



CITY OF PHOENIX

Local Plan

2020 – 2024

Local Plan Modifications
Submitted to Arizona DES
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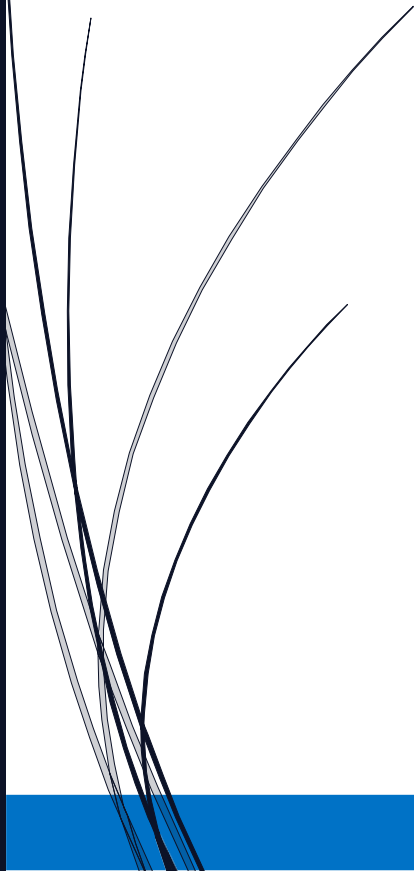


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EXECUTIVE SUMMARY

The Workforce Innovation and Opportunity Act (WIOA), signed into law on July 22, 2014, 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 21st century, global economy.

As stipulated by WIOA, every local workforce development board must develop collaboratively with the Chief Elected Official, and in response to the State, a comprehensive four-year plan that recognizes the current and projected needs of the workforce development system. The Phoenix Business and Workforce Development (PBWD) Board (the LWDB) and ARIZONA@WORK City of Phoenix, representing the City of Phoenix Local Workforce Development Area (LWDA) have collaborated on the design of this local four-year local plan, effective July 1, 2020 through June 30, 2024. In accordance with the local plan, the City of Phoenix Mayor Kate Gallego, the CEO, will receive regular briefings on milestones and achievements throughout the four-year period of the plan. This four-year plan has been informed by workforce professionals, including representatives from WIOA core programs: Title I. adult, dislocated worker, and youth programs; Title II adult education and literacy programs; Title III Wagner-Peyser program; and Title IV vocational rehabilitation program, in addition to other stakeholders who furnish services in support of the workforce development system designed by the Phoenix Business and Workforce Development Board to guide responsive service and programs.

The Phoenix BWDB recognizes the relevance of labor market information in informing the design and delivery of workforce services that contribute to the economy and quality of life in the local service area. The analysis of regional economic conditions included in this local plan establishes a platform for ARIZONA@WORK City of Phoenix to explore the data required to establish policies and direct and customize workforce development solutions to serve employers and individuals in the local service area. The Board strategic plan and the local plan represent a responsive, future-driven approach to delivering meaningful results and outcomes in the spirit of WIOA to benefit employers and job seekers in the City.

Toward that end, the City of Phoenix Business and Workforce Development Board is committed to collaborating with business, community organizations, and individuals throughout the service area to ensure the design and continual refinement of a pipeline representing a strong and capable workforce. Information about business sectors, employers, and careers provides an integral focal point of the economic picture. Information about the target population of job seekers further enriches the understanding of needs pertinent to education, training, and support to ensure that employer needs are met with capable individuals ready to contribute to the local area's economic development and quality of life.

The role of core partners in workforce development is critical to the success of the Phoenix Business and Workforce Board in its determination of performance targets for the local workforce development area. The economic analysis provides an in-depth analysis of historical, current and forecasted conditions,

The PBWDB recognizes the relevance of frequent review and refreshment of economic data and information to ensure timely, relevant, and focused efforts in workforce development. The Board's strategic plan, designed with a systems thinking focus, represents a robust configuration of system partners able to respond to changing economic conditions such as those presented by the recent COVID-19 health and economic situation. Further, dedicated and focused efforts by the City of Phoenix and the State of Arizona Office of Economic Opportunity will continue to ensure ongoing analysis of economic conditions to ensure responsive training, education, and workforce readiness to respond to local conditions.

In concert with the Chief Elected Official for the City of Phoenix, the Phoenix Business and Workforce Development Board has designed both its Board strategic plan and the local plan in a manner that demonstrates alignment with the State of Arizona and a systems-based integration of all partners and services delivering workforce development services for the local area. All partners and stakeholders playing a role in the design and delivery of workforce development services are aligned in their respective responsibilities, and are coordinated in a manner that ensures investment in a strong talent pipeline to serve the needs of employers throughout the City of Phoenix.

A commitment to Board development is demonstrated in the Board strategic plan, with a well-defined investment in enrichment activities. Such Board development begins with the onboarding process for new members. Throughout Board service, members gain training and development, as well as regular program updates, during which members engage in relevant dialogue with staff and partners. In addition, Board members are encouraged to take part in training organized on a quarterly basis by the One-Stop Operator, convening all staff and providers who are part of the workforce development system serving the City of Phoenix.

The PBWDB has established a Shared Governance Agreement that specifies all pertinent performance agreements related to the design and delivery of workforce development initiatives and activities. This Shared Governance Agreement is regularly reviewed and updated for currency and comprehensiveness.

Further, the use of Memoranda of Understanding (MOUs) and Infrastructure Funding Agreements (IFAs) further substantiates and supports performance and role expectations for the Chief Local Elected Official, the PBWDB and stakeholders who play a role in the workforce development system serving the City of Phoenix. Full understanding and alignment of policies, operational procedures, and administrative systems ensure coordination of services, avoid duplication, and leverage resources. The use of MOUs and IFAs ensures that prescribed responsibilities are outlined for each entity.

The PBWDB recognizes a general imbalance between the level of educational attainment in the City of Phoenix and the opportunities for employment within targeted industry sectors. The

ARIZONA@WORK City of Phoenix Board strategic plan Goal 2: *Drive economic mobility and impact*, includes the strategy of “Invest in educational programs that lead to pre-defined, sustainable Career Pathways and business competitiveness.” Among the opportunities for building a capable workforce is the reality of 18.5% of people over age 25 who have attained less than a high school diploma.

Similarly, Goal 3 of the Board strategic plan is *ARIZONA@WORK is the recognized workforce authority in the region*. This goal is supported by two primary strategies: “Identify and reach the populations we intend to serve and connect them with resources and services,” and “Focus the funds, tools, and resources to serve people who need assistance in acquiring credentials and work.”

The commitment to serve those individuals facing barriers to employment means bridging the gap between workforce needs and current educational attainment. The Board strategic plan recognizes the gap in educational attainment and the need for qualified professionals in its targeted industry sectors. The specific area of healthcare represents one in which outreach to individuals with barriers to attaining education and employment can be realized through the earning of stackable credentials that can lead to productive career preparation and advancement.

The Board Strategic Plan and the local plan for ARIZONA@WORK City of Phoenix are intended to serve as living documents that guide the Phoenix Business and Workforce Development Board in the oversight and design of services that meaningfully bridge the gap in educational attainment to serve the needs of the five targeted industry sectors identified for the City.

SECTION 1: INFRASTRUCTURE

A. Describe the ARIZONA@WORK system in the LWDA to include the following (20 CFR 679.560(b)(1)(i)):

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

The State of Arizona's capital city, Phoenix, spans 518.9 square miles within Maricopa County, the State's most populous county, covering 9,224.4 square miles and located in the south central part of the state.

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)

The Chief Elected Official of the City of Phoenix is the Mayor/Designee.

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

i. Local fiscal agent (See 20 CFR 679.420 for functions);

As described in 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 Phoenix Business and Workforce Development Board and in agreement with the Mayor, is the City of Phoenix Human Services Department Management Services Division.

ii. LWDB Director and other LWDB staff (20 CFR 679.400 for roles);

The Executive Director of the Local Workforce Development Board is LaSetta Hogans. Other LWDB Staff include Christina Edwards, Board Liaison; Quality Assurance Team; and Business Team.

iii. Provider(s) selected by the LWDB

The Phoenix LWDA's workforce system consists of the City of Phoenix Community and Economic Development Department (CEDD), Business and Workforce Development Division (BWDD) which provides staffing and leadership for ARIZONA@WORK City of Phoenix. In collaboration with local partners, ARIZONA@WORK City of Phoenix is the workforce network of business and employment-related service providers for the City of Phoenix LWDA. Multiple providers have subcontracts with ARIZONA@WORK City of Phoenix to deliver adult and youth services. The City of Phoenix local workforce development area 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, 2021 and subject to decisions at that time.

(i) Adult Program;

City of Phoenix

(ii) Dislocated Worker Program;

City of Phoenix

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

Jewish Family and Children's Services
Watt's Family Maryvale YMCA
Chicanos Por La Causa

(iv) identify the one-stop operator; - 20 CFR 682.420;

Goodwill of Central and Northern Arizona

iv. Procured contracts or written agreements for subgrants or contractors (20 CFR 679.420(c)(1));

In compliance with WIOA requirements, the Phoenix Business and Workforce Development (PBWD) Board must determine the selection for the one stop operator, and adult, dislocated worker, and youth services providers. In partnership with the CEO, the PBWD Board 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 PBWD Board procurement policies located at: <https://arizonaatwork.com/locations/city-phoenix/policies>

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

(i) fiscal,

(ii) equal opportunity;

(iii) 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 regulations. The required elements of MOA are:

- Element 1: Designated of State and Local-level EO Officer (29 CFR 37.54 (d) (1) (ii))
- Element 2: Notice of Communication (29 CFR 37.54 (d) (1) (iii))
- Element 3: Review Assurances, Job Training Plan, Contract, & Policies and Procedures (29 CFR 37.54 (d) (1) (i) and (d) (2) (i) (iii) and (iv))
- Element 4: Universal Access (29 CFR 37.54 (d) (1) (vi))
- 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))
- Element 6: Data & Information Collection and Maintenance (29 CFR 37.54 (d) (1) (iv) and vi))
- Element 7: Monitoring Recipients for Compliance (29 CFR 37.54 (d) (2) (ii))
- Element 8: Complaint Processing Procedures (29 CFR 37.54 (d) (1) (vii))
- 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 the City staff and partners to maintain compliance with all regulations.

Policies to Ensure Compliance

The ARIZONA@WORK City of Phoenix Business and Workforce Development Board has developed comprehensive policies to ensure compliance with nondiscrimination.

All policies are available at arizonaatwork.com/phoenix

Affirmative Action Policy. The PBWD Board has an Affirmative Action Policy in compliance with the Workforce Investment Act Section 188(a)(1),(2),(4), and (5) which ensures that no individual shall be excluded from participation in, denied benefit of, subjected to discrimination under, or denied employment in the administration of, or in connection with any such program under the title.

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

Equal Opportunity Employment Policy. The Phoenix Business and Workforce Development Board has an Equal Opportunity Employment Policy in compliance with Section 188(a)(1) and (2) which ensures that no individual shall be subjected to discrimination relating to employment in the administration of or in connection with any such program under this title. The Local Board works closely with its various partners to ensure that services are delivered on a non-discriminatory basis.

ELL'S Communication Policy. The PBWD Board provides information in a language other than English for clients with English Language Learners (ELL's) to effectively inform or enable those individuals to participate in core partner programs or activities. The guidance in serving ELL'S individuals is pursuant to Title IV of the Civil Rights Act of 1964 and Section 188 of the WIOA. The PBWD Board ensures that persons of Limited English-speaking abilities have equal and meaningful access equal to those who are proficient in English. The Local 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'S group. The Arizona Department of Economic Security (DES) makes available Language Line Solutions, which offers the ability to provide interpretation for 240 languages and the also video translation for the deaf and hard of hearing.

vi. ***(optional but encouraged)* Overall operations (Administration, fiscal operations, board membership.**

The PBWD Board Executive Leadership Committee spearheads the ongoing examination of performance metrics on federal common measures agreed upon with the State, to clarify the status of progress in conformance with the Board strategic plan.

Attainment of the metrics is supported by the staff of ARIZONA@WORK City of Phoenix, who update the Executive Leadership Committee and the full Board on the application of financial and other resources dedicated to the achievement of programs and services that facilitate meeting or exceeding agreed upon metrics. Quarterly progress reports are shared based on Arizona Job Connection (statewide case management system) reporting. The PBWD Board, staff to the Board, and ARIZONA@WORK City of Phoenix staff examine the impact of resource expenditure in alignment with the Board's strategic plan and the performance according to federal common measures, and establish continuous improvement toward enhancing the production of tangible results.

Accomplishment based on performance metrics is further supported by continual monitoring of performance by City of Phoenix staff responsible for quality assurance. The role of the fiscal agent in the Human Service Division ensures that expenditures are properly directed toward services that culminate in agreed upon metrics included in the federal common measures.

In concert with the Chief Elected Official for the City of Phoenix, the Phoenix Business and Workforce Development Board has designed its Board strategic plan in a manner that demonstrates alignment with the State of Arizona and a systems-based integration of all partners and services delivering workforce development services for the local area. All partners and stakeholders playing a role in the design and delivery of workforce development services are aligned in their respective responsibilities, and are coordinated in a manner that ensures investment in a strong talent pipeline to serve the needs of employers throughout the City of Phoenix.

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As part of the Board strategic planning initiative begun in October 2019, the Board contracted for a comprehensive needs assessment study designed to inform its strategic plan. Findings from the needs assessment were utilized to guide the inclusive efforts of board members, stakeholders, staff, and other representatives of the City to develop the strategic plan.

The PBWDB recently passed a Shared Governance Agreement that specifies all pertinent performance agreements related to the design and delivery of workforce development initiatives and activities. This Shared Governance Agreement is regularly reviewed and updated for currency and comprehensiveness.

The use of Memoranda of Understanding (MOUs) and Infrastructure Funding Agreements (IFAs) further substantiate and support performance and role expectations for the Chief Local Elected Official, the PBWD Board, and stakeholders who play a role in the workforce development system serving the City of Phoenix. Full understanding and alignment of policies, operational procedures, and administrative systems ensure coordination of services, avoid duplication, and leverage resources. The use of MOUs and IFAs ensures that prescribed responsibilities are outlined for each entity.

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

CORE Partner Programs

1. Title I: Adult, Dislocated Worker, Youth, Native American programs, Job Corps, Youth Build
2. Title II: Adult Education and Literacy
3. Title III: Wagner-Peyser
4. Title IV: Vocational Rehabilitation

Required Partners

1. Senior Community Service Employment Program (SCSEP)
2. Career and Technical Education programs at the postsecondary level (CTE) under Perkins Career & Technical Education Act
3. Trade Adjustment Assistance
4. Jobs for Veterans State Grants
5. Community Services Block Grant (CSBG) employment and training activities

6. Housing and Urban Development
7. State Unemployment Insurance
8. Programs authorized under Section 212 of the Second Chance Act of 2007

The Board's strategic plan clarifies the system-wide commitment to continuous improvement of all stakeholders and partners in the delivery of workforce development services. Goal 2 of the strategic plan, *Drive economic mobility and impact*, emphasizes return on investment and incorporates actions supporting employment and retention of employees trained through the workforce development system. The proactive spirit of intention is foremost in the Board's recognition of integrated support of all parts of the workforce system to function in a unified manner to support the mutual needs of employers and job seekers in the local area.

A coherent linkage of Business Services and services to job seekers at the job centers means proactive communication of needs and establishing methods of preparing workers for careers that mutually advance the needs of industry and workers.

In concert with established targeted industry sectors for ARIZONA@WORK City of Phoenix are current and emerging in-demand occupations, as specified in the economic analysis for the local workforce development area. Staff and partners at job centers and supporting job seekers virtually remain attuned to in-demand occupations.

Clear communication with employers and job seekers relative to in-demand occupations strengthens the ability of workforce professionals to connect employers needing staff and job seekers gaining the necessary preparation to qualify for filling needed vacancies.

The PBWDB has established criteria for selecting eligible providers of services to support workforce in the local service area of the City of Phoenix. The Eligible Training Provider List (ETPL) for ARIZONA@WORK City of Phoenix 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.

The ETPL anchors and integrates the constellation of community partners that comprise the City's 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.

Two documents establish the relationships among partners who perform critical roles on behalf of the unified workforce system serving ARIZONA@WORK City of Phoenix:

- 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.

B. The Governor has designated regions based on the LWDA designation. 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.

ARIZONA@WORK City of Phoenix regularly coordinates with ARIZONA@WORK Maricopa County, based on the shared area, including employers and job seekers. The geographical scope of the vast service area represents the fifth largest city in the United States (Phoenix) and the fourth largest county in the United States (Maricopa). The benefit of sharing service strategies that provide mutual benefits to employers and job seekers enhances the shared expertise in workforce development represented by the two local area workforce development boards.

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 City of Phoenix and ARIZONA@WORK Maricopa County are partnering on the design and implementation of a client referral system in common. Both local workforce development areas have drafted approaches to referral. The two local workforce development area boards recognize the importance of ensuring that job-seeking customers are provided objective information that informs the choice of training providers that support job seekers' educational and career goals. Selection criteria are organized by geographical area. The use of the SharePoint platform for ARIZONA@WORK City of Phoenix is intended to optimize the utility of the system.

The One-Stop Operator presented the concept to the Executive Leadership Committee in its June 2020 meeting, and agreed to specify milestones, a timeline, and targeted completion date for further review by the Phoenix BWDB.

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 Chair of ARIZONA@WORK City of Phoenix sits on the Workforce Arizona Council, providing an opportunity to share mutually important opportunities for serving the City's population and enriching the State's service to employers and job seekers.

Representatives of ARIZONA@WORK City of Phoenix participate in regular conference calls and face-to-face meetings with the Workforce Arizona Council, in addition to engaging in informal dialogue among workforce board chairs and executive directors throughout the State.

The nature of regional service connection is informal and coordinative, rather than established in a formal cooperative service delivery agreement. At present, this coordination serves the Phoenix Business and Workforce Development Board and ensures regular, ongoing communication among workforce boards and staff in Maricopa County. Frequent communication with local area workforce boards throughout Arizona is part of the intentional practice of the PBWD Board and staff.

SECTION 2: STRATEGIC PLANNING ELEMENTS

Part a- Economic, Workforce, and Workforce Development Activities Analyses

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

1. **Economic conditions, including existing and emerging in-demand industry sectors and occupations;**
 - i. **In-Demand Industries and occupations details and explanation should be submitted in body of section two, with a full list provided in Appendix V. Please use the layout provided.**
 - ii. **Existing and emerging industries and occupations can be determined in a variety of ways (e.g., projections, employment share, etc.). For user convenience, the Arizona Office of Economic Opportunity's Labor Market Information (LMI) Team has provided custom analysis for each local workforce area. For more information, please see Appendix V.**

Of considerable interest to employers and job seekers alike are in-demand occupations that necessitate a ready pipeline of talent that serves the needs of organizations presently operating in the City of Phoenix as well as those considering relocation to the City.

One position within **IT/Cybersecurity** industry showed average annual wages above \$100,000 in 2018:

Software Developers, Applications

An additional in-demand occupation within **IT/Cybersecurity**, were compensated in this same range in 2018:

Computer Systems Analyst

The existing in-demand occupation of Management Analysts indicated annual compensation \$86,767 in 2018.

Positions showing annual compensation between \$60,000 and \$80,000 were reported for the following in-demand occupations in 2018:

Business Operations Specialists, All Other
Insurance Sales Agents

Positions showing annual compensation between \$60,000 and \$80,000 were reported for the following in-demand occupational area in 2018:

Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific

Annual compensation between \$60,000 and \$80,000 was reported for the following in-demand occupation in 2018:

Registered Nurses

Annual compensation between \$40,000 and \$60,000 was reported for the following in-demand occupations in 2018:

Market Research Analysts
Sales Representatives, Services, All Other

For existing in-demand occupations, the Office of Economic Opportunity established a rating by education level, developed as described below:

- Occupations were assigned a star ranking value ranging from one to five, with five being the highest rating.
- Star ratings were based on employment level, projected employment growth and average wage level.
- Occupations were rated by educational requirement, which means occupations were only compared against other occupations with the same education requirement.
- The top occupations within each education requirement category received a star rating of five, while the bottom occupations received a star rating of one.
- Only occupations associated with an in-demand industry were considered for “in-demand” status.

Table 1. Existing In-Demand Occupations

SOC	Occupation Title	Average Annual Wages (2018)	Employment (2018)	Projected Change, 2018–2020	Annual Projected Openings, 2018–2020	Education Level ¹	Rating by Education Level
29-1141	Registered Nurses	78,123	18,917	1.2%	1,190	Associate's degree	5
41-3099	Sales Representatives, Services, All Other	55,497	7,268	1.7%	996	High school diploma or equivalent	4
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific	65,383	7,713	2.3%	966	High school diploma or equivalent	5
13-2011	Accountants and Auditors	70,217	7,868	2.9%	935	Bachelor's degree	4
15-1132	Software Developers, Applications	99,939	4,958	5.3%	598	Bachelor's degree	5
41-3021	Insurance Sales Agents	63,216	4,127	3.4%	548	High school diploma or equivalent	5
13-1111	Management Analysts	86,767	4,830	2.6%	542	Bachelor's degree	5
13-1199	Business Operations Specialists, All Other	67,580	4,953	1.5%	524	High school diploma or equivalent	5
13-1161	Market Research Analysts and Marketing Specialists	63,556	3,895	3.4%	517	Bachelor's degree	5
15-1121	Computer Systems Analysts	90,014	5,138	2.3%	451	Bachelor's degree	5

Areas of Opportunity within Existing In-Demand Occupations

An examination of annual projected earnings for existing in-demand occupations by education level presents a useful picture for guiding job seekers toward readiness to prepare for careers that serve the needs of employers within targeted industry sectors for the City of Phoenix.

Existing in-demand occupations requiring a high school diploma or equivalent are the following:

- Sales Representatives, Services, All Other
- Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific
- Insurance Sales Agents
- Business Operations Specialists, All Other

Existing in-demand occupations requiring an Associate's degree include

- Registered Nurses

Existing in-demand occupations requiring a Bachelor's degree include:

- Accountants and Auditors
- Software Developers, Applications
- Management Analysts
- Market Research Analysts and Marketing Specialists
- Computer Systems Analysts.

Emerging In-Demand Occupations

An examination of annual projected earnings for emerging in-demand occupations also presents a useful picture for guiding job seekers to prepare for careers that may serve the needs of employers.

One position within IT/Cybersecurity showed average annual wages above \$100,000 in 2018:

- Computer Hardware Engineers

Three positions within Healthcare reported annual compensation above \$100,000 in 2018:

- Nurse Practitioners
- Physician Assistants
- Veterinarians

Annual compensation between \$60,000 and \$80,000 was reported for the following emerging in-demand occupation in 2018:

Electrical and Electronics Drafter

Annual compensation between \$40,000 and \$60,000 was reported for the following emerging in-demand occupation in 2018:

Architectural and Civil Drafters

Table 2. Emerging In-Demand Occupations

SOC	Occupation Title	Average Annual Wages (2018)	Employment (2018)	Projected Change, 2018–2020	Annual Projected Openings, 2018–2020	Education Level ¹	Rating by Education Level
15-2041	Statisticians	\$79,568	382	6.8%	56	Master's degree	4
29-1131	Veterinarians	\$100,241	641	5.8%	61	Doctoral or professional degree	5
17-3011	Architectural and Civil Drafters	\$59,992	743	5.1%	104	Associate's degree	5
29-1171	Nurse Practitioners	\$109,174	1,025	4.6%	99	Master's degree	5
29-1071	Physician Assistants	\$104,921	774	4.6%	78	Master's degree	5
13-1051	Cost Estimators	\$67,724	1,592	4.3%	230	Bachelor's degree	4
17-2141	Mechanical Engineers	\$93,643	1,341	4.3%	144	Bachelor's degree	5
17-3012	Electrical and Electronics Drafter	\$64,229	218	4.3%	28	Associate's degree	1
17-2061	Computer Hardware Engineers	\$109,774	421	4.2%	44	Bachelor's degree	3
17-1022	Surveyors	\$60,574	329	4.2%	38	Bachelor's degree	3

Table 2. Emerging In-Demand Occupations

SOC	Occupation Title	Average Annual Wages (2018)	Employment (2018)	Projected Change, 2018–2020	Annual Projected Openings, 2018–2020	Education Level ¹	Rating by Education Level
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29-1131	Veterinarians	\$100,241	641	5.8%	61	Doctoral or professional degree	5
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29-1171	Nurse Practitioners	\$109,174	1,025	4.6%	99	Master's degree	5
29-1071	Physician Assistants	\$104,921	774	4.6%	78	Master's degree	5
13-1051	Cost Estimators	\$67,724	1,592	4.3%	230	Bachelor's degree	4
17-2141	Mechanical Engineers	\$93,643	1,341	4.3%	144	Bachelor's degree	5
17-3012	Electrical and Electronics Drafter	\$64,229	218	4.3%	28	Associate's degree	1
17-2061	Computer Hardware Engineers	\$109,774	421	4.2%	44	Bachelor's degree	3
17-1022	Surveyors	\$60,574	329	4.2%	38	Bachelor's degree	3

Existing In-Demand Occupations

Advanced Business Services, IT/Cybersecurity, Manufacturing, Healthcare, Construction
Existing in-demand occupations for 2020 reflect both a continuation of trends shown in the 2018 numbers included in the Local Plan as well as new in-demand occupations based on 2020 numbers. The 2018 statistics reveal a need for relatively high-paying occupations emphasizing the targeted industry sectors for the City of Phoenix local workforce development area, including Advanced Business Services, IT/Cybersecurity, Manufacturing, Healthcare, and Construction. High-paying positions were noted in particular within the areas of IT/Cybersecurity, health care, professional services, business operations, and technology, and sales. Trends in 2020 in-demand occupations reveal a continuing need for high-paying positions in these areas that also require a college degree or post-secondary education. In particular, these include Software Developers and Software Quality Assurance Analysts and Testers; Registered Nurses; Accountants and Auditors; Project Management Specialists and Business Operations Specialists. The area of manufacturing reveals a continuing need for Manufacturing, Except Technical and Scientific Products. In the area of Technology, in-demand occupations include Software Developers and Software Quality Assurance Analysts and Testers. In the area of Advanced Business Services, a high need continues for Accountants and Auditors. Analysts and Marketing Specialists and Market Research Analysts and Marketing Specialists. New areas of emphasis revealed in the 2020 in-demand occupations include an emphasis on positions related to warehousing and transportation. These include Laborers and Freight, Stock, and Material Movers; Stockers and Order Fillers; Heavy and Tractor-Trailer Truck Drivers; Light Truck or Delivery Service Drivers; Industrial Truck or Tractor Operators. Some of these occupations require a high school diploma or equivalent, or do not require a formal education credential.

Based on employment growth projection research, the occupational growth percentage rate has changed from 3% to 5% as of this 2022 update.

The 2020 Local Plan included Emerging In-Demand Occupations. The Office of Economic Opportunity (OEO) no longer tracks this category.

Table 1. Existing In-Demand Occupations

SOC Code	Occupation Title	Average Annual Wages (2020)	Employment (2020)	Annualized Projected Empl. % Change, 2020–2022	Annual Projected Openings, 2020–2022	Education Level ¹	Rating by Education Level ²
43-4051	Customer Service Representatives	\$37,853	38,581	4.2%	6,452	HS diploma or equiv.	4
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	\$34,020	20,629	10.0%	4,910	No formal education credential	4
53-7065	Stockers and Order Fillers	\$33,793	18,073	11.5%	4,602	HS diploma or equiv.	4
41-2031	Retail Salespersons	\$31,800	18,508	8.4%	4,256	No formal education credential	5
35-3031	Waiters and Waitresses	\$39,663	9,378	13.7%	3,256	No formal education credential	5
43-9061	Office Clerks, General	\$42,295	16,806	3.3%	2,456	HS diploma or equiv.	3
53-3032	Heavy and Tractor-Trailer Truck Drivers	\$49,791	11,056	7.5%	2,061	Postsecondary degree award	5
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	\$30,708	10,684	5.7%	1,998	No formal education credential	4
35-2014	Cooks, Restaurant	\$30,060	5,836	15.4%	1,849	No formal education credential	5
43-6014	Secretaries and Admin. Assistants, Except Legal, Medical, and Executive	\$39,497	13,093	2.5%	1,700	HS diploma or equiv.	3
29-1141	Registered Nurses	\$81,406	18,814	3.9%	1,675	Bachelor's degree	5
37-3011	Landscaping and Groundskeeping Workers	\$31,066	8,031	6.9%	1,590	No formal education credential	4
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services & Travel	\$69,765	9,282	4.8%	1,497	HS diploma or equiv.	5

SOC Code	Occupation Title	Average Annual Wages (2020)	Employment (2020)	Annualized Projected Empl. % Change, 2020–2022	Annual Projected Openings, 2020–2022	Education Level ¹	Rating by Education Level ²
53-3033	Light Truck or Delivery Services Drivers	\$40,546	6,259	10.7%	1,408	HS diploma or equiv.	5
43-3031	Bookkeeping, Accounting, and Auditing Clerks	\$44,806	8,843	3.5%	1,276	Some college, no degree	3
47-2061	Construction Laborers	\$40,896	9,120	3.9%	1,246	No formal education credential	5
49-9071	Maintenance and Repair Workers, General	\$42,829	8,214	5.7%	1,227	HS diploma or equiv.	5
41-4012	Sales Reps, Wholesale and Manufacturing, Except Technical and Scientific Products	\$70,715	8,484	4.7%	1,206	HS diploma or equiv.	5
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	\$105,298	10,949	3.5%	1,083	Bachelor's degree	5
13-2011	Accountants and Auditors	\$75,597	8,505	4.1%	1,080	Bachelor's degree	4
53-7051	Industrial Truck and Tractor Operators	\$38,866	4,279	13.1%	1,069	No formal education credential	5
13-1198	Project Mgmt Specialists and Business Operations Specialists, All Other	\$83,592	9,076	2.2%	1,000	Bachelor's degree	4
35-2021	Food Preparation Workers	\$28,474	3,471	10.1%	981	No formal education credential	4
31-9092	Medical Assistants	\$36,176	5,342	7.0%	955	Postsecondary degree award	3
13-1161	Market Research Analysts and Marketing Specialists	\$64,765	5,862	5.8%	898	Bachelor's Degree	5

1. Education categories represent the minimum education level required for a given occupation. Education categories are assigned by the United States Bureau of Labor Statistics.

