job Shadows
- On-the-Job training opportunities

While entry-level work experience has universal value as an introduction to the world of work and to the general expectations of employers, ARIZONA@WORK: Maricopa County's use of the WEX program should be related to the participant's long-term employment goal. The assessment process and development of an Individual Employment Plan will help to identify appropriate opportunities for each participant. The assessment process may identify concerns or issues that should be addressed prior to or concurrently with a work experience. Such situations may include completing a High School Equivalency Diploma, attending work-readiness workshops, completing preliminary skills-building programs, etc... Appropriate referrals should be made if issues are identified that indicate the customer would benefit from other services.

Employers provide supervision and training to the participant as outlined in the Work-Based Training Plan Agreement. For WIOA Youth participants, it is encouraged to identify a worksite mentor the participant can meet with on a structured basis with questions or concerns. The mentor should be someone comfortable offering guidance, support and encouragement to develop the competence and character of the participant.

Labor standards apply in any Work Experience with an employee/employer relationship, as defined by the Fair Labor Standards Act and Arizona law.

### 1.3.2.5.8 Other business services and strategies designed to meet the needs of regional employers

#### The Arizona Career Readiness program

ARIZONA@WORK Maricopa County offers training and assessment services leading to the Arizona Career Readiness Credential (ACRC). The ACRC is an economic development tool built on the express priorities of Arizona employers and focusing on a ready workforce. Arizona employers use it to validate candidates' readiness for the workforce and reduce costs by streamlining hiring, improving retention, and preventing Workers Compensation claims. Workers complete the program to gain the basic academic and personal skills they need to earn better jobs. The program is managed by the Governor's Office of Economic Opportunity (OEO) and is available from ARIZONA@WORK Maricopa County and many of its partners.

#### Customized Recruiting and Screening Services

A broad range of custom services are offered to Maricopa County employers through ARIZONA@WORK: Maricopa County:

- **Advertise Job Openings:** Provide employers with the opportunity to post employment opportunities throughout the workforce system. ARIZONA@WORK: Maricopa County Job Center staff must post job orders through the Arizona Job Connection (AJC) job order portal.
- **Provide Access to Space:** Provide or secure space for businesses to interview candidates, hold recruiting events, conduct informational meetings, etc.
- **Customized Recruitments:** Provide employers with an in-person opportunity to inform job seekers (screened and/or unscreened) about available job openings within their organization.
- **Customized Screening of Applicants:** Thoroughly screen job seekers (based on employer skill requirements) and prepare them for interviews, saving businesses time and increasing the likelihood that business will return for more candidates in the future.
- **Conduct Job Fairs:** Offer multiple employers the opportunity to meet WIOA enrolled and non-enrolled job seekers.



### **1.3.3 Explanation of the role of the WDB in the Eligible Training Provider (ETP) program approval process to include:**

The Maricopa County Workforce Development Board establishes the criteria and information requirements, aligned with those established by the Governor, on a biannual basis to determine the eligibility of providers in training services to receive funding from the Workforce Innovation and Opportunity Act.

Training services are provided in a manner that maximizes consumer choice in the selection of a provider of such services. The MCWDB established target industries and in-demand occupations, and priority is given to those services that lead to recognized postsecondary credentials aligned with those in-demand industry sectors and occupations in the local workforce development area.

The MCWDB makes available the list of eligible providers of training services authorized by the State of Arizona, the Eligible Training Provider List (ETPL) and in accordance with WIOA section 122(d). The list of Eligible Training Providers can be found on the Arizona Job Connection website (<https://azjobconnection.org>) to ensure consumers have complete access to provider profiles before selection.

#### **1.3.3.1 Local ETP program requirements or performance standards**

Per the Arizona Department of Economic Security, the following standards have been identified for training programs to continue to be included on the ETPL.

- The completion rate must be equal to or greater than 50 percent
- The employment rate during the second quarter after exit must be equal to or great than 50 percent
- The employment rate during the fourth quarter after exit must be equal to 65 percent

#### **1.3.3.2 Description of WDB’s outreach to employers and training providers to identify and develop training program related to in-demand occupations in the local area**

The MCWDB is committed to the concept of training programs and services that align with the demands of regional employers, and believes that only by requiring a training program to be rigorous and relevant will the participant develop validated skills that lead to high-quality employment.

The strategies established by the MCWDG around outreach to the business community, including sector strategies and the activities of the Business Services Team, are all aligned to the concept of identifying employer needs and leveraging that understanding to make training programs in the area more deeply aligned to the skills profiles required for success in Maricopa County’s 21<sup>st</sup> Century workforce. The board will continue to engage in sector strategies, employer outreach and labor market research to understand the needs of the community.

ARIZONA@WORK: Maricopa County's One Stop Operator recently recommended a number of strategies for increasing the scope and scale of the ETPL. The MCWDB endorses and commits to these recommendations. It remains focused on outreach to providers and leveraging business intelligence to improve options in the ETPL:

- Recruit ETPL providers by establishing standards of quality for local or regional training providers
- Establish standard practices to engage active ETPL providers
- Develop methods to increase awareness of the ETPL to participants and partners
- Commit to expanding apprenticeship and training options for participants annually
- Ensure best practices are followed for building partnerships with training providers that do not offer industry recognized credentials but offer quality programming for participants.

#### **1.3.4 Description of how the WDB will coordinate local workforce investment activities with regional economic development activities that are carried out in the local area, and how the WDB will promote entrepreneurial skills training and microenterprise services**

The MCWDB serves as a strategic convener to promote and broker effective relationships between the County and economic, education, and workforce partners. Economic development, education and workforce development are each an important component when working towards community and economic growth. To stay abreast of and participate in economic development initiatives, the MCWDB and ARIZONA@WORK: Maricopa County work with a number of economic development organizations and other entities focused on the economic success of the region, including:

- Greater Phoenix Economic Council;
- Westmarc
- East Valley Partnership;
- Arizona Commerce Authority;
- Arizona Association for Economic Developers;
- Arizona Public Service and Salt River Project Economic Development Teams;
- Maricopa County Community College District Economic Development/Workforce Development Team;
- Greater Phoenix Chamber of Commerce and other local Chambers;
- Valley Partnership; and
- Valley Young Professional Group.

Additionally, Maricopa County works with the economic development teams from each of its 23 municipalities. All these partner agencies support business attraction, business relocation and business expansion. They engage in advocacy, distribute resources, and manage public incentives based on industry sectors or geographic locations. Maricopa County does not have a dedicated economic development department, so many regional businesses work with the BST for workforce and economic development needs. Hence, partnerships with these agencies are vital for a comprehensive workforce system.

More detail about the MCWDB's intentions regarding partnering with economic development organizations can be found in Section 1.3.2.3-*Better Coordinate Workforce Development Programs with Economic Development*.

The MCWDB's work to strategically align workforce systems within the local area includes the *Regionalism & Sustainability Workgroup*, which is charged with evaluating and recommending strategies to bring more visibility to entrepreneurial and microenterprise employment opportunities that the MCWDB can develop and promote.

### **1.3.5 Description of how the LWDB will evaluate if the ARIZONA@WORK Job Centers in the local area need to be open beyond normal business hours to provide services to meet the workforce need**

The MCWDB understands the shifting demands of the importance of serving individuals in a manner that responds to their needs. MCWDB's One-Stop Operator continues to evaluate the potential need for American Job Centers to remain physically open after normal business hours. The impact of the 2020 COVID-19 pandemic required the delivery of many services, including all Title III services to temporarily move to an entirely online format. As the region recovers and life begins to settle into new paradigms, the demand for in-person services is likely to change. Demand for extended service hours will be evaluated by the local board on the basis of customer demand.

Factors that will be considered in the evaluation include the number of individuals within a 5-10-mile radius of job centers who are underemployed or enrolled in school. The One Stop Operator will also collect data from partners in the job center on customer requests for extended Job Center hours, include questions regarding customers' ability to access the Job Centers during normal business hours on customer satisfaction surveys, and will conduct studies at each Job Center to assess walk-in traffic by time of day.

Of immense (and growing) value to individual job seekers is the virtual platform of services accessible to job seekers 24 hours per day. In accordance with the current COVID-19 restrictions, job center staff are mindful of the opportunity to continue to make training and information available to job seekers virtually.

The LWDB will evaluate Job Center hours on an annual basis and adjust as needed to best meet customer needs.

**1.3.6 Copies or link to executed cooperative agreements (MOU) which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system**

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

### **1.3.7 Definition for the following for the WIOA Title I-B Dislocated Worker Program:**

The Dislocated Worker (DW) program provides services to individuals who have been terminated, laid off, or have received notice of termination or layoff, from employment, generally, due to employer downsizing or plant closures. Self-employed individuals who are unemployed due to economic conditions as well as displaced homemakers may also receive DW program services.

The Dislocated Worker program is designed to help workers get back to work as quickly as possible and overcome barriers to employment. When individuals become dislocated workers as a result of job loss, mass layoffs, global trade dynamics, or transitions in economic sectors, the Dislocated Worker program provides services to assist them in re-entering the workforce.

Terms related to the DW program are defined in ensuing sections.

#### **1.3.7.1 General announcement**

The MCWDB defines a *General Announcement* as any announcement made by a company of impending closure and/or layoffs. This is either a WARN notice, or an announcement that is made directly to employees via mail, e-mail, or verbal conversation, or an announcement published in media outlets.

#### **1.3.7.2 Unlikely to return to previous occupation or industry**

The MCWDB defines an individual as “*unlikely to return to previous occupation or industry*” when:

- Market information for the occupation shows a zero or negative growth rate;
- The local Chamber of Commerce, Economic Development representative, or other credible sources of regional economic information confirm the occupation or industry has shown a significant employment decline in the local labor market area;
- Employment Service confirms that, in the previous sixty days, there was a notable scarcity of job orders for that occupation;
- A plant closure or substantial layoff within the labor market area in the same industry or occupation has occurred in the last six months from the date of plant closure or substantial layoff;
- The individual has been actively seeking but are unable to find employment in a previous industry or occupation for a period of 90 days or more from employment separation;
- Does not have the education and/or the necessary skills or can no longer meet the minimum requirements for reentry into the former industry or occupation, as documented through the assessment of the customer's educational achievement levels, testing, or other suitable means

or

- Has a physical limitation or an injury which limits the individual's ability to perform the job from which they were dislocated or other problems which would preclude reentry into the former industry;

### **1.3.7.3 Unemployed as a result of general economic conditions in the local area, or as result of a natural disaster**

The MCWDB defines an individual as “unemployed as a result of general economic conditions in the local area” when:

*An individual became unemployed during a period in which there is a marked increase in the unemployment rate over the prior quarter or the local economy has sustained unemployment or poverty rates that are above state or national averages*

Additionally, the MCWDB defines an individual as “unemployed as result of a natural disaster” when:

*An individual became unemployed because of a natural disaster that occurred in the region including a wildfire or a public health or safety emergency that has led to business closures.*

### **1.3.8 Description of how the LWDB will coordinate workforce investment activities carried out in the local area with state-wide rapid response activities, including layoff aversion activities**

WIOA requires states to implement statewide rapid response activities to assist employers and impacted workers as quickly as possible following the announcement of a permanent closure, mass layoff, or natural or other disaster resulting in a mass job dislocation. Primarily, two major events trigger initial rapid response activity by the state's Rapid Response Unit:

- The filing of a Worker Adjustment and Retraining Notification Act (WARN) notice.
- The filing of a Trade Adjustment Assistance (TAA) petition authorized under the Trade Adjustment Assistance Act.

Rapid response may also be triggered when an employer voluntarily notifies the State Rapid Response Unit (SRRU) or local partners of an impending event or the state Rapid Response Unit becomes aware of an event through public notices or other sources.

The SSRU coordinates (as appropriate) and supports the rapid response activities provided locally by LWDBs. The SRRU is the focal point in assisting local rapid response teams, local government officials, employers and workers by providing resources such as funding, technical assistance, and labor market information.

The MCWDB Rapid Response (MCRR) Program is the cooperative effort of ARIZONA@WORK Maricopa County staff, and other partner programs. MCRR provides assistance and services to workers affected by layoffs, plant closures, or natural or other disasters resulting in a mass job dislocation. The intent of MCRR activities is to aid affected workers and help them transition to a new employment opportunity as quickly as possible.

Rapid Response activities are time sensitive and critical, for employees, employers and the economy. With varied notification processes and multiple partners involved, there is potential for inconsistent and overlapping layoff assistance service delivery in the region. Thus, ARIZONA@WORK: Maricopa County encourages local employers to provide early notification to, at a minimum, ensure a timely response to workers affected and, at best, minimize or avoid worker dislocations. Maricopa County will identify an MCRR contact to coordinate with the SRRU. Both, Maricopa County and the State Unit will proactively monitor all notification channels, including increases in Unemployment Insurance (UI) claims, media attention to specific employers or industries, and feedback from employer representatives and business intermediaries.

To be more coordinated and efficient at the local level, over these program years, ARIZONA@WORK Maricopa County will employ a broad set of strategies, including:

- Work with the City of Phoenix to perform RR events ensuring both agencies are informed with RR notifications, and can jointly establish a 48-hour response time;



- Lead RR sessions in which the State provides the UI and benefits presentations, and invite other partners, as applicable, to take part in the process;
- Utilize a standardized format for RR sessions throughout the region, which will include a checklist for procedures, prioritization of larger entities, and will require job descriptions and updated resumes for those workers experiencing a layoff or termination; and
- Tailor RR sessions to the workers affected with potential employers hiring in the same field invited to potentially mitigate the affected workers' time unemployed.

### 1.3.9 Description and Assessment of the type and Availability of youth workforce investment activities in the local area

The Maricopa County Workforce Development Board has committed to the design and delivery of programs that address the needs of youth. ARIZONA@WORK Maricopa County centers its program services to both out-of-school and in-school youth around the *14 Required Elements for Youth Programs* specified by WIOA. Contracted service providers deliver services to youth, including youth with disabilities. Service emphasis is family-centered, for the purpose of facilitating an integrated approach to learning and service that supports each family.

The challenges faced with this population include a relatively high rate of disconnected youth, or opportunity youth (OY), those who are 16-24 years of age, do not go to school, do not work and are not looking for work. According to a 2020 update from Opportunity for Youth, a nonprofit focused on the challenges facing disconnected youth, there are an estimated 144,551 OY in Maricopa County. This represents a dramatic spike in the numbers from the 2019 level of 70,300.<sup>7</sup> Youth disconnection hinders the economic opportunity and growth of youth, families, communities, and the regional economy. Opportunity Youth are more likely to be involved in criminal activity, experience chronic homelessness, and face social and labor exclusion.

Opportunities For Youth is an initiative of Arizona State University-Watts College of Public Service and Community Solutions. Their mission is to harness the power of cross-sector collaboration with Maricopa County and other organizations to create a comprehensive system of opportunity that reengages the valley's disconnected youth. OFY's Leadership Council provides strategic guidance, vision, and oversight for the Opportunities for Youth Initiative. This includes developing and refining the common agenda, defining strategy, community engagement, and shared measurement. Additionally, members of the Leadership Council serve as vocal champions of the collective impact effort in the community and advocate for Opportunity Youth in their respective organizations.

Other challenges faced by youth in Maricopa County include an historically high unemployment rate of 17.6% among those 16-19 years old.<sup>8</sup>

---

<sup>7</sup> <https://oppforyouth.org/about>

<sup>8</sup> United States Census Bureau, *American Community Survey, 2019 One-Year Estimate*

ARIZONA@WORK: Maricopa County provides a broad spectrum of youth services, partnering with several highly effective partners to deliver the 14 elements of youth workforce services to Maricopa County:

**Table 25: Youth Services Providers**

Element	Equus Workforce Solutions	DK Advocates/ANB Services	Chicanos por la Causa	Rio Salado Behavioral Health	Lifeline PCS	Pathways of Arizona	Psychological and Consulting Services	Maricopa County Workforce Division
Tutoring, study skills training, instruction, dropout prevention and recovery			X					
Alternative secondary school services, or dropout recovery services								X
Paid and unpaid work experiences	X	X						
Occupational skills training								X
Education offered concurrently with workforce activities for a specific occupation								X
Leadership development, to include community service and peer-centered activities	X							
Supportive services	X	X						
Adult mentoring for not less than 12 months								X
Follow-up services	X	X	X					
Comprehensive guidance and counseling, including drug and alcohol counseling and referral				X	X	X	X	
Financial literacy education	X	X						
Entrepreneurial skills training								X
Labor market and employment information about in-demand industry sectors or occupations	X	X						X
Activities to help youth prepare for post-secondary education and training								X

### 1.3.9.1 Description of activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities

ARIZONA@WORK: Maricopa County Job Centers provide services to youth aged 14-24. Youth served must meet program eligibility criteria. The Youth Program policy defines an eligible youth as one who “requires additional assistance to complete an educational program or to secure and hold employment.”

These youth face serious barriers to employment and are defined as *at risk* based upon assessment of skill needs, barriers and/or referrals from the Juvenile Justice Court System, youth services program providers, and/or local education agencies. The policy further delineates more specific barriers that youth may experience to qualify as an individual who requires additional assistance. These include:

- Work History Barriers
  - Age 16 – 24 with no work history or poor work history
  - Has been fired from 1 or more jobs within the last 6 months
  - Sporadic employment
  - Other Barriers to Employment
- A youth with at least one parent who has been or is currently incarcerated
- Chronic Health Conditions (e.g. diabetes, asthma, obesity)
- Substance Abuse

ARIZONA@WORK: Maricopa County has developed an internal team to provide recruitment, enrollment and case management for youth. Only specialized services (i.e. work experiences, leadership, financial literacy, etc.) are subcontracted to external vendors. A list of the services and providers was presented in the preceding section. Vendors can apply to provide one or all of the work elements, opening the competition up to a more diverse group, including small organizations that may have an expert niche. A Case Manager is assigned to work with youth with disabilities.

The criteria for the selection of youth services providers are rigorous. Where applicable, responses to the RFP must include effective and innovative program designs that meet the educational and employment needs of the community’s eligible youth. Providers must have a demonstrated record of success in providing services to youth. The programs and services must be accessible to all eligible participants. The provider must demonstrate an ability to provide services within Maricopa County.

To improve access to services and depending on the needs of the participant, respondents must allow for services to be provided at either their facility or a facility provided by Maricopa County.

Service Providers are responsible for the following elements, which have particular significance in service of youth with disabilities:

- Delivery of Program Service Elements
- Reporting Requirements

- Internal Monitoring
- Comply with Americans with Disabilities Act (ADA) Regulations
- Contractors must be licensed to conduct business in Arizona
- Contractors must adhere to Child Labor Laws
- Contractors must provide services in a safe environment
- Services will be tailored to the needs of the participant, as indicated by assessments, report cards, and skills deficiencies identified through the development of the youth's Individualized Service Strategy.
- Contractors will confirm the appropriateness of the referral and service level needs.

A Proposal Evaluation Committee, chaired by the Procurement Officer, evaluates each Youth Services proposal. Proposals are evaluated on the following criteria, which are listed descending order of importance.