2. Occupations were given a "star rating" of 5 (best) through 1 (worst) depending on their employment, wage and ONET KSA rankings

Source: Office of Economic Opportunity

- Employment needs of businesses in existing and emerging in-demand industry sectors and occupations. There are a variety of methods to determine employment needs (e.g., employer surveys, up to date Labor Market Information (LMI), etc.). Publicly available LMI is provided by Arizona’s Office of Economic Opportunity, Maricopa Association of Governments, and US Bureau of Labor Statistics.**

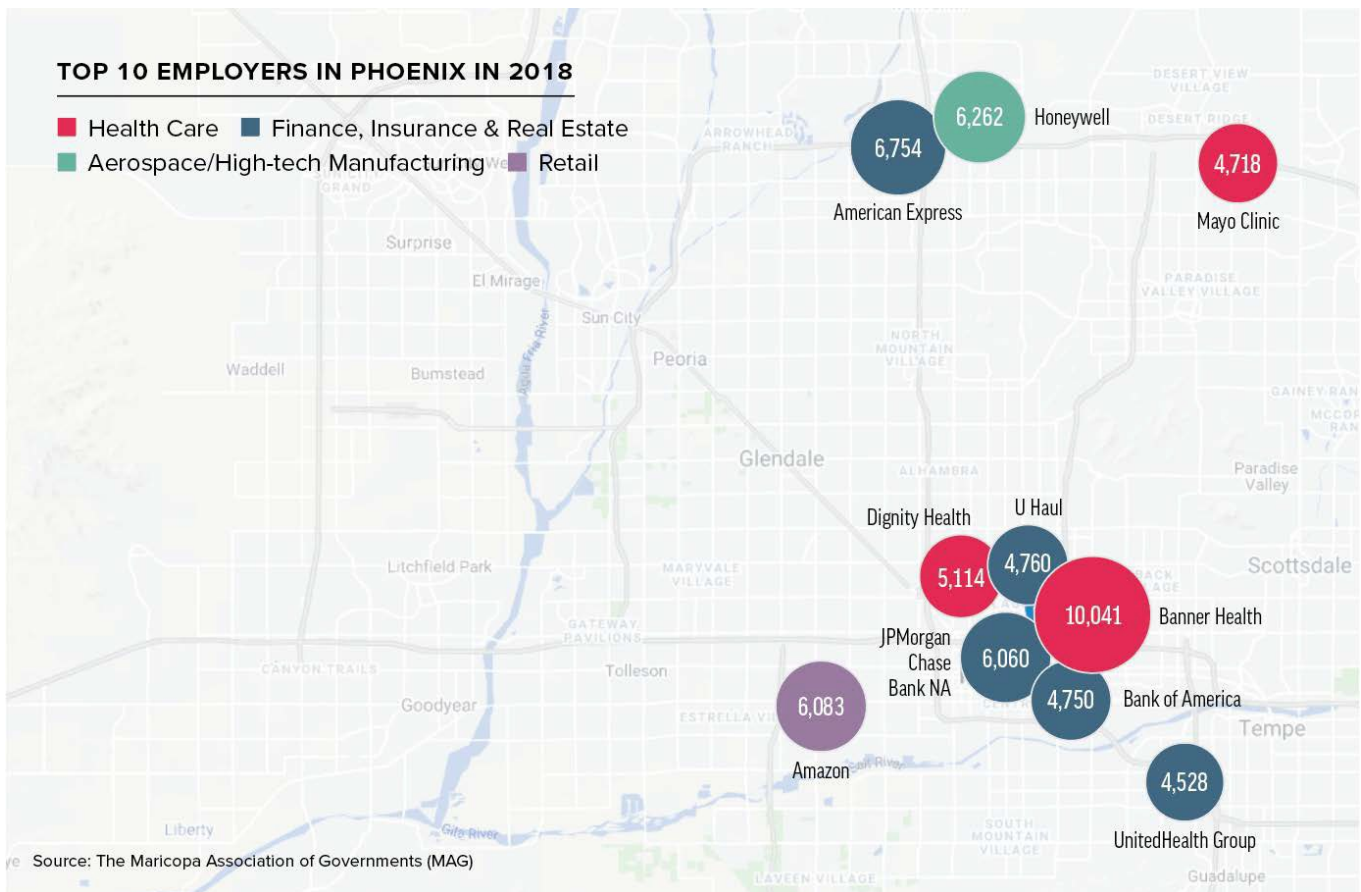


Figure 1. Top 10 Employers in Phoenix, 2018

Business Landscape

The size of businesses having a presence in the City of Phoenix shows that 82.4% of businesses have fewer than 20 employees. Fully 95.3% of businesses in the City have fewer than 50 employees. Firms employing 50 to 99 employees constitute 2.9% of organizations. Businesses with 100 – 249 employees constitute 1.4%. Those employing 250 – 499 employees constitute 0.3% of businesses, while firms employing more than 500 employees represent 0.1% of businesses in the local area.

The predominance of smaller firms in the local workforce development area suggests the relevance of the focused emphasis on business outreach emphasized by the Phoenix Business and Workforce Development Board in its strategic plan. Workforce development professionals can serve employers and job seekers alike by recognizing the full range of employment opportunities within existing and emerging in-demand occupations.

EXISTING AND EMERGING IN-DEMAND OCCUPATIONS

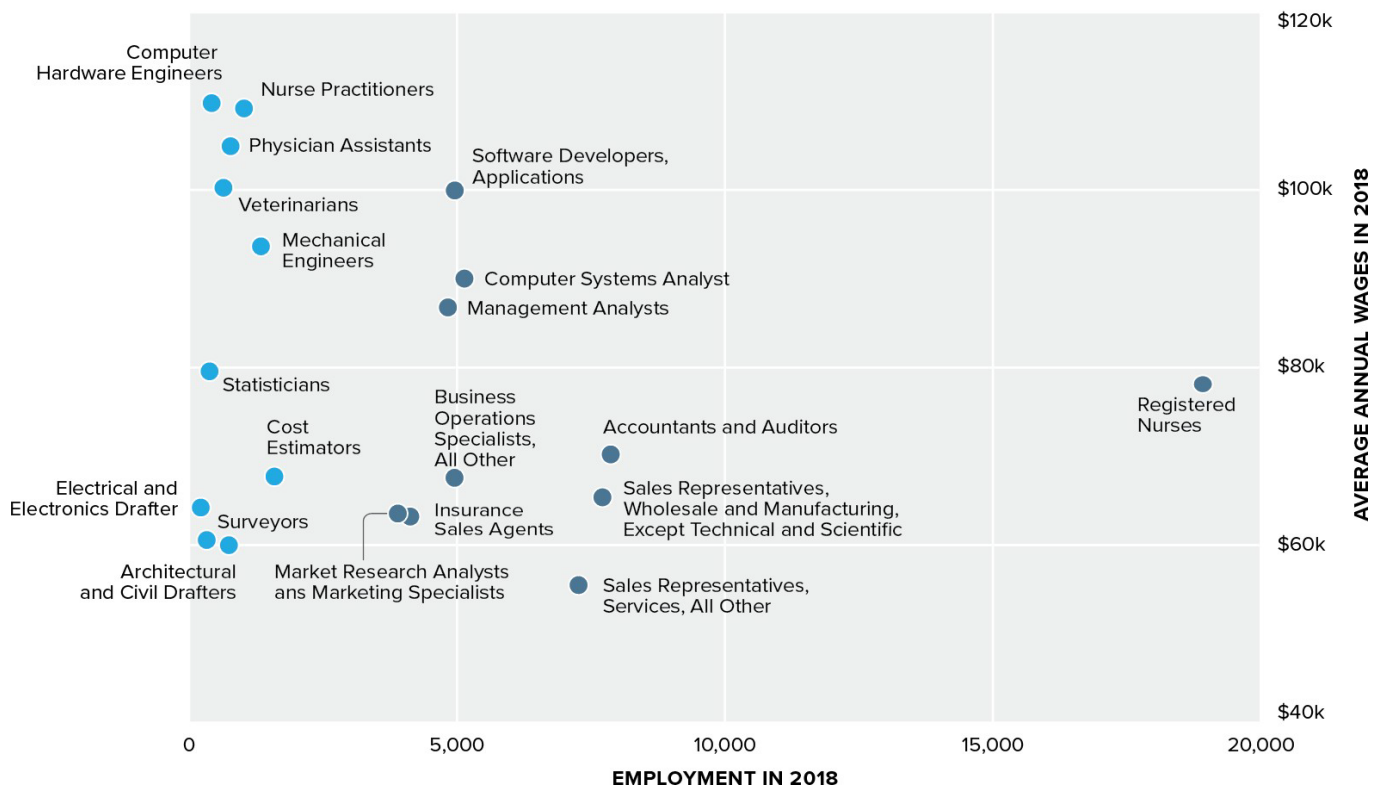


Figure 2. Existing and In-Demand Occupations, 2018

Top 10 Employers in Phoenix in 2020

The 2018 top 10 employers in the Local Plan reflected Health Care, Finance, Insurance and Real Estate, Aerospace/High-tech Manufacturing, and Retail. Three of the top 10 employers in 2018 were in healthcare. In 2021, Banner Health remains the top employer, but the top 10 Employers in Phoenix listed for this current period reveal a change. Arizona State University is the second highest employer. Three financial sector employers are included in the top 10, with Wells Fargo at #4, American Express at #5, and Bank of America at #9. Two manufacturing companies are included in the top 10 employers for the local area, with Intel at #4 and Honeywell International at #6. Top 10 employers in the Retail area are Amazon at #8 and Walmart at #9. The City of Phoenix, reflecting the government sector, is the 10th largest employer in the local area.

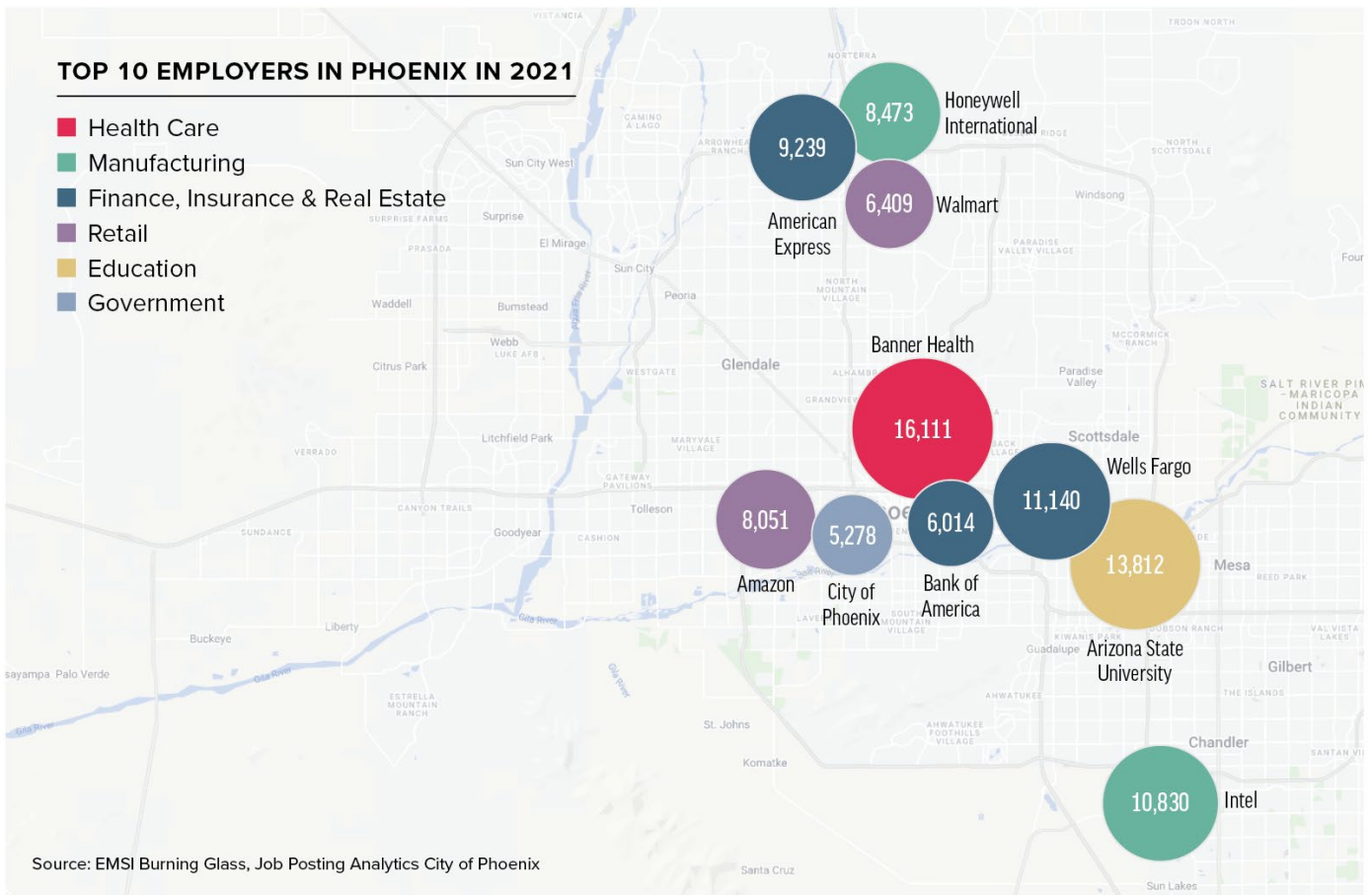


Figure 1. Top 10 Employers in Phoenix, 2021

Existing in-demand occupations in 2020 reveal a pattern of a range of occupations inclusive of the specified in-demand sectors and areas of high demand that are outside of these sectors. A range of compensation levels reveals broad areas of need.

EXISTING IN-DEMAND OCCUPATIONS

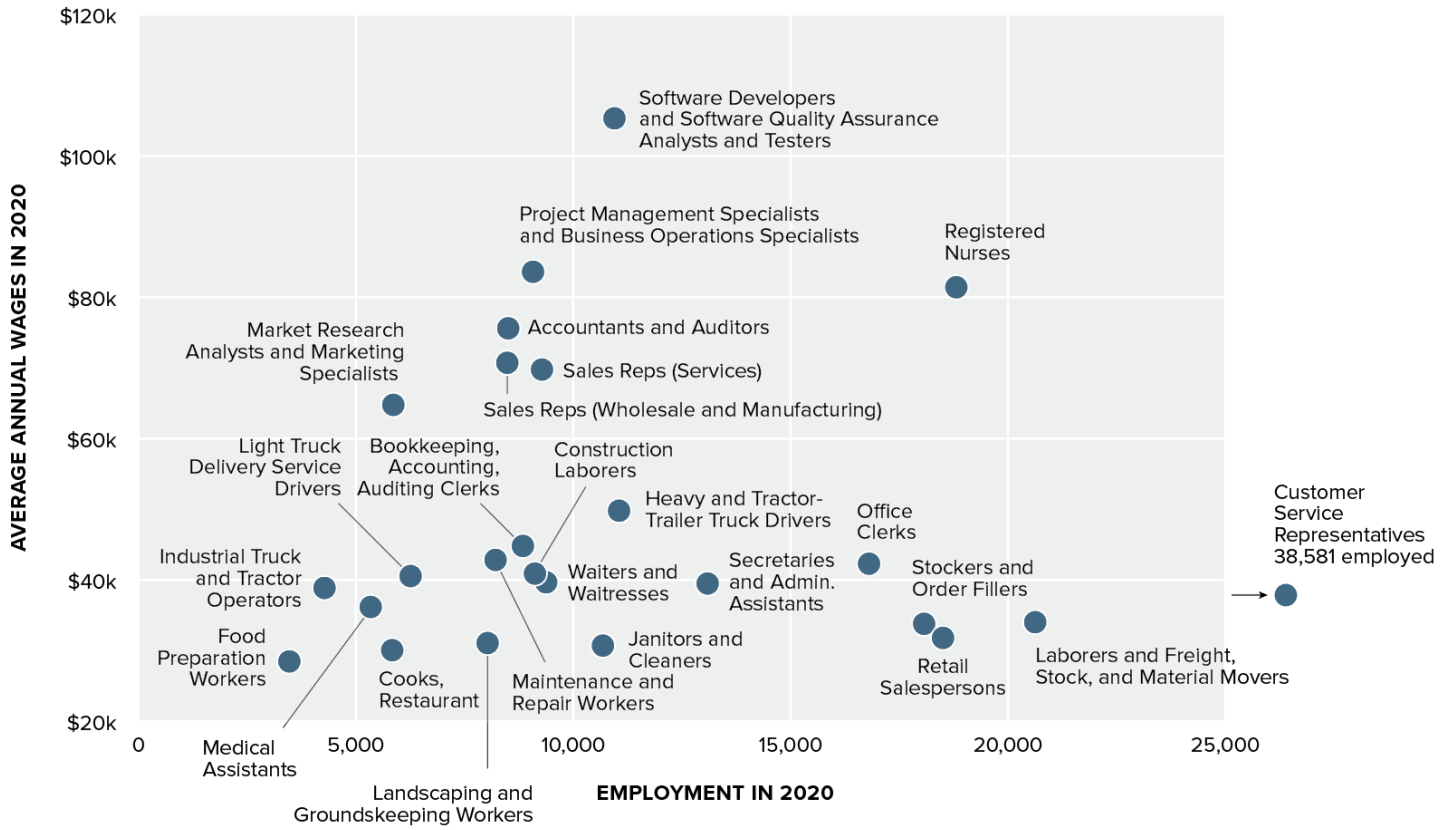


Figure 2. Existing In-Demand Occupations, 2020

BUSINESS SIZE

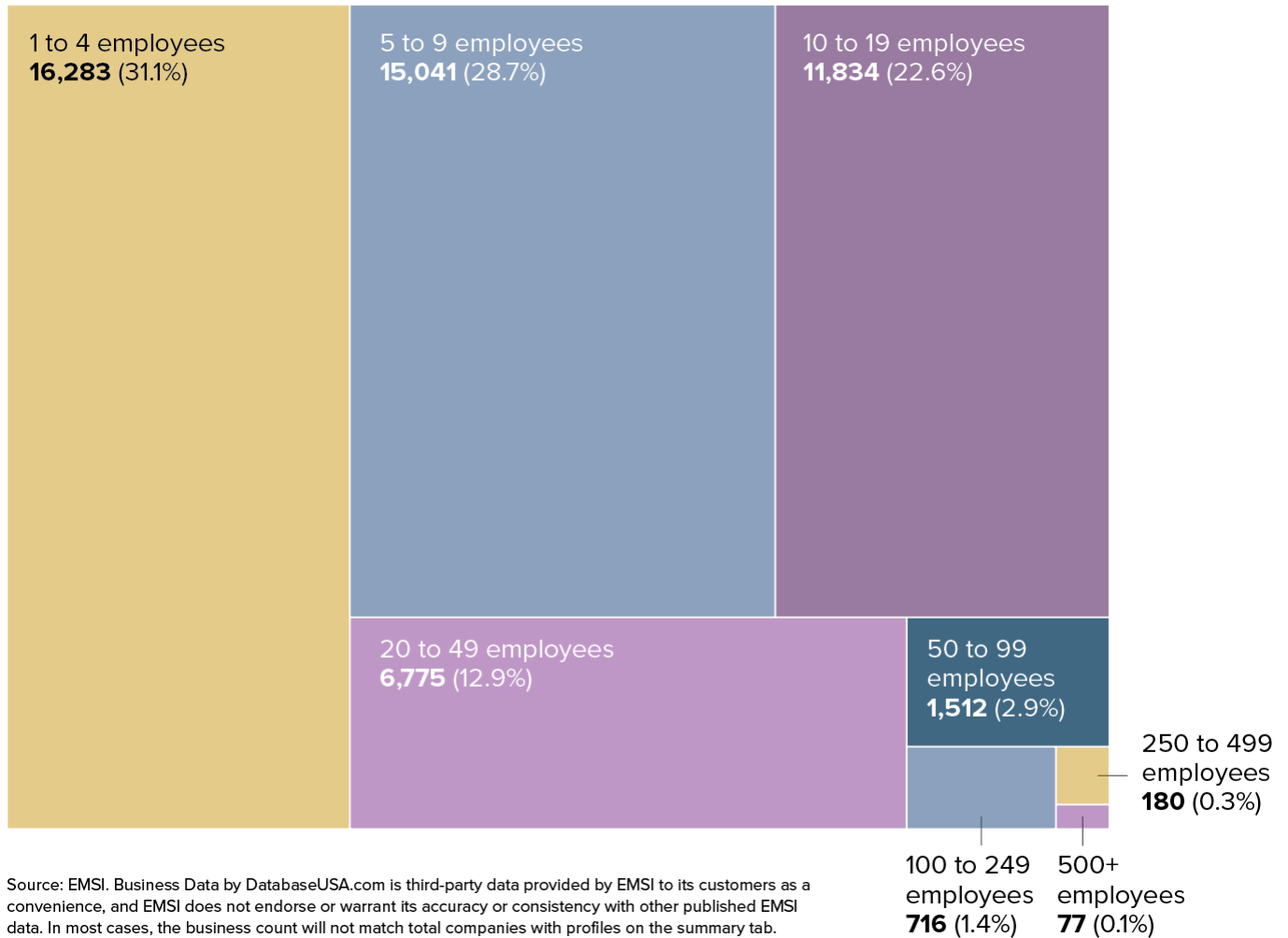


Figure 3. Business Size

Business Size

While the percentage distribution of jobs by size from 2018 to 2021 remained relatively stable, it is worth noting that the number of businesses increased substantially. In 2018, the number of businesses was 52,418, while the number of businesses reported in 2021 was 96,139. The growth in small business entities was noteworthy, as was the relative increase in the number of businesses in all categories.

BUSINESS SIZE

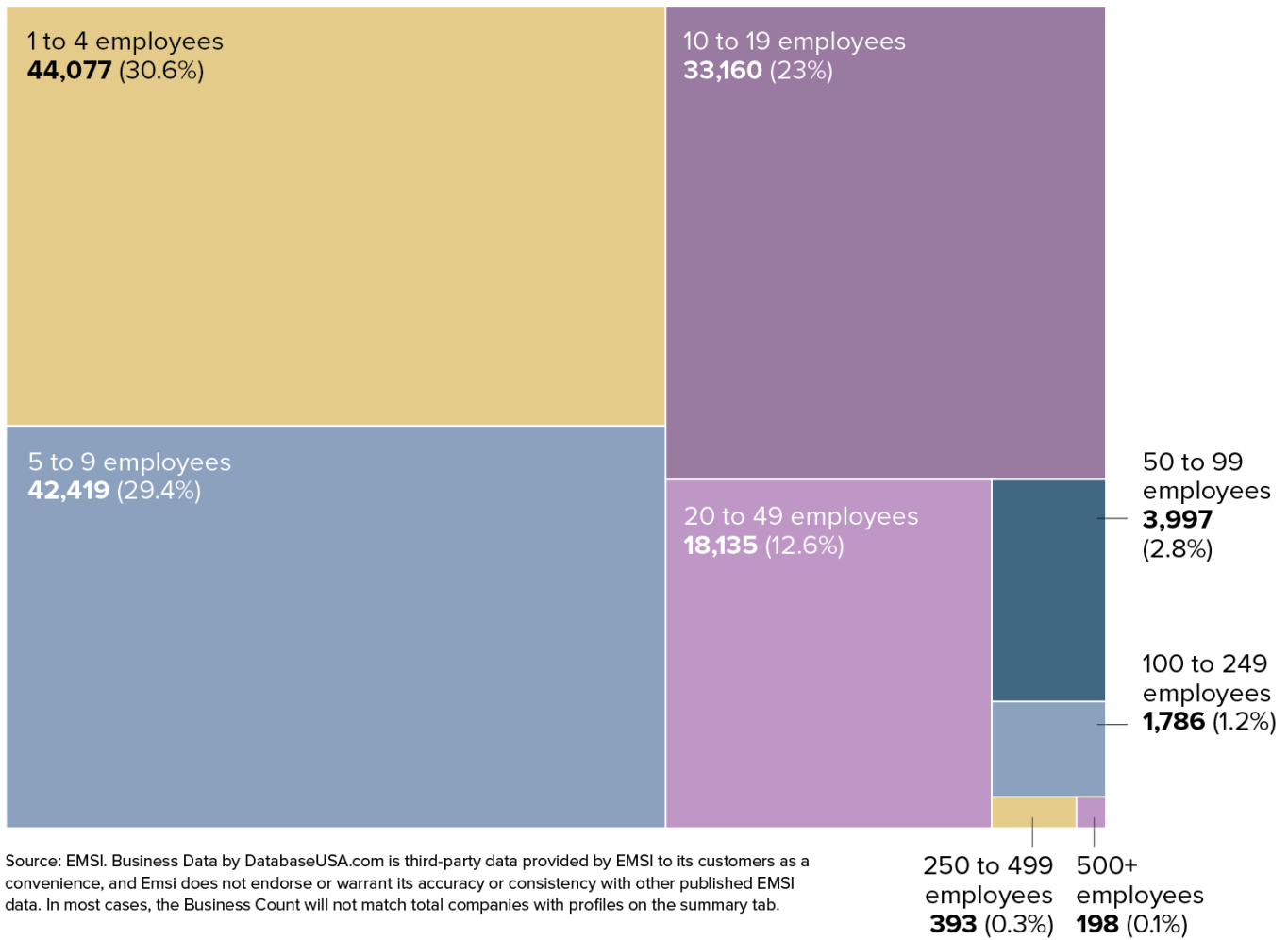


Figure 3. Business Size

Top Companies Posting Position Openings

Top Companies posting position openings between November 2018 and November 2019 shows companies included among the targeted industry sectors specified by ARIZONA@WORK City of Phoenix:

Advanced Business Services

International Business Machines Corporation (IBM)
Wells Fargo & Company
Robert Half International, Inc.
American Express Company
Anthem, Inc.
Aerotek, Inc.
Deloitte, LLP
Kforce Inc.

IT/Cybersecurity

Oracle Corporation
Intel Corporation

Manufacturing

Honeywell International, Inc.

Healthcare

Banner Health
United Health Group Incorporated
Dignity Health
Honorhealth
Mayo Clinic
Soliant Health, Inc.
Phoenix Children's Hospital, Inc.

Other

Marriott International, Inc.
State of Arizona

Table 3. Top Companies Posting

Company	Unique Postings, Nov 2018 – Nov 2019	Total Postings, Nov 2018 – Nov 2019	Median Posting Duration, Days
International Business Machines Corporation (IBM)	4,371	26,864	53
Wells Fargo & Company	4,023	29,772	16
Oracle Corporation	3,886	21,829	53
Marriott International, Inc.	3,646	28,747	32
Robert Half International Inc.	3,280	27,140	26
Banner Health	2,793	22,540	39
American Express Company	2,768	21,836	37
UnitedHealth Group Incorporated	2,350	18,519	34
Anthem, Inc.	2,308	7,026	24
State of Arizona	2,175	4,366	15
Dignity Health	2,136	15,481	53
Aerotek, Inc.	2,095	21,691	15
Honorhealth	2,007	15,181	27
Honeywell International Inc.	1,988	14,505	47
Mayo Clinic	1,950	21,689	34
Deloitte LLP	1,922	9,706	45
Kforce Inc.	1,887	22,755	46
Soliant Health, Inc	1,797	4,198	35
Phoenix Children's Hospital, Inc.	1,632	9,042	38
Intel Corporation	1,607	14,111	54

Top Companies Posting

Top companies posting position openings between November 2020 and November 2021 reveals companies included among the targeted industry sectors specified by ARIZONA@WORK City of Phoenix. In addition, top companies posting reveals industries not included in the targeted industry sectors but demonstrating a strong presence and need within the local workforce development area. Total number of postings per organization are shown, as are unique postings. Posting intensity is defined as the number of posts to unique positions. A posting intensity number of 7:1 indicates above average effort being used to hire. A Posting intensity number below 7.1 shows a lower effort to hire.

Advanced Business Services

Randstad
Deloitte
Wells Fargo
Robert Half
USAA
Kforce
GPAC
American Express

IT/Cybersecurity

Manufacturing

Aerotech
Honeywell International, Inc.

Healthcare

Banner Health
Honorhealth
United Health Group
Humana
Dignity Health
Phoenix Children's Hospital

Hospitality

Marriott International

Government

State of Arizona

Retail/Warehousing & Transportation

Amazon

Education

Grand Canyon University

Table 3. Top Companies Posting

Company	Unique Postings, Nov 2020 – Nov 2021	Total Postings, Nov 2020 – Nov 2021	Intensity
Amazon	4,892	250,134	51:1
Banner Health	4,372	47,605	11:1
Deloitte	3,437	18,476	5:1
Wells Fargo	3,318	50,556	15:1
Randstad	2,882	18,719	6:1
Aerotek	2,586	23,078	9:1
Honorhealth	2,536	18,056	7:1
UnitedHealth Group	2,477	29,051	12:1
Marriott International	2,376	23,529	10:1
State of Arizona	2,295	19,354	8:1
Humana	1,978	10,286	5:1
Dignity Health	1,951	8,815	5:1
Grand Canyon University	1,853	9,559	5:1
Robert Half	1,849	12,324	7:1
USAA	1,794	8,705	5:1
American Express	1,781	12,443	7:1
Honeywell International	1,666	20,802	12:1
GPAC	1,626	13,756	8:1
Phoenix Children's Hospital	1,599	26,177	16:1
Kforce	1,580	13,350	8:1

Source: EMSI Burning Glass, Job Posting Analytics City of Phoenix

Table 4. Job Posting Information

Job Posting Information (EMSI)		
394,257 Unique Postings	2,081,088 Total Postings	Median Posting Duration: 32 Days

Job Posting Information

The total number of unique job postings in 2020 was 380,284, lower than a total of unique postings of 394,257 in 2018. The total number of postings in 2020 was 3,610,000, higher than in 2018, at 2,081,088. At the time the 2020 Local Plan was written, the metric of median posting duration was used, expressed as the number of days the position was posted. This metric has been replaced by posting intensity. As noted above, a posting intensity number of 7:1 indicates above average effort being used to hire. The posting intensity reported for all jobs posted for the City of Phoenix was 9.1, indicating strong effort used to hire.

Table 4. Job Posting Information

Job Posting Information (EMSI)	
380,284 Unique Postings	9:1 Posting Intensity
3.61 M Total Postings	6:1 National Posting Intensity

Source: EMSI Burning Glass, Job Posting Analytics City of Phoenix

Advertised Salary

ADVERTISED SALARY

There are 58,867 advertised salary observations (15% of the 394,257 matching postings)
 Median advertised salary: \$43,136

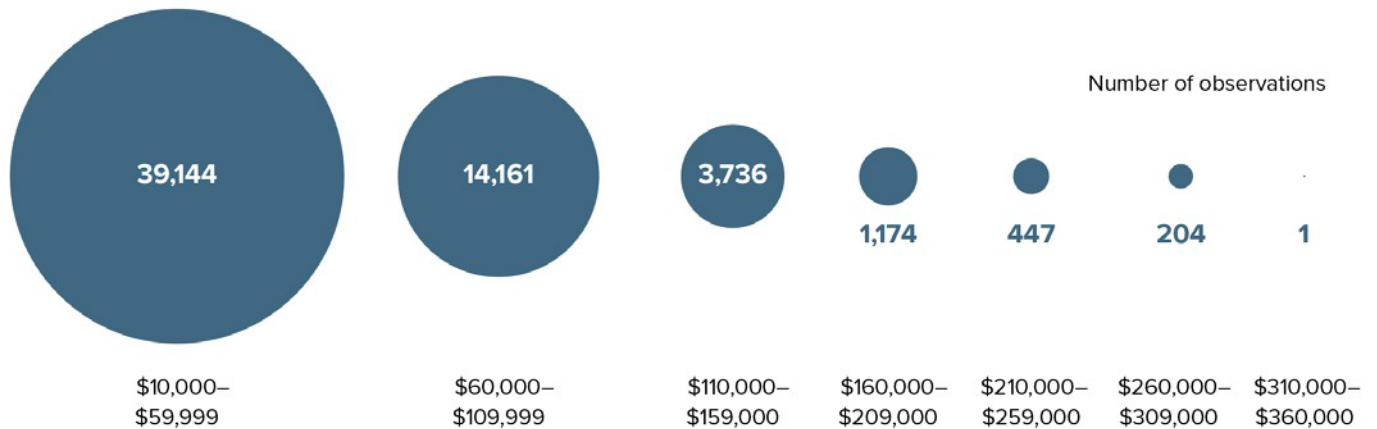


Figure 4. Advertised Salary

Breakdown by Education and Experience: Unique Postings

A total number of unique postings of jobs within the period of November 2018 to November 2019 showed 394,257 unique postings. Unique job postings constitute a specific job posting prior to its duplication replicated through multiple advertisements.

A 15% sample of observations, equaling 58,867 advertised salaries across 394,257 matching postings revealed a median annual salary level of \$43,136.

Of this sample, 39,144 of the jobs (66.5%) showed an annual salary between \$10,000 and \$59,000.

14,161 of the sample of jobs (24.1%) showed an annual salary between \$60,000 and \$109,999.

3,736 of the sample of jobs (6.3%) had an annual salary between \$110,000 and \$159,000.

1,174 of the sample of jobs (2%) had an annual salary between \$160,000 and \$209,000.

447 of the sample of jobs (0.8%) showed an annual salary between \$210,000 and \$259,000.

204 of the sample of jobs (0.3%) reported an annual salary between \$260,000 and \$309,000.

1 of the sample of jobs (negligible percentage) reported an annual salary of \$310,000 to \$360,000.

Advertised Salary

There are 149,155 advertised salary observations (39% of the 380,284 matching positions). The median advertised salary is \$42,100. The advertised wage trend has risen 26% from February 2021 to January 2022 and 7.8% from February 2019 to January 2022. Of this sample, 116,000 of the observations, or 78% of the total advertised salary observations, showed a salary range from \$20,000 - \$70,000.

24,200 of the observations, or 16% of the total advertised salary observations, showed a salary range of \$70,000 - \$120,000.

6,990, or 5% of the total advertised salary observations, showed a salary range of \$120,000 - \$170,000.

1,370, or 1% of the total advertised salary observations, showed a salary range of \$170,000 – \$220,000

335, or less than 1% of the total advertised salary observations, showed a salary range of \$220,000 - \$270,000.

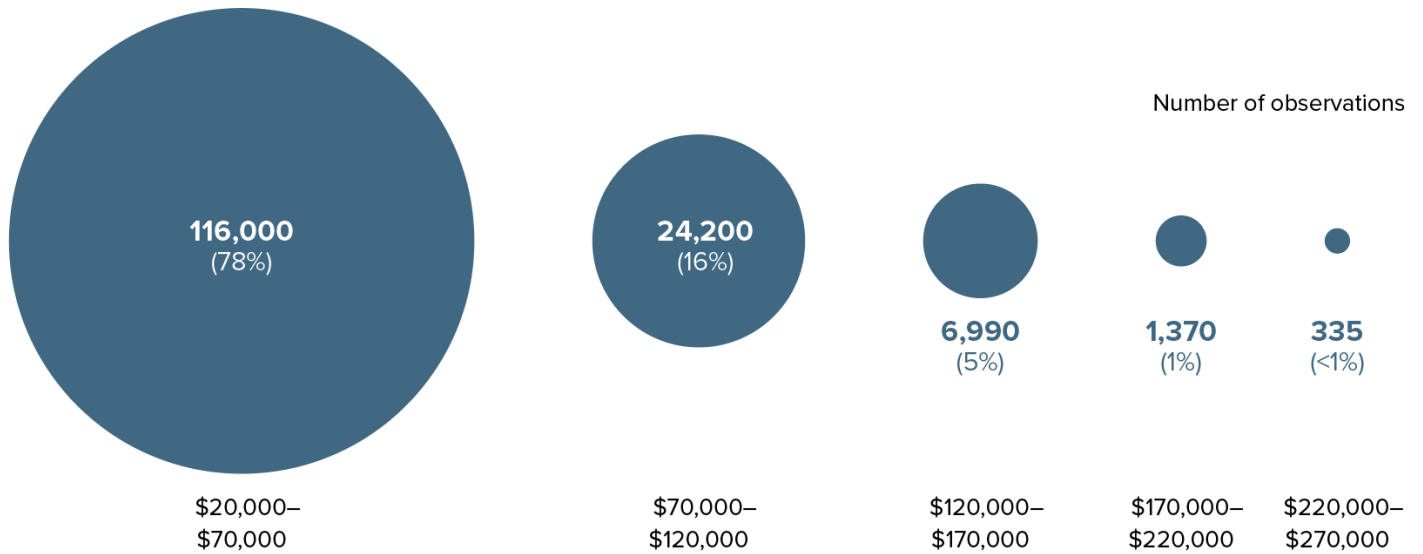
Advertised Salary

ADVERTISED SALARY

There are 149,155 advertised salary observations (39% of the 380,284 matching postings)

Median advertised salary: \$42,100

Advertised wage trend is up 26% from February 2021 to January 2022 and 7.8% from February 2019 to January 2022



Source: EMSI Burning Glass, Job Posting Analytics City of Phoenix

Figure 4. Advertised Salary

Unique Job Postings by Education Level.

Of 448,325 job postings specified by required level of education, fully 53% did not indicate a level of education. An additional 17% of these positions necessitated a high school diploma or equivalent. 6% required an Associate’s Degree; 30% a bachelor’s degree; while 7% asked for a master’s degree. 2% sought the Ph.D. degree.

UNIQUE POSTINGS BY EDUCATION LEVEL

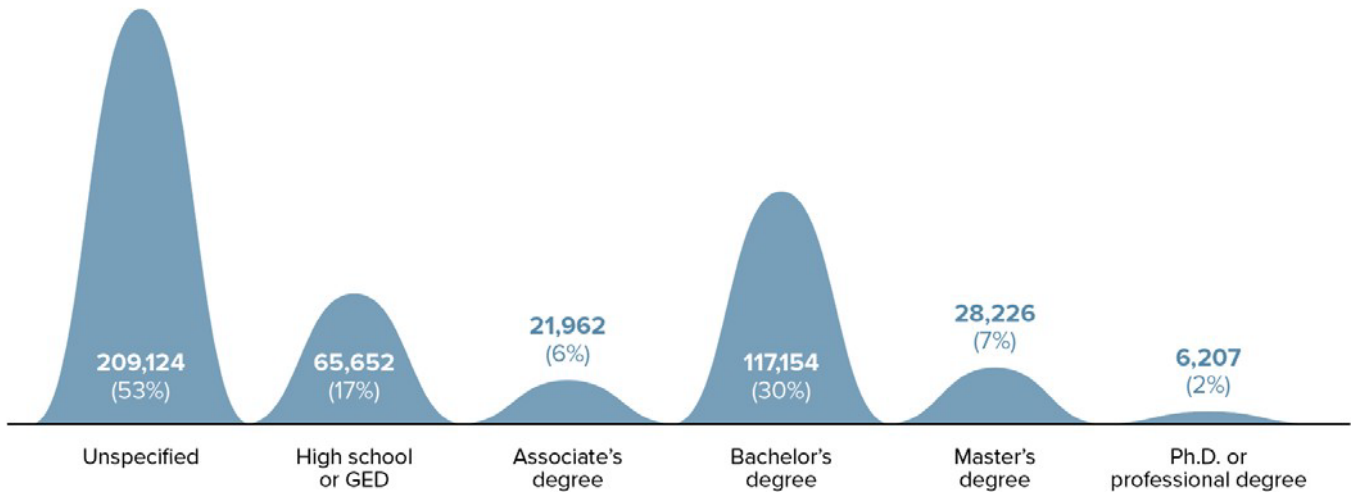
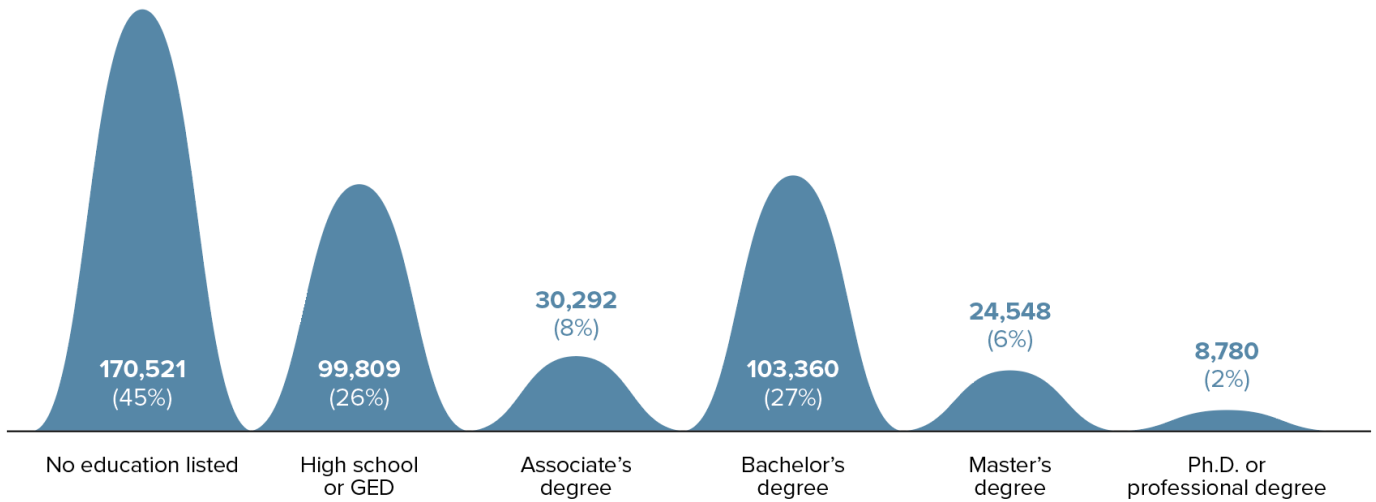


Figure 5. Unique Postings by Education Level

Unique Postings by Education Level

For the period of February 2021 to January 2022, of the 437,310 postings specified by required level of education, 39% did not indicate a level of education required. An additional 23% of these positions necessitated a high school diploma or equivalent. 7% required an associate’s degree; 24% required a bachelor’s degree; while 5% required a master’s degree. 2% required a Ph.D. or professional degree.

UNIQUE POSTINGS BY EDUCATION LEVEL



Source: EMSI Burning Glass, Job Posting Analytics City of Phoenix

Figure 5. Unique Postings by Education Level

Unique Postings by Experience

In a review of stated minimum experience for 394,257 job postings, more than half necessitated either no experience or less than a year of experience. This bodes well for job seekers who can gain access to the services provided by ARIZONA@WORK, notably the Arizona Career Readiness Credential (ACRC) recognized by employers Statewide. The opportunity to gain the relevant certification to be work ready for a substantial number of jobs within the Phoenix area, combined with the minimal requirement for experience, represents an optimistic scenario for job seekers.

Of the 394,257 postings, the minimum level of experience required by employers was unspecified for 49% of the postings, equating to 193,284.

18% of the jobs, or 72,889, require 0-1 year of experience.

Jobs requiring 2-3 years of experience constituted 76,451, or 19% of the postings.

10% of the jobs, or 38,162 jobs, necessitated 4-6 years of experience.

2% of the jobs posted, or 8,084 sought 7-9 years of experience.

Finally, 5,387, or 1% of posted jobs, required 10+ years of experience.

UNIQUE POSTINGS BY EXPERIENCE

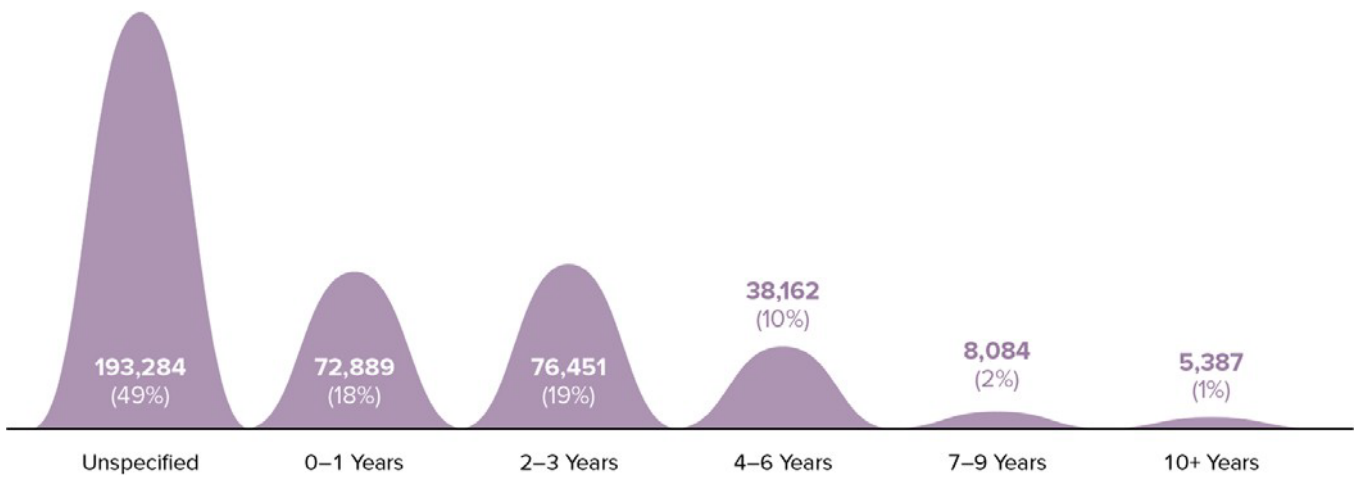


Figure 6. Unique Postings by Experience

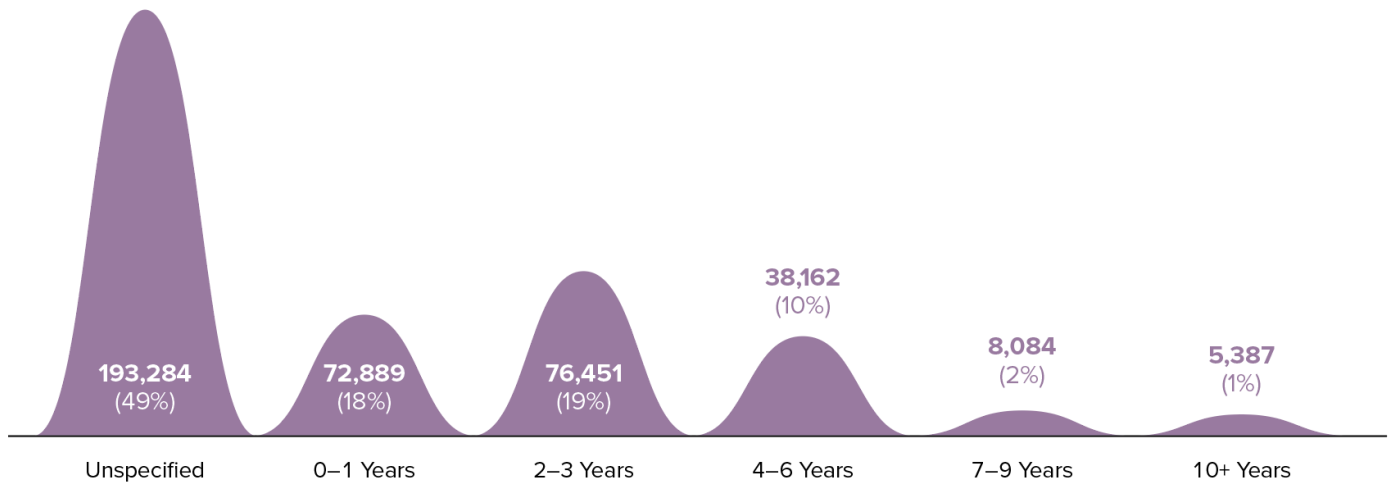
Unique Postings by Experience

For the period of February 2021 to January 2022, In a review of stated minimum experience for 380,284 job postings, 50% necessitated no experience was required to be considered for the position. 14% indicated 0-1 years of experience. 72,946 jobs, or 19%, required 2-3 years of experience. 12% or 44,156 postings indicated 4 – 6 years of experience. 3%, or 11,272 positions required 7 – 9 years of experience. 2%, or 9,532 postings, required 10 or more years of experience.

2% of the jobs posted, or 8,084 sought 7-9 years of experience.

Finally, 5,387, or 1% of posted jobs, required 10+ years of experience.

UNIQUE POSTINGS BY EXPERIENCE



Source: EMSI Burning Glass, Job Posting Analytics City of Phoenix

Figure 6. Unique Postings by Experience

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

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

Top Posted Occupations

The top posted occupations noted for November 2018 to November 2019 reflect both existing and emerging in-demand occupations.

Healthcare

Registered Nurses

IT/Cybersecurity

Software Developers, Applications

Computer Occupations/All Other

Computer User Support Specialists
 Computer Systems Analysts
 Web Developers

Construction
 Heavy and Tractor-Trailer Truck Drivers

Advanced Business Services
 Customer Services Representatives
 First-Line Supervisors of Office and Administrative Support Workers
 Sales Managers
 Accountants and Auditors
 Management Analysts
 Marketing Managers
 Financial Managers
 Sales Representatives, All Other

Table 5. Top Posted Occupations

SOC	Company	Unique Postings, Nov 2018 – Nov 2019	Total Postings, Nov 2018 – Nov 2019	Median Posting Duration, Days
29-1141	Registered Nurses	16,163	104,771	27
15-1132	Software Developers, Applications	14,722	86,290	32
43-4051	Customer Service Representatives	11,531	81,885	33
15-1199	Computer Occupations, All Other	9,092	50,101	34
53-3032	Heavy and Tractor-Trailer Truck Drivers	7,795	46,082	30
43-1010	First-Line Supervisors of Office and Administrative Support Workers	7,368	38,601	31
11-2022	Sales Managers	6,828	31,404	36
13-2011	Accountants and Auditors	5,975	33,565	35
15-1151	Computer User Support Specialists	5,962	34,387	33
13-1111	Management Analysts	5,754	35,424	33
15-1121	Computer Systems Analysts	5,473	30,813	34
11-2021	Marketing Managers	5,349	23,437	36
15-1134	Web Developers	4,996	24,272	26
11-3031	Financial Managers	4,664	29,842	33
41-3099	Sales Representatives, Services, All Other	4,585	24,533	36

Top Posted Occupations

The top posted occupations for November 2020 to November 2021 reflect industry in-demand occupations as well as emerging trends in industry for the local workforce development area for the City of Phoenix. As in 2018, the top posted occupations included Healthcare, IT/Cybersecurity, and Advanced Business Services were present. However, a change in emphasis concerning top-posted occupations was clear. Increased emphasis on warehousing and transportation, maintenance and repair workers, as well as personal service managers, human resource specialists, and retail salespersons, as well as medical services managers and secretaries and personal assistant positions were present.

Table 5. Top Posted Occupations

SOC Code	Company	Total Postings, Nov 2020–Nov 2021	Unique Postings, Nov 2020–Nov2021	Posting Intensity
43-4051	Laborers and Freight, Stock, and Material Movers, Hand	204,103	9,031	23:01
29-1141	Registered Nurses	186,709	14,939	12:01
43-4051	Customer Service Representative	137,582	12,663	11:01
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	109,040	12,467	9:01
11-9170	Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other	74,452	10,594	7:01
15-1299	Computer Occupations, All Other	70,121	12,069	6:01
15-1132, 15-1253	Software Developers and Software Quality Assurance Analysts and Testers	65,543	12,266	5:01
53-3032	Heavy and Tractor-Trailer Truck Drivers	65,302	5,063	13:01
41-2031	Retail Salespersons	56,899	5,160	11:01
49-9071	Maintenance and Repair Workers, General	42,778	5,090	8:01
13-1071	Human Resource Specialists	41,978	5,362	8:01
11-1020	General and Operations Managers	41,709	4,344	10:01
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	39,548	4,481	9:01
11-9110	Medical and Health Services Managers	37,466	4,981	8:01
11-2000	Sales Managers	29,662	4,639	6:01

Source: EMSI Burning Glass, Job Posting Analytics City of Phoenix

Top Industries

Within the City of Phoenix, the top 10 industries offering the highest number of posted job positions in descending order include:

Administrative and Support and Waste Management and Remediation Services
Professional, Scientific, and Technical Services
Health Care and Social Assistance
Finance and Insurance
Retail Trade
Manufacturing
Accommodation and Food Services
Information
Construction
Transportation and Warehousing

This listing incorporates the targeted industry sectors established by the PBWDB, emphasizing **Advanced Business Services** (Administrative and Support; Professional, Scientific, and Technical Services; Finance and Insurance); **Health Care** (Bio/Life Sciences); **IT/Cybersecurity** (Emerging Technologies; Software); **Manufacturing**; and **Construction**.

Top 10 Employers in Phoenix in 2018

The top 10 employers in the City of Phoenix in 2018 included the sectors of healthcare, finance, insurance, real estate, aerospace/high tech/manufacturing, and retail. As reported by the Maricopa Association of Governments (MAG), Banner Health, American Express, Honeywell, Amazon, JPMorgan Chase Bank, NA, Dignity Health, U-Haul, Bank of America, Mayo Clinic, and United Health Group employed the greatest number of individuals.

Table 6. Top Industries

NAICS	Industry	Unique Postings, Nov 2018 – Nov 2019	Total Postings, Nov 2018 – Nov 2019	Median Posting Duration, Days
56	Administrative and Support and Waste Management and Remediation Services	70,892	371,881	30
54	Professional, Scientific, and Technical Services	60,447	295,600	32
62	Health Care and Social Assistance	44,287	248,081	33
52	Finance and Insurance	33,260	218,276	32
44–45	Retail Trade	28,024	158,706	35
31–33	Manufacturing	23,912	136,721	37
72	Accommodation and Food Services	19,029	123,902	32
51	Information	15,748	84,920	34
23	Construction	12,610	53,012	32
48–49s	Transportation and Warehousing	12,461	76,681	32

Top Industries

Top industries for November 2020 to November 2021 revealed a change in emphasis over the November 2018 to November 2019 period. Retail trade represented the highest number of postings. Interestingly, despite high numbers of job postings the warehousing and transportation, this area was not among the top industries listed during the recent period. It is worth noting that in descending order, the total postings for the recent period included:

Retail Trade (499,188)

Administrative and Support and Waste Management and Remediation Services (474,525)

Professional, Scientific, and Technical Services (298,196)

Health Care and Social Assistance (303,121)

Finance and Insurance (245,980)

Accommodation and Food Services (171,055)

Manufacturing (166,237)

Wholesale Trade (102,624)

Construction (101,535)

Educational Services (65,720)

The following provides insight into the supply and demand of relevant skills by comparing the frequency of skills present in job postings against skills present in today's workforce. The skills associated with workforce profiles represent workers of all education and experience levels. Skills from online profiles and resumes are unavailable at the city level. Government regions are used for purposes of displaying profile data.

Within job postings from November 2018 to November 2019, a range of top hard skills and top common skills have been included. This listing of the two skill sets in order of frequency reveals the relative preference by employers for hiring workers who bring particular facets of expertise to their enterprise.