- Experience/Expertise of Key Personnel
- Service Delivery Methodology
- Performance Outcomes & Results
- Experience/Expertise of Company
- Price/Cost

The program is managed by the Youth Program Supervisor. Staff members have clearly defined roles and functions for delivering services, including:

**PROGRAM SERVICE REPRESENTATIVES** are responsible for greeting customers at Youth Hubs and introducing customers to services. Further, the Program Service Representatives assist with customer sign-in, registration and enrollment data entry, as well as assist customers in the resource lab.

The **YOUTH CAREER ADVISOR'S** main role is to perform career development activities in a case management relationship for youth enrolled in WIOA activities. Specialists perform outreach and recruitment activities; provide program information; assess participant's interests, skills and academic levels; determine eligibility; enter enrollments; provide ongoing case management services; coordinate service referrals; monitor participant progress; update case notes and services; and provide links to community based service providers.

**BUSINESS SERVICE REPRESENTATIVES** are responsible for performing employer outreach to develop job leads for participants, ages 14-24. Additionally, they coordinate Youth Services job fairs; promote Youth Services at partner job fairs; cultivate relationships with employers to develop short-term, subsidized Work Experience opportunities as well as opportunities for long-term, unsubsidized employment.

**1.3.9.2 Design framework for youth programs and how the 14 program elements required in 20 CFR 681.460 are to be made available within that framework**

ARIZONA@WORK Maricopa County has youth hubs located throughout the county for better access to services. These hubs are situated in Tempe, Mesa, Peoria, and Avondale. The following 14 elements are available to youth program Participants:

1. Tutoring study skills training, instruction that lead to the obtainment of a high school diploma or equivalent;
2. Alternative high school services, or drop out services;
3. Occupational skills training;
4. Paid and unpaid work experiences;
5. Workforce preparation or basic academic skills education;
6. Adult mentoring;
7. Comprehensive guidance and counseling;
8. Entrepreneurial skills training;
9. Financial literacy education;
10. Leadership development, to include community service and peer-centered activities;
11. Supportive services;
12. Follow-up services;
13. Services that provide labor market and employment information about in-demand industry sectors or occupations; and
14. Activities that help youth prepare for post-secondary education and training.

A Case Manager is assigned to work with youth who are individuals with disabilities. The program is managed by the Youth Program Manager and Youth Program Supervisors. Staff members have clearly defined roles and functions for delivering services, including:

**PROGRAM SERVICE REPRESENTATIVES** are responsible for greeting customers at Youth Hubs and introducing customers to services. Further, the Program Service Representatives assist with customer sign-in, registration and enrollment data entry, as well as assist customers in the resource lab.

**YOUTH CAREER ADVISORS** main role is to perform career development activities in a case management relationship for youth enrolled in WIOA activities. Specialists perform outreach and recruitment activities; provide program information; assess participant's interests, skills and academic levels; determine eligibility; enter enrollments; provide ongoing case management services; coordinate service referrals; monitor participant progress; update case notes and services; and provide links to community based service providers.

**BUSINESS SERVICE REPRESENTATIVES** responsible for performing employer outreach to develop job leads for participants, ages 14-24. Additionally, they coordinate Youth Services job fairs; promote Youth Services at partner job fairs; cultivate relationships with employers to develop short-term, subsidized Work Experience opportunities as well as opportunities for long-term, unsubsidized employment.

### 1.3.10 Description of how training services will be provided, including:

Training may be made available to individuals including those who are underemployed (as defined in Section 1.3.15). The selection of training services is conducted in a manner that maximizes customer choice and is linked to in-demand industries and occupations. Career Coaches ensure that job seekers explore other funding options and research performance of relevant training providers.

The following training options are available to participants:

**Individual Training Accounts (ITAs):** ITAs are tuition vouchers to be redeemed at an approved training provider. The ARIZONA@WORK: Maricopa County Job Center facilitates the ITA application and selection process with the jobseeker based on customer choice. One Stop career coaches assist job seekers with researching and selecting training programs that align with the job seeker's Individual Employment Plan. It is noted a policy needs to be created for the local area that addressed informed customer choice in the selection of training programs and conforms to WIOA Section 134(c)(3)(G).

The MCWDB will primarily utilize ITAs to assist job seekers with training, however, the MCWDB may elect to provide contracted training services for specific industries, sector partnerships, or career pathways according to the supply and demand of the local area. One such use, for example, could be an innovative transitional job training program through a local Community-Based Organization (CBO) with demonstrated capacity to effectively serve participants with multiple barriers to employment. Informed consumer choice will be enhanced through the combined use of the state's Eligible Training Provider List and MCWDB's sub-set training provider list. These will be made available to all participants seeking training, as well as all stakeholders.

**Internships/Work Experience:** Work experience is a planned, structured learning experience that takes place in a work environment for a limited period of time. Work experience may be paid or unpaid, as appropriate. A work experience may take place in the private for-profit sector, the non-profit sector, or the public sector. Fair Labor standards apply;

**Pre-Apprentice Training:** Pre-apprenticeship programs provide training to increase math, literacy, and other vocational skills needed to gain entry into a registered apprenticeship program;

**On-the-Job Training (OJT):** OJT services involve "hands on" training in occupational skills for a specific occupation. Training is provided by a private, nonprofit, or public sector employer for an individual who needs additional skill training for a specific job. The participant is an employee of the company and, in order to offset the cost of the training, the employer can be reimbursed up to 75% of wages.

**Customized Training:** Customized training is industry and occupation specific skills training delivered through a curriculum designed collaboratively by an ARIZONA@WORK - Maricopa County Job Center and (an) identified employer(s). The employer pays a significant share of the cost of this training.

**Career Pathways:** A combination of rigorous and high quality education, training and other services that align with the skill needs of industries in the state or regional economy, prepare an individual to be successful in any of a full range of secondary or postsecondary education options, and include counseling to support an individual in achieving the individual's education and career goals.



ARIZONA@WORK: Maricopa County Job Centers apply a Career Pathway approach throughout their service delivery.

#### **1.3.10.1 Limitations for ITA amount and duration, if included in policies**

- Adults and dislocated workers are allowed \$4,000 for targeted industries and \$3,000 for non-targeted industries.
- Youth are allowed \$6,000.00 for targeted industries, and \$3,000.00 for non-targeted industries.

#### **1.3.10.2 Whether contracts for training services will be used and the process for their use**

Participants issued an Individual Training Account (ITA) must establish an ITA Plan which will outline:

- total cost of the training program
- other funding streams that will offset the training cost
- Pell Grants
- duration of the ITA Plan
- IEP to document the participant's ability to complete the training
- labor market information relevant to the training

Contracts for services provide another option for training when:

- Services provided are OJT, customized training, incumbent worker training, or transitional jobs;
- MCWDB or tribal entities determine there are an insufficient number of eligible providers in the LWDA to issue an ITA;
- The MCWDB and tribal entities determine there is a training services program offered by a community-based organization or another private organization in the area that has demonstrated effectiveness in serving individuals with barriers to employment;
- MCWDB determines that it is most appropriate to contract with an institution of higher learning or other eligible training provider of training services will facilitate training of multiple individuals in-demand industry sectors or occupations, provided that the contract does not limit consumer choice; or
- The MCWDB enters into a pay-for-performance contract

### **1.3.10.3 Description of how the LWDB will ensure informed consumer choice in the selection of training programs regardless of how the training services are to be provided**

Consumer choice in selecting a training provider must be maximized. Career Advisors review training provider options with job seekers to ensure analysis based on quality and appropriateness for the individual job seeker in his/her choice of vendor. While staff are not to recommend particular providers, they facilitate decision analysis by job seekers as the job seekers evaluate quality, competence, duration of programming, outcomes reported by the provider, and job acquisition by individuals who complete programs.

An individual who has been determined eligible for WIOA training services may select any Eligible Training Provider (ETP) on the state ETP List, regardless of the LWDA that originally approved the training program. The selected training program must be in- demand in the local area or in-demand in a location where the training participant is willing to commute or relocate.

### **1.3.11 Description of how the LWDB will coordinate Title I workforce investment activities with the provision of transportation (including public transportation), and other appropriate supportive services in the local area and region**

An integrated system will only be effective if clients can reach and access services. ARIZONA@WORK: Maricopa County's service area consists of 23 urban, suburban, and rural cities and towns. The large and sometimes remote region served is a challenge for delivering services to all of the individuals who need access. As such, County Access Points are and will be chosen based on data-driven methodology, such as communities with high unemployment or youth disconnection, distance from established comprehensive American Job Centers, and/or a high propensity of a targeted population. Once individuals are enrolled in intensive services, the County provides public bus and light rail pass subsidies and gas cards to support participant retention. Transportation assistance to WIOA-enrolled participants in the ARIZONA@WORK Maricopa County One-Stop system. The Job Centers, access points and Youth hubs are located on or near bus routes.

To ensure ARIZONA@WORK: Maricopa County reaches and enrolls more individuals, WIOA program service category (Adult, Dislocated Worker, Rapid Response, and Youth) staff have wholeheartedly embraced the motto of "meeting people where they are," eliminating barriers to participation in activities and services, especially barriers related to transportation.

Staff are not only recruiting at more events/locations that are reflective of the target audience, but they are also driving to meet and enroll individuals in their communities. This concept will continue to grow over the next four years as electronic survey data and formative performance measure tracking related to effectiveness, retention, etc. is examined. Further, to bridge any transportation gaps, ARIZONA@WORK: Maricopa County is building and leveraging relationships with like-minded organizations that can provide access and outreach to participants with barriers to employment.

WIOA-funded supportive services are available to individuals in need, as determined when developing Individualized Employment Plans. The ARIZONA@WORK Maricopa County Title IB program purchases gas cards and bus passes, distributing them to participants actively seeking employment or attending training and education services. Additional WIOA-funded services include, but are not limited to childcare, licensing/testing, tools, uniforms and interview clothing.

Job seekers are also provided with information on supportive services available elsewhere in the community and via partners. For example, Maricopa County residents may access assistance with rental and utility payments through Maricopa County Human Services Department's Community Services division or local Community Assistance Programs (CAP). A wide variety of supportive services and resources are available in the local area.

**1.3.12 Description of how the LWDB determines if a youth or adult “is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual’s family, or in society” as included in the definition of “basic skills deficient” in WIOA 3(5)**

As stated in the Maricopa County policy on Basic Skills Deficiency (BSD), BSD is one of the barriers to employment for determining WIOA Youth program eligibility and is also a determinant for Priority of Service for the Adult program.

All Youth program applicants must be given the TABE (Test of Adult Basic Education) pre-test or another acceptable assessment prior to enrollment to determine basic skills deficiencies in reading, language or math.

Adults may be assessed to determine priority of need for Individualized Career and Training services.

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

Definition:

The term basic skills deficiency is defined as an individual –

1. Who is a youth that has English reading, writing or computing skills at or below the 8th grade level on a generally accepted standardized test; or
2. Who is a youth or adult unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual’s family, or in society.

Youth

All youth will be tested using the TABE or other approved assessment tool at the time of eligibility to determine reading, math and language levels. Assessment scores will be recorded in the Testing link in the Arizona Job Connection system. Youth determined to be basic skills deficient (BSD) will be referred to the appropriate education or training-related service and will have a Measurable Skills Gain goal set.

While post-testing is no longer a general requirement, youth who are engaged in an education or training service and are attempting to earn an Educational Functioning Level Measurable Skills Gain may take the same assessment.

Adults

Basic skills assessment is not required for all Adults applying for Individualized Career and Training Services. Individuals will be assessed on a case by case basis to determine the need for basic skills assessments.

Individuals that do not have a high school diploma, GED / HSE, post-secondary credential/certificate or a college degree may be required to take the TABE or other acceptable basic skills assessment prior to enrollment into individualized career or training services. Assessments approved by the National Reporting System (NRS) are required to be entered into the Testing section of AJC. Local areas are not required to use tests approved by the NRS for the purpose of objective assessment at the time of enrollment.

Individuals with a college degree (associate's, bachelor's or above) or with a post-secondary credential/certificate may be exempted from testing during the eligibility determination process but may be required to provide documentation of their degree or credential/certificate. However, once the individual is enrolled, the Career Guidance Specialist may determine the individual's basic skills need to be assessed especially if the individual is determined to be in need of training services.

Local areas may use previous basic skills assessment results if the assessment was conducted within the past six months.

#### Testing Youth and Adults with Disabilities:

When administering assessment tools, individual with disabilities are to be provided with reasonable accommodations, as appropriate, according to:

- Section 188 of the WIOA (implementing regulations at 29 CFR Part 37)
- Section 504 of the Rehabilitation Act of 1973 (DOL implementing regulations at 29 CFR Part 32)
- Title II off the Americans with Disabilities Act, if applicable (implementing regulations at 28 CFR Part 35) taking into consideration The Individual Assessment(s) Guidelines for Inclusive Test Administration\*

Accommodations for the assessment process can include any of the following categories:

- Changes to the methods of Presentations of the test used as an assessment tool
- Changes to the methods of Response to the test questions
- Changes to the Setting in which the test is provided
- Changes to the Timing/ Scheduling of the test

\*Documentation for TABE may include the individual's IEP, 504 Plan, LEP / ELL team recommendations for both instructional and testing accommodation and details about the actual use of accommodations in both instruction and testing.

Individualized Career Services are comprehensive, personalized supports for job seekers and typically involve interactions with a case manager. Individuals that are best served through Individualized Services work with the Skills and Career Development Team. The Skills and Career Development Team is responsible for completing a skills analysis, facilitating assessments and testing, identifying support needs, providing career guidance, arranging for soft skills training, and for making referrals to program specific occupational training.

**1.3.13 Description of how the LWDB will ensure the WIOA Title I-B Adult Program for priority of service to low-income individuals, recipients of public assistance, and individuals who are basic skills deficient**

The MCWDB enacted Policy #17-31 to ensure priority of service to the populations to whom it is entitled under the Workforce Innovation and Opportunity Act. The MCWDB is committed to establishing priority of service for adults in the following order:

- 1st Priority: Veterans and eligible spouses of veterans who are determined to be low income or basic skills deficient
- 2nd Priority: Non-veterans or eligible spouses of veterans who are considered low income or basic skills deficient
- 3rd Priority: Veterans and eligible spouses of veterans who are not low income
- 4th Priority: All other WIOA eligible Adults who are not low income

Standard procedure requires that ARIZONA@WORK: Maricopa County staff must determine priority of service prior to providing any individualized career or training services. The MCWDB annually monitors priority of service requirements of its service providers to ensure the requirements are being implemented in accordance with WIOA and State and Local policies and procedures.

**1.3.14 Description of how the LWDB will provide Veterans Priority of Service; strategies must include processes in place to ensure that veterans and eligible spouses are identified at the point of entry and given an opportunity to take full advantage of priority of service for all types of career and training services**

The MCWDB is committed to ensuring veterans and eligible spouses receive priority of service for all DOL-funded job training programs, including WIOA programs. ARIZONA@WORK: Maricopa County adheres to this priority of service by ensuring every customer that enters the job center is asked whether they are a veteran or a spouse of a veteran.

Veterans and their spouses are made aware of their entitlement to priority of service and the benefits of that priority as they pursue employment, training, and placement services.

The LWDB annually monitors priority of service requirements of its service providers to ensure the requirements are being implemented in accordance with WIOA and state and local policies and procedures. Monitoring activities may include file reviews, onsite inspections and interviews, and review of AJC data.

### 1.3.15 Definition of “underemployed”

An individual is considered underemployed if they are employed either full or part-time, and their current annualized wage rate does not exceed the highest of either:

- 1) 80% of their wages at date of dislocation; or
- 2) The individual’s earned wages are at or below the LWDA’s established self-sufficiency threshold.

The Lower Living Standard Income Level (LLSIL) is used for determining eligibility for youth and adults for certain services, including Workforce Innovation and Opportunity Act (WIOA) funded programs and services. The self-sufficiency threshold is established using the LLSIL.

In April 2020, the U.S. Department of Labor, Employment and Training Administration (DOLETA) released an annual update to national LLSIL levels. Locally, the LLSIL is effective on July 1 of each fiscal year, or on an alternate approved date; 2020 levels are identified in the table below.

**Table 26. Income Matrix for Maricopa for 2020 70% LLSIL And Self-Sufficiency**

FAMILY SIZE	HHS Poverty Guidelines	70% LLSIL*	SELF- SUFFICIENCY for Adults* 450% LLSIL	SELF-SUFFICIENCY for Dislocated Workers* 450% LLSIL
1	\$12,760	\$11,609	\$74,628	\$74,628
2	\$17,240	\$19,025	\$122,301	\$122,301
3	\$21,720	\$26,121	\$167,918	\$167,918
4	\$26,200	\$32,245	\$207,288	\$207,288
5	\$30,680	\$38,050	\$244,607	\$244,607
6	\$35,160	\$44,504	\$286,097	\$286,097
7	\$39,640	\$50,958	\$327,587	\$327,587
8	\$44,120	\$57,412	\$369,077	\$369,077
Additional Per Person > 8	\$4,480	\$6,454	\$41,490	\$41,490

\* All figures represent annual figures.

Poverty Effect Date:01/14/2020

LLSIL Effective Date:04/30/2020

Revised: 06/02/2020



**1.3.16 Definition and eligibility documentation for “requires additional assistance to enter or complete an education program, or to secure and hold employment for:**

**1.3.16.1 Out-of-school youth and**

ARIZONA@WORK: Maricopa County defines the “youth who requires additional assistance” as an individual who needs assistance beyond that typically offered to a youth with no barriers to employment to complete an educational program, or to secure and hold employment.

Out-of-School Youth may be eligible for WIOA Youth Services if one of the following criteria are met:

**Table 27: Out-of-School Youth Additional Assistance Criteria**

Category	Description	Required Documentation
Work History Barriers	Has poor, limited or no work history and/or sporadic employment and is no longer employed or has not been seeking employment for the last 2 months, but remains unemployed or underemployed.	<ul style="list-style-type: none"> <li>• Work history</li> <li>• Case notes</li> </ul>
Incarcerated Parents	One or both parents is incarcerated.	<ul style="list-style-type: none"> <li>• Legal document</li> <li>• Self-attestation</li> </ul>
Occupational Skills/Education Attainment	Lack of documented educational, occupational and/or technical training that reduces opportunities for gainful employment and causes income poverty; poor access to quality education and job opportunities	<ul style="list-style-type: none"> <li>• Work history</li> <li>• Self-attestation</li> <li>• Case notes</li> </ul>
Counseling Services	Is receiving or has received additional services through a licensed counseling/rehabilitation agency	Referral from agency
Alternative Schooling	Is currently attending an alternative school/education program that leads to a High School Diploma or High School Equivalency.	School Records

### 1.3.16.2 in-school youth

Not more than five percent of all In-school Youth enrolled in the program each year are eligible only based on the “requires additional assistance” criterion.

**Table 28: In-School Youth Additional Assistance Criteria**

Category	Description	Required Documentation
Poor School Attendance	Has displayed chronic poor attendance within the last school quarter and/or has an attendance rate of less than 85%.	School Records
At Risk of Dropping Out	Is currently at risk of dropping out of school, as determined by referral from a school staff person, probation officer, or other responsible person with proper documentation and/or possesses unsatisfactory grades, GPA, and/or number of credits.	School Records
School Discipline	Has received or is receiving continuous disciplinary actions and/or is under a type of academic probation	School Records
Counseling Services	Is receiving or has received additional services through a licensed counseling/rehabilitation agency	Referral from agency

### **1.3.17 Describe competitive procurement processes for subgrants and contracts**

The Board of Supervisors (BOS) are charged with the oversight of Maricopa County, and as the Chief Local Elected Official (CLEO), the BOS bears the WIOA fiduciary and grant responsibilities. The Board of Supervisors designated the Maricopa County Human Services Department to serve as the Fiscal Agent for the MCWDB and be responsible for the receipt and disbursement of WIOA funds in the Local Workforce Development Area.