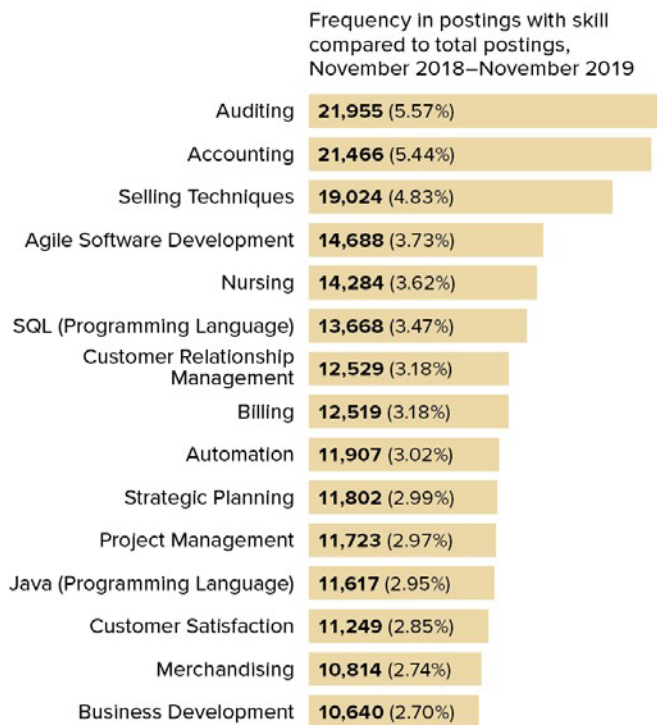
Each of the hard skill areas is relevant to workforce development professionals, including the four core partners, notably Title II education partners providing education and training programs. The top common skills referenced include soft skills and analytical skills relevant to facilitating effective business performance in the full range of targeted industry sectors identified by the PBWDB guiding ARIZONA@WORK City of Phoenix.

Table 6. Top Industries

NAICS Code	Industry	Total Postings, Nov 2020–Nov 2021	Unique Postings, Nov 2020 – Nov 2021	Posting Intensity
44-45	Retail Trade	499,188	24,899	20:1
56	Administrative and Support and Waste Management and Remediation Services	474,525	51,601	9:1
62	Health Care and Social Assistance	303,525	29,914	10:1
54	Professional, Scientific, and Technical Services	298,196	44,863	7:1
52	Finance and Insurance	245,980	27,333	9:1
53, 56, 62, 72	Accommodation and Food Services	171,055	16,023	11:1
31-33	Manufacturing	166,237	20,788	8:1
42	Wholesale Trade	102,264	9,720	11:1
21, 23, 42	Construction	101,535	11,552	9:1
61, 92	Educational Services	65,720	9,795	7:1

Source: EMSI Burning Glass, Job Posting Analytics City of Phoenix

TOP HARD SKILLS



TOP COMMON SKILLS

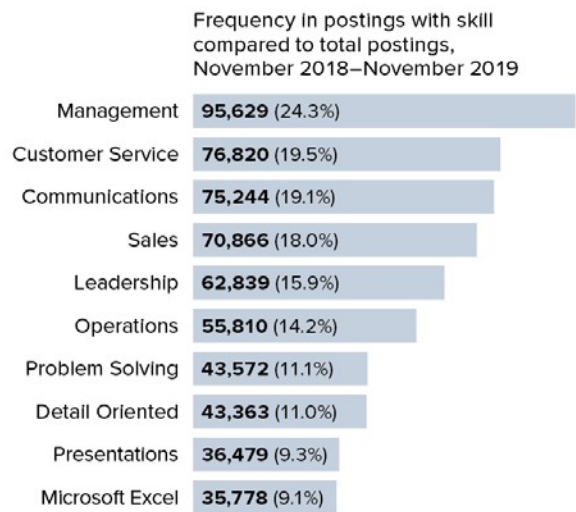
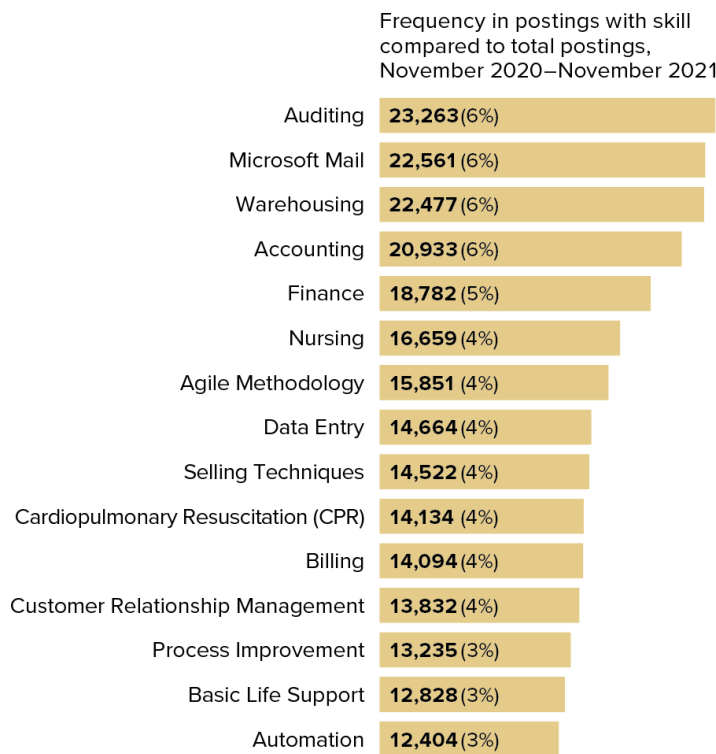


Figure 6. Top Hard Skills and Top Common Skills

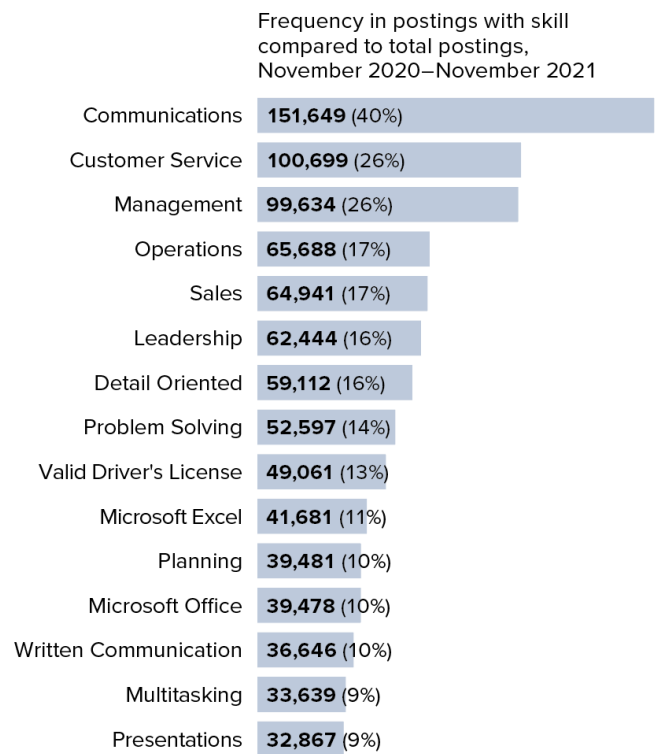
Top Hard Skills and Top Common Skills

Skill references in job postings reveal patterns of demand within occupations posted by employers. A comparison of the top hard skills and top common skills listed within postings for November 2018 – November 2019 and the period of November 2020 to November 2021 reveals some duplication of hard skills indicated, as well as a change in emphasis. In comparison to such hard skills in the earlier period of auditing, accounting, and agile technology, as well as nursing, project management, and software language programming, the current postings are more inclusive and expansive. Specifically, the current listing of hard skills reveals a trend toward itemizing specific hard skills as Microsoft Mail, Cardiopulmonary Resuscitation (CPR), customer relationship management, process improvement, Basic Life Support, and automation. In similar fashion, top common skills indicate a duplication of skills referenced for November 2018 – November 2019, including such areas as management, operations, customer service, leadership, and communication. Additional specific skills or requirements are referenced, showing an expansion of emphasis including multitasking, driver’s license and detail-oriented performance.

TOP HARD SKILLS



TOP COMMON SKILLS



Source: EMSI Burning Glass, Job Posting Analytics City of Phoenix

Figure 6. Top Hard Skills and Top Common Skills

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

An analysis of regional economic conditions establishes a platform for ARIZONA@WORK City of Phoenix to explore the data required to establish policies and direct and customize workforce development solutions to serve employers and individuals in the local service area.

The City of Phoenix Business and Workforce Development Board is committed to collaborating with business, community organizations, and individuals throughout the service area to ensure the design and continual refinement of a pipeline representing a strong and capable workforce. Information about business sectors, employers, and careers represents an integral focal point of the economic picture. Information about the target population of job seekers further enriches the understanding of needs pertinent to education, training, and support to ensure that employer needs are met with capable individuals ready to contribute to the local area’s economic development and quality of life.

The role of core partners in workforce development is critical to the success of the Phoenix Business and Workforce Board in its determination of performance targets for the local workforce development area. The economic analysis in this section provides an in-depth analysis of historical, current and forecasted conditions,

The PBWDB recognizes the relevance of frequent review and refreshment of economic data and information to ensure timely, relevant, and focused efforts in workforce development. The Board's strategic plan, designed with a systems thinking focus, represents a robust configuration of system partners able to respond to changing economic conditions such as the challenges posed by the recent COVID-19 health and economic situation. Further, dedicated and focused efforts by the City of Phoenix and the State of Arizona Office of Economic Opportunity will continue to ensure ongoing analysis of economic conditions to ensure responsive training, education, and workforce readiness to respond to local conditions.

Demographics

The population of Phoenix is 1,660,262 which accounts for 23.15% of the State's population of 7,171,646. Phoenix ranks the 5th most populated city in US after New York City, Los Angeles, Chicago and Houston. Seventy-four percent (74%) of the City's population is over the age of 16. The civilian labor force participation rate in Phoenix is 66.8%.

The median household income for the City of Phoenix is slightly lower at \$54,800 than that of the State of Arizona, at \$56,200, which in turn is lower than that of the United States, at \$60,300. The median age in Phoenix is 34, lower also than that of Arizona, at 37, and the United States, at 38.

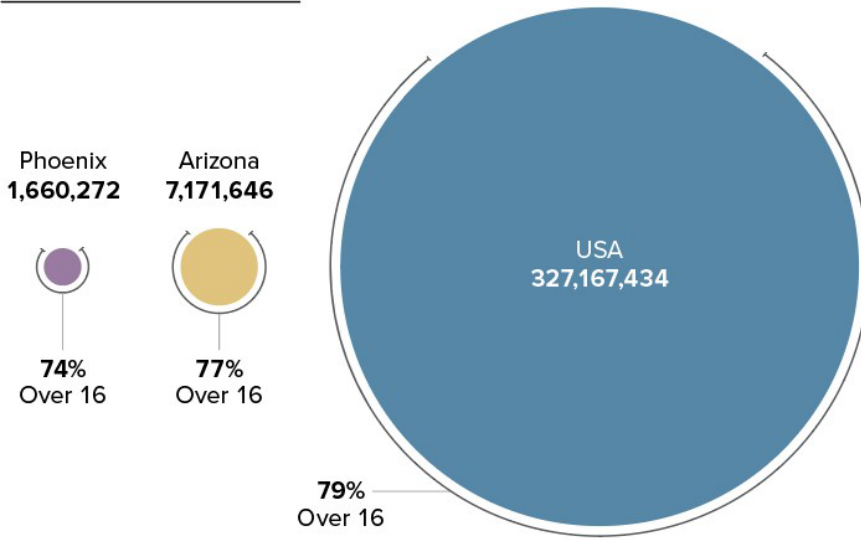
The percentage of individuals between the ages of 18 and 64 with a disability in Phoenix is 93,154, or 4.63% of the population. This represents a lower percentage than that of the State of Arizona, at 425,886, or 5.28%, and 20,240,504 for the United States, or 5.14%.

Within the City of Phoenix, there are opportunities to serve Veterans designated as poverty status, with 19.4%, or 73,052 in the City, higher by percentage than that of Arizona, at 16.1%, or 487,864, above the percentage nationally, at 14.1%, or 18,611,432.

Phoenix residents who are employed report a mean travel time to work at 26 minutes, slightly higher than that reported for Arizona, at 25 minutes, and slightly lower than the figure reported for the United States, at 27 minutes.

The high school graduation rate for youth in the City of Phoenix was 81.50% in 2018. As reported by Opportunities for Youth, the estimated number of Opportunity Youth, individuals from age 16-24 who are neither in school nor working, is estimated at 67,100 in Maricopa County. For the City of Phoenix, 11.9% of youth are disengaged from school and work, compared with 14% in the State of Arizona and 12.3% nationally. <https://oppforyouth.org/>

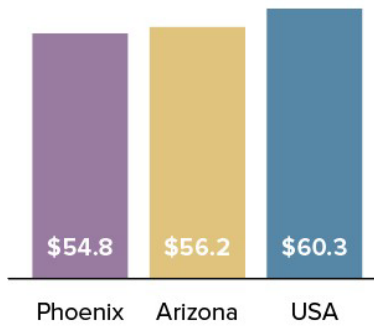
TOTAL POPULATION



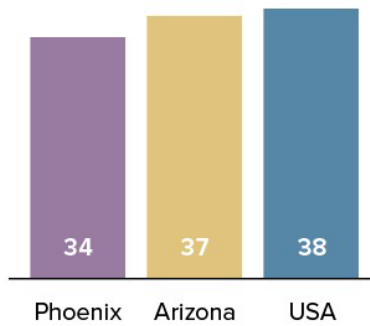
CIVILIAN LABOR FORCE PARTICIPATION RATE

PHOENIX	66.8%
ARIZONA	59.6%
USA	63.4%

MEDIAN HOUSEHOLD INCOME
\$ THOUSANDS



MEDIAN AGE



VETERANS

	POVERTY STATUS
Phoenix 73,052	19.4%
Arizona 487,864	16.1%
USA 18,611,432	14.1%

INDIVIDUALS WITH DISABILITY BETWEEN 18 AND 64



EMPLOYED

4.63% **5.28%** **5.14%**

MEAN TRAVEL TIME TO WORK



Figure 7. Demographics

Demographics

The population of Phoenix in 2020 is 1,630,195, which accounts for 22.4% of the State's population of 7,285,370. Phoenix ranks as the 5th most populated city in the US after New York City, Los Angeles, Chicago, and Houston. Seventy-eight and a half percent (78.5%) of the City's population is over the age of 16, representing an increase over 2018. The civilian labor force participation rate in Phoenix is 67.9%, an increase over 2018.

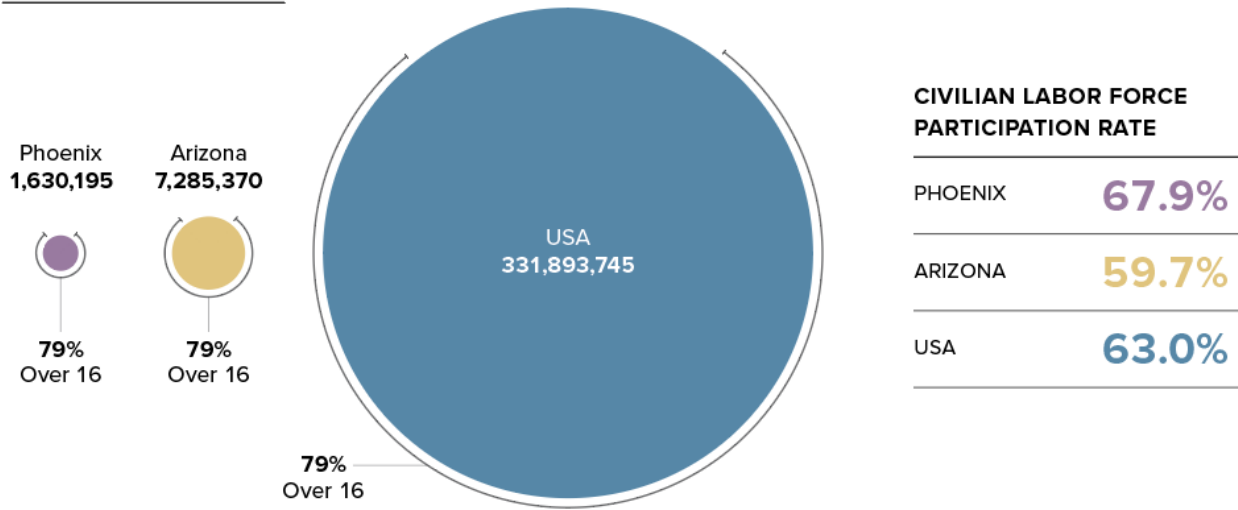
The median household income for the City of Phoenix is \$60,914, slight lower than that of the State, at \$61,529, and in turn lower than that of the USA, at \$64,994. These figures represent an increase over the 2018 numbers. The median age in Phoenix is 33.9, lower than that of Arizona, at 37.9, and the USA, at 38.2, respectively.

Individuals in Phoenix between the ages of 18 and 64 with a disability comprise 10.80% of the population, a lower percentage than the figure for Arizona, at 13.2%, and 12.70% for the USA.

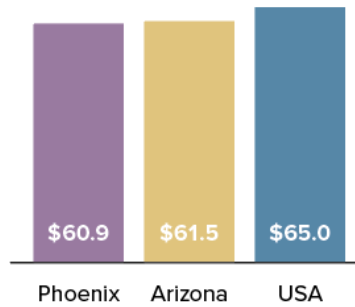
Within the City of Phoenix, there are opportunities to serve Veterans designated as poverty status, comprising 73,226, or 16.2%, with 491,239, or 14.1% in the State and 17,835,456, or 12.8% nationally. The percentages of all three levels show a decrease over 2018.

Phoenix residents who are employed report a mean travel time to work of 26.2 minutes, slightly higher than reported for the State, at 25.8 minutes, and roughly equivalent to the nation, at 26.9 minutes. The civilian labor force rate for individuals 16 and older is 67.6% for Phoenix, 59.7% for Arizona, and 63.0% for the United States.

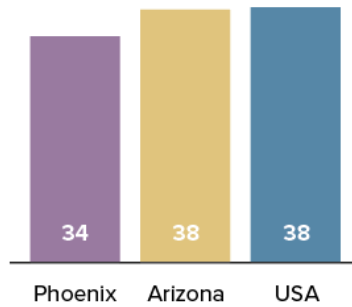
TOTAL POPULATION



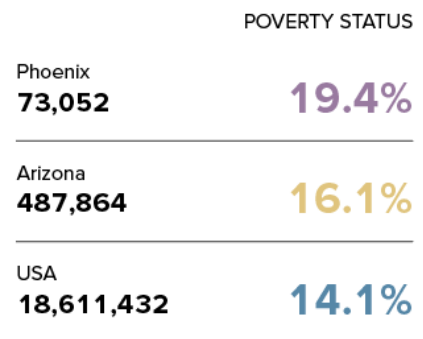
MEDIAN HOUSEHOLD INCOME
\$ THOUSANDS



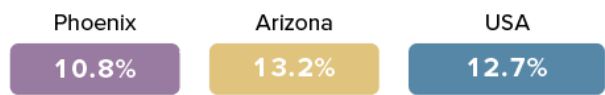
MEDIAN AGE



VETERANS



INDIVIDUALS WITH DISABILITY
(TOTAL CIVILIAN POPULATION)



EMPLOYMENT RATE (16+)



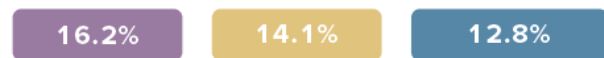
UNEMPLOYMENT RATE (16+)



MEAN TRAVEL TIME TO WORK



POVERTY RATE



Sources: U.S. Census Bureau, American Community Survey, 2020 5-Year Estimates; Office of Economic Opportunity, 2021 Population Estimates; Census Bureau, Population and Housing Unit Estimates Program, 2021

Figure 7. Demographics

Unemployment

Unemployment within the local workforce development area indicates steadily decreasing levels from January 2016 (4.9%) through January 2020 (4.1%). Prior to the restrictive environment based on COVID-19, the unemployment picture in the City of Phoenix meant that the needs of employers for qualified workers were difficult to fulfill, based on the availability of jobs in a variety of sectors.

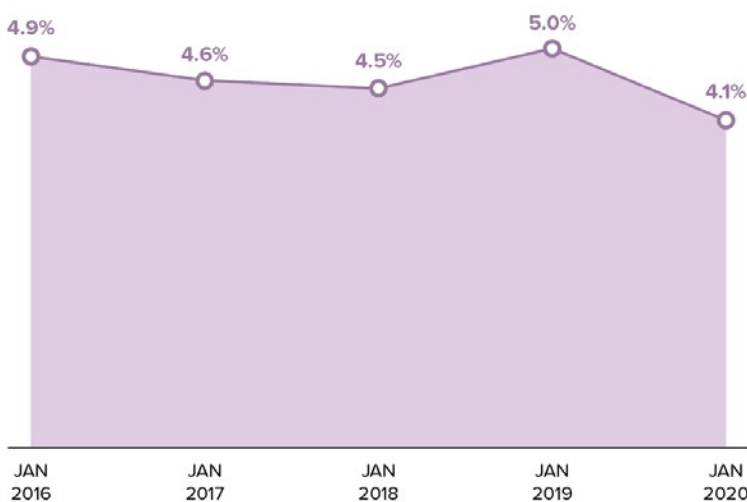
COVID-19 Impact

While statistics pertinent to the impact of COVID-19 are not yet available, ARIZONA@WORK City of Phoenix remains keenly aware of the need to stay current relative to the impact and available indicators to which workforce development professionals can respond. The health and economic impact of the virus and associated restrictions is likely to be profound. The frequent review of economic realities will require extensive critical thinking and analysis regarding best approaches to mitigate the economic and health challenges.

It is anticipated that the two-year update of this local plan will need to address changes needed and responses planned and executed for purposes of serving employers and job seekers in the City of Phoenix.

Current outreach efforts to businesses throughout the local workforce area are in place, as are efforts to serve job seekers virtually and in person as permitted. Flexibility is paramount, and efforts at job centers have been focused toward responding to the needs of job seekers.

**UNEMPLOYMENT RATE IN PHOENIX-GLENDALE-SCOTTSDALE
JANUARY 2016–JANUARY 2020**



Source: Bureau of Labor Statistics, Local Area Unemployment

Figure 8. Unemployment Rate January 2016 - 2020

Unemployment Rate

In contrast to the January 2016 – January 2020 period referenced in the Local Plan in 2020, unemployment within the local workforce development area reflects the effects of the pandemic. In contrast to a general pattern of decreasing unemployment from the prior period, a rate of 6.60 was reported both for seasonally adjusted and non-seasonally adjusted patterns of employment. Later in this Local Plan Update, initiatives at the federal, state, and local areas have been implemented in an effort to mitigate the extreme economic challenges brought about by the pandemic. Efforts to serve businesses and job seekers alike have been extensive.

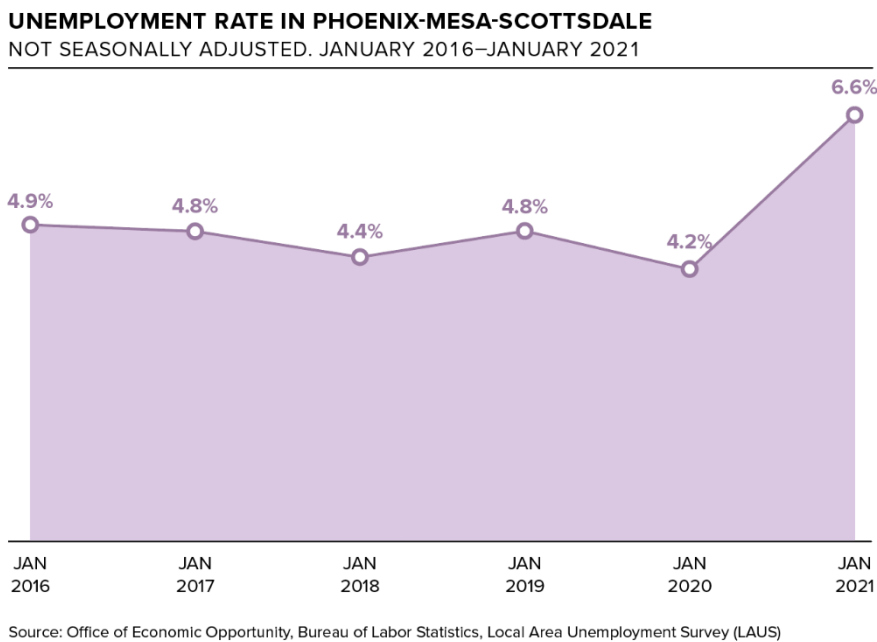


Figure 8. Unemployment Rate January 2016 - 2021

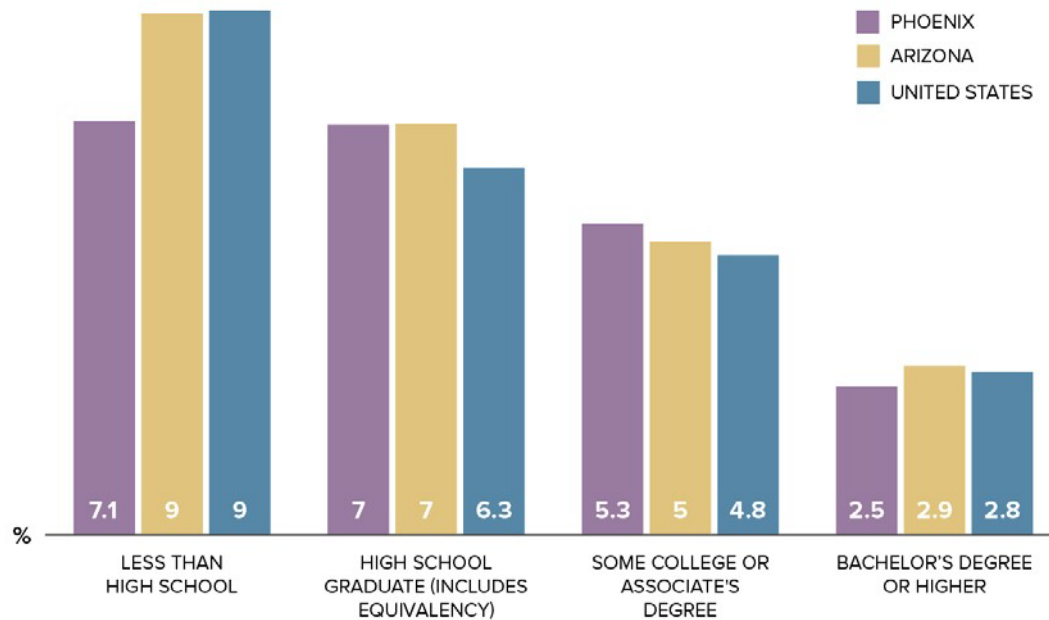
Unemployment Rates by Education Attainment, Ages 25-64

The level of unemployment within the City of Phoenix reveals that Phoenix residents age 25-64 who lack a high school education experience a lower rate of unemployment, at 7.1%, than is true for the State and the United States generally, where the rate is 9%. In contrast, those with a high school diploma or equivalent designation experience the same rate of unemployment as in the State of Arizona, both 7%, versus 6.3% for the United States.

For individuals in Phoenix having some college or an Associate’s degree, the unemployment percentage is slightly higher, at 5.3% than that of individuals similarly educated in the State of Arizona, at 5%, and those in the United States, at 4.8%.

Those individuals who hold a bachelor’s degree in the City of Phoenix show a lower unemployment level of 2.5% than is recorded for Arizona overall, at 2.9%. In the United States, the level of unemployment for individuals holding the bachelor’s degree is 2.8%.

UNEMPLOYMENT RATES BY EDUCATION ATTAINMENT, 25–64



Source: US Census Bureau ACS 2018 5-year estimate

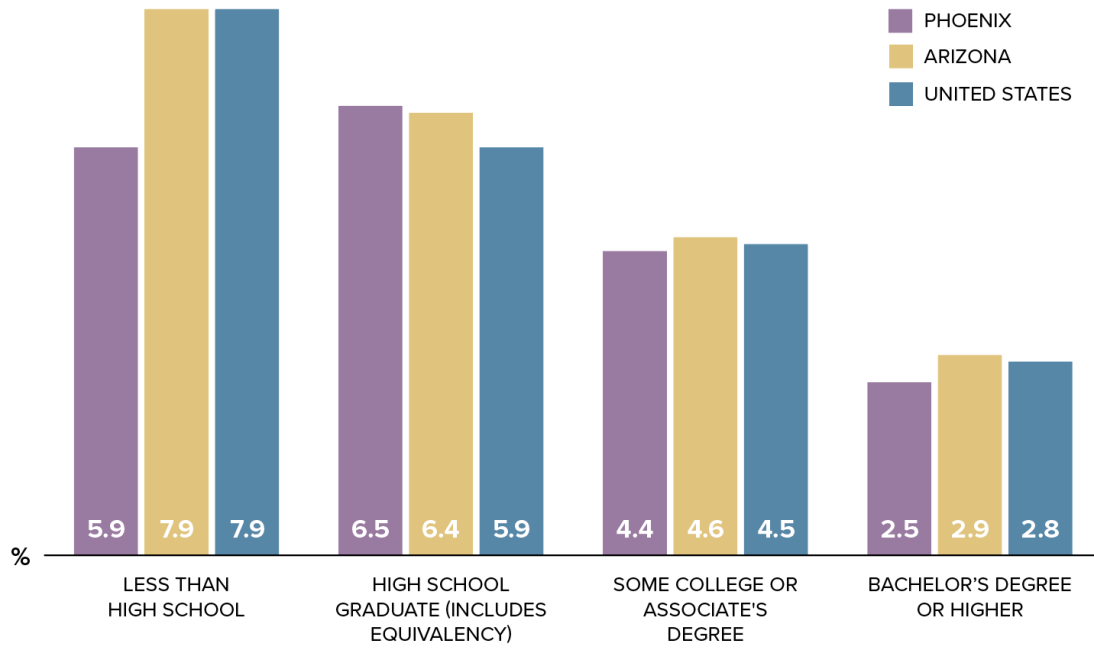
Figure 9. Unemployment Rates by Education, Ages 25-64

Unemployment Rates by Education Attainment

The level of unemployment within the City of Phoenix reveals that residents age 25-64 who lack a high school education experience a lower rate of unemployment, at 5.9%, than is true for Arizona, at 7.9%, and the United States generally, at 7.9%. In contrast, those with a high school diploma or equivalent designation experience a similar level of unemployment, at 6.5%, as compared to 6.4% for Arizona. For the United States, the figure is 5.9% for the same period. For individuals with some college or a two-year degree, the rate is similar for Phoenix, for Arizona, and for the United States, at 4.4%, 4.6%, and 4.5% respectively.

Those individuals holding a bachelor’s degree or higher show a lower unemployment level of 2.5% than for Arizona, at 2.9%, and for the United States at 2.8%.

UNEMPLOYMENT RATES BY EDUCATION ATTAINMENT, 25-64



Source: US Census Bureau ACS 2020 5-year estimate

Figure 9. Unemployment Rates by Education, Ages 25-64

Educational Attainment for Population Over Age 25

Educational Attainment for the Population Over Age 25 in the City of Phoenix reveals opportunities to prepare the workforce for the needs of employers within the targeted industry sectors identified for ARIZONA@WORK City of Phoenix:

1. Advanced Business Services
2. IT/Cybersecurity
3. Construction
4. Manufacturing
5. Healthcare

Category 1 as noted above, Advanced Business Services, refers to finance and insurance; real estate rental and leasing; professional, scientific, and technical services; administrative and support and waste management and remediation services.

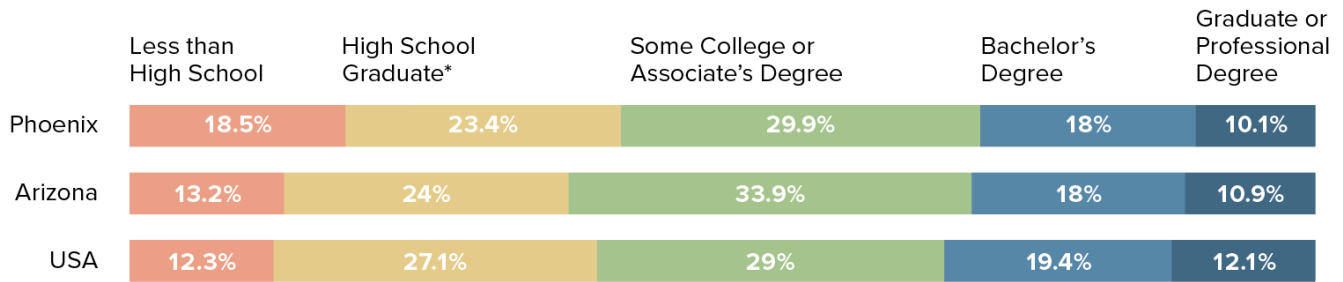
There is a general imbalance between the level of educational attainment in the City of Phoenix and the opportunities for employment within targeted industry sectors. The ARIZONA@WORK City of Phoenix Board strategic plan Goal 2: *Drive economic mobility and impact*, includes the strategy of “Invest in educational programs that lead to pre-defined, sustainable Career Pathways and business competitiveness.” Among the opportunities for building a capable workforce is the reality of 18.5% of people over age 25 who have attained less than a high school diploma.

Similarly, Goal 3 of the Board strategic plan is *ARIZONA@WORK is the recognized workforce authority in the region*. This goal is supported by two primary strategies: “Identify and reach the populations we intend to serve and connect them with resources and services,” and “Focus the funds, tools, and resources to serve people who need assistance in acquiring credentials and work.”

The commitment to serve those individuals facing barriers to employment means bridging the gap between workforce needs and current educational attainment. The percentage of individuals over age 25 who have earned some college or an associate’s degree is 29.9%, slightly higher than the comparable level in the United States (29%), and lower than that of the State of Arizona, at 33.9%. Similarly, 18% of the City of Phoenix residents in the 25 and older age group have earned a bachelor’s degree, equivalent to the percentage of residents in the State of Arizona, and slightly below that of the United States, at 19.4%. Graduate or professional degree attainment for the same age group in the City is at 10.1%, slightly below that of the State of Arizona at 10.9% and below that of the United States at 12.1%.

The Board strategic plan recognizes the gap in educational attainment and the need for qualified professionals in its targeted industry sectors. The specific area of healthcare represents one in which outreach to individuals with barriers to attaining education and employment can be realized through the earning of stackable credentials that can lead to productive career preparation and advancement.

EDUCATIONAL ATTAINMENT (POPULATION OVER 25)



Source: US Census Bureau ACS 2018 5-year Estimate

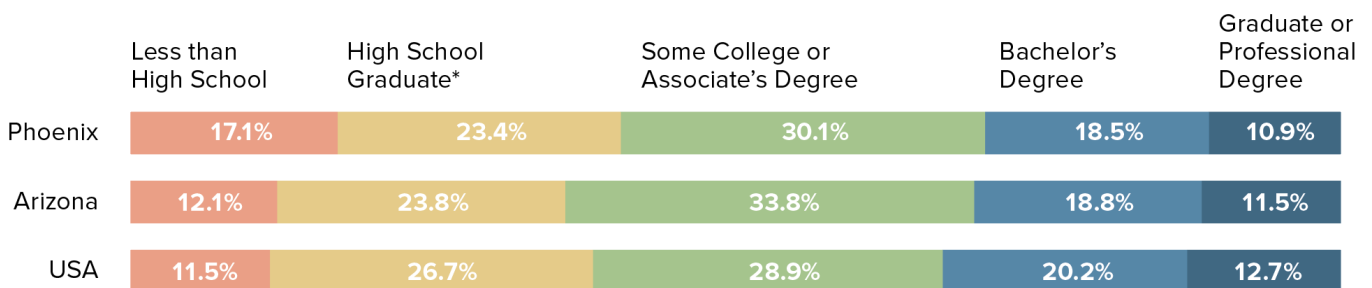
* Includes equivalency

Figure 10. Educational Attainment

Educational Attainment (Population over 25)

The most recent figures for 2020 show a slight decrease in the percentage of individuals over age 25 reporting less than high school education, at 17.1% as compared to the 2018 figure of 18.5%. The percentage of individuals with a high school education is the same as reported in 2018, at 23.4%. A higher percentage of individuals with some college or an associate's degree is slightly higher at 30.1% than 29.9% in 2018, Those with a bachelor's degree equaled 18.5% in 2020, slightly higher than 18% in 2018. A slight increase was shown for individuals holding a graduate or professional degree at 10.9% versus the 10.1% in 2018.

EDUCATIONAL ATTAINMENT (POPULATION 25 AND OLDER)



Source: US Census Bureau ACS 2020 5-year Estimate

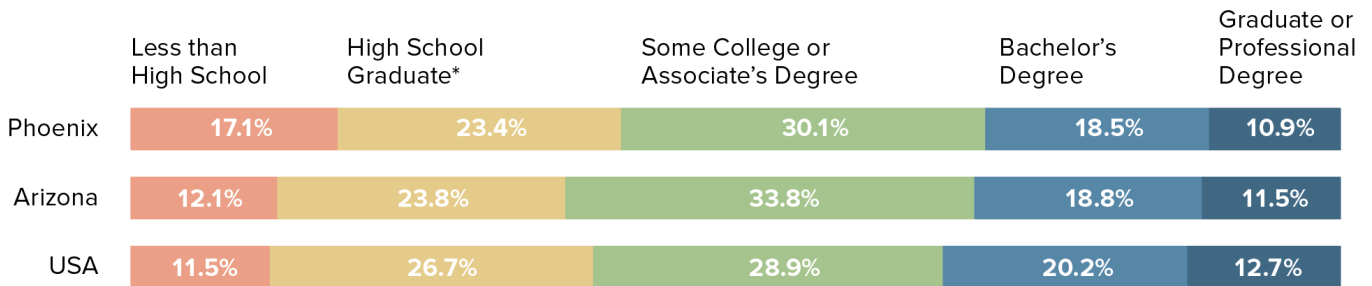
* Includes equivalency

Educational Attainment (Population over 25)

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a graduate or professional degree at 10.9% versus the 10.1% in 2018.

EDUCATIONAL ATTAINMENT (POPULATION 25 AND OLDER)



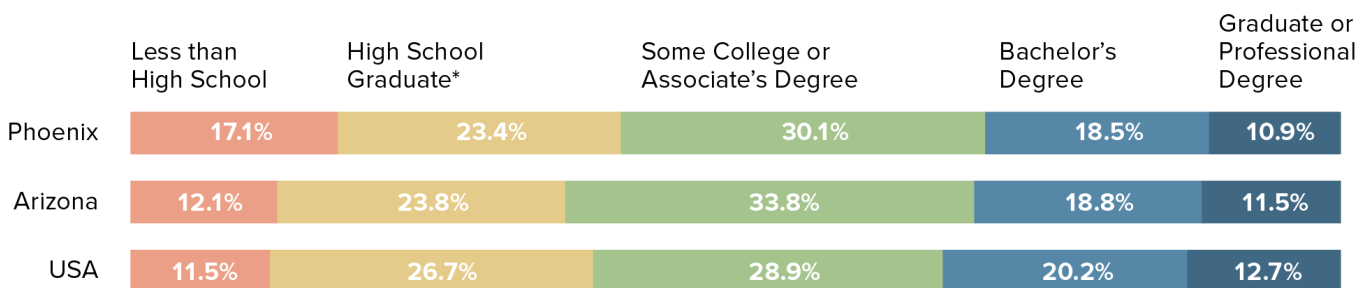
Source: US Census Bureau ACS 2020 5-year Estimate

* Includes equivalency

Educational Attainment (Population over 25)

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EDUCATIONAL ATTAINMENT (POPULATION 25 AND OLDER)



Source: US Census Bureau ACS 2020 5-year Estimate

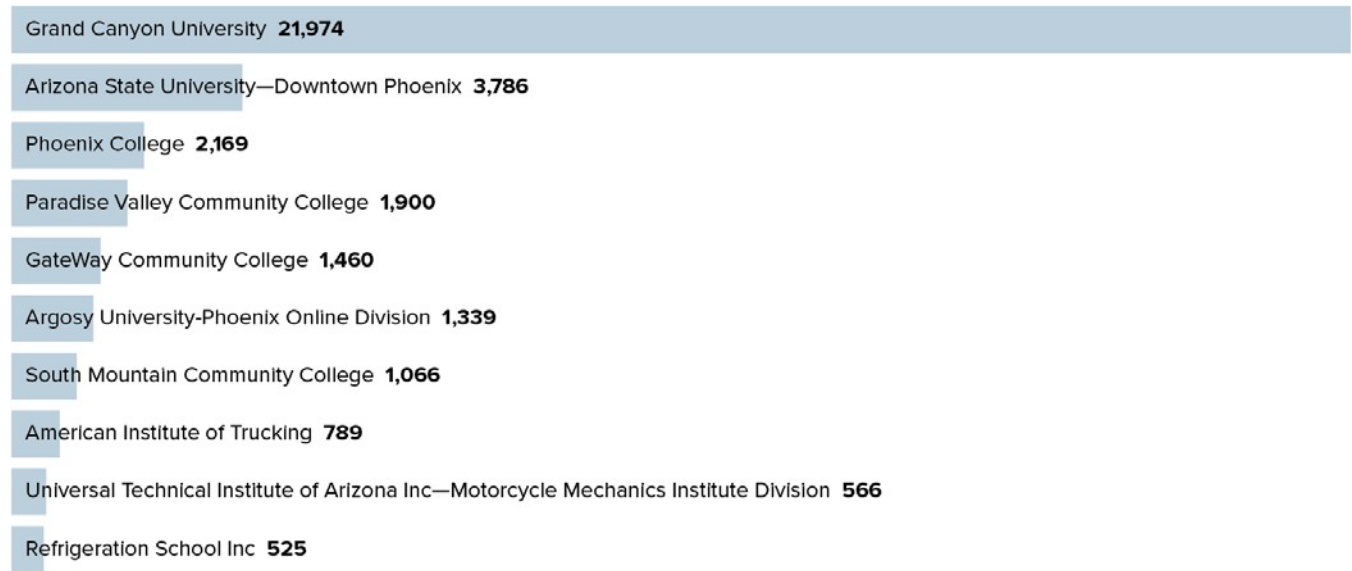
* Includes equivalency

Figure 10. Educational Attainment

Total Graduates in 2018

The number of graduates from post-secondary institutions in 2018 indicates a sizable number from Grand Canyon University, at 21,974. Arizona State University's Downtown Campus graduated 3,786 individuals, with Phoenix College, Paradise Valley Community College, and other institutions preparing graduates as reported below.

TOTAL GRADUATES IN 2018



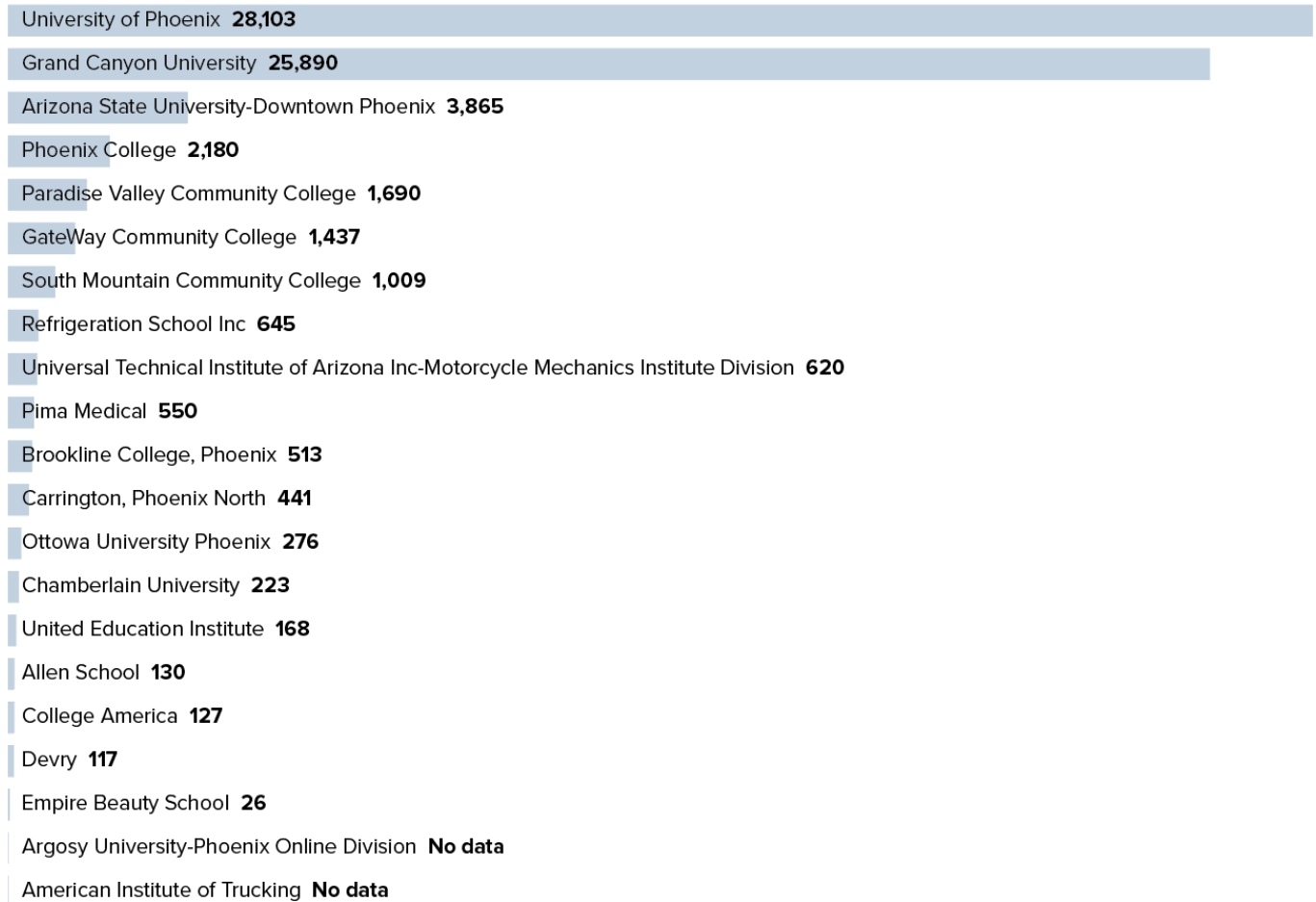
Source: EMSI

Figure 11. Total Graduates, 2018

Total Graduates

The number of graduates from post-secondary institutions in 2020 in the academic year reflects the inclusion of a greater number of institutions, and a reduced number of program completions from 2018 reported in the 2020 Local Plan.

TOTAL COMPLETIONS IN 2020



Source: Integrated Postsecondary Education Data System, National Center for Education Statistics, <https://nces.ed.gov/ipeds/use-the-data>

Figure 11. Total Graduates, 2020

**C. Workforce Development, Education, and Training Activities (20 CFR 679.560(a)(4)):
Include a current analysis of:**

- 1. Workforce development activities, including education and training activities in the region; and**

Workforce development activities, including education and training activities in ARIZONA@WORK City of Phoenix, encompass a full array of services designed to prepare job seekers for careers that respond to the needs of local area employers. These services integrate WIOA Titles I, II, III, and IV, and direct efforts to ensuring responsive activities that lead to meaningful employment.

ARIZONA@WORK City of Phoenix emphasizes service innovation in the Board strategic plan, notably family-centered approaches to skill development and inclusive practices that emphasize service to individuals facing barriers to employment. The PBWDB recognizes that training must be focused on career opportunities that can be realized by individuals seeking to establish productive careers that serve the needs of industry in the local area and contribute to the economic development in the local area and the State of Arizona.

The PBWD Board was recognized by the U.S. Department of Labor for having the ARIZONA@WORK City of Phoenix job centers and youth services providers in the areas with the highest need populations. Education and training activities are offered at all ARIZONA@WORK job center and affiliate sites within the City of Phoenix.

At the direction and support of the PBWD Board, ARIZONA@WORK City of Phoenix provides education and training activities. This principle guides a wide range of programs and services, including the Marcos de Niza and Edison-Eastlake Community (as well as neighborhood residents). The Jobs Plus Grant and Choice Neighborhoods Implementation grant through U.S. Housing and Urban Development funded two Workforce Development Specialist positions at each location, leveraging the WIOA grant funds through case management, employment opportunities, and workshop facilitation. Through this partnership, the Workforce Development Specialist coordinates onsite hiring events to allow the public housing families in the targeted communities to have direct access to the larger workforce development system.

The Strengthening Working Families Initiative (SWFI) is a PBWD Board supported multi-agency collaborative partnership funded by the U.S. Department of Labor and is implemented by City of Phoenix Human Services Department. SWFI recruits, trains and assists low-income parents with dependent children in securing and retaining employment in targeted middle to high skilled H-1B occupations. SWFI targets Healthcare, Information Technology and Business H-1B occupations. Utilizing a coordinated co-case management approach focusing on family centered employment, the project works to remove barriers to training encountered by low income parents, specifically access to quality child care and support services that lead to job placement with livable wages.

ARIZONA@WORK City of Phoenix embarked on a unique partnership with the City of Phoenix Municipal Court where workforce staff provide services to individuals with suspended licenses who are being offered an opportunity to participate in a payment plan to pay-off court fines in a specified amount of time. Suspended licenses fines can easily exceed \$1,200. Court officials had previously identified that many individuals are unemployed or underemployed and therefore unable to pay their fines in a timely manner. The pilot, called “License to Work,” is pairing those with suspended licenses with an ARIZONA@WORK City of Phoenix case manager to assist them in getting employed quickly. This enables individuals to participate in the payment program, pay off their debt, and continue with their lives. Staff spends six hours per week meeting with attorneys and judges for the common good of customers who participate in this initiative. The City of Phoenix Municipal Court is reporting that 90% of the program participants are current with their payment plans.

In partnership with the City of Phoenix Community and Economic Development Department (CEDD) the PBWD Board utilizes work-based learning contracts as an economic development tool for business attraction and retention. Work-based learning is discussed in greater detail in section III.B.5.

Through the support and direction of the Board, all ARIZONA@WORK City of Phoenix career advisors have obtained, or are in the process of obtaining, their Global Career Development Facilitation (GCDF) credential through the National Career Development Association (NCDA) and Career Workforce Development Professional (CWDP) credential through the National Association of Workforce Development Professionals (NAWDP). These credentials qualify the center with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the one stop center, and skilled in developing customers’ skills for employment success as stated in Training and Employment Guidance Letter (TEGL) WIOA NO: 4-15.

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

- i. individuals with barriers to employment, and**

Strengths and Weaknesses of Approaches to Prepare the Workforce

Strengths

A robust set of initiatives to address the needs of individual job seekers and the requirements of employers in the local workforce development area provides innovative approaches to bringing

job seekers and employers together. Initiatives and activities represent collaborative, integrated endeavors designed to create a positive impact that is mutually beneficial.

The inclusive nature of job seeker initiatives and employer outreach and collaborative efforts is strong. That said, the prevailing gap between economic development and workforce development continues to represent a challenge. The availability of workers for highly specific jobs necessitating technical expertise is not yet sufficient to meet the demands of employers within in-demand industries.

The Board has directed that a comprehensive set of programs and services be established and available to individuals, notably those facing barriers to employment.

ARIZONA@WORK City of Phoenix recognizes that establishing educational programs, including those that introduce youth to career opportunities at an early age, provide an investment in the future workforce. Current efforts to stimulate training and development for youth and adult job seekers must continue and expand.

Weaknesses

A prevailing challenge in Workforce Development is the gap between the extensive requirements for filling career positions within target industry sectors and the vast number of job-seeking individuals who require education and training for entry-level positions. This gap exists in the City of Phoenix as well. The Board embraces this prevailing weakness as a challenge to be met through active case management, training and development, and supportive services. It should be noted that ARIZONA@WORK City of Phoenix recognizes that the aforementioned innovative programs designed to address the needs of job seekers require ongoing assessment, time to generate results, and extensive collaboration among the four core partners as efforts continue. The board strategic plan emphasizes clear metrics for assessing progress and ensuring continuous improvement toward meeting the shared needs of employers and job seekers in the local workforce development area.

ii. the employment needs of businesses.

Business engagement teams actively support the five designated industry sectors established for ARIZONA@WORK City of Phoenix. All endeavors strategically involve industry representatives, partner providers of training and education services, in a collaborative and focused endeavor to identify and share best practices, experience mutually beneficial training and education sessions, and advance learning concerning shared competitive advantage for the local workforce area.

The following target industry sectors have been identified by the Phoenix BWDB:

1. Advanced Business Services

2. IT/Cybersecurity
3. Construction
4. Manufacturing
5. Healthcare

Advanced Business Services

Category 1 as noted above, Advanced Business Services, refers to finance and insurance; real estate rental and leasing; professional, scientific, and technical services; administrative and support and waste management and remediation services.

ARIZONA@WORK City of Phoenix performs the primary leadership role in the consortium of executive leaders in this sector that is principally comprised of companies in the financial and insurance industries. ARIZONA@WORK City of Phoenix facilitates, promotes, and hosts sector meetings with businesses, including human resources leaders, and sponsor educational programs that benefit the sector strategy team.

IT/Cybersecurity

In collaboration with the Chamber of Commerce and Arizona State University, ARIZONA@WORK City of Phoenix supports the IT/Cybersecurity sector with a program emphasizing apprenticeship. Arizona State University provides a customized onboarding bridge designed to bring job seekers to careers in IT/Cybersecurity based on successive levels of education. An entry-level job pathing component of this initiative supports careers for individuals who hold an Associate of Science degree. The collaborative venture seeks new ways to advance Career Pathways in IT/Cybersecurity.

Construction

ARIZONA@WORK City of Phoenix supports the construction sector. The current initiative was developed as work experience for youth in conjunction with a highways program. The Chamber of Commerce engaged in a national program, Build your Future. This collaborative endeavor supports the extensive opportunities made possible due to rapid economic growth and expansion in the City of Phoenix.

Manufacturing

The manufacturing sector represents a compelling arena guided statewide by the community colleges and supported by ARIZONA@WORK City of Phoenix and strengthened by multiple participating industry leaders. Current training emphasis is on two primary occupational areas: maintenance and operations.

Healthcare

ARIZONA@WORK City of Phoenix collaborates with the Chamber of Commerce, the Maricopa County Community College District, and multiple industry sector organizations in supporting two focal areas: home health care and medical support professions, as well as nursing. The Chamber of Commerce performs extensive outreach at a high level with a broad reach that ensures strong development of the necessary workforce contribution to prepare for a rapidly advancing sector in the City of Phoenix.

Strengths and Weaknesses of Approaches to Prepare the Workforce

A robust set of initiatives to address the needs of individual job seekers and the requirements of employers in the local workforce development area provides innovative approaches to bringing job seekers and employers together. Initiatives and activities represent collaborative, integrated endeavors designed to create a positive impact that is mutually beneficial.

The inclusive nature of job seeker initiatives and employer outreach and collaborative efforts is strong. That said, the prevailing gap between economic development and workforce development continues to represent a challenge. The availability of workers for highly specific jobs necessitating technical expertise is not yet sufficient to meet the demands of employers within in-demand industries.

ARIZONA@WORK City of Phoenix recognizes that establishing educational programs, including those that introduce youth to career opportunities at an early age, provide an investment in the future workforce. Current efforts to stimulate training and development for youth and adult job seekers must continue and expand.

**D. Vision to Support Growth and Economic Self-Sufficiency (20CFR679.560(a)(5)):
Describe the LWDB’s strategic vision to support regional economic growth and economic self- sufficiency, to include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on performance indicators.**

The PBWD Board supports the state-level strategy of establishing a high level of engagement and business outreach to employers, including small business and organizations within in-demand industries and occupations. Of integral importance to the vision of economic self-sufficiency is the commitment by the Board and partners to prepare an educated workforce, including adults and youth. Those adults and youth facing barriers to employment are fundamental to the equation of shared success for employers and job seekers alike throughout the local workforce development area. The State and City goal to penetrate markets is demonstrated by furnishing business labor market information and stimulating business usage of the services of ARIZONA@WORK. Both formal and informal activities, including Bagels and

Business sponsored by the PBWD Board, express an energizing networking environment designed to bring business partners together to stimulate workforce development through collaborative service design and delivery.

Vision: Phoenix is a world-class community delivering sustainable opportunities to earn, learn, and grow.

Vision Development

The PBWDB designed a vision that expressed what the fulfillment of the mission would look like for the City of Phoenix, emphasizing an inclusive and aspirational quality inspiring full commitment and contribution by system partners.

During the development of the vision, participants were encouraged to recognize that the vision, to be designed for ARIZONA@WORK City of Phoenix, should express what the future will look like once the mission has been fulfilled; reflecting a shared, aspirational, inspirational direction.

To stimulate innovative, future-based, design thinking, participants were provided preliminary reading material. The following documents were provided, and their ideas were emphasized:

- The needs assessment performed for ARIZONA@WORK City of Phoenix
- Servant Leadership
- Systemic Design in the City of Rotterdam
- Resilience and entrepreneurship in the City of Detroit
- Deep Prosperity in Economic Development
- Systems Thinking Principles

Based on the concepts from these articles/documents, participants were assigned to work in groups of 3-7 people and identify language that should be included in the vision. Participants were encouraged to identify language that showed a clear, compelling, encompassing statement that depicted what the City would look like after fulfilling the six purposes of the Workforce Innovation and Opportunity Act.

Small groups actively sought words and phrases that simplified the powerful and energizing force that bringing the six purposes of workforce development to reality would bring. Groups were asked to read aloud their versions of the vision. In turn, all participants expressed what they believed to be the strongest and most compelling vision representing the intentions of all groups. Board members expressed a sense of pride in the resultant vision that captured the essence of realizing the combined power of economic development and quality of life to the City of Phoenix.