In partnership with the Maricopa County Chief Elected Official, the MCWDB commits to following all federal, local, and state procurement laws, regulations and policies that support a fair and open process when awarding grants or contracts to service providers.

An annual Request for Proposal (RFP) is used to competitively solicit proposals and select service providers for the services authorized under WIOA. The MCWDB will publicly announce bid(s) and/or proposal(s) for adult, dislocated worker, or youth services, and will award contracts based on a variety of factors and in accordance with WIOA 107(d)(10)(A) through (E) and Workforce Arizona Council policy, including CEO agreement on selections.

#### Selecting an American Job Center Operator

American Job Centers serve as the State's delivery centers. The MCWDB will continue to manage the American Job Center operator competitive process in the local area, including certifying and designating operators. In 2019, the MCWDB followed the criteria and guidance developed at the state level to review and certify the American Job Center Operator in a process which will be repeated every three years. The process includes a number of elements, including:

- The MCWDB Board with the assistance of its staff will determine the scope of work for the OSO and manage the contract.
- The MCWDB Board will competitively procure the OSO with the County Procurement Manager and in compliance with County's procurement policies.
- The designation of an OSO must be approved by a majority vote of the MCWDB Board or designated committee.
- Once approved by the MCWDB Board, the OSO contract award shall be forwarded to the Maricopa County Board of Supervisors. The OSO contract shall be effective only when approved by the Maricopa County Board of Supervisors.

#### Selecting Service Providers

Where applicable, responses to the RFP must include descriptions of effective and innovative program designs that meet the educational and employment needs of Maricopa County's eligible residents. Providers must have a demonstrated record of success in providing services. The programs and services must be accessible to all eligible participants. The provider must demonstrate an ability to provide services within Maricopa County.

In addition, when procuring youth service providers, the MCWDB will adhere to the DES Youth Program policy and its procurement requirements.

Career Services may be provided directly by the one stop operator or through contracts with direct service providers that are approved by the MCWDB. (WIOA, 20 CFR 680.160).

MCWDB has entered into an agreement with the County's Human Services Department, Workforce Development Division for Career Services ("Service Provider Agreement"). According to the Service Provider Agreement, the Service Provider provides Career Services directly and through subcontracts with other service providers. These services may be self-performed or performed by a subcontractor. For the subcontracts, the Service Provider manages those contracts and provides quarterly updates to the MCWDB. Any amendments to the Service Provider Agreement, or any subsequent agreement with the County's Service Provider regarding career services, shall be sent to all of the Parties to this agreement and added as a supplement to the Agreement.

### Selecting Youth Services Providers

Pursuant to CFR 681.400(a), the County has exercised its option to directly provide all youth workforce investment activities in Maricopa County. Should the County cease exercising its option to provide youth workforce investment activities directly, the WDB could chose to award grants or contracts to youth service providers pursuant to the requirements set forth in CFR 681.400(b), including, but not limited to, requiring said grants and contracts be awarded on a competitive basis.

The Youth Services Provider receives strategic direction from the WDB and must present its design framework to the Youth Committee and provide an opportunity for feedback from Youth Committee members to include:

1. An overview of the objective assessment of each youth participant, including a review of the academic and occupational skill level, as well as the service needs and strengths, of each youth for the purpose of identifying appropriate services and career pathways.
2. An overview of the an individual service strategy based on the needs of each youth participant that is directly linked to one or more indicators of performance described in WIOA sec. 116(b)(2)(A)(ii), that identifies career pathways that include education and employment goals, that considers career planning and the results of the objective assessment and that prescribes achievement objectives and services for the participant.
3. A description of case management and follow-up services provided to youth participants.

### Provider Outcomes

In partnership with the CLEO, the MCWDB Board will maximize performance outcomes by working to ensure sufficient number and types of eligible service providers who are consistent with the criteria established by WIOA, the Governor and the Workforce Arizona Council. All competitive awards and contracts will be publicly noticed as required by Maricopa County procurement policies.

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

**1.3.18.1 Name of the Title II adult education provider grantee(s) in the local area that were included in this coordination**

In Maricopa County, the Title II provider of Adult Education and Literacy Services is the Arizona Department of Education (ADE) Adult Education Services

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

Adult Education and Literacy (AEL) is a core program within the ARIZONA@WORK: Maricopa County system, and MCWDB commits to preserving and improving the critical interoperabilities of Title II services with other core partners, including and especially Title I.

Along with the other core program partners, Adult Education and Literacy participates in the “no wrong door” approach to serving individuals in Maricopa County. From the welcome function at an American Job Center, participants and job seekers often transition into more customized services, including education and training. The MCWDB will look to the One-Stop-Operator to devise a plan for coordinating workforce development activities with Arizona Adult Education’s core activities:

- Adult education
- Literacy
- English language skills

Adult Education programs in the region are highly effective and well established and include a continuous pipelines of participants. Maricopa County and Adult Education plan to work together to optimize the alignment of adult education activities with training for a transition to the workforce and/or postsecondary education pathways. This collaboration seeks to optimize the Integrated Education and Training (IET) program. In this model, participants work toward a High School Equivalency (HSE) diploma or the development of English language skills and gets started in an occupational field at the same time. Ideally, this model improves an individual’s employability in a specific field, especially with acquisition of industry recognized certificates. The length of each IET program is determined by each certificate program, but typically run from five months to nine months in length. Participants can receive support services and/or transportation assistance through the County.

Over these program years, ARIZONA@WORK: Maricopa County will work to increase co-enrollment options and to improve outreach and marketing to Adult Education clients.

Adult Education and Literacy is a key participant in the inter-partner referral process and initial screening to identify potential services for jobseekers.

### **Profile of Arizona Adult Education**

#### **Mission and Goals**

The Mission of Arizona Adult Education is to:

*Prepare learners for success in college, career and life*

Arizona Adult Education works toward an overarching goal in each of three categories: System, Profession and Instruction:

- **System Goal:** The Arizona Adult Education System is an integral component of Arizona’s educational pipeline leading to postsecondary education and career pathways.
- **Profession Goal:** Arizona Adult Educators empower adult learners to transition to postsecondary education and livable-wage employment.
- **Instruction Goal:** Arizona Adult Education instruction prepares adult learners for success in postsecondary education and the workforce.

#### **Eligibility**

Adult Education students must be 16 years of age or older, not enrolled or required to be enrolled in secondary school under A.R.S. § 15-802, and basic skills deficient, lack a secondary school diploma or its equivalent, or are English Language Learners. Additionally, adult education students must meet the eligibility requirements in A.R.S. § 15-232 of being lawfully present in the United States.

#### **Services**

Adult education and literacy services assist adults to become literate and obtain the knowledge and skills needed for employment and economic self-sufficiency.

Allowable Activities:

- Adult Basic Education (ABE)
- Adult Secondary Education (ASE)
- English Language Acquisition for Adults (ELAA)
- Integrated English Literacy and Civics Education (IELCE)
- Workforce Preparation
- Integrated Education and Training (IET)

In the development of this plan participants from Arizona Adult Education expressed a commitment to ongoing collaboration and partnership with WIOA core partners, including Title I services in Maricopa County. Specific goals identified by the Title II participants included:

- A shared referral and tracking system with our Title I, III, and IV providers to better serve our students. Multiple tracking systems between two local areas is problematic for Title II when many of us serve City of Phoenix and Maricopa County. Queen Creek also serves Pinal County.
- In 2019, the MCWDB agreed to a Title II addendum for shared system costs. However, the agreement did not pass legal review. Title II supports an agreement (addendum to IFA) between Title IB to utilize the funding to benefit Title II students in Maricopa County's workforce system.
- More education is needed for Title IB and local boards regarding the services Title II provinces and to elevate recognition of the expertise Title II's providers have in educating and training the workforce.

Arizona Adult Education offers a range of services that contribute to the ultimate success of ARIZONA@WORK: Maricopa County:

- Common performance measures (i.e. measurable skills gains, industry recognized credentials)
- Ability to serve individuals that are identified as "basic skills deficient"
- Ability to identify the resources and partnerships in place to provide education services to eligible individuals with disabilities, including learning disabilities;
- Implementation of Universal Design for Learning (UDL) strategies and assistive technology tools into curriculum to support ABE/ASE and ELAA students.
- Development of career pathways that begin at lower educational attainment levels with contextualized industry-specific curriculum that motivates students to persist, achieve success, and transition to postsecondary education
- Implementation of digital literacy tools and instructional strategies to promote the integration of digital tools and increase the digital literacy for all students
- Expertise in conducting initial and follow-up standardized assessments to document student educational outcomes
- Resources and activities to facilitate workforce preparation and the exploration of careers/occupations for adult learners at all skill levels
- Identified processes and strategies to follow up on student success in employment and/or transition to postsecondary/training after exit
- Integrated Education and Training provided in in-demand industries leading to industry-recognized credentials

ARIZONA@WORK: Maricopa County's partnership with Adult Basic Education and Literacy is absolutely essential. The MCWDB reviews applications that are submitted to the Arizona Department of Education and makes recommendations regarding each applicant's current alignment with the workforce development plan and steps each applicant can take to enhance alignment with the MCWDB and the local plan.

**1.3.19 Description of plans and strategies for, and assurances concerning, maximizing coordination, improving service delivery, and avoiding duplication of Title III - Wagner-Peyser Act (29 U.S.C. 49 et seq.) services (20 CFR 679.560(b)(11))**

As a core partner within ARIZONA@WORK: Maricopa County, the Arizona Department of Economic Security (DES) oversees and provides Title III services at Maricopa County Job Centers. Employment Services provides basic and individualized career services to job seekers and job development services to Arizona employers.

In the delivery of Title III services, Employment Services contributes to improving the functioning of the local area labor markets. Title III services bring together individuals seeking employment with employers seeking qualified workers. Employment Services are co-located within Maricopa County Job Centers. Services and performance accountability indicators are integrated with other federal workforce programs.

Basic Employment Services provided include skill assessment, labor market information, referrals to support service programs, and assistance with job search and placement. Individualized services include career and vocational counseling. Wagner-Peyser staff make referrals to employer job openings and Title IB training opportunities, conduct employment-related workshops, deliver program presentations, and resolve customer issues.

Services offered to employers, in addition to referral of job seekers to available job openings, include assistance in development of job order requirements, matching job seeker experience with job requirements and skills, assisting employers with special recruitment needs, arranging job fairs, assisting employers to analyze hard-to-fill job orders, assisting with job restructuring, and helping employers deal with layoffs.

Job seekers who are veterans receive priority referrals to jobs and training as well as special employment services and assistance. In addition, the system provides specialized attention and service to individuals with disabilities, migrant and seasonal farmworkers, justice-involved individuals, youth, minorities, and older workers.

Wagner-Peyser has staff available either on site or through virtual means to assist the Comprehensive ARIZONA@WORK Job Center Sites. During the COVID-19 health crisis, all Title III services were moved to a virtual format, and the return to in-person services will be driven by customer demand.

The Arizona Department of Economic Security, as the critical Title III provider, has agreed, along with the other core partners, to a “no wrong door” approach to serving clients in Maricopa County, including the referral process and initial screening to identify potential services for all Center clients. Wagner-Peyser, along with partner staff, will provide resource room coverage and basic career service workshops to all workforce system clients.

Wagner-Peyser staff will participate on the local integrated Business Services Team to ensure employers are served according to an Integrated System Design and that partners are not duplicating efforts.



**1.3.19.1 Plans and strategies should specifically include how the broader one-stop delivery system and LWDB will incorporate Title III services into the service delivery system**

WIOA eliminates stand-alone Wagner-Peyser (WP) Employment Service offices. The Wagner-Peyser Employment Service is co-located within ARIZONA@WORK Maricopa County American Job Centers, with services provided alongside partner programs. Currently, this includes two agencies providing welcome services: DES WP staff and Maricopa County staff. These staff share a common physical space, but not the same functions.

Employment Service has been an integral part of the Maricopa County ISD model since its launch in the region's American Job Centers. Utilizing the ISD functional teams, the Welcome Team is the first exposure clients have with the workforce development system. WP services are already designed for a broad range of job seekers.

The Welcome Team asks that participants complete a Job Seeker Inquiry Form to assess their needs and direct them to the appropriate team.

- Adults who are interested in OST, WEX, etc. will attend an orientation and then be placed with a Career Advisor for the next steps.
- If an individual is unsure of the route they want to take, they can meet with a Resource Navigator to find out what services WDD has to offer, and the RN can guide them in the right direction.
- If a participant is interested in any of our workshops, they can select that option and will then be contacted by the training team for workshop dates/times.
- Youth participants are sent to a Youth PSR so they can talk in depth with the participant to ensure they qualify for the youth program. The youth participants then complete an orientation and enrollment.

Unemployment insurance claimants can receive eligibility assessments and referrals to a wide variety of training and education resources through the Wagner-Peyser Employment Service plan. The MCWDB will support the State's strategy to provide better linkages between ARIZONA@WORK Job Centers and unemployment insurance (UI) by continuing to implement the Reemployment Services and Eligibility Assessment (RESEA) targeting recently unemployed individuals. RESEA orientations are hosted by Employment Services staff and will continue to be jointly held with ARIZONA@WORK center staff to identify customers who might need other services. RESEA orientations will also provide information about the programs offered throughout the one-stop system (including the Dislocated Worker program) and instructions for registering in Arizona Job Connection (AJC). Employment services staff will begin following up with RESEA participants who do not enroll in a program to make sure that they have registered and entered their resume in AJC. Further assistance will include connecting to job placement services. Individuals seeking UI will receive assistance in claims filing.

### 1.3.20 Description of how the LWDB will coordinate relevant programs and activities, to support strategies, enhance services, promote cross-partner referrals with Title IV services, and avoid duplication of services

#### Priority of Services

WIOA specifically indicates that individuals with barriers to employment and those most vulnerable are given priority access to services. ARIZONA@WORK Maricopa County utilizes a Priority of Service policy to ensure those most in need are the first to gain access to services. Additionally, the MCWDB leverages partner programs to serve a higher volume of customers to provide comprehensive, wrap-around services to ensure all customers' needs are met. Title I-B internal policies exist for determining priority of service and are documented in Arizona Job Connection at the time of enrollment.

**First priority** are Veterans and eligible spouses of veterans who:

- A. Are currently receiving public assistance;
- B. Have received public assistance in the last 6 months;
- C. Is a member of a family whose total family income does not exceed either the poverty line or 70 percent of the Lower Living Standard Income Level (LLSIL);
- D. Is a homeless individual, as defined in 42 U.S.C. 14043e-2 (6); or
- E. Is an individual with a disability whose own income meets the income requirement but is a member of a family whose income does not meet this requirement; or
- F. Is basic skills deficient, as defined in WIOA Section 3 (5)

**Second priority** are Non-veterans, or eligible spouses of veterans, using the criteria above (A - F) listed under the First priority.

**Third priority** are Veterans and eligible spouses of veterans who are not included in WIOA priority groups.

**Fourth priority** are Non-veterans, or eligible spouses of veterans, who are not included in WIOA priority groups.

A Title IV representative has been assigned as the liaison for participants who will be co-enrolled and received dual case management services. These participants utilize Title IV and Title I-B individualized and/or training services.

The Rehabilitation Services Administration (RSA) assists individuals with disabilities to meet their goals for employment and independence. RSA is physically located in three Arizona DES locations. RSA is responsible for technical assistance and resources for individuals with disabilities; and for administering the Vocational Rehabilitation (VR) programs.

Because of the extensive experience and expertise RSA has working with and supporting individuals with disabilities, ARIZONA@WORK: Maricopa County will work with RSA to train American Job Center staff to better serve individuals with disabilities, as well as utilize the One Stop Operator referral dashboard.

RSA co-locates a staff member two times a week at the ARIZONA@WORK Maricopa County local American Job Centers that will be available to meet with potential clients for the VR program. This VR staff member will be available to take client referrals, provide on-site orientations, and other service, as needed. The RSA staff member will be available to provide information regarding the RSA programs, accept referrals and facilitate orientations to those interested in receiving services through RSA.

RSA will work collaboratively with the ARIZONA@WORK: Maricopa County system by offering RSA clients the option of being referred to the American Job Centers for employment related services. With approval of clients and by signing a release of information, RSA will release evaluations to the American Job Centers, such as psychological evaluations, functional capacity evaluations and other evaluations paid for by RSA. The shared information will eliminate any additional discovery steps and improve timeliness in serving the client and establishing eligibility for services through the centers.

The LWDA employs an Equal Opportunity Compliance Officer (EO) who, on a bi-annual basis, conducts on-site quality assurance of the One-Stop Centers, Affiliate sites and youth service providers. Quality assurance and monitoring ensures that equitable and non-discrimination policies (Affirmative Action, Americans with Disabilities Act, and Equal Opportunity Employment) are adhered to as required by law and regulation. During each visit the EO is charged with ensuring the current State of Arizona Method of Administration (MOA) elements are being addressed fully and consistently, as described in Access section a. iii; the EO conducts a client file review and client interviews; and the EO assesses the physical structure for compliance. The evaluation recourse and findings are tracked on a WIOA-compliant monitoring tool form.

# Section 1.4 Performance and Continuous Improvement

## **1.4.1 Descriptions of how the ARIZONA@WORK Job Centers are implementing an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by one-stop partners**

ARIZONA@WORK agencies jointly aim to create a seamless workforce delivery system in which American Job Centers and other locations leverage technology for real-time access to intake and case management data, and information sharing regarding programs, program participants, and outcome data. Arizona's current workforce development software, Arizona Job Connection (AJC), implemented in February 2011, was expected to provide a comprehensive, seamless solution; however, each module is limited in its capabilities, and local entities do not have access to the full functionality of the system.

To address some of the technological gaps, the MCWDB created the Technology Solutions Workgroup (TSW) in April 2018 to investigate and address the challenges experienced by the Maricopa County Workforce Development Area in achieving WIOA's Technology Vision. During the course of this work, the group learned that the challenges identified by stakeholders are not unique to the region. Many of the concerns with extant technology in the County are similar to those identified by states throughout the nation. The TSW has garnered support for this initiative from stakeholders throughout Arizona, including local boards, the Board of Supervisors Chairman, and the Workforce Arizona Council. As a result, the project shifted from a local initiative to a statewide effort.

ARIZONA@WORK: Maricopa County, through its One Stop Operator (OSO), is creating a universal referral process in coordination with title partners. The platform is being tested through all four title partners to ensure efficient and effective handoffs for WIOA participants once it is implemented.

The MCWDB intends to align these investments with the state and other ARIZONA@WORK regions to explore and grow technological infrastructure for efficient and effective data collection and reporting for participants and service delivery. The Performance Excellence Workgroup is being tasked with leading efforts on this front.