The goals, strategies, and actions established by the Phoenix Business and Workforce Development Board included those that support youth and those with barriers to employment. Goal 1: Instill hope focuses on serving vulnerable populations, those with barriers to

employment, dislocated workers, and youth. This goal is supported by strategies such as: 1) Develop opportunities for individual connections and relationships to support vulnerable populations including youth and dislocated workers; 2) Align local investment with diversity and inclusion as a primary business strategy; and 3) Show promise for individuals seeking careers through the sharing of simple approaches.” These strategies are, in turn, supported by actions such as “Stimulating services for youth at locations that are convenient for them,” and “Communicating the value of services provided through the Marcos de Niza center to all relevant partners and supporters.” This goal and others are further supported by Phoenix BWDB Committees that meet regularly to discuss the actions taken, results, and future needs to achieve the goal and fulfill the vision.

E. Workforce Development Capacity (20 CFR 679.560(a)(6)):

Taking account the analyses in Sections A. – D. above, describe the strategy to work with the entities that carry out the core programs and required ARIZONA@WORK partners to align resources available in the local area to achieve the strategic vision and goals as described in Section D. above. Core partners include Titles I-IV. Required One-Stop Partners can be found in Appendix IV.

The Shared Governance Agreement between the City of Phoenix Mayor and the Phoenix Business and Workforce Development (PBWD) Board specifies the roles and responsibilities of all parties designated to provide services that ensure workforce development activities that prepare job seekers to contribute meaningfully to perform effectively job responsibilities in current or emerging in-demand industries within organizations representing targeted industry sectors in the local area.

Funds are allocated to entities performing roles associated with implementation of the Workforce Innovation and Opportunity Act (WIOA) and coordinated with elected officials, the workforce development board, all WIOA title partners, required partners, and other partners included in the constellation of providers designed to deliver on the Board’s strategic emphasis reflected in this local plan.

As detailed in the Local Workforce Development Area Plan, and part of the procurement process for the Arizona Department of Education Adult Education Services, the PBWD Board reviews competitive applications for Adult Basic Education subcontracted services and provides comments regarding how the application aligns with the Local Workforce Development Area Plan. The feedback provided is used by the Arizona Department of Education Adult Education Services during the evaluation of the application.

ARIZONA@WORK City of Phoenix system partners are mindful of and dedicated to ensuring physical and programmatic accessibility for individuals with disabilities. The One Stop Operator is charged with, as one of its responsibilities, ensuring that all facilities, technology, and services, employment placements and outreach materials are compliant with the Americans with Disabilities Act (ADA) and Equal Opportunity (EO) guidelines.

Job Center staff make every reasonable effort to meet the need of any individual identifying an accommodation for participation or accessibility. This includes enlarged print materials, listening systems, qualified sign language interpreters, Braille, audiocassettes, and related supports. Further, Job Center staff make reasonable changes to an activity so that participants can understand and participate. If the Job Center or Vocational Rehabilitation staff does not have an existing method of accommodation, staff research a means and acquire the item, process or technology, within reason.

The City of Phoenix Community and Economic Development Department Quality Assurance (QA) team coordinates and provides annual EO training to staff on addressing the needs of individuals with disabilities. QA oversees the contractor who monitors facilities to ensure ADA compliance.

The Board strategic plan articulates its approach for fulfilling the mission of the Workforce Innovation and Opportunity Act, the Six Purposes of WIOA.

Goals

Goal 1: Instill hope.

Goal 2: Drive economic mobility and impact.

Goal 3: ARIZONA@WORK is the recognized workforce authority in the region.

Goal Development

Board members, staff, and stakeholders worked in small groups of 3-7 people to design goals that would bring about realization of the vision designed by the Board. A goal was defined as a broad, qualitative statement of what the organization hopes to achieve.

The Board designed three goals to guide the realization of the Board's vision for workforce development in the City of Phoenix. These goals express the profound and far-reaching work of serving individuals, including those who face barriers, and employers at varying stages of organizational growth.

Participants were asked to identify goals that were aligned with the 13 Functions of a Workforce Development Board, the mission, defined as the fulfillment of the Six Purposes of WIOA, and were reflective of the needs assessment.

Each group shared its goals. These goals were captured and developed into a comprehensive list of 14 suggested goals. Groups then developed a consensus ranking using a modified Nominal Group Technique (NGT) for prioritizing the list of goals, with "1" ranked highest in importance and #14 ranked lowest in importance. Three goals were determined to be the highest ranking and were agreed upon as the Board's goals.

Table 7. Goals and Supporting Strategies

Goals	Strategies
Goal 1: Instill hope.	<p>Strategy 1: Develop opportunities for individual connections and relationships to support vulnerable populations including youth and dislocated workers.</p> <p>Strategy 2: Align with local investment in diversity and inclusion as a primary business strategy.</p> <p>Strategy 3: Show promise for individuals seeking careers through the sharing of simple approaches.</p>
Goal 2: Drive economic mobility and impact.	<p>Strategy 4: Leverage labor market information to inform decisions and strategic impact of Workforce Development.</p> <p>Strategy 5: Ensure ROI for Workforce Development in the City.</p> <p>Strategy 6: Invest in educational programs that lead to pre-defined, sustainable Career Pathways and business competitiveness.</p> <p>Strategy 7: Apply existing funding to produce results that demonstrate return on investment (ROI).</p>
Goal 3: ARIZONA@WORK is the recognized workforce authority in the region.	<p>Strategy 8: Raise external awareness of ARIZONA@WORK City of Phoenix.</p> <p>Strategy 9: Build an internal communication strategy.</p> <p>Strategy 10: Identify and reach the populations we intend to serve and connect them with resources and services.</p> <p>Strategy 11: Focus the funds, tools, and resources to serve people who need assistance in acquiring credentials and work.</p> <p>Strategy 12: ARIZONA@WORK is the single point of contact for hope and direction.</p>

Design of Strategies

Day 2 of the strategic planning session included workforce development staff and partners in the design of strategies for goal realization. Strategies were defined as the primary driving directions to ensure achievement of a goal.

Small collaborative groups composed of board members, staff, and stakeholders were challenged to design strategies. Strategies were identified by groups, then examined collaboratively from multiple viewpoints to determine their strength in direction and their completeness for ensuring the achievement of each of the three goals.

Groups were encouraged to assess strategies in light of their power to drive actions toward goal completion. Each small group then presented their recommended strategies to the larger group.

Values Identification

The Board further expressed its values in alignment with the Six Purposes constituting the mission. Members shared their passion, their reasons for joining the Board, and their desire to bring about a sustained spirit of economic growth and development that serves all residents and businesses within the City.

Board members were asked to reflect on the stem statement, “Why I joined the Phoenix Business and Workforce Development Board.” Members created statements that showed their

passion and what they sought to contribute through their membership and service. In addition, participants were asked to review the Six Purposes of WIOA and identify words or phrases that were particularly meaningful to them and what they thought most relevant to Workforce Development for the local area.

Each person provided responses on colorful adhesive pages that were posted on a window in the presentation room. All were encouraged to read what others had shared.

These passionate statements and selected words and phrases were developed into brief statements and revealed 10 emergent values. These values correlate to the Six Purposes of the Workforce Innovation and Opportunity Act and define the spirit of commitment by Board members for steering the strategic design and implementation of workforce development serving the City of Phoenix.

Purpose of WIOA	Board Values
<p>(1) To increase, for individuals in the United States, particularly those individuals with barriers to employment, access to and opportunities for the employment, education, training, and support services they need to succeed in the labor market.</p>	<ul style="list-style-type: none"> • Respond to the needs of people with barriers to experience training and education that positively change their lives. • Speak for the voiceless and build strong communities.
<p>(2) To support the alignment of workforce investment, education, and economic development systems in support of a comprehensive, accessible, and high-quality workforce development system in the United States.</p>	<ul style="list-style-type: none"> • Commit to creating opportunities to benefit all people in the City of Phoenix.
<p>(3) To improve the quality and labor market relevance of workforce investment, education, and economic development efforts to provide America’s workers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages and to provide America’s employers with the skilled workers the employers need to succeed in a global economy.</p>	<ul style="list-style-type: none"> • Answer the call from employers for individuals who want to learn and contribute to companies needing qualified staff. • Build community engagement and shared commitment to improve the quality of life and the economy.
<p>(4) To promote improvement in the structure of and delivery of services through the United States workforce development system to better address the employment and skill needs of workers, jobseekers, and employers.</p>	<ul style="list-style-type: none"> • Influence policies and procedures that advance the shared interests of employers and job seekers. • Provide equal access to opportunities for learning and advancing in careers.
<p>(5) To increase the prosperity of workers and employers in the United States, the economic growth of communities, regions, and States, and the global competitiveness of the United States.</p>	<ul style="list-style-type: none"> • Design approaches to learning that benefit the economy and quality of life. • Give back to the community by applying experience and wisdom to making others’ lives better.
<p>(6) For purposes of subtitle A and B of title I, to provide workforce investment activities, through statewide and local workforce development systems, that increase the employment, retention, and earnings of participants, and increase attainment of recognized postsecondary credentials by participants, and as a result, improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of employers, and enhance the productivity and competitiveness of the Nation.</p>	<ul style="list-style-type: none"> • Decrease poverty by providing opportunities to learn and contribute.

Figure 12. Values Identification

Implementation

The three goals established by the Phoenix Business and Workforce Development Board provide an integrated expression of how the mission and vision of workforce development serving the City will be shaped:

Goal 1: Instill hope.

Goal 2: Drive economic mobility and impact.

Goal 3: ARIZONA@WORK is the recognized workforce authority in the region.

Following the two-day strategic planning session, six separate facilitated meetings were scheduled to design an implementation plan including actions, metrics, and timelines for each of the 12 strategies supporting the three goals. All Board members, staff, and stakeholders were invited and encouraged to participate in the implementation design.

The resultant implementation plan provides a working document from which to implement the strategic priorities established to bring about mission, vision, and goal fulfillment. The implementation plan was presented to the Executive Leadership Committee of the Board with the recommendation to create newly configured standing committees to support implementation of the Board's strategic plan.

The PBWDB has now passed three newly configured standing committees and the Executive Leadership Committee to support its strategic plan. These committees will include Board, staff, and stakeholders who will collaborate in the implementation of the three goals set forth to fulfill the mission and realize the vision for workforce development in the City.

Three goal work groups, each having responsibility for implementation of the goals, will regularly report to the Board on progress. Each of these standing committees will include youth representation to better integrate services to youth within the larger system picture of workforce development design and delivery for the City of Phoenix.

The Phoenix Business and Workforce Developmental Board has established a plan and working processes intended to design and refine its efforts in the spirit of the Workforce Development at its most contemporary and serviceable essence. The balance among areas of expertise provides a strong base from which to direct the vast array of partners and providers serving the City.

Part b - Strategic Vision, Goals, and Strategies

F. Statewide Strategy Assurances

Include the following assurance in the local plan.

The Phoenix Business and Workforce Development Board will support statewide workforce strategies identified in the state workforce plan. While action will be taken in the LWDA to support the strategies, the Phoenix Business and Workforce Development Board and staff will also participate in statewide workgroups and solutions intended to improve workforce services across the state.

G. Statewide Strategy Support

Describe what steps the LWDB will take to implement the state strategies in the LWDA over the next four-years including who the board will work with to implement the state strategies. Include entities carrying out core programs and other ARIZONA@WORK partners, including programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 CFR 679.506.(b)(1)(ii)), local community partners, economic development entities, etc.

The PBWD Board has established goals and strategies that support the State vision and strategies as specified in this section. The Board is committed to proactively collaborating with the workforce system partners to realize State-level strategies and the local workforce area strategic plan, working closely with the Arizona Department of Economic Security and the Workforce Arizona Council, ensuring the provision of programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 CFR 679.506.(b)(1)(ii)), local community partners and providers, and local and state economic development entities. ARIZONA@WORK has established a vision, goals, strategies, and an implementation plan that are inclusive of all local and regional partners and relevant state agencies.

State Goals and supporting strategies by ARIZONA@WORK City of Phoenix

The state-level goals and vision established for ARIZONA@WORK provide the foundation for the strategic plan designed by the Phoenix Business and Workforce Development Board to serve the needs of job seekers and employers in the City of Phoenix.

The Governor’s vision for Arizona is *“to build a pro-growth economy that provides opportunity for all and creates prosperous communities.”*¹

The goals established to support the Governor’s vision for Arizona establish a platform from which local workforce development boards are authorized to design strategic directions to address the distinctive needs of and opportunities for their respective communities within each local service area.

The State Plan specifies four goals for which ARIZONA@WORK City of Phoenix provides responsive supporting strategies:

Table 8. State Goals and City Strategies

ARIZONA@WORK State Goals	City of Phoenix Strategies that Support Statewide Goals
Goal 1: Promote a Strong Arizona Economy - Build Arizona’s capacity to attract, retain and grow thriving businesses.	Strategy 8: Raise external awareness of ARIZONA@WORK City of Phoenix. Strategy 9: Build an internal communication strategy. Strategy 10: Identify and reach the populations we intend to serve and connect them with resources and services. Strategy 12: ARIZONA@WORK is the single point of contact for hope and direction.
Goal 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).	Strategy 4: Leverage labor market information to inform decisions and strategic impact of workforce development. Strategy 6: Invest in educational programs that lead to pre-defined, sustainable Career Pathways and business competitiveness.

¹ Arizona State Plan 2020-2023, p. 37.

ARIZONA@WORK State Goals (cont.)	City of Phoenix Strategies that Support Statewide Goals (cont.)
<p>Goal 3: Prepare Job Seekers; Defend Against Poverty - 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).</p>	<p>Strategy 1: Develop opportunities for individual connections and relationships to support vulnerable populations including youth and dislocated workers.</p> <p>Strategy 3: Show promise for individuals seeking careers through the sharing of simple approaches.</p> <p>Strategy 11: Focus the funds, tools, and resources to serve people who need assistance in acquiring credentials and work.</p>
<p>Goal 4: Protect Taxpayers by Providing Efficient, Accountable Government Service - Accelerate measurable impact and performance for less cost.</p>	<p>Strategy 2: Align with local investment in diversity and inclusion as a primary business strategy.</p> <p>Strategy 5: Ensure ROI for Workforce Development in the City.</p> <p>Strategy 7: Apply existing funding to produce results that demonstrate return on investment.</p>

The State Plan further specifies 10 strategies to which the ARIZONA@WORK City of Phoenix responds with strategic practices. These practices encompass focal areas in which the City maintains a track record of success, in addition to new Board Strategic Plan.

Table 9. State Strategies and City Practices

ARIZONA@WORK State Strategies	City of Phoenix Practices that Support State Strategies
1. Promote industry sector partnerships/projects;	<ul style="list-style-type: none"> Track record of focusing industry sector partnerships by committees and Business Engagement leadership and staff
2. Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system;	<ul style="list-style-type: none"> Track record of committee endeavors to reach employers with ARIZONA@WORK services
3. Increase and improve coordination between workforce, education, and economic development efforts at the state and local level;	<ul style="list-style-type: none"> Track record of clearly defined integration between Economic Development and Workforce Development in the City of Phoenix OSO emphasis on renewed integrated service delivery among unified partners
4. Ensure training provided to job seekers and workers has a focus on transferable skills;	<ul style="list-style-type: none"> Track record of coordination among stakeholder partners and staff in ensuring transferable skills for job seekers
5. Create a comprehensive business engagement plan to support consistency and availability of services;	<ul style="list-style-type: none"> Track record of Board committee emphasis of and regular scheduling of business-sponsored events
6. Implement framework for supporting a statewide model for Career Pathways based on the identified In-Demand industries and occupations, incorporating appropriate flexibility for regional variation;	<ul style="list-style-type: none"> Track record of Career Pathways in targeted industry sectors, involving collaboration with education and industry partners
7. Improve processes for co-enrollment across partners to share costs and case management to better serve customers;	<ul style="list-style-type: none"> Track record of facilitating co-enrollment in complementary programs that benefit job seekers
8. Enhance initiatives supporting populations with barriers to employment to ensure customers are receiving needed services efficiently including special populations;	<ul style="list-style-type: none"> Track record of emphasizing individuals facing barriers to employment with specific program initiatives for obtaining gainful employment through Career Pathways
9. Create a consistent system for continuous improvement; and	<ul style="list-style-type: none"> Track record of focused process refinement through the One-Stop Operator working in partnership with committees
10. Identify data system solutions to enhance the interoperability and quality of data for use across ARIZONA@WORK programs.	<ul style="list-style-type: none"> Track record of strong partnership among Board committees, including staff and stakeholders, regarding focus on refining data capture capability

The City of Phoenix Business and Workforce Development Board, serving the fifth largest city in the United States, benefits from a thoughtfully designed, well-coordinated economic development and workforce development engine. The integration of Economic Development and Workforce Development in the City functions as coordinated points of service that mutually respond to identified needs. The Business and Workforce Development Board benefits from expertise in industry sector and workforce expertise that is well positioned to guide the strategic direction of resources to meet the workforce and business service needs of a large, diverse, and high-growth local economic area.

City of Phoenix Business and Workforce Development Board Strategic Planning Initiative

Beginning in October 2019, the City of Phoenix Business and Workforce Development Board inaugurated its Board Strategic Planning initiative. A defining characteristic of the strategic planning endeavor was its foundation in systems thinking and principles. Of substantial importance to the Board was the emphasis on designing a system of workforce development that maintained the ability to respond to a changing environment. As a multi-organizational system, workforce development represents a strong system that benefits from a clear and unified direction and highly interactive and connected organizational stakeholder partners.

Throughout the strategic planning initiative, the Board was guided in perceiving and enacting its role in overseeing an orchestrated array of expertise in partner organizations dedicated to serving the specific needs of business and job-seeking customers in an integrated way.

Needs Assessment

The strategic planning initiative began with a comprehensive needs and assets assessment. This assessment was based on observations of board and committee meetings, visits to Job Centers, and document reviews, in addition to interviews and focus groups involving 61 people. Interviews and focus groups included board members, elected officials, staff to the board, partners, and stakeholders in the workforce development system serving the City of Phoenix.

The needs assessment generated a strengths, weaknesses, opportunities, and threats (SWOT) analysis that furnished context toward strategic design by the Board. Further, the analysis clarified recommendations on which to base thoughtful development of a meaningful Board strategic plan.

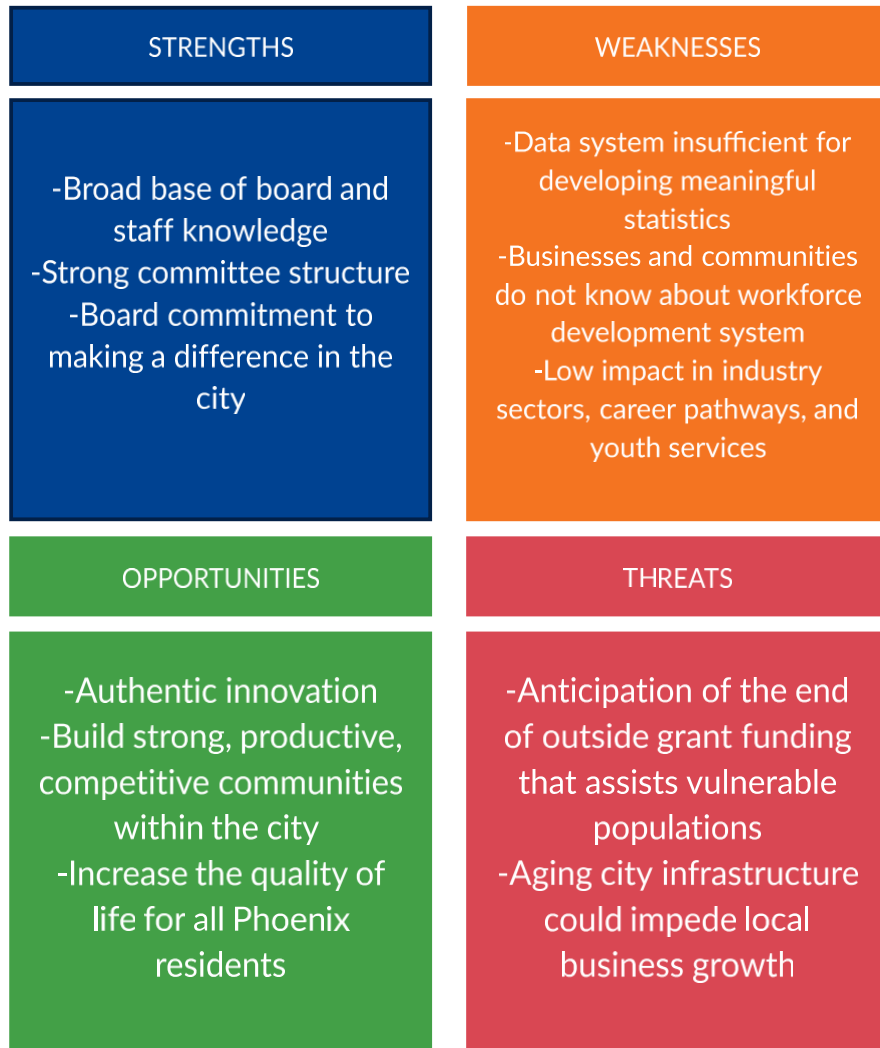


Figure 13. SWOT Analysis

The assets, needs, and recommendations that resulted from the needs assessments are as follows:

Assets

1. Committed and talented Board and staff dedicated to Workforce Development.
2. High-functioning committee structure.
3. Strong Board representation of sectors and partner knowledge.
4. Board commitment to learning Workforce Development.
5. Track record of effective compliance with federal and state requirements.

Needs

1. Structure for Board functioning that concentrates the unusual level of talent to optimize focused results.
 - a. Board design of a system that generates powerful implementation.
 - b. Governance process that emphasizes “big picture” thinking by the Board that influences staff implementation.
2. Identification of two to three primary focal points that stimulate workforce and economic development in Phoenix.
3. Meaningful outreach to employers, youth, job seekers, and the community.
4. Clear, few metrics that communicate and stimulate positive change.
5. Facilitation of innovation that supports the local area.

Recommendations

1. Design a self-sustaining system for Workforce and Economic Development in the City (with higher impact than the “solution mindset” emphasizing process-level problems).
2. Identify two big-picture initiatives that represent quality of life and economic health in the City:
 - a. Career Pathways
 - b. Youth Services.
3. Identify Board committees consistent with the specific talents, interests, and abilities of Board members, as well as aligned with the initiatives described in item two above, the purposes of WIOA, and the strategic vision.
4. Apply big-picture outcome metrics that communicate system-level change.
5. Establish meaningful outreach that optimizes ROI for the system.

Strategic Planning Session

The needs and assets assessment served to elevate the design of the focus and agenda for the two-day strategic planning session. Day 1 featured a rigorous session of education and design with Board members who established and confirmed the mission of Workforce Development for the City as the fulfillment of the Six Purposes of the Workforce Innovation and Opportunity Act. Day 2 of the strategic planning session included workforce development staff and partners in the design of strategies for goal realization.

During the strategic planning session, the board engaged in highly participatory activities designed to establish a plan that would reflect systems theory and withstand both anticipated and unanticipated environmental factors such as the current pandemic threat to health and the economy. The Board recognized that a solid foundation that expresses a commitment to the legally authorized mission builds a confirming focal framework for performance that serves the purposes of the Workforce Innovation and Opportunity Act.

The Board's strategic plan necessitates the active engagement of Board members in implementing the plan as designed. In a changing economic environment, the Board recognizes the importance of steering the effort toward continued valuing of what is possible toward fulfilling its vital mission and realizing its designed vision to serve the City of Phoenix.

Mission Commitment

Participants agreed that the mission of the Phoenix Business and Workforce Development Board is to fulfill the six purposes of the Workforce Innovation and Opportunity Act. The six purposes together constitute the mission for the board, staff, and partners of the workforce development system serving the City of Phoenix:

1. To increase, for individuals in the United States, particularly those individuals with barriers to employment, access to and opportunities for the employment, education, training, and support services they need to succeed in the labor market.
2. To support the alignment of workforce investment, education, and economic development systems in support of a comprehensive, accessible, and high-quality workforce development system in the United States.
3. To improve the quality and labor market relevance of workforce investment, education, and economic development efforts to provide America's workers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages and to provide America's employers with the skilled workers the employers need to succeed in a global economy.
4. To promote improvement in the structure of and delivery of services through the United States workforce development system to better address the employment and skill needs of workers, jobseekers, and employers.

5. To increase the prosperity of workers and employers in the United States, the economic growth of communities, regions, and States, and the global competitiveness of the United States.
6. For purposes of subtitle A and B of title I, to provide workforce investment activities, through statewide and local workforce development systems, that increase the employment, retention, and earnings of participants, and increase attainment of recognized postsecondary credentials by participants, and as a result, improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of employers, and enhance the productivity and competitiveness of the Nation².

Voice of the Customer

Board commitment to fulfilling these purposes was affirmed by hearing the experiences of job seeking customers. During the strategic planning session, members benefited from hearing the voice of the customer as individuals shared their stories from participating in the SOAR (Self-assessment, Other-assessment, Active research and Rewrite career plan) program. Individuals expressed their success through the City’s comprehensive education and training to support career development. Board members celebrated this success and committed further to ensuring outreach to individuals and employers to extend that success.

Vision:

Phoenix is a world-class community delivering sustainable opportunities to earn, learn, and grow.

Vision Development

The Board designed a vision that expressed what the fulfillment of the mission would look like for the City of Phoenix, emphasizing an inclusive and aspirational quality inspiring full commitment and contribution by system partners.

² Workforce Innovation and Opportunity Act of 2014, 29 U.S.C. § § 3101- 3361 (2018).

During the development of the vision, participants were encouraged to recognize that the vision, to be designed for ARIZONA@WORK City of Phoenix, should express what the future will look like once the mission has been fulfilled; reflecting a shared, aspirational, inspirational direction.

To stimulate innovative, future-based, design thinking, participants were provided preliminary reading material. The following documents were provided, and their ideas were emphasized:

- The needs assessment performed for ARIZONA@WORK City of Phoenix
- Servant Leadership
- Systemic Design in the City of Rotterdam
- Resilience and entrepreneurship in the City of Detroit
- Deep Prosperity in Economic Development
- Systems Thinking Principles

Based on the concepts from these articles/documents, participants were assigned to work in groups of 3-7 people and identify language that should be included in the vision. Participants were encouraged to identify language that showed a clear, compelling, encompassing statement that depicted what the City would look like after fulfilling the six purposes of the Workforce Innovation and Opportunity Act.

Small groups actively sought words and phrases that simplified the powerful and energizing force that bringing the Six Purposes of Workforce Development to reality would bring. Groups were asked to read aloud their versions of the vision. In turn, all participants expressed what they believed to be the strongest and most compelling vision representing the intentions of all groups. Board members expressed a sense of pride in the resultant vision that captured the essence of realizing the combined power of economic development and quality of life to the City of Phoenix.

Goals:

Goal 1: Instill hope.

Goal 2: Drive economic mobility and impact.

Goal 3: ARIZONA@WORK is the recognized workforce authority in the region.

Goal Development

Board members, staff, and stakeholders worked in small groups of 3-7 people to design goals that would bring about realization of the vision designed by the Board. A goal was defined as a broad, qualitative statement of what the organization hopes to achieve.

The Board designed three goals to guide the realization of the Board's vision for workforce development in the City of Phoenix. These goals express the profound and far-reaching work of

serving individuals, including those who face barriers, and employers at varying stages of growth.

Participants were asked to identify goals that were aligned with the 13 functions of a workforce development board, the mission, defined as the fulfillment of the Six Purposes of WIOA, and were reflective of the needs assessment.

Each group shared its goals. These goals were captured and developed into a comprehensive list of 14 suggested goals. Groups then developed a consensus ranking using a modified Nominal Group Technique (NGT) for prioritizing the list of goals, with “1” ranked highest in importance and #14 ranked lowest in importance. Three goals were determined to be the highest ranking and were agreed upon as the Board’s goals.

Local Plan Update 2022

Changes in Local Area: Financing, Structure, Strategies

Overview

Since the 2020-2023 Local Plan was developed and approved, economic conditions have altered, and the City of Phoenix Business and Workforce Development Board (PBWDB) has worked in collaboration with the Mayor of the City of Phoenix to ensure that proactive measures are in place to serve businesses and workers. The local area has benefitted from federal financing in support of small businesses and individuals to build and sustain capacity. The Mayor and City Council have established structural enhancements that support Workforce Development, and the Phoenix Business and Workforce Development Board has continued to refine and sustain a structure that supports strategic implementation based on the 2020 Board Strategic Plan and the Local Plan.

Financing

While the American Rescue Plan Act (ARPA) does not directly fund Title 1B programs, federal funds provided by ARPA have supported small businesses, households, and industries affected by COVID-19. The City of Phoenix has designed opportunities to support qualified small businesses by issuing grants to more than 600 companies. To qualify for these grants, companies have been required to demonstrate the impact of COVID-19 on their businesses by showing the profit and loss statements dating back to 2019. The PBWDB and the City have dedicated staff to engage in active outreach to businesses to notify them of opportunities for support.

The 450% Lower-Level Standard of Income (LLSIL) continues to be used by the Phoenix Business and Workforce Development Board for Adult, Dislocated Worker, and Youth Programs. No change has been made in the definition of “underemployment” at this midpoint of the 2020 Local Plan. When an employed individual seeks services in the Adult program, staff calculate family income and if it is below the 450% LLSIL, the individual is considered not “self-sufficient,” in effect, “underemployed.” The Program Excellence Committee of the PBWDB met on April 7, 2022 to consider establishing specific dollar amounts to support Occupational Training Accounts (OTA) for the local area. Training caps for new occupational skills have been established as follows:

Adult, Dislocated Worker and Youth: \$10,000.00 training cap for in-demand sectors and \$7,000.00 for non-in-demand sectors, per participant.

These training caps are higher than those in place in 2020 when the Local Plan was submitted and approved, reflective of the rise in training and education costs since that time.

Structure

The formal relationship between the Mayor and the Phoenix Business and Workforce Development Board has been consistently strong. Recent structural enhancements include the assignment of specific staff to the PBWDB and a staff member in the Mayor's Office as primary contacts. These assignments foster a functional relationship characterized by clear, frequent, and effective communication and a strong working relationship, streamlining implementation of strategic initiatives and activities. This structural support enhances the Board's functioning on behalf of the local service area.

The Mayor of Phoenix recently established a new ad hoc committee to place primary focus on workforce initiatives for the City. The Mayor's Workforce Ad-Hoc Committee is comprised of Mayor Kate Gallego, Vice Mayor Laura Pastor and Councilmember Ann O'Brien. Workforce Development Board members and staff regularly provide informational briefings and reports to the Committee to facilitate responsive and focused dialogue that leads to action. Among the agenda topics for recent meetings are the following:

- The workforce system's support of occupations needed in Phoenix and an exploration of ways that the City can help;
- Highlighting a unified response by the community colleges, workforce board and the City to support job demands and explore anticipated future resources;
- Overview of Head Start Program Services;
- Overview of WIOA Community Youth Providers;
- Linkages of Workforce Development and Community Colleges;
- Workforce Programs within the Library system.

In July 2021, the PBWDB bylaws were revised. One significant change involved the process for identifying and appointing members to the Phoenix Business and Workforce Development Board. Article V, Section 2 of the PBWDB Bylaws reflects a change in the process of identifying and nominating Board members to the Phoenix Business and Workforce Development Board. Specifically, where vacancies are anticipated to occur on the Board, the PBWDB Board Liaison notifies the Mayor's Office and Community and Economic Development Director. As Chief Local Elected Official, the Mayor of the City of Phoenix identifies Individuals to serve on the PBWDB according to specified criteria established by WIOA for Board service. Identified candidates are directed to complete a registration on the City of Phoenix Boards and Commissions website. The PBWDB Liaison instructs the candidate to complete application materials including a Board application form, a copy of the candidate's resume, and a nomination letter according to template. The Mayor's Office schedules the candidate for appointment at the Phoenix City Council meeting and provides notification to the Board Liaison and the candidate. Board members take a loyalty oath, and receive Ethics Certification and Acknowledgment, followed by a PBWDB orientation session.

This change in approach was designed to involve the Chief Local Elected Official in establishing an inclusive, appropriate, and representative workforce board. The resultant board membership brings a

rich array of current business and workforce knowledge, enhancing decision making on behalf of the local area. In addition to elevating the process of appointment to an honor more than an obligation, two supporting goals for the new method included stronger member participation and higher rates of retention, resulting in continuity where transition occurs.

Since the change in approach, Board representation has broadened. Board members representing the following organizations have been added since that change: Laborers' International Union of North America (LIUNA), Charles Schwab, Google, National Association of Letter Carriers, Taiwan Semiconductor, W.L. Gore and Associates, St. Joseph the Worker, Arizona Nurses Association, Arizona State University Office of Applied Innovation, USAA, Terros Health, Bell Bank, and Honeywell.

The revised Bylaws further stipulate an Executive Leadership Committee and two standing committees of the PBWDB. In accord with WIOA guidelines, the Executive Leadership Committee (ELC) is not considered a standing committee, due to its composition of officers and committee chairs rather than including other stakeholders. Specifically, the Executive Leadership Committee is comprised of the PBWDB Chair, PBWDB Vice Chair, and Chair and two (2) Vice Chairs of all standing committees. At the discretion of the Board Chair, up to two (2) additional members of the Board may be appointed to the ELC.

The two standing committees include:

- Program Excellence Committee
- Business and Workforce Engagement Committee

Staff support to the Phoenix Business and Workforce Development Board represents a strong and centralized source of continuity for the Board as it performs critical functions for a workforce board, as specified by WIOA. The Executive Director to the Board has assigned specific staff members and subject matter experts to support the ELC and each of the two standing committees. This supports compliance with WIOA regulations while stimulating innovation as the ELC and standing committees explore and deliberate on areas of opportunity to support businesses and individuals in the City of Phoenix.

As of 2022, the Board structure functions well to support implementation of the Plan. Since 2020, the Executive Leadership Committee has demonstrated continuity of performance including the effective transition to new leadership as terms of board service and new board appointments have been established. Regular bi-weekly meetings of the Chair and Vice Chair with the Executive Director and Liaison to the PBWDB are conducted for purposes of anchoring and planning Board initiatives and service. The Govenda, previously, BoardBookit, Platform is utilized by the PBWDB and provides secure board management software that supports Board communication and provides access to documents. This platform supports governance and collaboration through a package of tools that facilitate easy retrieval of current documents, allowing the Board to focus on core issues and set the direction for workforce development in the local service area.

Recent focus during the biweekly meetings of the ELC has emphasized a deep dive into compliance, the shared governance agreement approved by the Board in 2020, and service provider Memoranda of Understanding (MOUs), as well as educating Board officers on the 13 Functions of a Workforce Development Board, supported by professionally prepared visuals introduced during the Board strategic planning in February 2020.

The 13 Functions of a Local Workforce Development Board provide a focus as Board meetings are planned. Educating Board members on these foundational functions and specifying the Board's role and the impact that implementation of these functions has on the local service area are central to the ongoing training and technical assistance provided to the PBWDB. Staff to the Board and PBWDB officers identify appropriate experts to support the education of Board members.

The two standing committees are scheduled to meet monthly. Each of the standing committees is structured to have a chair and two vice chairs, as well as assigned support from City of Phoenix staff possessing expertise in the relevant areas of emphasis for standing committees. Overall, the structure has proved well focused and relevant, supporting implementation of the Local Plan and the Board's strategic plan. The standing committees have shown effective continuity of commitment and performance as committee leadership and membership have transitioned.

Strategies

The Local Plan and Board Strategic Plan continue to provide a useful framework for focusing the PBWDB toward implementation of goals and strategies designed by the Board and stakeholders during the Board Strategic Planning retreat in 2020, followed by the design of the implementation plan in March 2020. The Executive Leadership Committee and the two standing committees have demonstrated commitment to realizing the goals and strategies, supported by the aforementioned structural enhancements. The Communication and Outreach Goal Group was established to focus on Goal 3 described below.

Goal 1: Instill Hope is the focus of the Program Excellence Committee. Three supporting strategies are associated with developing individual connections and relationships to support vulnerable populations; aligning with local investment in diversity and inclusion; and showing promise for individuals seeking careers through sharing simple approaches.

Goal 2: Drive Economic Mobility and Impact is the focus of the Business and Workforce Engagement Committee and is supported by four strategies. These emphasize leveraging labor market information to inform decisions; ensuring return on investment of workforce development in the City; investing in educational programs that lead to sustainable Career Pathways; and applying existing funding to produce results that demonstrate return on investment.

Goal 3: ARIZONA@WORK is the recognized workforce authority in the region, is the focus of the Communication and Outreach Goal Group. Five strategies support this goal. These emphasize raising external awareness of ARIZONA@WORK City of Phoenix; building internal communication; identifying and reaching populations served with resources and services; focusing funds, tools and resources on people who need assistance in gaining credentials; and ensuring ARIZONA@WORK as the single point of contact for hope and direction.

Education and Training Capacity

Of importance to Goal 2, Drive Economic Mobility and Impact and Strategy 6, Invest in educational programs that lead to pre-defined, sustainable Career Pathways and business competitiveness, is the focused effort on providing a strong, stable, and continually refined list of educational and training service providers to support targeted industry sectors and frequently requested industry sectors desired by adult, dislocated, and youth program participants. Critical to this effort is the clarification and

proactive shaping of patterns in employment opportunity and identification and development. This necessitates the ongoing refinement of the supply of providers of training services. Ensuring the availability of quality providers remains of the utmost importance to the PBWDB as it advances the economic and professional development associated with adult, dislocated worker, and youth programs in support of businesses in the Phoenix local workforce development area.

The top occupations identified by the Arizona Office of Economic Opportunity based on labor market/employment projections and further narrowed to the five focus industries established by the PBWDB for ARIZONA@WORK City of Phoenix form the basis for an industry-based list of job postings for each industry sector. Each job position listed by industry sector includes relevant certifications and training and education providers on the Eligible Training Provider List (ETPL). A review of certificates listed in employer job postings within the targeted industry sectors of healthcare, advanced business services, construction, manufacturing, and IT/Cybersecurity reveals a generally strong supply of training and education providers.

The City of Phoenix maintains a list of certifications for positions not on the top occupations both within and outside of target industry sectors. Targeted industry sector jobs on this list include Healthcare, Construction, IT, and Manufacturing. This list of positions not on the top occupations further includes entrepreneurial professions such as Advanced Proposal Writing Certificate, general business, graphic design, motorcycle technical + late model, and paralegal certificate training.

Emphasis is placed on industry-recognized credentials to build a strong pipeline of qualified individuals prepared to assume increasing levels of responsibility within their respective fields of endeavor. Career Advisors for ARIZONA@WORK City of Phoenix seek to balance educating jobseekers about target industry sectors, those with high growth potential and generally positive opportunities for advancement, while maintaining consumer choice in the areas of emphasis that jobseekers wish to pursue.

From July 2021 through April 2022, 61% of adult and dislocated workers enrolled in industry-focused training programs, while 39% enrolled in non-industry focused training programs. Most of the enrollments were in Transportation and Healthcare. Transportation is not a targeted industry sector but remains popular, notably in Commercial Driver License (truck driver) training. Similarly, from July 2021 through April 2022, 81% of youth jobseekers enrolled in industry-focused training programs, while 19% enrolled in non-industry focused enrollments.

Long-term projections for the City of Phoenix super sectors reported by the Arizona Office of Economic Opportunity project growth over the years 2020 to 2030 in the following high-demand super sectors: Leisure and Hospitality (2.6% annual growth), Education and Health Services (2.5% annual growth), Construction (2.4% annual growth), Self-Employed (1.7% annual growth), Manufacturing (1.6% annual growth), Professional and Business Services (1.6% annual growth), Financial Activities (1.3% annual growth), Trade, Transportation, and Utilities (1.1% annual growth), Information (.6% annual growth), Natural Resources and Mining (.6% annual growth), and Other Services (.3% annual growth).

The PBWDB continues to examine areas of opportunity as it integrates information about advancement of occupational groups and super sectors. The issue of credentialing workers for long-term careers and meeting current and anticipated high-demand industry requirements necessitates balancing these areas of needs. Key questions the Performance Excellence Committee (PEC) and the Board challenges itself to address are these:

How are we engaging participants in high-demand occupations and Career Pathways to build capacity in the long term?

What challenges do workers face in these areas?

How can we facilitate job seekers' advancing into professions with long-term potential for growth and development?

How can the Board guide its staff and providers to recognize the essence of Career Pathways and projected qualifications and types of employees needed?

The City of Phoenix Human Services Department works with the PBWDB to support training and education of staff and providers to gain fluency and understanding of multiple Career Pathways to address the fundamental question:

How do we connect our talent pool to the pool of employers seeking qualified employees?

Despite a generally strong list of training providers in the local area, there are multiple opportunities for expansion of training providers in several fields representing job growth and demand, according to the City's professional in charge of managing the ETPL. Several examples of these opportunities are referenced below.

Within the Construction industry, there are training providers in HVAC, but training for welding is scarce, despite high need. The example of brickmasters also reveals an area of opportunity that is instructive concerning compensation patterns for this specialized trade. While the starting hourly pay is documented by O.Net as \$17.24, the actual hourly wages shown in the marketplace are closer to \$30 - \$40 per hour. Qualified brickmasters can readily earn \$100 per hour.

The construction and manufacturing industries share a need for mechanics to fulfill a wide array of jobs in their respective areas, but there is a dearth of education and training providers to meet this need. The cost of training programs, \$12,000, typically exceeds the cap established for training programs in targeted industry sectors, recently set at \$10,000. An opportunity exists to consider raising the cap to accommodate such areas of high demand in the marketplace.

The high demand for nursing professionals extends beyond the expected hospitals, visiting nurses, and other areas of need. Insurance companies, government agencies, and organizations needing case workers who are registered nurses require such qualifications.

Within Advanced Business Services, the position of project manager remains in high demand, and certification is optimal as career preparation.

Popular training programs that attract adult, dislocated worker, and youth job seekers include HVAC training within manufacturing; Commercial Driver License (CDL) training, with Class A (comprehensive training) and Class B (buses and simpler vehicle training) programs.

Within IT/Cybersecurity, professionals qualified in ethical hacking, involving prevention of fraud and abuse within technology, represents an area of high demand for support specialists.

An area of demand that shows a relative dearth of providers on the ETPL includes finance.

The City of Phoenix supports and expands the Eligible Training Provider List (ETPL) and the approved providers through monthly TRAINING@WORK sessions at which three providers who offer programs in targeted industry sectors present to the Career Advisors, COP partners, and other education and training providers (ETPs). TRAINING@WORK provides a platform for the Career Advisors and ETPs to learn about the different programs offered on the AJC. The platform has been opened up to Maricopa County ETPs as well.

These sessions facilitate the ongoing updating of provider lists for the local workforce service area. Focal points in presentations include training program cost, projected growth of a particular job, current and projected wages, and opportunities for lifelong careers within particular fields. Coordination with student services and sharing cost comparisons among training provider agencies supports consumer choice for individuals investing in training.

Youth Programs

There have been no changes in procurement requirements for providers of services to in-school and out-of-school youth.

The youth program implemented a new risk assessment tool that is used to measure the progress of the youth program. It incorporates the federal performance measures, enrollment goals, and work experience expenditure requirements which are reviewed on a quarterly basis. A risk score of low, medium, or high is assigned to each indicator reflecting the contractor's progress toward annual goals. If an indicator is designated as medium or high risk, program staff provides one on one technical assistance to identify opportunities for improvement. Although not anticipated, staff and providers recognize that continued medium- and high-risk outcomes can result in reduced funding, non-extension of the contract and even termination. From the administrative side of program operations, there has been a greater focus on ensuring clear communication and engagement with the contractors, which strengthens the common understanding and service provision to youth.

The PBWDB recently passed a change in policy that provides clarification and specifies the definition of "Needs Additional Assistance" for the Youth Program. Below is the recent revision to this definition approved by the Board. Criteria are specified to ensure compliance with WIOA.

"Youth providers must ensure that an in-school youth (ISY) enrolled in a program year based solely on eligibility because he or she 'requires additional assistance to enter or complete an educational program or to secure and hold employment' criterion is limited to five percent (5%) of ISY. Providers must track ISY enrolled in the program each year to ensure that no more than five percent are enrolled using this criterion. Youth who qualify under 'requires additional assistance' include both in-school youth and out-of-school youth (OSY) who meet at least one of the following:

- a. Educational Barriers
 - i. In school (secondary or postsecondary) with a Grade Point Average of less than 2.0;
 - ii. Has quit a secondary or postsecondary program without attaining a recognized credential;
 - iii. Has repeated at least one secondary grade level;
 - iv. Is deemed at risk of dropping out of school by a school official;

- v. Placed on probation, suspended from school, or expelled from school one or more times during the past two years.
- b. Employment Barriers
 - i. Has never held a job (applies to out-of-school (OSY) only);
 - ii. Has been fired from a job within the 12 months prior to program participation (applies to OSY only);
 - iii. Has never held a full-time job for more than 13 consecutive weeks (applies to OSY only);
 - iv. Has a family history of chronic unemployment, including long-term public assistance.
- c. Other Barriers/Characteristics
 - i. Emancipated youth;
 - ii. Has one or more parents or legal guardian currently incarcerated;
 - iii. Has been referred to, or is being treated by, an agency for a substance abuse related problem;
 - iv. Has experienced traumatic events, is a victim of abuse, or resides in an abusive environment as documented by a school official or professional.”

Changes in Service Approaches for Youth Programs

Since the 2020 Local Plan was approved and implemented, there have been changes regarding context and needs associated with youth clients and a resultant reconfiguration of service approaches to serve youth effectively. Three of four youth program providers who have been serving for an extended period of time were interviewed to provide input. Perspectives associated with such services are summarized in the following categories: Barriers to Service and Demographic Issues, Approaches to Service Provision, and Case Management.

Barriers to Service and Demographic Issues

Since the pandemic, the most significant barriers to service reported by providers emphasize such life issues (“more than ever before”) associated with financial strain and patterns of depression and anxiety, notably the cost of rent, food, and transportation, with many youth clients facing homelessness. The need for mental health services prevails. To qualify for these and any other supportive services, such services must be deemed necessary to address barriers that would prevent youth from participating in career or training services. Supportive services are not standalone but must be attached to other services. To participate in supportive services, youth must qualify under WIOA youth eligibility guidelines, whether in-school or out-of-school youth.

Outreach

For outreach, providers report the value of using social media extensively. This generally includes sharing of videos and slides to promote WIOA offerings for youth and for celebrating participants. Providers reported that during the pandemic, it has been very difficult to obtain applications from youth. This pattern of difficulty persists. In-person outreach continues to be limited. Most outreach takes place via Zoom and social media, providing virtual presentations to youth, schools, colleges, and training providers. Where opportunities for in-person outreach exist, service providers attend events and programs which are seen as potentially beneficial for enlisting qualified youth participants.

Efforts to encourage youth to refer other youth to the program include incentivizing current youth participants. Provider staff have been connecting with adults to ensure that families are aware of the program. Boosting posts on social media shows a strong pattern of success, with many resultant

applications received through use of social media. Providers continue to offer several information sessions during the week and during weekends where there is a recognized need.

Approaches to Service Delivery

Web Based technology has proved the vehicle of choice for outreach, client meetings, GED tutoring and delivering workshops. The use of such applications as WhatsApp, video calls, FaceTime, Zoom, and Teams support most of the interaction with youth. That said, youth must physically come to offices to receive gasoline cards.

One youth provider has reported building a testing room for GED qualification that precludes youth having to go to Rio Salado College. Youth experiencing anxiety have indicated that this works well for them.

Case Management

Efforts to keep youth engaged remains the most challenging part of the job, according to youth service providers. Providers report that the availability of youth to participate is an issue, and the use of incentives, words of appreciation, and encouragement are critical tactics to build a record of success.

One provider serving all youth audiences but specializing in serving youth in foster care and youth aging out of the program indicated that initial efforts during the pandemic involved providing virtual intakes, virtual GED classes, and virtual visits. Youth resisted this, showing a lack of interest. Span of attention issues surfaced, giving the reality reported that 30 to 45 minutes constituted the amount of time youth clients could tolerate. With mask restrictions, providers were able to resume classes and perform in-person intakes for those who wanted these services.

To keep youth engaged, there is considerable use of texting and offering to help with barriers youth are experiencing. The removal of barriers is seen by providers as providing a foothold into youth engagement and moving forward to achieve their goals.

SECTION 3: ARIZONA@WORK SYSTEM COORDINATION

A. Describe how the LWDB will work with the entities carrying out the core programs (Titles I through IV), = (20 CFR 679.560(b)(2)) to:

1. **Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;**

The PBWD Board recognizes the importance of stimulating and supporting the acquisition of recognized postsecondary credentials, notably industry-recognized certification.

To that end, the Board Strategic Plan has established

Goal 3: *ARIZONA@WORK is the recognized workforce authority in the region.*

In particular,

- Strategy 8: Raise external awareness of ARIZONA@WORK City of Phoenix. Actions to support this strategy include using the ARIZONA@WORK website, the City of Phoenix website, no-cost print media, social media, email blasts, and Economic Development outlets to increase awareness of the value and services of the ARIZONA@WORK system, and to convey that value to employers through focused outreach.
- Strategy 9: Build an internal communication strategy. The action to support this strategy is to initiate and expand awareness among the Workforce Development Board, staff, and partners to ensure clarity about capacity to deliver.
- Strategy 10: Identify and reach the populations we intend to serve and connect them with resources and services. Actions to support the strategy include identifying specific populations. Measures include the number reached, number participating in education/training, and/or job seeking/work experience. The timeline for this action is scheduled to begin in September 2020. Actions supporting this strategy recognize multiple specific audiences that may face barriers to employment.
- Strategy 11: Focus the funds, tools, and resources to serve people who need assistance in acquiring credentials and work, drives actions that focus resources, funds, and tools on supporting and ensuring that job seekers in their quest for credential that lead to strong careers. Actions in support of this strategy emphasize outreach to job seekers, notably those with barriers to employment. Actions further emphasize the alignment of services to

ensure strong capacity and a reliable, systems-based approach to sustain service relevant to current and future needs.

Goal 1 of the Board strategic plan is to Instill Hope. This goal emphasizes the reality that many individuals with barriers to employment can benefit from support provided by those who can guide and encourage the trajectory toward Career Pathways and other supports. These supporting relationships include mentorship and family-centered support that seek to build the capacity of families toward gaining reliable sources of income and a pathway toward education, training, and employment. Actions to support strategies for this goal include: piloting a peer-to-peer mentor and support network; capture and share success stories; convene outreach from in-demand industries to serve vulnerable populations (e.g., those with barriers to employment); and use dedicated, face-to-face outreach and supportive service approaches modeled by Marcos de Niza staff and management.

Core Partners are included in the above goal work groups; board meetings in which updates on actions, metrics, and timelines are provided; and are invited to attend quarterly partner meetings facilitated by the One-Stop Operator. The PBWD Board's "Bagels and Business" is a recurring event designed to inform, educate, and engage local businesses with ARIZONA@WORK City of Phoenix. The PBWD Board plans to hold Bagels and Business events featuring each core partner once in-person, large-sized gatherings are safely permitted.

2. Facilitate the development of career pathways;

A cornerstone of strategic emphasis within the PBWDB's new strategic plan is the area of Career Pathways. The Board maintains a strong commitment to recognizing and contributing to the design of best practices pertinent to Career Pathways by engaging businesses and training providers. This strategy supports the spirit of WIOA and demonstrates its potential for innovating in a manner that addresses the specific needs of the local workforce development area serving the City of Phoenix.

Goal 2: *Drive economic mobility and impact*, is supported by

- Strategy 6: Invest in educational programs that lead to pre-defined, sustainable Career Pathways and business competitiveness. This strategic direction integrates specific actions established by the Board that include:
 - Integrating Board development and education about Career Pathways;
 - Fostering partner learning about Career Pathways through quarterly partner meetings with the core partners to ensure individuals with barriers and disabilities have access;
 - Emphasizing specific career positions associated with Career Pathways design and support;
 - Addressing needs for Career Pathways through LMI;

- Stimulating support and collaboration with industry partners for co-design of Career Pathways and apprenticeship programs:
- Investing in recruitment of participants in Career Pathways to address industry need;
- Measuring retention within programs, and educating employers relative to expectations regarding timeline; and
- Available employment pipeline.

Bagels and Business, a Board-developed practice, is utilized to stimulate and expand participation by industry during focused sessions sponsored by particular businesses within targeted industry sector identified and embraced by the PBWD Board. Following regularly scheduled monthly meetings of each standing committee, assigned a strategic goal and its strategies, the full workforce board considers action and information reports presented at board meetings, engaged in dialogue pertinent to core partner participation and influence, as well as ensuring the full impact of such partnerships and participation in design and delivery, as well as return-on-investment of strategic endeavors designed to ensure value for workforce development programs. Where opportunities are identified by the Board, increasing participation by specific title partners is designed into ongoing efforts.

3. Facilitate the coordination of co-enrollment with ARIZONA@WORK partners; and

The Phoenix Business and Workforce Development Board supports co-enrollment for the purpose of enriching the experience of career development for job seekers who can benefit from multiple services that respond to their needs. The PBWDB recognizes that strategic investment in co-enrollment necessitates the following factors:

- Comprehensive, mutual understanding by ARIZONA@WORK City of Phoenix Board, partners, and providers of services of the specific service offering available within the local area workforce development system.

The continual and strategic education of all professionals within the system, including core and other partners, represents a necessity for ensuring knowledge and support of available services when guiding job seekers and communicating with employers. The regularly scheduled quarterly meetings by the One-Stop Operator, in addition to the monthly on-site staff meetings at job centers can be utilized to educate workforce professionals and guide their application of co-enrollment.

- A formal system of referral to guide and stimulate co-enrollment where it can be beneficial to job seekers and employers.

Recent PBWDB meetings have included presentation of referral methods and practices. The Board has confirmed the value of establishing formal methods of referral and their use. A

strategic approach to continuing this practice, formalizing the tracking of numbers for co-enrollment involves standardization of approach, support of the agreed-upon approach, and integrating reporting of results.

The Board is presently designing its committee structure to reflect the newly designed Board Strategic Plan for ARIZONA@WORK City of Phoenix. Co-enrollment will be integrated into the focal assignments for committee work and reported regularly to the full Board.

The Board recognizes that the One-Stop Operator has the opportunity to spearhead and facilitate on behalf of the Board the opportunity to establish proactive patterns of co-enrollment. Specifically, the One-Stop Operator will collaborate with core and required partners to discern patterns of opportunity for job-seeking clients served in their areas through the client referral system. Such patterns will be documented, shared, and expanded upon.

Two key vehicles for tracking co-enrollment are the Arizona Job Connection system and the client referral system. These furnish a means of documenting current co-enrollment while revealing opportunities for co-enrollment through review of cases in AJC to discern the potential for co-enrollment.

- Identification and customization or replication of best practices for co-enrollment that can benefit ARIZONA@WORK City of Phoenix.

The Board recognizes best practices associated with co-enrollment, including those represented by the State of California.

Beginning in 2018, the State of California engaged in an initiative to establish a strategic policy for co-enrollment within WIOA program to be adopted by all patterns statewide. Four directions have been explored by a work group:

- Ongoing professional development and technical assistance for staff
- Nuts and bolts toolkit for how to braid program funding
- Customer service training for front-line staff to leadership
- Human Centered Design (HCD) training

Such strategic directions as braided funding policy can be supportive to endeavors to establish expectations of and reporting methods for co-enrollment.

- A systematic approach to recognizing and rewarding co-enrollment in practice at the job centers and for services delivered virtually.

In conjunction with its implementation of the Board Strategic Plan, ARIZONA@WORK City of Phoenix will explore a systematic approach to identifying targets for co-enrollment, including the identification of potential cost efficiencies and value-added for job seekers and employers.

Tracking co-enrollment through strategic implementation and reporting on results and outcomes has been recognized as appropriate through Goal 2: *Drive economic mobility and impact*, Strategy 6: Invest in educational programs that lead to pre-defined, sustainable Career Pathways and business competitiveness. Co-enrollment represents a supportive, trackable metric to sustain economic mobility and impact through educational programs, notably more than one for which a job seeker is qualified to apply and be served.

Co-enrollment facilitates a shared metric that demonstrates proactive, responsive service by core and other partners in the job centers and in virtual service delivery.

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).

The PBWDB understands that job seekers benefit from obtaining recognized postsecondary credentials, ideally industry-recognized certifications, and works to expand the Eligible Training Provider List to ensure sufficient access to qualified training providers. The types of recognized credentials identified in TEGL 10-16 include:

- Secondary School diploma or recognized equivalent
- Associate's degree
- Bachelor's degree
- Graduate degree for purposes of the VR program
- Occupational licensure
- Occupational certificate, including Registered Apprenticeship and Career and Technical Education educational certificates
- Occupational certification
- Other recognized certificates of industry/occupational skills completion sufficient to qualify for entry-level or advancement in employment. (p. 14-15)

Goal 3 of the Board Strategic Plan states that *ARIZONA@WORK is the recognized workforce authority in the region.*

Supporting strategies for this goal include Strategy 10: Identify and reach the populations we intend to serve, including priority populations such as veterans, as well as individuals facing barriers to employment, and connect them with resources and services, guide services and activities toward proactive communication with and outreach to those audiences often facing barriers to gainful employment. Youth, including justice-involved youth, out-of-school youth, and youth with disabilities, individuals experiencing homelessness, or individuals who face trauma, are among these individual job seekers the strategy seeks to reach.