#### 1.4.2 Local levels of performance for Title I-B for Program Years 2020-2021

The MCWDB is committed to promoting effective outcomes consistent with statewide goals, objectives, and negotiated local performance. In order to assess ARIZONA@WORK: Maricopa County's performance, and continuously improve services, and the MCWDB's ability to achieve its vision and mission, the MCWDB, ARIZONA@WORK Maricopa County, and the BOS negotiate with the State to establish local performance and accountability measures.

These measures include

- Employment rate 2<sup>nd</sup> quarter after exit
- Employment rate 4<sup>th</sup> quarter after exit
- Median earnings
- Credential attainment
- Measurable skill gains

By establishing, tracking, and reporting on formative and summative measures, the State can deliver a consistent level of quality service to stakeholders throughout the Maricopa County region.

In preparation for negotiations of common performance goals and measures for program years 2020-21 for the Adult, Dislocated Worker, Youth, Wagner-Peyser, Adult Education, and Rehabilitation Services programs, the core partners compiled historical data and identified trends for the performance indicators, reviewed the Government Performance and Results Act goals, and utilized statistical models from the U.S. Department of Labor.

The agreed upon metrics displayed in Table 29 are utilized by the MCWDB to set strategic direction and measure performance. The MCWDB reviews performance measures and progress towards measures during Full Board meetings on a quarterly basis, making recommendations to operations staff to fine-tune service delivery or processes.

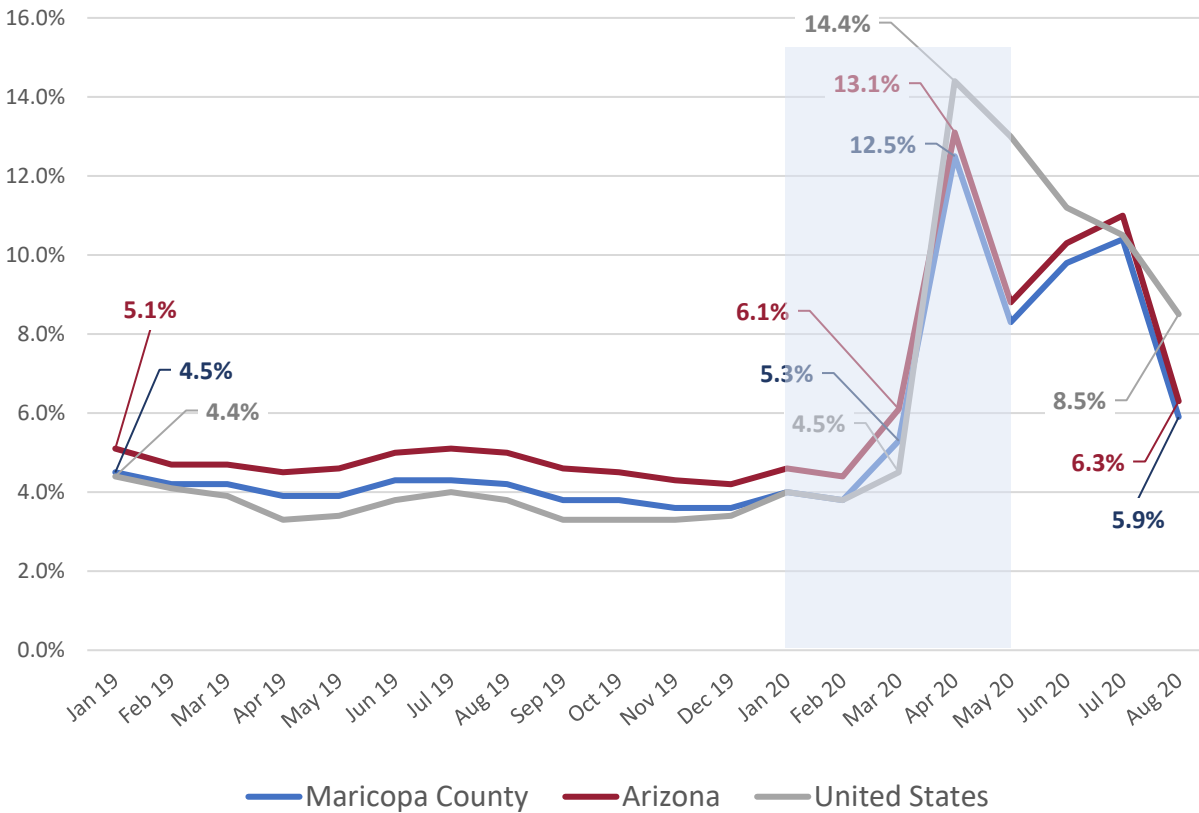
Maricopa County's local area performance will be reported on the state's standard template and will be made available to the public on an annual basis, including by electronic means. The report will include, at a minimum, ARIZONA@WORK: Maricopa County's performance levels achieved with respect to the WIOA primary indicators, as well as additional information Governor Ducey has requested.

**1.4.2.1 Provide proposed local levels of performance for Title I-B for Program Years 2020- 2021 in the format provided in Appendix I and describe the economic conditions experienced in the LWDA and the characteristics of the actual individuals served supporting the proposed levels of performance.**

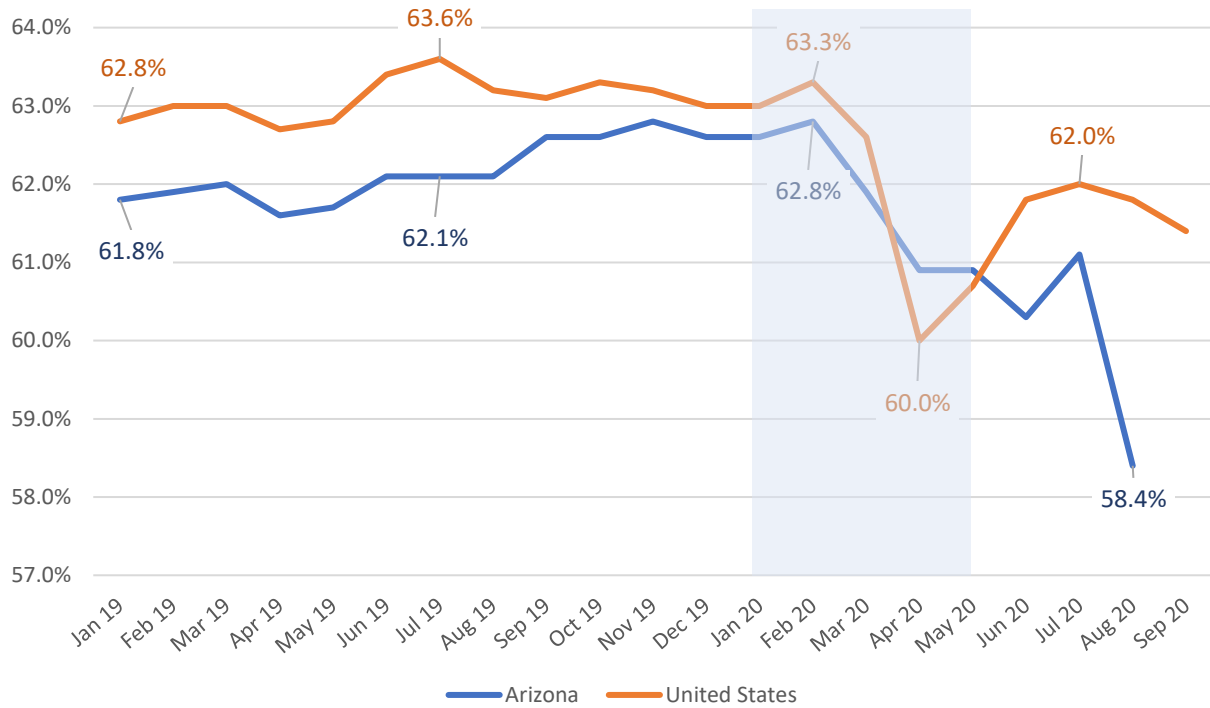
Negotiated targets are returned in Table 29.

A number of economic conditions are affecting Maricopa County’s workforce. Chief among them is the COVID-19 pandemic. Econometric indicators, including the unemployment rate, the size of the labor force and the number of employed persons, all illustrate two unusual challenges. This onset of this economic downturn was precipitous in nature, with little warning. Second, this downturn was extraordinarily deep, costing thousands of jobs, impacting industries that are usually recession-proof, and causing many displaced workers to give up hope of finding a job.

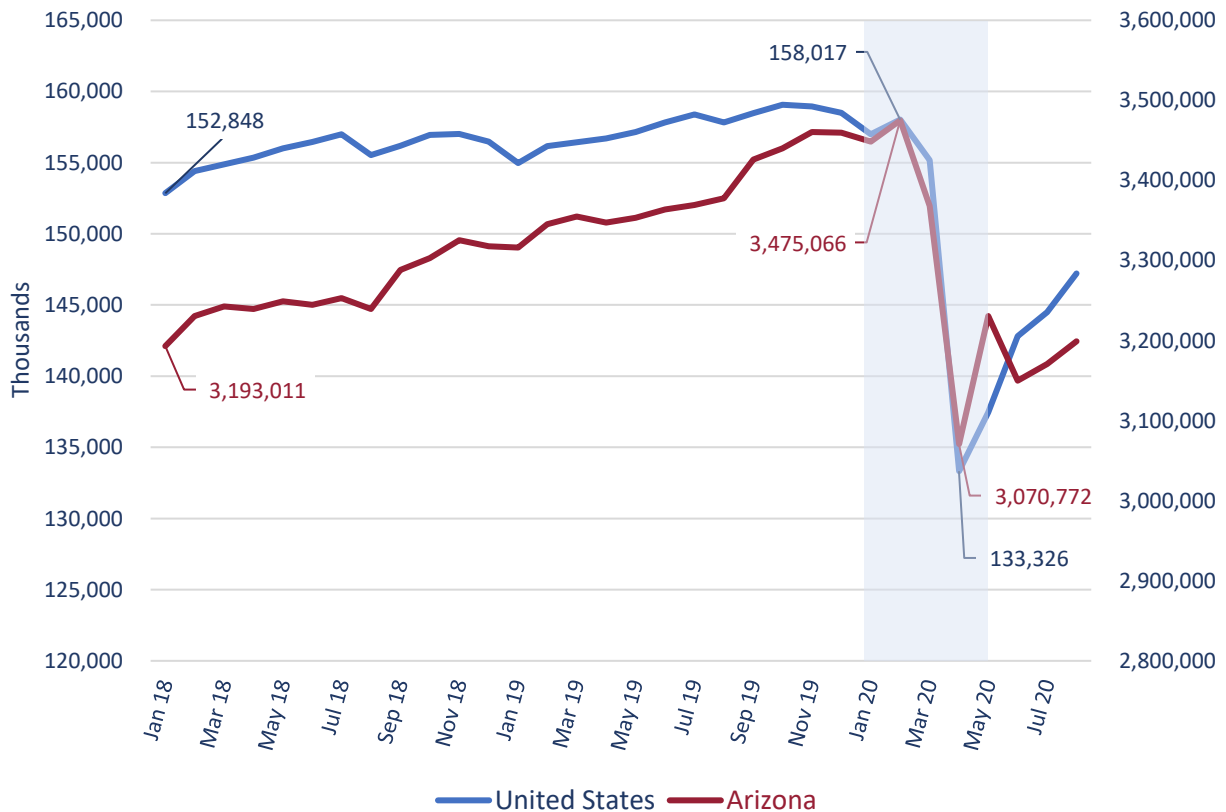
**Figure 16: Unemployment Rates, United States, Arizona and Maricopa County, 2019-2020**



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



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



Additionally, the number of initial unemployment insurance claims filed in late March (48,000 in one week) was so large it threatened to overwhelm the system. While initial claims have leveled off, it is notable that the number of continued claims, as of this writing, remains at record highs.

These factors combine to indicate that many individuals who seek workforce services now are likely in a crisis mode and may have little motivation to complete training or education services once they regain employment.

### 1.4.3 Expected levels of performance relating to the performance accountability measures based on primary indicators of performance

☑ - EXPECTED LEVEL OF PERFORMANCE FOR PY 2020-2021

☒ - NO EXPECTED LEVEL OF PERFORMANCE FOR PY 2020-2021

WIOA PROGRAMS	EMPLOYMENT 2 <sup>ND</sup> QTR. AFTER EXIT	EMPLOYMENT 4 <sup>TH</sup> QTR. AFTER EXIT	MEDIAN EARNINGS 2 <sup>ND</sup> QTR. AFTER EXIT	CREDENTIAL ATTAINMENT RATE	MEASURABLE SKILL GAIN	EFFECTIVENESS IN SERVING EMPLOYERS INDICATOR
ADULT	☑	☑	☑	☑	☑	☒
DISLOCATED WORKER	☑	☑	☑	☑	☑	☒
YOUTH	☑	☑	☑	☑	☑	☒
ADULT EDUCATION AND FAMILY LITERACY ACT (AEFLA)	☑	☑	☑	☑	☑	☒
WAGNER-PEYSER EMPLOYMENT SERVICE	☑	☑	☑	☒	☒	☒
VOCATIONAL REHABILITATION (VR)	BASELINE	BASELINE	BASELINE	BASELINE	☑	☒



**1.4.3.1 Including the expected levels of performance relating to the performance accountability measures based on primary indicators of performance**

**Table 29: Maricopa County Local Area Negotiated Performance Levels PY20-PY21, WIOA Title IB**

<b>Performance Indicator</b>	<b>Final Negotiated Targets- PY 20</b>	<b>Final Negotiated Targets- PY 21</b>
<b>Adult</b>		
Employment 2nd Quarter after exit	71.4%	71.4%
Employment 4th Quarter after exit	67.5%	67.5%
Median Earnings in the 2nd quarter after exit	\$7,158	\$7,158
Credential attainment rate	74.8%	74.8%
Measurable Skills Gain	59.2%	59.2%
<b>Dislocated Worker</b>		
Employment 2nd Quarter after exit	77.0%	77.0%
Employment 4th Quarter after exit	71.3%	71.3%
Median Earnings in the 2nd quarter after exit	\$8,795	\$8,795
Credential attainment rate	79.7%	79.7%
Measurable Skills Gain	50.0%	50.0%
<b>Youth</b>		
Employment 2nd Quarter after exit	75.0%	75.0%
Employment 4th Quarter after exit	67.8%	67.8%
Median Earnings in the 2nd quarter after exit	\$4,500	\$4,500
Credential attainment rate	59.0%	59.0%
Measurable Skills Gain	52.8%	52.8%

## **Arizona Management System (AMS)**

To ensure continuous improvement, AMS is used to monitor performance and improve processes that benefit participants. Process updates are identified and created with input from staff and partners.

The Arizona Management System is a professional, results-driven management system that focuses on customer value and vital mission outcomes. The system is based on principles of Lean Management, a proven people-centered approach that has delivered effective results in both public and private sectors. Lean Management focuses on customer value, continuous improvement and engaged employees to improve productivity, quality and service.

Long-term benefits for Maricopa County are maximized by delivering value to customers, and by engaging partners and employees who do the work to reflect daily on how they did, find where the waste occurred, and figure out how they can do better going forward. The Arizona Management System (AMS) provides the methods, support and tools to accomplish those objectives.

The three main components of the management system are Visual Performance Management, Problem Solving and Leader Standard Behaviors.

### **Visual Performance Management tools include:**

**Huddle Boards** - where teams routinely gather to discuss progress on their goals and metrics (service, quality, people and cost) and identify roadblocks to achieving success. Team huddles drive performance, identify problems and continuously improve business processes. Huddles are brief, structured check-ins conducted at regularly scheduled times and intervals (usually daily or weekly) to assess the team's performance since the last meeting, surface problems, determine countermeasures, and plan the team's work to be completed by the next meeting.

**Problem Tracking and Success Tracking** – trackers are posted at the Huddle Boards and used to collect and manage problems associated with a team's metrics, daily activities, internal and external customer feedback, cascading/ escalating issues and problems solved. Gaps between actual and expected performance are logged on the huddle board's problem tracker with an assigned owner, action and due date.

**Standard Work** - the documented, current, one best way, to perform a process.

### **Leader Standard Behaviors:**

Leader behaviors include standard work, one-on-one coaching and Gemba walks (i.e., intentional opportunities for leaders to “go and see” how the work is done).

**Standard Work** - is the foundation for the Plan-Do-Check-Act cycle of continuous improvement and ensures that we sustain our gains over time. Staff and leaders develop standard work to document the current, best process for completing tasks and continuously update them as needed.

**One-on-one Coaching** – is the regular cadence of discussion between managers and staff for the purpose of developing employees and providing regular, structured feedback on performance.

Recurring one-on-ones at all levels ensures that two-way communication is happening consistently.

**Gemba Walks** - intentional opportunities for leaders to go and see how the work is actually being done, with an eye for opportunities to improve. Regular Gemba walks allow leaders the opportunity to determine if standard work is being followed, identify process improvement, identify problems for the Huddle Board, and identify training opportunities.

As a people-centered approach, the Arizona Management System is done with the team, not to the team. Employees have great influence in solving problems and improving processes.

# Section 1.5 Public Comment

## 1.5.1 Description of process used to provide public comment prior to submission of plan, including opportunity to have input into development of the plan

### 1.5.1.1 Emphasis on public comment opportunities for representatives of businesses, education, and labor organizations

This document was posted for public comment pursuant to the policies of Maricopa County, and the inputs of the public were incorporated into this revised version of the plan. The plan was directly distributed via email to the MCWDB distribution list. The original draft of the plan was available for public comment from October 15, 2020 to October 26, 2020. Minor formatting changes were also made.

Notice was sent directly to the MCWDB's standard distribution list, including select representatives of business, education and labor organizations.

- This plan was posted on the Maricopa County website home page for public comment.
- The Public Notice was published in the following newspapers in Maricopa County
  - Arizona Republic
  - Arizona Business Gazette, Class 1

#### Notice, Arizona Republic

**NOTICE OF SOLICITATION FOR PUBLIC COMMENTS ON THE PY2020-23 ARIZONA@WORK: MARICOPA COUNTY WORKFORCE DEVELOPMENT LOCAL AREA PLAN**  
**ARIZONA@WORK: MARICOPA COUNTY WORKFORCE DEVELOPMENT LOCAL AREA PLAN**  
In accordance with the Workforce Innovation and Opportunity Act (WIOA) and the Arizona Department of Economic Security Chapter 2 Section 1000, the Maricopa County Workforce Development Board (MCWDB), has developed a new PY2020-23 Maricopa County Workforce Development Local Area Plan.  
**REVIEW DRAFT REPORT**  
The new Local Area Plan is available for public review and comment from October 16, 2020 to October 26, 2020. During the comment period, the document will be available for download online at: <https://arizonaatwork.com/locations/maricopa-county/local-board>  
**COMMENTS**  
Comments on the PY2020-23 Maricopa County Workforce Development Local Area Plan should be directed via electronic correspondence to: [MCWDBLocalPlan@maricopa.gov](mailto:MCWDBLocalPlan@maricopa.gov)  
Equal Opportunity Employer / Program. Auxiliary aids and services are available upon request to individuals with disabilities.  
Arizona@Work: Maricopa County products and services are made available through federal funding provided by the Workforce Innovation and Opportunity Act (WIOA); serving Employers by aiding job seekers, adults, dislocated workers and youth.  
Pub: Oct 17, 2020

**Table 30: Public comments**

Commenter	Page	Section	Summary of Comments	Action
City of Phoenix	26	1.1.2	IGA expired 06/2019	Edited verbiage to reflect or include this input.
	26	1.1.2	COP not participating in referral platform	Edited verbiage to reflect or include this input.
	58	1.2.5	COP has 7 affiliate locations	Edited verbiage to reflect or include this input.
	58	1.2.5	COP no longer has access points	Edited verbiage to reflect or include this input.
	126	1.3.18.2	COP did not agree to Title II addendum	Edited verbiage to reflect or include this input.
Nina Lindsey	115	1.3.12	Post-testing is no longer a DES requirement unless the youth is engaged in an education or training service and is attempting to earn an Educational Functioning Level Measurable Skills Gain.	Edited verbiage to reflect or include this input.
	115	1.3.12	Only assessments approved by the National Reporting System (NRS) are required to be entered into the Testing section of AJC. Local areas are not required to use tests approved by the NRS for the purpose of the objective assessment at the time of enrollment.	Edited verbiage to reflect or include this input.
	120	1.3.16.1	Please provide a copy of the work history form	Edited verbiage so as not to imply a particular form is required.
	121	1.3.16.2	Individuals enrolled in a GED program are not considered In School for the purposes of eligibility. These individuals would most likely be enrolled as Out of School Youth with a barrier of high school dropout. This information can be found in the DES Youth Policy under Section 205.04C.	TBD
	158	A107	WIOA does not allow for a “gap in service” as WIA once did. A policy broadcast was released about this in May 2019.	Added text of the 2019 policy broadcast
E Cole and Patrick Brown	60		Youth providers (duplicate)	Edited verbiage to reflect or include this input.
	124		Contextualizing	Edited verbiage to reflect or include this input.
	124		IET also includes students seeking English language skills and is not solely for participants working towards a high school equivalency.	Edited verbiage to reflect or include this input.

N/A	N/A	TABE partnership with Rio Salado College testing centers could have been called out as a best practice. This helps with reducing barriers in the system and allows Adult Education is to fulfill their expertise in this area.	Stored as content for use in future updates and iterations and strategic planning
61		Rio Salado College should be listed as an access point, as the college has worked collaboratively with Title IB to offer space for co-enrollment of participants at one location and was in the process of offering space at a second location to COVID-19 closures.	Stored as content for use in future updates and iterations and strategic planning
78		Collaboration with Institutions of Higher Learning - I found this particular section to be weak and does not provide a lot of context. How does the County intend to work with the Maricopa County Community College District? Since this plan is to be in place for multiple years, I would have liked to see what action steps would be taken to increase the partnership with the local community college district. One such step should be to integrate community college locations - especially those within Maricopa County boundaries and not the City - as access points. I also believe the section on P. 49 regarding "Pressures on the Community College system" could also be improved. Multiple conversations have been held between ARIZONA@WORK: Maricopa County and the college system to address issues and gaps, which should be noted.	Edited verbiage to reflect or include this input.  Stored as content for use in future updates and iterations and strategic planning
48		The MCWDB has always had a spirit of optimism and the recent changes in the board are still the subject of an investigation.	Edited verbiage to reflect or include this input.
51/52		A description of HSD's approach to trauma-informed care should be included.	Stored as content for use in future updates and iterations and strategic planning
51/52		In the SWIFI section, the term SWIFI explained before the acronym is used.	Corrected a grammatical error
51/52		What 4th quarter is being referred to here? What has the been overall enrollment in this program and if it's a notable practice, what is being done to ensure further enrollment and partnership? I believe some information can be further obtained on P. 72, but some of the information is redundant and sections should be cross-referenced. This is also true of the other initiatives listed in both of these sections. It's also noted on P. 53 that subpopulations will be tracked by ARIZONA@WORK: Maricopa County and core partners. What are those sub-populations?	Edited verbiage to reflect or include this input.
N/A	N/A	Foster Youth is a priority population and can find no evidence of the mention of foster youth in this report.	Stored as content for use in future updates and iterations and strategic planning

	N/A	Opportunity Youth	An update from OFY is available	Edited verbiage to reflect or include this input.
	106		Youth providers (duplicate)	
	107	1.3.9.1	What interventions are being provided/offered? Are the youth being co-enrolled with Title IV for services? Do some of the contracted youth-serving providers have expertise in this area? More clarity is needed to address this section.	Edited verbiage to reflect or include this input.
	107	1.3.9.1	The way youth services are contracted is not new, as this structure has been in place for a number of years and certainly since the last plan. The reference here should be updated. At the very least, dates should be added for the reader to understand this section.	Edited verbiage to reflect or include this input.
			Adult Education works closely with HSD to serve youth participants. Would have liked to see this relationship detailed in the youth section, as co-enrollment is critical in supporting youth in achieving their educational and workforce goals.	Stored as content for use in future updates and iterations and strategic planning
			DES ADW Eligibility Policy should be reviewed and if necessary, edited to include Titles II and IV.	Did not edit verbiage
Julie Stiak	47-49		<p>The Maricopa County Community College District (MCCCD) has also redesigned its internal processes to provide ONE point of contact for the entire County WIOA system. The redesigned web site provides easy access to all WIOA approved programs offered through the entire MCCCD which provides the one point of contact for all WIOA employees and clients.</p> <p><a href="https://info.maricopacorporate.com/wioa-mcccd">https://info.maricopacorporate.com/wioa-mcccd</a></p> <p>MCCCD has also redesigned its internal business processes to expedite business processes to be responsive to the County WIOA needs.</p> <p>Courses are managed to ensure all WIOA participants can successfully complete the education and training needed in a timely manner with training completed in two weeks or a Certificate Program in 2-6 months.</p> <p>MCCCD is able to use non-credit training to ensure ALL WIOA participants can complete training in a matter of days and definitely less than six months.</p> <p>There are over 50 credit based programs that can also be completed in less than six months and also lead to immediate employment in high demand fields.</p> <p>This paragraph can be edited to ensure the dynamic, innovative, and responsive aspects of the Maricopa Community Colleges are represented in the renewed and current state of being.</p>	Edited verbiage to reflect or include this input.

## Copies of comments

**From:** Nina Lindsey (HSD) <[Nina.Lindsey@Maricopa.gov](mailto:Nina.Lindsey@Maricopa.gov)>

**Sent:** Monday, October 26, 2020 11:08 AM

**To:** HSD MC WDB Local Plan <[MCWDBLocalPlan@maricopa.gov](mailto:MCWDBLocalPlan@maricopa.gov)>

**Cc:** Tina Luke (HSD) <[Tina.Luke@Maricopa.gov](mailto:Tina.Luke@Maricopa.gov)>

**Subject:** Local Plan Feedback

Hello,

Please find feedback on the local plan below.

- Regarding page 115, Section 1.3.12, under subheading “Youth”: the paragraph that states “only out of school youth who are BSD at enrollment are required to post-test...” Post-testing is no longer a DES requirement unless the youth is engaged in an education or training service and is attempting to earn an Educational Functioning Level Measurable Skills Gain.
  - Only assessments approved by the National Reporting System (NRS) are required to be entered into the Testing section of AJC. Local areas are not required to use tests approved by the NRS for the purpose of the objective assessment at the time of enrollment. This information can be found in the [DES Youth Policy](#) under Section 206.06.
- Regarding page 120, Section 1.3.16.1 – Can you please provide an example of the “Work History Form?”
- Regarding Page 121, Section 1.3.16.2 – Individuals enrolled in a GED program are not considered In School for the purposes of eligibility. These individuals would most likely be enrolled as Out of School Youth with a barrier of high school dropout. This information can be found in the [DES Youth Policy](#) under Section 205.04C.
- Regarding page 158, Appendix 107: WIOA does not allow for a “gap in service” as WIA once did. A [policy broadcast](#) was released about this in May 2019.

Thank you.

**Nina Lindsey**

**Workforce Program Supervisor**

**Workforce Development Division**



Maricopa County Human Services Department

4425 W. Olive Avenue Suite 190 & 200 Glendale, AZ 85302

Desk: 602-372-4268 | Cell: 602-502-2487 | Fax: 602-372-1294

[Nina.Lindsey@maricopa.gov](mailto:Nina.Lindsey@maricopa.gov) | <http://myhsd.maricopa.gov>

[www.arizonaatwork.com/maricopa](http://www.arizonaatwork.com/maricopa)



**From:** Elizabeth Cole <[elizabeth.cole@riosalado.edu](mailto:elizabeth.cole@riosalado.edu)>  
**Sent:** Monday, October 26, 2020 3:15 PM  
**To:** HSD MC WDB Local Plan <[MCWDBLocalPlan@maricopa.gov](mailto:MCWDBLocalPlan@maricopa.gov)>  
**Subject:** Local Plan Comments

Thank you for the opportunity to review the Local Plan for Maricopa County. I offer the following as comments after an extensive review of the plan.

- There are 8 total Adult Education providers serving the LWDA of Maricopa County. The list of providers on p. 60 is not accurate and should be corrected. Also, p. 124 should list the provider grantee(s), as ADE/ASE is the funder, but not a provider.
- P.124 also makes reference in the last paragraph that "ARIZONA@WORK: Maricopa County will.....re-design curriculum to be contextualized." Contextualizing adult education and literacy curriculum is not a role of ARIZONA@WORK.
- P. 124 - IET also includes students seeking English language skills and is not solely for participants working towards a high school equivalency.
- Adult Education's commitment to collaboration is not just to with Title IB. This is a commitment to work with all core providers and the expertise AE has in serving individuals with disabilities.
- TABE partnership with Rio Salado College testing centers could have been called out as a best practice. This helps with reducing barriers in the system and allows Adult Education is to fulfill their expertise in this area.
- P. 61 - Rio Salado College should be listed as an access point, as the college has worked collaboratively with Title IB to offer space for co-enrollment of participants at one location and was in the process of offering space at a second location to COVID-19 closures.
- P. 78 - Collaboration with Institutions of Higher Learning - I found this particular section to be weak and does not provide a lot of context. How does the County intend to work with the Maricopa County Community College District? Since this plan is to be in place for multiple years, I would have liked to see what action steps would be taken to increase the partnership with the local community college district. One such step should be to integrate community college locations - especially those within Maricopa County boundaries and not the City - as access points. I also believe the section on P. 49 regarding "Pressures on the Community College system" could also be improved. Multiple conversations have been held between ARIZONA@WORK: Maricopa County and the college system to address issues and gaps, which should be noted.
- P. 48 - Partnerships and a New Spirit of Collaboration - In my opinion, this section is not appropriate and should be re-written and/or removed. The MCWDB has always had a spirit of optimism and the recent changes in the board are still the subject of an investigation.
- P. 51/52 - Individuals with Barriers to Employment - Why is the practice of trauma-informed care not included here? According to HSD, all of the staff have received this training and also received a grant from the Kresge Foundation to provide this training. Trauma-informed care is a best practice nationally and if this is being done, it should be included and noted. In the SWIFI section, the term SWIFI explained before the acronym is used. This section also precedes another section on SWIFI from P.72, where more information is given. What 4th quarter is being referred to here? What has the been overall enrollment in this program and if it's a notable practice, what is being done to ensure further enrollment and partnership? I believe some information can be further obtained on P. 72, but some of the information is redundant and sections should be cross-referenced. This is also true of the other initiatives listed in both of these sections. It's also noted on P. 53 that subpopulations will be tracked by ARIZONA@WORK: Maricopa County and core partners. What are those sub-populations?
- Foster youth - This is a priority population and can find no evidence of the mention of foster youth in this report.

- Opportunity Youth - Numbers listed in the report are dated and should be updated to reflect information OFY has recently put out about the effect the pandemic has had on this population. How is ARIZONA@WORK: Maricopa County engaging with this initiative? How has this engagement increased referrals and what is the strategy moving forward to engage this population for services?
- P. 106 - Would like to see more information about the contracted youth providers and not just a chart listing the providers. ResCare also has a new name and not sure why Year Up is being included when they no longer have a contract? I believe there is also a second behavioral health provider and is MC Youth Workforce Services referring to HSD? The chart is not clear.
- P. 107 - 1.3.9.1 - Description of activities for youth who are individuals with disabilities - I'm not understanding from this section how youth with disabilities are specifically being addressed. What interventions are being provided/offered? Are the youth being co-enrolled with Title IV for services? Do some of the contracted youth-serving providers have expertise in this area? More clarity is needed to address this section.
- P. 107 - The way youth services are contracted is not new, as this structure has been in place for a number of years and certainly since the last plan. The reference here should be updated. At the very least, dates should be added for the reader to understand this section.
- Adult Education works closely with HSD to serve youth participants. Would have liked to see this relationship detailed in the youth section, as co-enrollment is critical in supporting youth in achieving their educational and workforce goals.
- Appendix Two: DES Adult and Dislocated Worker Eligibility Policy - 106 Co-Enrollment - Co-enrollment can also happen between the core partners, so not sure why Title II and Title IV are not referenced in this section. Since both of these programs are able to provide customers with employment and training, they should be included. This policy should be reviewed for accuracy.

I appreciated the opportunity to review the plan and to provide feedback.

Respectfully -

**Elizabeth "E" Cole**

**Pronouns: She, Her, Hers**

**Rio Salado College**

**MARICOPA COMMUNITY COLLEGES**

Director, Outreach & Partnerships | Community Development

2323 W 14th Street

[elizabeth.cole@riosalado.edu](mailto:elizabeth.cole@riosalado.edu)

<http://www.riosalado.edu/>

O: [480-517-8147](tel:480-517-8147) | M: [480-221-2842](tel:480-221-2842)

[LinkedIn](#) | [Twitter](#) | [Facebook](#)



**COVID-19 Alert:** Maricopa County Community Colleges Employees are now working remotely. To see the latest updates, visit: <https://www.maricopa.edu/coronavirus-covid-19>

**From:** Patrick Brown <[pcbrownii@gmail.com](mailto:pcbrownii@gmail.com)>

**Sent:** Monday, October 26, 2020 3:50 PM

**To:** HSD MC WDB Local Plan <[MCWDBLocalPlan@maricopa.gov](mailto:MCWDBLocalPlan@maricopa.gov)>

**Subject:** Public Comments Regarding the Local Plan for Maricopa County

As a resident of Maricopa County and an individual with significant experience in education I would like to provide feedback on the Maricopa County Local Plan.

- There are 8 total Adult Education providers serving the LWDA of Maricopa County. The list of providers on p. 60 is not accurate and should be corrected. Also, p. 124 should list the provider grantee(s), as ADE/ASE is the funder, but not a provider.
- P.124 also makes reference in the last paragraph that "ARIZONA@WORK: Maricopa County will.....re-design curriculum to be contextualized." Contextualizing adult education and literacy curriculum is not a role of ARIZONA@WORK.
- P. 124 - IET also includes students seeking English language skills and is not solely for participants working towards a high school equivalency.
- Adult Education's commitment to collaboration is not just with Title IB. This is a commitment to work with all core providers and the expertise AE has in serving individuals with disabilities as outlined in the WIOA law.
- P. 78 - Collaboration with Institutions of Higher Learning - I found this particular section to lack context or clear explanation. How does the County intend to work with the Maricopa County Community College District? Since this plan is to be in place for multiple years, I would have liked to see what action steps would be taken to increase the partnership with the local community college district. One such step should be to integrate community college locations - especially those within Maricopa County boundaries and not the City - as access points. I also believe the section on P. 49 regarding "Pressures on the Community College system" could also be improved. My understanding is that multiple conversations have been held between ARIZONA@WORK: Maricopa County and the college system to address issues and gaps, which should be noted.
- P. 51/52 - Individuals with Barriers to Employment - Why is the practice of trauma-informed care not included here? According to HSD, all of the staff have received this training and also received a grant from the Kresge Foundation to provide this training. Trauma-informed care is a best practice nationally and if this is being done, it should be included and noted. In the SWIFI section, the term SWIFI is explained before the acronym is used. This section also precedes another section on SWIFI from P.72, where more information is given. What 4th quarter is being referred to here? What has been the overall enrollment in this program and if it's a notable practice, what is being done to ensure further enrollment and partnership? I believe some information can be further obtained on P. 72, but some of the information is redundant and sections should be cross-referenced. This is also true of the other initiatives listed in both of these sections. It's also noted on P. 53 that subpopulations will be tracked by ARIZONA@WORK: Maricopa County and core partners. What are those sub-populations?
- Foster Youth. There is a significant Foster youth population in Maricopa County, yet there is limited to know data or information addressing this issue in the county plan.
- Opportunity Youth - Numbers listed in the report are dated and should be updated to reflect information OFY has recently put out about the effect the pandemic has had on this population. How is ARIZONA@WORK: Maricopa County engaging with this initiative? How has this engagement increased referrals and what is the strategy moving forward to engage this population for services?
- P. 106 - Would like to see more information about the contracted youth providers and not just a chart listing the providers. ResCare also has a new name and not sure why Year Up is being included when they no longer have a contract? I believe there is also a second behavioral health provider and is MC Youth Workforce Services referring to HSD? The chart is not clear.
- P. 107 - 1.3.9.1 - Description of activities for youth who are individuals with disabilities - I'm not understanding from this section how youth with disabilities are specifically being addressed. What

interventions are being provided/offered? Are the youth being co-enrolled with Title IV for services? Do some of the contracted youth-serving providers have expertise in this area? More clarity is needed to address this section.

- P. 107 - The way youth services are contracted is not new, as this structure has been in place for a number of years and certainly since the last plan. The reference here should be updated. At the very least, dates should be added for the reader to understand this section.
- Adult Education works closely with HSD to serve youth participants. Would have liked to see this relationship detailed in the youth section, as co-enrollment is critical in supporting youth in achieving their educational and workforce goals.
- Appendix Two: DES Adult and Dislocated Worker Eligibility Policy - 106 Co-Enrollment - Co-enrollment can also happen between the core partners, so not sure why Title II and Title IV are not referenced in this section. Since both of these programs are able to provide customers with employment and training, they should be included. This policy should be reviewed for accuracy.

I appreciate as a member of the community the ability to review this plan and offer feedback.

Sincerely,

Patrick Brown

Hi,

As a past Maricopa County Workforce Development Board Member and current employee of the Maricopa County Community College District, I wanted to provide feedback on page 49 of the report under the section entitled: Pressures on the Community College system.

The Maricopa County Community College District has not received state funding for many years and we have adapted well, and are capably providing training and education services to meet the training needs of the community.

The Maricopa County Community College District (MCCCD) has also redesigned its internal processes to provide ONE point of contact for the entire County WIOA system.

The redesigned web site provides easy access to all WIOA approved programs offered through the entire MCCCD which provides the one point of contact for all WIOA employees and clients.

<https://info.maricopacorporate.com/wioa-mcccd>

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

Courses are managed to ensure all WIOA participants can successfully complete the education and training needed in a timely manner with training completed in two weeks or a Certificate Program in 2-6 months.

MCCCD is able to use non-credit training to ensure ALL WIOA participants can complete training in a matter of days and definitely less than six months.

There are over 50 credit based programs that can also be completed in less than six months and also lead to immediate employment in high demand fields.

This paragraph can be edited to ensure the dynamic, innovative, and responsive aspects of the Maricopa Community Colleges are represented in the renewed and current state of being.

I can be contacted at 480-731-8204 if additional clarification is needed.

Thank you for considering this feedback, Julie

**Julie Stiak**

**MARICOPA COMMUNITY COLLEGES**



District Director | Center for Curriculum and Transfer

2411 West 14th Street, Tempe, AZ 85281

[julie.stiak@domail.maricopa.edu](mailto:julie.stiak@domail.maricopa.edu)

<https://www.maricopa.edu/>

O: [480-731-8204](tel:480-731-8204) | M: [602-540-4482](tel:602-540-4482)

[LinkedIn](#) | [Twitter](#) | [Facebook](#)

### **1.5.2 Inclusion of any comments received expressing disagreement with local plan**

No public comments called for the proposed plan to be rejected.

# Appendices

- Appendix One: Industries in Maricopa County
- Appendix Two: Adult and Dislocated Worker Eligibility Policy
- Appendix Three: Maricopa County Priority of Service Policy
- Appendix Four: Incumbent Worker Training Policy
- Appendix Five: Target Occupations

## Appendix One: Industries in Maricopa County

Table 31: Industries in Maricopa County, 2020 Q1

Industry Sector	Establishments	Jobs	Key Subsectors	Establishments	Jobs
Agriculture, Forestry, Fishing and Hunting	373	7,192	Crop Production	2,968	
			Animal Production and Aquaculture	2,424	
			Support Activities for Agriculture and Forestry	1,766	
Mining, Quarrying, and Oil and Gas Extraction	81	2,179	Mining (except Oil and Gas)	1,913	
Utilities	101	8,008			
Construction	8,504	158,753	Construction of Buildings	34,152	\$69,850
			Heavy and Civil Engineering Construction	16,010	\$68,610
			Specialty Trade Contractors	108,591	\$54,490
Manufacturing	3,476	133,731	Computer and Electronic Product Manufacturing	28,643	\$126,963
			Transportation Equipment Manufacturing	20,506	\$94,583
			Fabricated Metal Product Manufacturing	16,591	\$63,244
			Food Manufacturing	12,905	\$44,500
			Machinery Manufacturing	6,066	\$74,587
			Chemical Manufacturing	6,008	\$76,923
			Furniture and Related Product Manufacturing	5,094	\$44,435
			Nonmetallic Mineral Product Manufacturing	4,942	\$61,516
Wholesale Trade	8,186	79,120			
Retail Trade	10,055	235,590	General Merchandise Stores	39,818	\$26,969
			Food and Beverage Stores	39,742	\$28,670
			Motor Vehicle and Parts Dealers	35,785	\$56,236
			Building Material & Garden Equipment & Supplies Dealers	18,168	\$37,690
			Nonstore Retailers	18,095	\$56,698
			Miscellaneous Store Retailers	17,775	\$30,626
			Clothing and Clothing Accessories Stores	16,563	\$21,633
			Health and Personal Care Stores	15,269	\$44,575
Transportation and Warehousing	2,361	93,044	Air Transportation	13,763	\$78,969



Industry Sector	Establishments	Jobs	Key Subsectors	Establishments	Jobs
Information	2,217	41,414	Publishing Industries (except Internet)	6,099	\$102,972
			Motion Picture and Sound Recording Industries	5,694	\$23,860
			Broadcasting (except Internet)	2,984	\$92,159
			Telecommunications	12,963	\$75,554
			Data Processing, Hosting, and Related Services	9,927	\$93,048
			Other Information Services	3,747	\$76,628
Finance and Insurance	6,964	162,495	Securities, Commodities, and Other and Related Activities	19,256	\$109,687
			Credit Intermediation and Related Activities	80,483	\$83,938
			Insurance Carriers and Related Activities	62,524	\$74,443
Real Estate and Rental and Leasing	6,873	56,520			
Professional, Scientific, and Technical Services	18,011	144,510			
Management of Companies and Enterprises	886	28,102			
Administrative/Support and Waste Management Services	7,498	221,390			
Educational Services	1,864	59,659			
Health Care and Social Assistance	11,523	289,882	Hospitals	64,269	\$70,595
			Ambulatory Health Care Services	134,807	\$67,006
			Nursing and Residential Care Facilities	40,441	\$35,217
			Social Assistance	50,366	\$27,178
Arts, Entertainment, and Recreation	1,516	42,211			
Accommodation and Food Services	7,602	195,143			
Other Services (except Public Administration)	6,902	90,730			
Government	745	241,482			

**ARIZONA DEPARTMENT OF ECONOMIC SECURITY**

**WORKFORCE INNOVATION AND OPPORTUNITY ACT POLICY MANUAL**

**CHAPTER 2 - SECTION 100**

**SUBJECT: ADULT & DISLOCATED WORKER PROGRAMS**

1 Issue Date: July 1, 2014

Revision Date: January 17, 2017

**100 BACKGROUND AND PURPOSE**

This section provides policy and procedures for the Local Workforce Development Areas (LWDAs) to use when determining eligibility and providing services governed by the Workforce Innovation and Opportunity Act (WIOA) for both Adult and Dislocated Worker clients.

References: Workforce Innovation and Opportunity Act (WIOA) of 2013 (P.L. 113-128), WIOA Final Rules 20 CFR 678.430, 20 CFR 680, Training and Employment Guidance Letters (TEGLs) 17-05, 15-10, and 03-15, Section 3 of the Military Selective Service Act, as amended at 50 U.S.C. Appendix 453.

**101 ADULT AND DISLOCATED WORKER PROGRAMS**

The WIOA Title IB Adult program provides workforce activities that increase, particularly for individuals with barriers to employment, the employment, retention, earnings, and attainment of recognized postsecondary credentials of adults age 18 and older, and as a result, improving the quality of the workforce, reducing dependency on public assistance, increasing economic self-sufficiency, and enhancing the productivity and competitiveness of the nation.

The WIOA Title IB Dislocated Worker (DW) program provides services to individuals who have been terminated through no fault of their own, laid off, or have received notice of termination or layoff, from employment generally due to plant closures or downsizing. Self-employed individuals who are unemployed due to general economic conditions and individuals who meet the WIOA definition of a displaced homemaker may also be eligible for services.

**102 WIOA ADULT PROGRAM PRIORITY OF SERVICE**

LWDAs must observe the priority of service provision for all Adult program formula funds for individualized career and training activities.

.01 WIOA Priority Groups: Priority of service is to be determined, in order, by the following priority groups:

- 1) A veteran or an eligible spouse of a veteran who:
  - a) Is currently receiving public assistance, or has received public assistance in the last six months,
  - b) Is low-income, as defined in Section 102.03(A), or
  - c) Is basic skills deficient, as defined in Section 102.03(B).

- d) Eligible Spouse means the spouse of any of the following:
  - i) A person who died of a service-connected disability.
  - ii) Any member of the Armed Forces serving on active duty who at the time of application for the priority is listed, as one of the following;
    - (1) Missing in action;
    - (2) Captured in line of duty by hostile force;
    - (3) Forcibly detained or interned in line of duty by foreign government or power;
  - iii) Any veteran who has a total disability resulting from a service-connected disability.
  - iv) Any veteran who died while a disability as evaluated was in existence.
- 2) A non-veteran who:
  - a) Is currently receiving public assistance, or has received public assistance in the last 6 months,
  - b) Is low-income, as defined in Section 102.03(A), or
  - c) Is basic skills deficient, as defined in Section 102.03(B).
- 3) A veteran or an eligible spouse of a veteran who is not included in WIOA priority groups identified in 102.03(A) or 102.03(B) below.
- 4) A non-veteran who is not included in WIOA priority groups identified in 102.03(A) or 102.03(B) below.

.02 LWDA Priority of Service Policy: LWDA's must develop policy which describes how this priority of service will be applied.

- 1) This policy may include the:
  - a) Availability of other funds for providing employment and training-related services in the local area;
  - b) Needs of the specific groups in the local area; and
  - c) Other appropriate factors.
- 2) LWDA's may not establish policies that undermine WIOA's focus on providing services to targeted priority of service populations. LWDA's must not set a percentage of funds that will be used to serve priority populations
- 3) LWDA's may establish a process that gives priority to other individuals eligible to receive such services, provided that it is consistent with priority of services to veterans and the other targeted priority of services groups listed above.
- 4) Local area policy must clearly state how LWDA's serve adults who do not meet priority of service criteria and how this information is tracked.

.03 WIOA Adult Priority of Service Criteria: The criteria that an adult must meet to be considered for priority of service include low-income status or basic skills deficiency.

- 1) An adult is low-income when he or she is:
  - a) Currently receiving or has received public assistance in the last six months, either solely or as a member of a family;
  - b) A member of a family whose total family income does not exceed the higher of either the poverty line or 70 percent of the Lower Living Standard (LLSIL);
  - c) A homeless individual, as defined in 42 U.S.C. 14043e2(6) of the Violence Against Women Act of 1994, or 42 U.S.C. 11434a(2) of the McKinney-Vento Homeless Assistance Act; or
  - d) An individual with a disability whose own income meets the income requirement in Section 104.02(A)(2) but is a member of a family whose income does not meet this requirement.
- 2) An adult is basic skills deficient when he or she is unable to:
  - a) Compute or solve problems; or
  - b) Is unable to read, write, or speak English at a level necessary to function on the job, in his or her family, or in society.

.04 Documenting Low-Income Status for Priority of Service: LWDA staff must properly document low-income status when an adult is enrolled in the WIOA Adult program and meets any one criterion in Section 102.03. All attempts to gather this information, including calls, letters, and e-mail messages to the participant must be documented in AJC Case Notes.

- 1) Documentation related to income verification as outlined on the WIOA Eligibility and Verification Checklist (Exhibit 100A) must be collected and uploaded into AJC. Uploading documentation into AJC is a new process and is still being phased in by LWDA's. Until further guidance is provided, LWDA's must retain original documentation in each participant's program file.
- 2) Low-income documentation for priority of service must be collected. Acceptable forms of documentation may be found on the WIOA Eligibility & Verification Checklist (Exhibit 100A).
- 3) Military earnings are not included when calculating income for veterans or transitioning service members for priority of service.
- 4) LWDA staff must request medical documentation for program eligibility determination when an individual with a disability requests accommodation or the individual is counted as a family of one. All medical information must be kept in a sealed confidential envelope separate from the files of eligible applicants, registrants, and participants.
- 5) When an individual with a disability does not want to provide medical documentation to substantiate a disability, the individual must not be counted as a person with a disability.

- 6) When a verification document cannot be obtained, the WIOA Applicant Statement (WIA-1027) may be accepted only as a last resort. The form must contain the signatures of the participant and a witness. Every attempt used to gather information for verification must be documented in AJC Case Notes. The WIOA Applicant Statement (WIA-1027) must be uploaded into AJC. The WIOA Applicant Statement (WIOA- 1027) may only be used as verification when listed as an acceptable document for eligibility criteria on the WIOA Title I-B Eligibility Checklist (Exhibit 100A), as such the participant's social security number, citizenship/ right to work, Selective Service registration, date of birth must not be verified using the WIOA Title I-B Applicant Statement (WIA-1027).
- 7) LWDA staff may verify Social Security benefits through Social Security Consent-Based SSN Verification Services. Fees associated with this verification are an allowable cost under WIOA Adult program funds and can be paid by the LWDA. Applicants must not be charged for this verification.
- 8) Individuals who are recipients of Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), Supplemental Security Income (SSI), or Refugee Cash Assistance (RCA) may automatically be income eligible and require no further income verification if the individual provides acceptable documentation.
  - (1) SNAP documentation must be current and indicate the individual is receiving, or is a member of a family who is receiving or has received in the past six months, SNAP payments at the time of application to the WIOA program.
  - (2) TANF documentation must be current and indicate the individual is receiving, or is a member of a family who is receiving or has received in the past six months, TANF payments at the time of application to the WIOA Adult program.
  - (3) SSI documentation must be current and indicate the individual is receiving, or has received SSI in the past six months and indicate that payments were made to a single recipient. The individual applying to WIOA must be the recipient at the time of application to a WIOA program in order to be considered as a family of one.
  - (4) RCA documentation must be current and indicate the individual is receiving, or has received RCA in the past six months and indicate that payments were made to a single recipient. The individual applying to the WIOA Adult program must be the recipient at the time of application to a WIOA program in order to be considered as receiving public assistance.

### **103 PROGRAM ELIGIBILITY**

Adults must meet eligibility requirements in order to receive WIOA individualized career and training services in the WIOA Adult program.

Dislocated workers, who are unemployed through no fault of their own or who have received an official layoff notice, must meet basic eligibility requirements in order to receive WIOA individualized career and training services in the WIOA DW program.

There are no geographical boundaries in providing services to individuals in any WIOA program. Individuals may apply for services at any ARIZONA@WORK Job Center in Arizona. LWDA's may not create policies that prohibit serving individuals who live outside their local area.

.01 WIOA Adult Eligibility: An individual is eligible for the WIOA Adult program when he or she:

- A. Is 18 years of age or older;
- B. Is a citizen or national of the United States, or a lawfully admitted permanent resident alien, refugee, asylee, parolee, or other immigrant authorized by the United States Attorney General to work in the United States; and
- C. Meets Section 3 of the Military Selective Service Act, as amended at 50 U.S.C. Appendix 453, to register for Selective Service.
  - a. Each LWDA is responsible for determining Selective Service status of males prior to program enrollment.
  - b. Every male citizen, or any male residing in the United States, born on or after January 1, 1960, unless exempt, is required to register with the Selective Service System (SSS) between their 18th and 26<sup>th</sup> birthdays. Registration with SSS can occur within 30 days of a male's 18th birthday and prior to attaining his 26th birthday.
  - c. A detailed list of males who are and who are not required to register with Selective Service due to an exemption may be found online at <https://www.sss.gov/Registration-Info/WhoRegistration>.
  - d. Selective Service registration can be verified online at <https://www.sss.gov/Home/Verification>. The male's name, date of birth, and social security number is needed to verify registration.
  - e. If a male who is required to register with Selective Service has failed to do so and has attained his 26<sup>th</sup> birthday, he must provide the LWDA with a Status Information Letter. A male must complete a Status Information Letter Request form, which can be found at <https://www.sss.gov/Portals/0/PDFs/Status.pdf>. When he receives the Status Information Letter from Selective Service, he must provide the documentation to the LWDA and the form may be uploaded into AJC. If documentation is not uploaded into AJC, the documentation must be kept in the participant's program file.
  - f. The LWDA must develop a policy for determining whether a male knowingly and willfully failed to register with Selective Service. When a male was required to register but failed to do so as determined by the Status Information Letter, or by his own acknowledgement, he may only receive WIOA Adult or DW program services if he can establish by a preponderance of evidence, which he presents to the LWDA, that his failure to register was not knowing and willful.

- g. LWDA's are responsible for evaluating the evidence presented by the individual and determining whether a male's failure to register was knowing and willful. LWDA staff must enter AJC Case Notes documenting the evaluation of evidence.
- h. When the LWDA determines that a male's failure to register was knowing and willful, WIOA services must be denied and the reason for the decision must be entered into AJC Case Notes. Individuals denied services must be advised of available WIOA grievance procedures.

.02 WIOA Dislocated Worker Eligibility: Eligibility of a dislocated worker is determined at the time of enrollment. This determination remains intact for the period of participation in the Dislocated Worker (DW) program. A dislocated worker is an eligible adult (see Section 103.01) who meets one of the following four categories.

- A. Category I includes an individual (non-retiree), including recently separated U.S. veterans within 48 months after discharge or release from active duty, who has been terminated through no fault of their own or laid off, or has received a notice of termination or layoff from employment; and
  - a. Is eligible for or has exhausted entitlement to Unemployment Insurance (UI) compensation, or
  - b. Has been employed for a duration sufficient to demonstrate attachment to the workforce (determined on a case-by-case basis by the LWDA), but is not eligible for unemployment compensation due to insufficient earning or having performed services for an employer that was not covered under state unemployment compensation law; and
  - c. Is unlikely to return to a previous industry or occupation. An individual is considered unlikely to return to a previous industry or occupation when:
    - i. Labor market information for the occupation shows a zero or negative growth rate;
    - ii. The local Chamber of Commerce, Economic Development representative, or other credible sources of regional economic information confirm the occupation or industry has shown a significant employment decline in the local labor market area; c. Employment Service confirms that, in the previous sixty days, there was a lack of job orders for that occupation to qualified job seekers, as determined by the LWDA;
    - iii. A plant closure or substantial layoff within the labor market area in the same industry or occupation has occurred in the last six months from the date of plant closure or substantial layoff;
    - iv. The individuals have been actively seeking but are unable to find employment in their previous industry or occupation for a period of 90 days or more from employment separation; or

- v. A person is laid off from a job due to lack of certification.
- vi. The separating service member is separating from the Armed Forces with a discharge that is anything other than dishonorable who qualifies for dislocated worker activities when he or she:
  - 1. Has received a notice of separation, a DD-214 from the Department of Defense, or other documentation showing a separation or imminent separation from the Armed Forces to satisfy the termination or layoff part of the dislocated worker eligibility criteria in WIOA sec. 3(15)(A)(i);
  - 2. Qualifies for the dislocated worker eligibility criteria on eligibility for or exhaustion of unemployment compensation in WIOA sec. 3(15)(A)(ii)(I) or (II); and
  - 3. Meets the dislocated worker eligibility criteria that the individual is unlikely to return to a previous industry or occupation in WIOA Section 3(15)(A)(iii).

Note: Veterans do not automatically qualify as dislocated workers under this category. Only recently separated service members who have been released within the past 48 months from active military, naval or air duty, and service members who have an imminent separation date. Veterans who are voluntarily retiring from the military are not eligible as Dislocated Workers. However, Veterans who are “forced to retire” by the military (within the past 48 months or have imminent separation date) are considered to be terminated at no fault of their own and must meet the other requirements for Category I Dislocated Worker to be eligible.

- vii. Reemployment Services and Eligibility Assessment (RESEA) eligibility is not an automatic qualifier for the Dislocated Worker program.

B. Category II includes an individual who:

- a. Has been terminated through no fault of their own or laid off or has received a notice of termination or layoff from employment as a result of any permanent closure of, or any substantial layoff at, a plant, facility, or enterprise. A substantial layoff is defined as an extended mass layoffs that either involve 500 or more workers or in which the number of separations is at least one-third of the employment prior to the separation, excluding those employees that work less than 20 hours a week (U.S. Bureau of Labor Statistics); or
- b. Is employed at a facility at which the employer has made a general announcement that such facility will close within 180 days; or



- c. For purposes of eligibility to receive services other than training services, career services, or supportive services, is employed at a facility at which the employer has made a general announcement that such facility will close.
- C. Category III includes an individual who was self-employed (including employment as a farmer, rancher, or fisherman) but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters.
- D. Category IV includes an individual who:
  - a. Is a displaced homemaker (an individual who has been providing unpaid services to family members in the home);
  - b. Is the spouse of a member of the Armed Forces on active duty, as defined in U.S.C. Title 10 Section 101 (d) (1), and who has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member; or
  - c. Is the spouse of a member of the Armed Forces on active duty, or who has been discharged from the military, and is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment. A person is considered underemployed if they are employed either full or part-time, whose current annualized wage does not exceed the highest of either:
    - i. 80% of their wages at the date dislocation; or
    - ii. The individual's earned wages are at or below the self-sufficiency threshold established by the LWDA.

.03 WIOA Dislocated Worker Verification of Layoff or Termination

Methods to verify layoff include verification from the employer, a WARN notice, a public announcement with a follow-up cross-match with the UI system, or a Rapid Response list showing names of affected employees.

When gathering verification documentation becomes a hardship, the LWDA may accept the WIOA Title IB Applicant Statement (WIA-1027A).

A list of acceptable documentation that satisfies verification requirements for veterans and spouses of veterans can be found in the WIOA Title IB Eligibility Checklist (WIA-1027B).

The term "terminated" does not include workers who were terminated for cause, left voluntarily, or voluntarily retired. The status of an individual must be determined prior to providing services.

- A. If an individual is fired for cause by their employer or quits their job they are not considered to be terminated at no fault of their own.
- B. Individuals who accept early "forced" retirement as a part of reduction in workforce are considered terminated at "no fault of their own" and must meet other Dislocated Worker eligibility requirements.

- C. A termination is a permanent situation, where the employer does not plan on rehiring the individual. If an employee is issued a written notice of termination with a possibility of a recall at some future date, the individual is not eligible. However, a layoff notice for a period of twenty-six or more weeks is considered terminated for the purposes of determining eligibility.
- D. Individuals who are likely to remain with the employer through the layoff, or those who are retiring and leaving the workforce instead of seeking new employment, are not considered dislocated workers,

#### .04 Interim Employment

An otherwise eligible dislocated worker remains eligible if, prior or during participation in the dislocated worker program, interim employment is obtained for the purpose of income maintenance. Interim employment is defined as employment that is accepted by the individual for the purpose of transitory income prior to participation in individualized career services or training services with the intention of ending such employment at the completion of the individualized career services or training services. Earnings from Interim employment must not be more than:

- A. 80 % of their wages at the date of dislocation; or
- B. The self-sufficiency threshold established by the LWDA.

Documents uploaded into AJC must show why the individual's current employment is considered interim employment. If documentation is not uploaded into AJC, the documentation must be retained in the participant's program file.

### **104 SERVICES FOR ADULTS AND DISLOCATED WORKERS**

WIOA establishes two levels of employment and training services for adults and dislocated workers: career services and training services.

#### .01 Career Services

Career services for eligible adults and DWs must be available in the onestop delivery system in each LWDA. There are three types of career services, which include basic career services, individualized career services, and follow-up services.

- A. **Basic Career Services**  
Basic career services must be made available to all adults and DWs accessing the one-stop delivery system in each LWDA; however, not all individuals will receive all services. When an adult or DW receives a basic career service that requires significant staff assistance, he or she must be enrolled in either the WIOA Adult or DW program. Basic career services must include:
  - a. Determination of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
  - b. Outreach, intake (including identification of unemployment insurance claimants likely to exhaust benefits through the state's Reemployment Service and Eligibility Assessment

- program), and orientation to information and other services available through the One-Stop system. LWDA must provide individuals the webpage link to apply for Temporary Assistance for Needy Families part of this service, as appropriate. Individuals may apply online at <https://des.az.gov/services/basic-needs/financialsupport/cash-assistance>;
- c. Initial assessment of skill levels to determine literacy, numeracy, and English language proficiency, as well as other assessment tools to determine aptitudes, abilities (including skills gaps), and support service needs;
  - d. Labor exchange services, including job search, placement assistance and career counseling, when needed. This includes providing information on nontraditional employment and in-demand industry sectors and occupations;
  - e. Provision of referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and, when appropriate, other workforce development programs. This includes co-enrollments in more than one program. The LWDA must collaborate and work closely with partner programs to address the needs of these co-enrolled customers;
  - f. Provision of workforce and labor market information, including information relating to local, regional, and national labor market areas, such as:
    - i. Job vacancy listings in labor market areas,
    - ii. Information on job skills necessary to obtain the vacant jobs listed, and
    - iii. Information relating to local occupations in demand and their earnings, skills requirements, and
  - g. opportunities for advancement;
  - h. Provision of performance information and program cost information on eligible providers of training services by program and provider type;
  - i. Provision of information, in usable and understandable format and languages, about how the LWDA is performing on local performance accountability measures, as well as any additional performance information related to the OneStop system;
  - j. Provision of information, in usable and understandable format and languages, about the availability of supportive services or other programs that provide assistance and appropriate referrals to those services and programs including, but not limited to:
    - i. Child care,
    - ii. Child support services,
    - iii. Medical and child health assistance (KidsCareArizona's Children's Health Insurance Program (CHIP) through the Arizona Health Care Cost Containment System (AHCCCS),
    - iv. Benefits through the SNAP Program,
    - v. Assistance through the TANF program and other support services and transportation provided through TANF,
    - vi. Assistance through the earned income tax credit;
    - vii. Housing counseling and assistance services sponsored through the U.S. Department of Housing and Urban Development (HUD); and
    - viii. Other Supportive Services, including transportation.

- k. Provision of information regarding filing claims for unemployment insurance benefits, including meaningful assistance to individuals seeking assistance in filing a claim;
  - l. Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.
- B. Individualized Career Services

Individualized career services must be made available to eligible adults and DWs accessing the one-stop delivery system in each LWDA when a LWDA determines additional services beyond basic career services are required to obtain or retain employment; however, not all individuals will receive all services. Adults and DWs must be enrolled in order to receive individualized career services, and LWDA must collect documentation for priority of service for adults enrolled in the WIOA Adult program. Individualized career services must include:

- a. Comprehensive and specialized assessments of the skills levels and service needs of adults and dislocated workers, which may include diagnostic testing, to include basic skills assessment tests approved by the U.S. Department of Education (DOE) identified at 80 FR 48304-48306, such as the Test for Adult Basic Education (TABE 9/10) and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals, and the use of other specialized assessment tools, as determined by the LWDA.

When LWDA decide not to provide comprehensive and specialized assessments for individuals who have college degrees, LWDA policy must clearly define the reason(s) to not provide specialized assessments and how the LWDA determines these clients do not require further testing.

Comprehensive and specialized assessment of skills levels must be provided prior to other individualized career services and training services as the results are used to confirm if an individual is Basic Skills deficient, which in turn is used to determine the participant's priority of service. Once the comprehensive assessment has been completed, other individualized career services and training services may be provided.

- b. Development of an Individual Employment Plan (IEP), which is an ongoing strategy to identify the employment goals, appropriate achievement objectives, associated strategies, and appropriate combination of services for the participant to achieve his or her employment goals, including information about eligible training providers and programs from the Eligible Training Provider List (ETPL). All services provided to a client must be entered on the IEP and Case Notes in Arizona Job Connection (AJC), and must be updated whenever there is a change made;
- c. Group and/or individual counseling and mentoring;
- d. Career planning;
- e. Case management;
- f. Short-term pre-vocational services, including development of learning skills, communication skills, punctuality, personal maintenance skills and professional conduct services to prepare individuals for unsubsidized employment or training. In some

instances, pre-apprenticeship programs may be considered as short-term pre-vocational services;

- g. Internships and Work Experiences (WEX) linked to careers.
    - i. An internship or work experience is a planned learning experience that takes place in a workplace for a limited period of time. Internships and work experiences can be paid or unpaid;
    - ii. Labor standards apply to internships and work experiences where there is an employee/ employer relationship, as defined by the Fair Labor Standards Act;
    - iii. Transitional jobs are a type of work experience that is wage-paid and subsidized for those individuals with barriers to employment who are chronically unemployed or have an inconsistent work history, as determined by the LWDA. These jobs are designed to enable an individual to establish a work history, demonstrate work success in an employer-employee relationship, and to develop skills that lead to unsubsidized employment.
    - iv. LWDA's may use up to 10 percent of their combined total adult and dislocated worker allocations for transitional jobs.
    - v. Transitional jobs must be combined with comprehensive career services and supportive services.
  - h. Workforce preparation activities that help an individual acquire a combination of basic skill necessary for the successful transition into and completion of postsecondary education, training, or employment;
  - i. Financial literacy services;
  - j. Out-of-area job search assistance and relocation assistance; and
  - k. English language acquisition and integrated education and training programs.
- C. Follow-up Services

Follow-up services are provided to clients who have obtained unsubsidized employment and exit the WIOA Adult or DW program to promote job retention, wage gains, and career progress.

- a. Follow-up services vary and are determined on a case-by-case basis. The LWDA may provide follow-up services to other individuals who exit the program who have not obtained unsubsidized employment per local area policy. Follow-up services may include:
  - i. Additional career planning and counseling;
  - ii. Contact with the participant's employer, including assistance with work related problems that may arise;
  - iii. Peer support groups;
  - iv. Information pertaining to additional educational opportunities; and
  - v. Referral to supportive services available in the participant's community.
- b. Follow-up services must be made available to clients who exit the WIOA Adult or DW program into unsubsidized employment for a minimum of 12 months following the first day of employment. Follow-up services do not extend the date of exit in performance reporting.

- c. Adult or DW program clients may decline follow-up services if they so choose.
- d. The participant's case file notes must contain documentation substantiating that follow-up services were offered. This may include, but is not limited to, a letter, an e-mail, or case notes based on a telephone or face-to-face conversation.
- e. A minimum of three attempts must be made to contact the individual to offer follow-up services.
- f. Re-enrollment into WIOA Adult or DW program is required when it becomes necessary during the follow-up period to utilize WIOA services beyond those available in follow-up services.
- g. Supportive Services must not be provided after the WIOA Title I-B Adult or Dislocated Worker program participant exits the program, if the individual is need of supportive services the individual must be re-enrolled in the WIOA Title I-B Adult or Dislocated Worker Program. Supportive services, with exception needs-related payments, may be provided as a follow-up service for WIOA Title I-B youth participants.

### .02 Training Services

Training services are available to assist individuals in gaining the skills and knowledge to obtain and retain employment. Training is administered by public and private sector employers, as well as institutions of higher education, registered apprenticeships, and other public and private providers of programs of training services. The training must be directly linked to the employment opportunities in either the LWDA in which the participant resides or in another local area where the participant is willing to relocate. For more information on training services, please see the Training Service Policy, Section 500.

### **105 REGISTRATION, ENROLLMENT, AND DATA ENTRY**

WIOA addresses an important distinction between registration and enrollment.

1. A registration in AJC occurs when an adult or dislocated worker creates an account that includes complete data demographics and work history. However, documentation or verification of income is not required.
2. Registration in AJC must occur when an adult or dislocated worker has taken action that demonstrates an intent to use program services and who meets specific reporting criteria for the program, including adults or dislocated workers who:
  - a. Provide identifying information;
  - b. Use the self-service system;
    - i. The self-service system includes adults and dislocated workers who independently access any workforce development system program's information either in a physical location, such as a One-stop resource room or partner agency or remotely via use of electronic technologies.

- ii. Virtual services that provide a level of service beyond independent job search or information seeking on the part of an adult or DW would qualify as not self-service.
  - c. Receive information-only services or activities; Informational-only services include providing readily available information that does not require assessment by a staff member of the individual's skills, education, and career objective. Examples of informational services include providing:
    - i. Labor market information;
    - d. The unemployment rate;
    - e. Information on businesses that are hiring or reducing their workforce;
    - f. Information on high growth industries; and
    - g. Referrals other than referrals to employment.
- 3. Enrollment into either the Adult or Dislocated Worker program must occur when an individual requires services beyond self-service, or services beyond simply providing the individual information. The program enrollment will depend on the participant's eligibility (see Section 103). It is not acceptable to delay registration or enrollment in AJC until individualized career services or training services are provided or determined necessary. LWDA's must verify income related documents for adults receiving individualized career or training services. Verification of income-related documents is not required for basic career services.
  - a. Enrollments are pending in AJC until they are approved by designated LWDA staff. Pending enrollments must be approved promptly and accurately to ensure expediency of services.
  - b. If a pending enrollment is not approved within 30 calendar days, the AJC System requires that the participant's eligibility be re-determined for its respective program. This includes collecting new/updated verification documentation for eligibility determination. LWDA's must develop local policies that address timely entry of enrollments and run the WIA No Participation report to monitor the timeliness of the pending client record.
- 4. Until reporting systems are in place to report career services, LWDA's must report basic career services as core services, and individualized career services as intensive services. Further guidance on reporting transition will be provided as it becomes available.
- 5. Transactions relating to WIOA Adult and DW program-provided activities and services must be entered or updated in AJC promptly and accurately to ensure expediency of services.
- 6. LWDA's must run the AJC Report 8 – Case Manager Reports/Local Workforce Area – on a monthly basis to ensure timely follow-ups and accurate data recording.
- 7. For Arizona Address Confidentiality Program (ACP) participants, LWDA's must accept and use the substitute address in AJC and in all other documents that contain the participant's address. The Secretary of State's ACP is a program that helps victims of domestic violence, sexual offenses, and/ or stalking. The Secretary of State's ACP Office issues a substitute address to be used instead of the person's home, work, and school address. The Secretary of State's ACP office accepts all first class, registered and election mail for the participant and forwards to her/ his real address at no cost. LWDA's must verify the individuals ACP participation by:

- a. Contacting the Secretary of State's ACP Office; or
- b. Viewing the ACP authorization card. When possible the LWDA must make a copy of the ACP authorization card for the WIOA Title I-B participant's file.

## **106 CO-ENROLLMENT**

Co-enrollment occurs when a participant is simultaneously enrolled in more than one employment and training program. The LWDA must work closely to address the needs of co-enrolled customers and ensure services are made available to eligible individuals who are referred by partner programs based on priority of service criteria.

Programs that WIOA Title I-B Adult and Dislocated Worker Program may have co-enrollments with include:

1. Migrant Seasonal Farmworker (MSFW)

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

2. Jobs Program (TANF Work Program)

Jobs Program clients must be identified at the point of entry to assure both priority of service and equity of services is provided.

3. Supplemental Nutrition Assistance Employment and Training (SNA E&T)

SNA E&T clients must be identified at the point of entry to assure both priority of service and equity of services are provided.

4. Trade Adjustment Assistance (TAA)

Individuals who are dislocated from an employer that is certified for TAA must be co-enrolled in the WIOA DW program.

5. Programs under the Second Chance Act

Currently incarcerated individuals who are soon-to-be released from prison, or recently released prisoners may be enrolled in programs under the Second Chance Act. These programs are still being developed and further guidance will be provided as it becomes available.

6. Other employment related programs.

Additionally, youth who have continued to be co-enrolled in WIOA Adult or DW programs or who have been adopted and are now adults must remain eligible for WIOA Adult or DW services and do not require re-determination of eligibility.



## 107 PROGRAM EXITS

Clients who have not received a service funded by the WIOA Adult or Dislocated Worker program or a partner program for 90 consecutive calendar days and are not scheduled for future services are considered to have exited the program.

### 1. Program Exit Requirements

The date of exit is the last date a service was provided to a participant. Case notes in AJC must include the reason for exit and documentation may be uploaded into AJC. If the documentation is not uploaded into AJC, the documentation must be retained in the participant's program file.

- a. The participant will not be counted in performance if they exit the program for any of the following reasons:
  - i. Deceased – participant died during participation in either the WIOA Adult or Dislocated Worker program;
  - ii. Institutionalized – participant is residing in an institution or facility providing 24-hour support, such as a prison or hospital, and is expected to remain institutionalized for at least 90 days;
  - iii. Health/Medical – participant is receiving medical treatment that precludes entry into unsubsidized employment or continued participation in a WIOA program. This does not include temporary conditions expected to last for less than 90 days;
  - iv. Entered into Active Military duty-participant who is a reservist and has been called to active duty or participant enlists and reports for active duty which prevents participation in WIOA Title I-B Youth program; or e. Found Ineligible After Registration – participant is determined ineligible to participate in either the WIOA Adult or DW program.
  - v. When a participant receives services from multiple programs, the most recent service end date is the date of exit. Follow-up services provided to clients do not extend the exit date.
- b. If an individual retires, retirement must be recorded in AJC as the reason for the exit for reporting purposes. However, individual is not excluded from the performance measures.

### 2. Gaps in Service

A participant in the WIOA Adult or DW program may be placed in a "gap in service" when a situation arises that will temporarily prevent program participation for greater than 90 consecutive calendar days. The gap in service will provide time for clients to address barriers to continued participation without exiting the program. In addition to scheduling the participant for a gap in service, the participant must have an in-progress service open in the S & T plan page in AJC to extend the program participation.

- a. A gap in service extends a participant's exit date for 90 calendar days from the time he or she is placed into the gap. The gap in service must be related to:
  - i. A delay before the beginning of training;
  - ii. A health/medical condition, or providing care for a family member with a health/medical condition; or
  - iii. A temporary move from the area that prevents the individual from participation in services, including National Guard or other related military service.
- b. A gap in service may be extended for an additional 90 consecutive calendar days (for a total of 180 consecutive calendar days) to resolve the issue that is preventing a participant from completing program services. The extended gap in service must be related to:
  - i. A health/medical condition, or providing care for a family member with a health/medical condition; or
  - ii. A temporary move from the area that prevents the individual from participation in services, including National Guard or other related military service.
- c. All gaps in service must be referenced in case notes detailing the reason for the gap in service.

Note: A relevant policy broadcast was released by the Department of Economic Security in May 2019:

**Workforce Innovation and Opportunity Act (WIOA) Title I-B**

**Policy Broadcast PB # 19-020**

**Gap in Service**

***Effective Immediately***

This Policy Broadcast is to inform all Local Workforce Development Areas (LWDAs) and interested parties of WIOA Title I-B Adult, Dislocated Worker and Youth Programs that, under WIOA Title I-B, a planned Gap in Service is no longer permitted.

Program Exits

A. When a participant is unable or unavailable to participate in a WIOA Title I-B program for more than 90 days, for any reason, the participant must exit the program. To initiate the exit, LWDA staff must add the actual end date to all open services on the S&T plan in AJC. After 90 consecutive days have elapsed, without any services provided by the WIOA Title I-B Adult, Dislocated Worker or Youth

Program or a partner program, with no additional services scheduled, the AJC system will exit the participant. The AJC system will retroactively apply the date of exit to the last day of service.

B. When a participant has exited the WIOA Title I-B program because he or she was unable or unavailable to participate in the program, but later becomes able and available, LWDA staff may re-enroll the individual in a WIOA Title I-B program for which the individual remains eligible. A new eligibility determination is required when 90 days have elapsed since the last date of service. When the participant has more than one exit per program year (PY), each exit is considered a separate period of participation.

C. For WIOA Title I-B participants currently in a Gap in Service, but are now able and available to participate, adding a service to the S & T plan in AJC will restore their program participation, only if the date is set on or before the Gap of Service end date.

When the participant remains unable or unavailable to participate in the program, extensions to Gaps in Service are not permitted. In this case, LWDA staff must initiate the exit by adding the actual end date to all services on the S&T Plan in AJC, as described in paragraph A of this section.

#### Exclusionary Exits

A. For the WIOA Title I-B Adult and Dislocated Worker Programs, participants will only be excluded from performance indicator calculations for the following reasons:

1. The participant exits the program because he or she has become incarcerated in a correctional institution or has become a resident of an institution or facility providing 24-hour support, such as a hospital or treatment center, during the course of receiving services as a participant;
2. The participant exits the program because of medical treatment, expected to last longer than 90 days, which precludes entry into unsubsidized employment;
3. The participant exits the program because the participant is a member of the National Guard or other reserve military unit of the armed forces and is called to active duty for at least 90 days;  
or
4. The participant is deceased.

B. For the WIOA Title I-B Youth Program, participants will only be excluded from performance indicator calculations for the following reasons:

1. The participant exits the program because he or she has become incarcerated in a correctional institution or has become a resident of an institution or facility providing 24-hour support, such as a hospital or treatment center, during the course of receiving services as a participant;
2. The participant exits the program because of medical treatment, expected to last longer than 90 days, which precludes entry into unsubsidized employment;
3. The participant is in the foster care system as defined by 45 CFR 1355.20(a), and exits the program because the participant has moved from the LWDA as part of such a program or system;

4. The participant exits the program because the participant is a member of the National Guard or other reserve military unit of the armed forces and is called to active duty for at least 90 days;  
or

5. The participant is deceased.

C. When an exclusionary exit reason is added to AJC, documentation for the reason of exit must be added to AJC and/or to the participant's case file. When a participant exits the program due to medical treatment, documentation must show that the medical treatment will last longer than 90 days. When a participant exits the program due to being called to active duty, the documentation must show that the active duty will last longer than 90 days.

The revisions in this policy broadcast will be incorporated into the WIOA Title I-B Adult, Dislocated Worker and Youth Program Policies when they are revised.

This information will be incorporated into the next revision of the WIOA Policy Manual.

## Appendix 3: Maricopa County Priority of Service Policy

**AUTHORIZED BY: Tom Colombo, Assistant Director**

**SUBJECT: Priority of Service WIOA Title 1B**

Purpose: To ensure compliance with WIOA Priority of Service requirements local workforce areas must establish a priority of service policy for Title 1B Adult programs for Individualized Career and Training Services. This policy does not apply to Basic services, or to Dislocated Workers and is no longer based on limited funding.

This Priority of Service policy is effective immediately. Once the individual's priority of service status is determined it will be documented in case notes using the priority levels below.

Responsibility of: ARIZONA@WORK – MARICOPA COUNTY staff, partners, contractors, subcontractors and subgrantees

Process Description: Calculation of priority of service is determined in the following order:

- 1st Priority: Veterans and eligible spouses of veterans who are determined to be low income or basic skills deficient
- 2nd Priority: Non-veterans or eligible spouses of veterans who are considered low income or basic skills deficient
- 3rd Priority: Veterans and eligible spouses of veterans who are not low income
- 4th Priority: All other WIOA eligible Adults who are not low income

Definitions:

Eligible Veteran:

1. A person who served in the active military, naval, or air service and was discharged or released under conditions other than dishonorable;
2. Active service includes full-time duty in the National Guard or a Reserve component, other than full-time duty for training purposes.

Eligible Spouse is the spouse of any of the following:

1. Any veteran who died of a service-connected disability;
2. Any member of the Armed Forces serving on active duty who, at the time of application for the priority, is listed in one or more of the following categories and has been so listed for a total of more than 90 days:
  - a. Missing in action;
  - b. Captured in the line of duty by a hostile force; or
  - c. Forcibly detained or interned in the line of duty by a foreign government or power

3. Any veteran who has a total disability resulting from a service-connected disability, as evaluated by the Department of Veterans Affairs; or
4. Any veteran who died while a disability was in existence

## **Appendix Four: Incumbent Worker Training Policy**

### **I. APPLICABILITY/SCOPE**

This policy applies to Incumbent Worker Training services delivered through the Workforce Innovation and Opportunity Act (WIOA) Title IB grant by staff and contracted providers of ARIZONA@WORK: Maricopa County.

### **II. PURPOSE**

The purpose of Incumbent Worker Training is to provide workers and employers the opportunity to build and maintain a quality workforce. This policy is to establish the rationale and criteria for use and provision of service for the business customer. Incumbent Worker training can be used to:

1. Avoid layoff of employees; and
2. Increase the skill levels of employees so they can be promoted within the company and create backfill opportunities for the employers.

### **III. BACKGROUND**

A. Training is designed to help the local area employer's workforce obtain the skills necessary to retain employment and prevent job loss. The training activities are carried out by the local board in conjunction with employers or a group of employers (which may include employers in partnership with other entities for delivering such training) to assist such workers in obtaining the skills necessary to retain employment or avert layoffs.

Section 134(d)(4) of the Workforce Innovation Opportunity Act (WIOA), states Incumbent Worker Training (IWT) must increase the competitiveness of the employee and/or employer. The Maricopa County Workforce Development Board (MCWDB) can approve up to 20 percent of the adult and dislocated worker funds to provide for the federal share of cost of providing Incumbent Worker Training. When determining the employer's eligibility for participating in Incumbent Working training, the following factors need to be considered:

1. The characteristics of the participants in the program (e.g. individuals with barriers to employment);
2. The relationship to the occupational competitiveness of the employer and the employees; and
3. Other factors the MCWDB may use to determine employer eligibility may include the number of employees participating, wage and benefit levels (pre-and post), and existence of other training and advancement opportunities by the employer.

### **IV. DEFINITIONS**

INCUMBENT WORKER TRAINING - WIOA Section 134(d)(4)(B) defines Incumbent Worker Training as training that is designed to meet the special requirements of an employer (including a group of employers) to retain a skilled workforce or avert the need to lay off employees by assisting the workers in obtaining the skills necessary to retain employment and is conducted with a commitment by the employer to retain or avert the layoffs of the incumbent worker(s) trained.

REPORTABLE INDIVIDUAL – is an individual who has taken action that demonstrates an intent to use program services and who meets specific reporting criteria for the program described below in Section IV.A.2, items a-c. Reportable individuals are not Participants and are not part of performance measures but must have an AJC registration.

## **V. POLICY**

### A. Worker Criteria

To qualify as an incumbent worker, the individual must:

1. Live in the State of Arizona;
2. Meet the Fair Labor Standards Act for an employer-employee relationship; and
3. Be employed by the contract employer with an established work history for at least six months.
4. When a cohort of incumbent workers is being provided WIOA 20 CFR Section 680.780 states not every employee in the cohort must have an established employment history with the employer for six months or more as long as a majority of those employees being trained do meet the employment history requirement.

If the incumbent worker is enrolled in WIOA Title IB Adult and Dislocated Worker program, eligibility standards will need to be met. If the incumbent worker is not currently enrolled in WIOA Title IB Adult and Dislocated Worker program, eligibility standards will not be required. However, this incumbent worker is considered a “reportable individual” according to policy 400.403, Data Integrity and the Customer Participation Cycle, Section III., Definitions. The definition of a reportable individual is listed in Section IV. DEFINITIONS of this policy.

### B. Business Criteria

All businesses must be located and conducting business within the State of Arizona. Incumbent Worker Training contracts will not be provided to any business that has relocated within the previous 120 days of its application if the relocation has resulted in any employee losing his or her job at the original location. Each business agrees to:



1. Complete an application that meets the Incumbent Worker Training Assessment Rubric and enter into a contract with Maricopa County;
2. Demonstrate why and how the training will provide skills necessary to retain or avert layoffs;
3. Adhere to applicable WIOA Title 1B administrative requirements as well as WIOA Section 188 nondiscrimination and equal opportunity provisions of the law;
4. Provide a Training Development Plan that identifies the training need and competencies that will be achieved for everyone selected to receive the training (provided in application package);
5. Provide copies of a "Certificate of Completion" for everyone who successfully completes the prescribed training program. Such certificates must contain the individual's name and the class or course completed through training;
6. Continue to employ the individual upon successful completion of training;
7. Be available for program monitoring on a scheduled basis; and
8. Provide quarterly post-training reports, including information on the retention and/or promotions of trainees and the impact training made on the business, for one year after the completion of the training.

### C. Training Criteria

1. Requested Incumbent Worker Training must not:
  - a. Displace any currently employed workers (including a partial displacement such as a reduction in non-overtime work, wage, or employment benefits);
  - b. Impair an existing contract for services or a collective bargaining agreement;
  - c. Procure, contract for, or incur costs to be paid from WIOA Title IB program funds prior to the start date, as determined by the date when all parties sign the contract;
  - d. Include proprietary training specific to a company, unless skills are determined to be transferable to other businesses or industries;
  - e. Be used to directly or indirectly assist, promote, or deter union organizing; and
  - f. Be used if the organization has internal training programs and/or employee reimbursement programs that are provided to the employees for the requested training.
2. Application process will identify one or more of the following training criteria that creates benefit to the individual workers participating in training:
  - a. Layoff aversion;
  - b. Attainment of self-sufficiency as measured by 450% of the Lower Living Standard Income Level (LLSIL);

- c. Individual job pathing via promotion pending successful completion of training;
  - d. Increased wage pending successful completion of training;
  - e. Number of employees participating in the training;
  - f. Relationship to the competitiveness of the employer and the employees; or
  - g. If essential skills training that addresses abilities, traits and behavior rather than formal technical knowledge training, is required, then the submitted application should demonstrate a programmatic approach that results in an increase in competitiveness of the employee.
- I. Maricopa County may reserve up to 20 percent of the total adult and dislocated worker allocations for Incumbent Worker Training through the Maricopa County Workforce Development Board's (MCWDB's) approval of the budget. Maximum contract per company is up to \$50,000 per fiscal year with an option for the MCWDB to approve additional funds based on the employer's extraordinary ability to impact job seekers. Additional funding determinations are based on the eight training criteria listed in the Business Criteria section V.B. of this policy.
  - II. The Incumbent Worker Training Assessment Rubric, as well as the application form, will be used as sources for the MCWDB to establish relevancy for extension of funds beyond the \$50,000 maximum contract amount.
  - III. Staff should evaluate the employee impact including training criteria, the number of employees assisted and competitive factors when considering consecutive contracts. Staggered start contracts are contracts that have not demonstrated successful completion because the first contract has not reached the contract completion date. Staff may consider extending a request to withhold executing a second contract allowing a successful completion history to be demonstrated.

#### D. Employer Match

Employers participating in Incumbent Worker Training must pay a significant portion of cost of the training for those participants in Incumbent Worker Training. This can be done through both cash and/or in-kind payments. In-kind funds are defined as hourly wages paid to participants while in training. Rules for matching funds are provided in the Uniform Guidance and Department of Labor (DOL) exceptions at 2 CFR 200.306 and 2 CFR 2900.8 respectively.

Section 134(d)(4)(D)(ii) of WIOA provides the minimum amount of employer share in the Incumbent Worker Training is dependent on the size of the employer:

- 1. The non-federal share depends on the size of the employer and must not be less than:
  - a. Ten percent of the cost for employers with not more than 50 employees;

- b. Twenty-five percent of the cost for employers with more than 50 employees, but not more than 100 employees; and
- c. Fifty percent of the cost for employers with more than 100 employees.

#### E. Performance Reports

Performance data will be collected at the end of the contract to ensure employers who are participating in Incumbent Worker Training are fulfilling their commitment to retain training participants after they complete the training program. Tracking will include variables defined in the application form including:

1. Layoff aversion;
2. Attainment of self-sufficiency;
3. Individual job pathing via promotion pending successful completion of training;
4. Increased wage pending successful completion of training;
5. Number of employees participating in the training;
6. Relationship to the competitiveness of the employer and the employees;
7. Confirmation of successful skills completion;
8. Within 30 days of completion of training, submit invoices for reimbursement and provide copies of certifications of training completions for each trainee/employee; and
9. Within 60 days of completion of training, provide work related outcomes (promotions, salary increase, etc.) of employees that participated in training.

#### **VI. POLICY MANAGEMENT REQUIREMENTS**

Administrative revisions to the policy may be made by the MCWDB's Executive Director, with notice to the MCWDB's Executive Leadership Committee. All other substantive revisions will go to the Executive Leadership Committee for review and recommendation to the MCWDB for approval.

#### **VII. ADDITIONAL OR MISCELLANEOUS INFORMATION**

- A. Incumbent Worker Training Application Assessment Rubric – See Below

<b>COMPANY NAME</b>	<b>&lt;Insert Company Name Here&gt;</b>	<b>Rubric Data</b>	<b>Rating</b>	<b>Point Potential</b>
Is the received application complete, including how the training will avert layoffs of applicable employees? - if the application is incomplete, the application will not be approved for review.				<i>No point value</i>
Employer Size -if 1-50 = 5 pts, 51-100 = 4 pts, 101+ = 3 pts				5
Is the employer inside Maricopa County, and outside of Phoenix? - if yes = 5 pts, no = 0			0	5
Program to target group with barriers <i>Populations for barriers to employment defined by WIOA Sec. 3(24) may include: 1) older individuals, 2) previously justice involved, 3) homeless, 4) long-term unemployed, 5) individuals with a disability, 6) youth who are in or have aged out of foster care, 7) English language learners, low levels of literacy, and individuals facing substantial cultural barriers.</i> - if yes = 5, if no = 0				5
Enter the number of potential variables the proposed training will attain: 1. Will a result of the training increase any participant wages to over \$13.00 per hour, and/or; 2. Will a result of the training increase in wages of all participants, and/or; 3. Will result in a credential versus skills gain, and / or, 4. Will a result of the training increase competitiveness evident by completer(s) receiving a promotion? (4 variables 10 pts; 3 variables 9 pts; 2 variables 7 pts, 1 variable 5 pts, 0 variables 0 pts)				10
Sector is Construction, Finance & Insurance, Healthcare & Social Assistance, Information, Manufacturing, or Transportation & Warehousing - if yes = 5, if no = 0.				5
Will the program serve participants with an average wage under \$69,000 <i>if yes = +10 pts, no = 0</i>				10
<b>Total rating for new application:</b>			<b>0</b>	<b>40</b>
Maricopa County reserves the right to take any course of action the County deems appropriate at the County's sole and absolute discretion which may include: - Accepting or rejecting any or all applications or any part of any or all applications; - Requesting additional information regarding the application				
<b>If the employer is a previous WIOA grant recipient, staff is to verify previous contract compliance. If the previous WIOA grant contract was not in compliance, the current grant application will be rejected.</b>				
If the employer has received WIOA funds in the past, were the following criteria of the contract met?			<b>Rating</b>	
Layoffs averted, and/or increase of average wages, and/or any participants earned a promotion.				
Equal Opportunity Training Completion				
Quarterly Reports Provided				

Form revision: 6.11.2020 Additional Information per Incumbent Worker Training Policy 300.310

Equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities.

## Appendix Five: Target Occupations

**Table 31: Target Occupations**

SOC Title	ITA Limit	Median Wage Hourly
Carpenters	\$3,000	\$20.59
Cement masons and concrete finishers	\$3,000	\$20.05
Cost estimators	\$3,000	\$30.79
Dispatchers, except police, fire, and ambulance	\$3,000	\$18.46
Electrical power-line installers and repairers	\$7,000	\$41.95
Electricians	\$7,000	\$22.53
Heating, air conditioning, and refrigeration mechanics and installers	\$7,000	\$20.67
Operating engineers and other construction equipment operators	\$7,000	\$22.89
Plumbers, pipefitters, and steamfitters	\$7,000	\$22.37
Real estate sales agents	\$3,000	\$28.17
Roofers	\$3,000	\$17.93
Security and fire alarm systems installers	\$5,000	\$23.47
Sheet metal workers	\$5,000	\$19.87
Accountants and auditors	\$5,000	\$31.73
Billing and posting clerks	\$5,000	\$18.02
Brokerage clerks	\$5,000	\$22.82
Business operations specialists, all other	\$5,000	\$30.50
Claims adjusters examiners and investigators	\$3,000	\$32.64
Compliance officers	\$3,000	\$28.50
Financial analysts	\$5,000	\$35.70
Financial examiners	\$5,000	\$24.38
Insurance claims and policy processing clerks	\$3,000	\$19.56
Insurance sales agents	\$3,000	\$22.22
Insurance underwriters	\$3,000	\$34.83
Loan interviewers and clerks	\$5,000	\$19.84
Loan officers	\$5,000	\$25.91
Personal financial advisors	\$5,000	\$38.25
Securities, commodities, and financial services sales agents	\$5,000	\$25.23
Dental assistants	\$7,000	\$21.15
Dental hygienists	\$7,000	\$43.88
Diagnostic medical sonographers	\$7,000	\$42.43
Health technologists and technicians, all other	\$5,000	\$21.00
Pharmacy Technicians	\$5,000	\$16.74
Medical and Clinical Laboratory Technologists	\$7,000	\$26.18
Medical and Clinical Laboratory Technicians	\$7,000	\$26.18
Licensed practical and licensed vocational nurses	\$7,000	\$27.00
Medical assistants	\$7,000	\$16.17
Medical equipment preparers	\$7,000	\$17.47
Medical records and health information technicians	\$7,000	\$17.98
Medical secretaries	\$7,000	\$17.47
Nursing assistants	\$3,000	\$14.99
Physical therapist assistants	\$5,000	\$22.41
Radiologic technologists	\$7,000	\$32.09
Registered nurses	\$7,000	\$37.04

SOC Title	ITA Limit	Median Wage Hourly
Respiratory therapists	\$7,000	\$28.33
Self-enrichment education teachers	\$3,000	\$18.70
Social and human service assistants	\$3,000	\$14.59
Surgical technologists	\$7,000	\$25.10
Phlebotomist	\$3,000	\$15.56
Computer network architects	\$5,000	\$49.54
Computer systems analysts	\$5,000	\$42.80
Computer user support specialists	\$5,000	\$22.81
Database administrators	\$5,000	\$44.55
Information security analysts	\$5,000	\$46.86
Network and computer systems administrators	\$5,000	\$39.55
Software developers, applications	\$5,000	\$48.45
Web developers	\$5,000	\$30.74
Software developers, systems software	\$5,000	\$49.16
Computer network support specialist	\$5,000	\$29.41
Computer Programmer	\$5,000	\$47.56
Aircraft mechanics and service technicians	\$7,000	\$31.37
Assemblers and fabricators, all other, including team assemblers	\$7,000	\$14.82
Computer numerically controlled machine tool programmers, metal & plastic	\$7,000	\$27.85
Computer-controlled machine tool operators, metal and plastic	\$7,000	\$17.69
Industrial machinery mechanics	\$7,000	\$22.52
Inspectors, testers, sorters, samplers, and weighers	\$7,000	\$19.53
Machinists	\$7,000	\$23.81
Maintenance and repair workers, general	\$7,000	\$17.59
Sales representatives, wholesale and manufacturing, except technical and scientific products	\$3,000	\$26.75
Welders, cutters, solderers, and brazers	\$7,000	\$19.06
Management analysts	\$7,000	\$35.94
Market research analysts and marketing specialists	\$7,000	\$28.13
Receptionists and information clerks	\$3,000	\$14.18
Customer service representatives	\$3,000	\$16.28
Training and development specialists	\$5,000	\$27.25
Cooks, institution and cafeteria	\$3,000	\$12.78
Sales representatives, services, all other	\$3,000	\$23.21
Bus and truck mechanics and diesel engine specialists	\$5,000	\$21.70
Bus drivers, transit and intercity	\$5,000	\$19.53
Cargo and freight agents	\$5,000	\$22.35
Heavy and tractor-trailer truck drivers	\$5,000	\$20.77
Industrial truck and tractor operators	\$5,000	\$16.84
Light truck or delivery services drivers	\$5,000	\$16.84