Strategy 11: Focus the funds, tools, and resources to serve people who need assistance in acquiring credentials and work, emphasizes the direction of resources to people who may need them most during job seeking and preparation for employment. The alignment of available fiscal,

physical, and human resources toward building capacity and a reliable and sustaining system of workforce development represents the Board’s strategic intent.

Goal 1 of the Board strategic plan emphasizes encouraging people to recognize their capability and engage in Career Pathways to build family-sustaining income and design a lifetime of gainful employment and meaningful contribution to the community.

Core Partners are included in the above goal work groups; board meetings in which updates on actions, metrics, and timelines are provided; and are invited to attend quarterly partner meetings facilitated by the One-Stop Operator. The PBWD Board’s “Bagels and Business” is a recurring event designed to inform, educate, and engage local businesses and training providers with ARIZONA@WORK City of Phoenix. The PBWD Board plans to hold Bagels and Business events featuring each core partner once in-person, large-sized gatherings are safely permitted.

B. Describe the LWDB’s strategies and services and how they will be used within the LWDA and region (20 CFR 679.560(b)(3) to:

- 1. Facilitate engagement of businesses, including small businesses and businesses in in-demand industry sectors and occupations, in workforce development programs;**

Of critical importance in facilitating the PBWD Board in guiding workforce development programs and stimulating the design of services that lead to full participation and attainment of post-secondary credentials is the active implementation planning based on the workforce board’s approved strategic and implementation plan. Implementation teams have been assigned to three goal work group teams, each charged with collaborative participation in directing and measuring the actions in support of well-defined strategies that lead to goal realization. Each of the teams is composed of Board members and required partners. Attention is given to core partners, and includes the roles of Titles II, III, and IV, respectively, in addition to those of Title 1B.

Bagels and Business, a Board-developed practice, is utilized to stimulate and expand participation by industry during focused sessions sponsored by particular businesses within targeted industry sectors identified and embraced by the PBWD Board. Following regularly scheduled monthly meetings of each standing committee, assigned a strategic goal and its strategies, the full workforce board considers action and information reports presented at board meetings, engages in dialogue pertinent to core partner participation and influence, as well as ensuring the full impact of such partnership and participation in design and delivery, as well as return-on-investment of strategic endeavors designed to ensure value for workforce development programs. Where opportunities are identified by the Board, increasing participation by specific title partners is designed into ongoing efforts.

The ARIZONA@WORK City of Phoenix Business Services team will continue to utilize AJC to record employer metrics and effectiveness of services provided.

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

The State and City workforce development goal of building a robust level of engagement with employers across the spectrum of small business to large industry remains in clear focus for all parts of the workforce development system that is ARIZONA@WORK City of Phoenix. Penetrating markets through labor market information and stimulating business usage of workforce services are addressed both formally and informally by the PBWDB.

Meeting the needs of businesses in the local workforce development area takes the form of a highly participatory workforce board with business members representing targeted industry sectors. These industry sectors play a central role in highly structured standing committees as goal work groups. The goal work groups also include title partners and address and integrate titles IB, II, III, and IV as well as relevant stakeholders on its implementation teams. The goal work groups design and implement the board's commitment to respond to the needs of business throughout the workforce area.

The considerable talent pool of workforce system partners is integrally involved in identifying and responding to business needs in the local workforce area through collaboration with the ARIZONA @WORK City of Phoenix Business Services Team.

As an example, the aforementioned practice of Bagels and Business represents one particularly successful approach that the PBWDB has instituted. This memorable and energizing initiative inspires participation by business partners and facilitates engagement with businesses within the five designated target industry sectors identified by the Board. Informal and formal sharing of best practices, providing time for leaders to become acquainted, and offering an opportunity for businesses to sponsor Business and Bagel events, represents a way of bringing the PBWDB and local area business leaders together productively.

Five industry sectors have been established by the Phoenix BWDB:

1. Advanced Business Services
2. IT/Cybersecurity
3. Construction
4. Manufacturing
5. Healthcare

These sectors and information about them is communicated to workforce system partners. As noted earlier in this local plan, businesses within each of these industry sectors are served by the Phoenix BWDB strategically. Sector meetings are held with Advanced Business Services leaders. Educational programs are sponsored by strategy teams representing ARIZONA@WORK City of Phoenix to stimulate full engagement and establish pathways to unifying business leaders representing human resources and other management personnel with a pipeline of individual workers to fill needed positions.

IT/Cybersecurity needs are addressed through educational partnerships with Arizona State University and the Chamber of Commerce, resulting in apprenticeships designed to support job seeker preparation for demanding and necessary careers in this important sphere. Particular emphasis is placed on individuals who hold an Associate of Science degree and are positioned for Career Pathways in this area.

The Construction industry is similarly served through work experience for youth, in association with a highways program. Extensive collaborative efforts, including the national program Build your Future, facilitate preparation for workers to prepare for participation in the rapid economic growth of the City.

Manufacturing remains a vital area of focus for ARIZONA@WORK City of Phoenix and industry leaders. Maintenance and operations represent two occupational focal points. Education preparing job seekers for positions in these areas is supported by the community colleges.

Healthcare represents an industry sector that incorporates a vast array of positions needed in the local workforce area. Medical support positions, nursing, and home health care are important to the local economy and the needs of residents. Collaboration with community colleges, the Chamber of Commerce, and the PBWDB in leading ARIZONA@WORK City of Phoenix remains key to the ongoing pursuit of training and education of the workforce for Healthcare careers.

3. Better coordinate workforce development programs and economic development;

The City of Phoenix Business and Workforce Development Board, serving the fifth largest city in the United States, benefits from a thoughtfully designed, well-coordinated economic development and workforce development engine. The integration of Economic Development and Workforce Development in the City function as coordinated points of service that mutually respond to identified needs. The Business and Workforce Development Board benefits from expertise in industry sector and workforce expertise that is well positioned to guide a strategic direction of resources to meet the workforce and business service needs of a large and diverse, high-growth economic area.

To support the coordination of workforce development programs and economic development, the PBWD Board plans to create and implement a formal referral process among workforce development core partners. The referral process will help to build awareness and knowledge of programs and services. The board has made great strides to have a formal referral and tracking system. The plan is to have one simple system to know what each title provides, and who provides which services.

The PBWD Board receives quarterly updates from the head of City of Phoenix Economic Development on the plans, projects, and workforce development needs the City is facing and will likely face in the future. These presentations are educational in nature, and inform board members of progress, direction, and needs from the City that ARIZONA@WORK City of Phoenix can help meet. The core partners, represented on the Board, engage and provide input and have the opportunity to collaborate with Economic Development during each of these presentations and between meetings.

4. Strengthen linkages between the local ARIZONA@WORK system and Unemployment Insurance programs; and

ARIZONA@WORK City of Phoenix has committed to collaborative approaches to coordinating service availability to serve individuals who require Unemployment Insurance. Titles IB, II, III, and IV share this commitment, and recognize the relevance of guiding individuals who enter the workforce center through any of the core partner service areas to ensure that subject matter experts assist customers. The key requirement is to complete the transition to ensure that Unemployment claims are processed accurately and completely.

As needed, referrals are made to core partners needed to support related requirements for assistance, guidance, services, and programs in all of the title programs.

Meaningful assistance is provided to customers, including but not limited to access to commuter/fax machines to file claims, assistance with job search, and phones that ring directly to the UI Call Center, and enrollment in ARIZONA@WORK partner programs.

Of key relevance is that the partners work together in the spirit of the MOU/IFA for the current period, and that job-seeking customers are served with education, supportive services, accessibility to services, and other needs fully and completely.

DES provides highly effective, comprehensive communication via email blasts having a vast reach to ensure the highest possible success in capturing the target audience of participants seeking career enhancement.

As an example of focused recruitment events, the South Job Center schedules its major recruitment endeavors around high usage days for SNAP recipients, thereby gaining wide participation.

5. Implement the following initiatives to support the strategies described above (if a LWDB does not currently provide one of the items below, please do not include):

- **incumbent worker training programs;**
- **customized training programs;**
- **industry and sector strategies;**
- **utilization of effective business intermediaries;**
- **on-the-job training programs;**
- **registered apprenticeships;**
- **work experience programs; and**
- **other business services and strategies designed to meet the needs of regional employers.**

The PBWD Board recognizes the opportunity to integrate the core partners into existing initiatives described above. The Board and Business Services are committed to including core partners at the early, middle, and advanced stages of designing support mechanisms that help workers gain workplace learning.

The strategies described above:

- Business engagement
- Supporting system that meet business needs in local area
- Coordinating business development and economic development, and
- Strengthen linkages between ARIZONA@WORK and Unemployment Insurance programs

are consistent with the PBWD Board's intention to establish viable approaches to ensure that job seekers gain experience relevant to targeted industry sectors and in-demand occupations.

Goal 2 of the strategic plan established by the Board, *Drive economic mobility and impact*,

- Represents a firm commitment by all parts of the workforce development system to respond meaningfully to labor market information that characterizes the local workforce area by investing in training and education, and supportive services.
- The SOAR program prepares both incumbent workers and job seekers for current and emerging workforce needs in the City. Readiness to perform effectively is the focus of all

workforce preparation services for adults and youth as they contribute to their communities and the economy.

ARIZONA@WORK City of Phoenix proudly provides the full spectrum of support-based mechanisms for incumbent worker training programs, on-the-job training programs, work experiences, and customized training cohort programs. Workforce preparation services are designed around industry needs. Collaborative partners across the ARIZONA@WORK system coordinate with Maricopa Community Colleges and employers to design focused training that aligns with industry sector requirements and comprehensive and focused educational workforce preparation.

Stimulating awareness of apprenticeship and entry-level employment options, young people gain critical career skills and strengthen pathways to employment and increase earning. ARIZONA@WORK City of Phoenix and community members have been working to create outreach and communication to share information and opportunities valley wide. Additional job-fair summits and employment events are held in conjunction with ongoing City initiatives including My Brother's Keeper.

Career Pathways represents a vital component of responsibility for the PBWDB. Strategy 6, Invest in educational programs that lead to pre-defined, sustainable Career Pathways and business competitiveness supports Goal 2, *Drive economic mobility and impact*. The Board has established in its plan a concerted effort to educate members of the Board and partner providers through quarterly partner programs that respond to LMI that is continually updated and communicated throughout the workforce development serving ARIZONA@WORK City of Phoenix.

In recognition of Career Pathways as one of the 13 Functions of a Local Area Workforce Board, the Phoenix BWDB is fully committed to applying and initiating best practices that support Career Pathways as a primary strategy for supporting economic and workforce development throughout the City of Phoenix.

C. Explain what the role of the LWDB in the Eligible Training Provider (ETP) program approval process is, as required pursuant to 20 CFR 680.430(c); explain Local ETP program requirements or performance standards; and describe LWDBs outreach to employers and training providers to identify and develop training program related to in-demand occupations in the LWDA. If currently in a policy please include a copy of the policy, or a link to the policy in the local 4-year plan (20 CFR 680.430(c)).

The Phoenix Business and 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. The Eligible Training Provider ([ETP](#)) policies which detail the application process for providers to apply for inclusion on the ETP List.

Training services are provided in a manner that maximizes consumer choice in the selection of a provider of such services. Priority is given to those services that lead to recognized postsecondary credentials that align with in-demand industry sectors and occupations in the local workforce development area.

The Phoenix Business and Workforce Development Board 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 workforce board recognizes the criticality of recruiting and retaining sufficient numbers of eligible providers to serve employers and job seekers in the pursuit of training qualified applicants ready to serve businesses within targeted industry sectors. Current efforts in Business Services emphasize a regular review reported to the workforce board of the service providers, the level to which such providers have the capacity to serve business needs in targeted sectors, and the need for further recruitment and outreach to ensure adequate supply to meet current and emerging needs.

It is useful to note that the ETPL plays a vital role in responding to Career Pathways identified and designed by the Board, its core partners, and stakeholders. The criticality of the ETPL in serving Career Pathways and the more generalized needs of industry sectors is recognized by the workforce board and its goal work groups driving Goals 1, 2, and 3 of the Board's strategic plan.

D. Examine how the LWDB will coordinate local workforce investment activities with regional economic development activities that are carried out in the LWDA, and how the LWDB will promote entrepreneurial skills training and microenterprise services (20 CFR 679.560(b)(4)).

Business engagement represents a fundamental way of engaging with Economic Development and directing services to employers to optimize the economy and quality of life for the City of Phoenix. The two platforms providing emphasis to serve this objective are:

- Business attraction
- Business retention and expansion

Both of these vital functions are positioned within the City's Community Economic Development Department through dedicated teams. Highly coordinated workforce development initiatives designed to capture with clarity the priorities and needs of employers within designated target

sectors for ARIZONA@WORK City of Phoenix. Regularly reviewed Labor Market Information drives focal points of service and identifies partner capacity for initiating and/or driving forward particular industry sector programs.

Business Engagement teams invest in and deliver prevocational training designed to prepare job seekers for the rigors of workplace expectations. A 5-day experience addresses the needs of both incumbent workers and job seekers for the purpose of responding to the emerging needs of employers in the City.

Entrepreneurial skills training remains of key interest to the PBWD Board, as it supports business retention and expansion as part of economic and workforce development. Entrepreneurial skills training represents a focal point of exploration for Title II and Business Services in the support of guiding the preparation of skills that directly address defined jobs within targeted industry sectors, as well as initiating new enterprise that supports industry sectors within the local area.

An example of a transition of business ownership recently addressed by Business Services on behalf of the PBWD Board involved the retirement of a business owner who transitioned ownership to existing employees of the business. Multiple individuals demonstrated the need and interest in gaining entrepreneurial skills training, which is currently in process.

The Maricopa Community Colleges and Arizona State University are among the institutions that provide training in the area of entrepreneurial skills. The Title II core partner to the Phoenix Business and Workforce Development Board actively participates with the Board in seeking out and identifying specific areas within targeted industry sectors that can benefit from new startups.

E. Describe how the LWDB will evaluate if the ARIZONA@WORK Job Centers in the LWDA need to be open beyond normal business hours to provide services to meet the workforce need, as is described in 20 CFR 678.800.

The PBWDB recognizes the importance of serving individuals in a manner that responds to their needs. The question of hours of operation has been and continues to be examined by the One-Stop Operator. The One-Stop Operator has indicated that the issue of hours of operation pertains particularly to individuals who are underemployed and/or enrolled in educational programs.

Labor market information is continually reviewed to establish clarity regarding the adequacy of hours of operation at the job centers. In instances where a substantial number of individuals within a 5-10 mile radius of job centers are underemployed or enrolled in school can be useful in guiding efforts to establish extended service hours at job centers.

Of critical 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.

- F. Provide copies of executed cooperative agreements (MOU) which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA Sec. 107(d)(11)) between the Local WDB or other local entities described in WIOA Sec. 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of the Rehabilitation Act (29 U.S.C. 720 et seq.) (other than Sec. 112 or part C of that title (29 U.S.C. 732, 741) and subject to Sec. 121(f)) in accordance with Sec. 101(a)(11) of the Rehabilitation Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination;**
- 1. To expedite the review process please provide links to the electronic version.**

<https://arizonaatwork.com/locations/city-phoenix/local-board>

- G. A description and assessment of the type and availability of adult and dislocated worker employment and training activities carried out in the LWDA (20 CFR 679.560(b)(6)).**

Title 1B: Adult, Dislocated Worker, and Youth Programs

The City of Phoenix Human Services Department, Business and Workforce Development Division is the provider of Adult, Dislocated Worker, and Youth Programs for ARIZONA@WORK City of Phoenix.

Fundamental to ARIZONA@WORK City of Phoenix Job Centers is its integrated customer service delivery model. As shown in Figure 1, following an initial greeting, the customer experiences an initial overview meeting clarifying the services available at the job center. The customer is then registered, receives a membership card, and is given a preliminary skills assessment.

The customer experiences a preliminary skills assessment that measures basic interests and skills against occupational categories. A member of the skills development team shares the outcomes with the customer. If the customer and skills development team member agree that the customer's career goals and job search focus are supported by the outcomes, the team member reviews the available basic career services and then creates a plan of next steps with

the customer. Where skills gaps are identified that might hinder a successful job search, the team member recommends individualized career services.

The customer is introduced to an array of basic career services including workshops, networking activities, and hiring events. Registration into the WIOA Adult program allows the customer access to basic career services provided by WIOA Adult and Dislocated Worker program.

Staff share the benefits and opportunities represented by basic career services, providing schedules and other details to the customer. As the customer participates in basic career services, an electronic service and training plan is used to document those services. The customer chooses to continue with services which can include moving onto the employment team for direct one on-one assistance with their job search. WIOA Adult and Dislocated Worker-funded staff do not follow-up with basic career services customers but continue to provide services as the customer seeks them.

The WIOA program serves adults and dislocated workers by providing a road map for career planning. ARIZONA@WORK City of Phoenix does this by assessing the labor market, determining individual skill sets, and providing career counseling. When the assessment does not result in a clear job goal, or the customer is lacking a necessary skill, more individualized career services are recommended.

To register as an adult or dislocated worker, the customer is scheduled for an initial assessment meeting with one of the WIOA representatives and one of the skills development team Career Advisors, to conduct a more formal registration process. Once the necessary eligibility information and documentation is verified, the individual is registered as either an adult or a dislocated worker.



Figure 14. Job Center Service Flow

SOAR Employment Series

SOAR (Self-assessment, Other-assessment, Active research and Rewrite career plan) is a highly focused program that stimulates full engagement of customers in their occupational planning and employment future. The purpose of SOAR is to ensure that each Title 1B customer has a clear job and career goal, understands the requirements for successful employment in that occupational area, and that the career goal is aligned with their desired livable wage.

Through SOAR, customers experience a 5-day employment readiness series within a business environment. After completing SOAR, each customer has determined the need for additional skills development or that they are ready to begin a focused job search. To remain flexible with a customer’s service and training plan, staff can waive the career and self-exploration modules of SOAR and focus on the employability/job search modules or can waive the entire series.

Customers who have solid work histories and are intent in continuing to grow their skills and add certifications in that work area are only scheduled for the last 3 days of SOAR. The first 2 days are self and career awareness, so they’ve already established that through their work history. After they complete the final 3 days, they work individually with their Career Advisor on next steps, which usually includes training and resultant credential/certification.

Those who do not require SOAR are individuals with clear career goals, experience in those career goals, and have the personal motivation to guide their own plan of action. SOAR may also include those who are underemployed but whose work situations do not allow them the time off to benefit from SOAR. Where SOAR is waived as a requirement, the Career Advisor is responsible for ensuring that each customer has the foundational information for effective career decision-making.

At the conclusion of this learning series, job seekers are prepared to discuss next steps with a Career Advisor, then be referred to the employment team for an individualized job search. In some instances, job seekers will be referred for additional training research aimed at strengthening skills to better align them with business needs.

ARIZONA@WORK City of Phoenix career advisors are trained to identify possible basic skills deficiencies through interviews, completion of the Arizona Job Connection registration, and the ability to successfully navigate the brief interest inventory assessment. When it is evident that a customer lacks basic academic skills, partnerships with area adult literacy programs will facilitate getting that customer to the service that can best address this need.

Throughout the recent, extended period of rapid economic growth, ARIZONA@WORK City of Phoenix has sought to meet the demands of local businesses, including newly attracted firms and those expanding their services. Since the onset of the current health and economic crisis, workforce development professionals have emphasized responsive service to individual workers and organizations of all sizes within the Phoenix local workforce area. The skills taught in SOAR have shown continuing applicability to workplace needs, emphasizing critical thinking, communication, collaboration, and creativity. Likewise, reading, applied mathematics, problem solving, basic computer skills, and teamwork remain focal elements of the SOAR program.

Arizona Career Readiness Credential

ARIZONA@WORK City of Phoenix actively participates in a major initiative set forth by Governor Ducey in partnership with ARIZONA@WORK and the Office of Economic Opportunity (OEO): making the Arizona Career Readiness Credential available to job seekers statewide.

ACRC was designed in response to employers who have indicated that they have difficulty finding job candidates who possess the necessary foundational academic, technical, and interpersonal skills needed to be successful at work.

Research and input from hundreds of employers who participated in industry summits and strategy labs identified seven skill areas intended to prepare job seekers for success. The intention was to capture focal areas applicable to workplace success in all industries and careers.

Three foundational academic skills and four personal and interpersonal skills are included in ACRC:

Foundational Academic Skills

- Applied Mathematics
- Reading for Information
- Workplace Data and Graphics

Personal and Interpersonal Skills

- Communicating Effectively
- Teamwork and Collaboration
- Professionalism
- Critical Thinking and Problem Solving

This career readiness program equips Arizona job seekers with the basic skills that employers value. The goal is to remove obstacles that are keeping these Arizonans on the sidelines and provide them a realistic path to successful participation in the workforce. Employers can confidently recognize that applicants holding the Arizona Career Readiness Credential are well prepared to meet the challenges of today's workplace.

My Next Move Interest Assessment Matching

In certain situations, additional skills enhancement is necessary but occupational training is not the appropriate solution. Workforce preparation services are made available as a cost-effective way of addressing skills gaps with less of a time commitment than vocational training requires. For example, the City of Phoenix has contracted with a local training provider for basic computer classes that teach the essentials of using a computer, email, Internet searches and entry level use of Microsoft products. Customers rate the class with high marks. Another example is forklift operation certification. This one-day class is followed by an examination. Those who complete the workforce preparation services are then ready to apply for positions requiring the certification.

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

1. General Announcement;

General Announcement. For the purpose of Dislocated Worker Program career and training eligibility purposes, "general announcement" refers to an individual employed at a facility at which the employer has made a general announcement that such facility will close within 180 days.

2. Unlikely to return to previous occupation or industry; and

Unlikely to return to a previous occupation or industry. An individual lacking a specific recall date from the employer of the qualifying dislocation within 12 weeks of termination or layoff. The category is based on judgment based on relevant circumstances. Related circumstances include but are not limited to factors pertinent to limited employment opportunities for the job category from which the individual has been released, an excess number of workers having similar skills sets in the local area, and the lack of up-to-date skills or lack of a pertinent credential qualifying the individual from being hired at the present time. Such descriptors are based on the following areas:

- Labor market information projections for occupation/industry;
- Analysis of limited job openings;
- Comparison of individual qualifications required for similar positions;
- Inability to perform tasks, duties in current occupation or industry; and/or
- Evidence of large numbers of layoffs in occupations/industries which create competition for few job openings.

3. Unemployed as a result of general economic conditions in the LWDA, or as result of a natural disaster.

Unemployed as a result of a general economic condition in the LWDA, or as a result of a natural disaster. An individual who is unemployed due to the present state of the economy in the region or the nation. The unemployment is thus deemed to be generally out of the direct control of the individual and more system-oriented, pertinent to a contraction or adverse situation in the economy. Unemployment due to a natural disaster can be deemed in a similar manner as not directly related to the individual's job preparation, education, training, or level of experience, but based on a larger-scale issue.

DISLOCATED WORKER (WIOA sec. 3(15)) – means an individual who— (A) (i) has been terminated or laid off, or who has received a notice of termination or layoff, from employment, including separation notice from active military service (under other than dishonorable conditions).

- I. A description of how the LWDB will coordinate workforce investment activities carried out in the LWDA with state-wide rapid response activities, including layoff aversion activities carried out by DES (20 CFR 679.560(b)(7)).**

It is the understanding of the Phoenix Workforce Development Board that the State is adjusting the Statewide Rapid Response activities. Upon receipt of a State-developed vision and plan for

statewide rapid response activities, the Phoenix Workforce Development Board plans to modify its local plan to specify how the Board will coordinate local area workforce investment activities with the statewide rapid response activities, including layoff aversion.

The local workforce board recognizes its collaborative role in working with the State to support statewide rapid response activities. The Board plans to provide updated language to reflect the direction provided from the Governor's Office regarding Rapid Response and layoff aversion statewide.

With respect to efforts to date by the Phoenix Business and Workforce Development Board, the objective of Incumbent Worker Training is threefold:

- Prevention of layoffs by reskilling
- Worker advancement by upskilling
- Optimization of workforce development resulting in increased company and worker competitiveness,

At the direction of the Phoenix Business and Workforce Development Board, the Business Engagement Team has provided layoff aversion activities through the Incumbent Worker Training Program.

Where possible, the PBWDB seeks to identify ways to anticipate and address efficiently and effectively any anticipated closures by reskilling the workforce and deploying human resources to address needs within given industry sectors.

The goal of the PBWDB is to ensure prevention, anticipation, and engagement with industry sectors and organizations to mitigate the effects of layoffs, and ensure productive collaboration that optimizes workforce development on behalf of the local workforce area and the State of Arizona.

Of key importance are efforts to monitor notification channels, including increases in Unemployment Insurance (UI) claims, media attention to specific employers or industries, discussions with employer representatives, as well as engagement in chamber of commerce or industry-specific meetings. The full complement of Rapid Response services as described earlier in this local plan is provided in coordination with State-level initiatives and support.

- J. A description and assessment of the type and availability of youth workforce investment activities in the LWDA (20 CFR 679.560(b)(8)). In addition, include:**
- 1. Description of activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities (20 CFR 679.560(b)(8)).**

The PBWDB has committed to the design and delivery of programs that address the needs of youth. ARIZONA@WORK City of Phoenix anchors its program services to out-of-school and in-school youth around the 14 Required Elements for Youth Programs specified by WIOA. Both out-of-school youth and in-school youth are served.

The PBWD Board ensures that all Job Center services are available through the web. Technology is used to ensure the following:

- Access to online forms, job searches and assessment tools;
- Providing any necessary accommodations to participate in services for individuals with disabilities; and
- Increasing awareness of services through ARIZONA@WORK website, and social media outlets to notify customers of special events, forums, job openings, resources, success stories, etc.

Additional means for implementing technology is ensured through a Memorandum of Understanding executed with core partners. It should be noted that there is no intent to utilize technology in lieu of transportation as there are no remote areas in the City of Phoenix, and Job Centers are strategically located throughout the City.

Three providers: Jewish Family and Children’s Services, Chicanos por la Causa, and the Watts Family Maryvale YMCA deliver services to youth, including youth who are individuals with disabilities. Service emphasis is family-centered, for the purpose of facilitating an integrated approach to learning and service that supports each family.

A three-tiered Youth Workforce Service Delivery Model emphasizes outreach, education, and employment, as shown below.

Table 10. Youth Workforce Service Delivery

ARIZONA@WORK and Providers: Outreach and Re-Engagement	Providers: Education, Training, and Re-Exploration	ARIZONA@WORK and Providers: Employment
Referrals	14 Required Elements for Youth Program	Employers
Assessment	Niche Populations	
Work Readiness	Case Management and Supportive Services	
	Education>Career Exploration> Career Exposure>Job Experience	
	Career Pathways	

The effective implementation of youth workforce investment activities incorporates staffing dedicated to providing program oversight, case management, monitoring of performance, and training endeavors, integrated across the workforce development system of staff and partners.

In an effort to provide strong support to youth, efforts to ensure appropriate caseloads emphasize the ability to address youth needs for supporting outreach, and a 3-tier service delivery model.

The identification of targeted industry sectors applicable to youth employment is in process. Unifying efforts to understand youth preferences for workplace learning and career preparation is foundational toward ensuring advancement to youth goals.

Integrating employer perspectives, family and youth perspectives, and stakeholder/partner views in the design and refinement of a strong service delivery model is the primary focus of youth services for ARIZONA@WORK City of Phoenix.

The family-centered employment model designed in partnership with the City of Phoenix Head Start partnership recognizes new and innovative approaches to integrating youth services into a family-strengthening approach. Collaborative endeavors toward the development of requests for proposal seek new and existing providers to be integrated into the youth services partnership.

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 (20 CFR 679.420(b)(8)).

Youth Services

ARIZONA@WORK City of Phoenix anchors its program services to in-school and out-of-school youth around the 14 Required Elements for Youth Programs specified by WIOA. The specific service population, including both out-of-school youth and in-school youth is summarized in the table below. Eligibility for services is specified for both groups:

Table 11. Youth Services

Out-of-School Youth	In-School-Youth
<p>Youth who are recipients of secondary school diploma and are at least one of the following:</p> <ul style="list-style-type: none"> • Basic skills deficient • English language learner • In need of additional assistance to enter and educational program or to secure employment. <p>In addition to meeting the low-income eligibility criterion, a youth who needs additional assistance may be eligible for WIOA Youth Services as specified in Table 13.</p> <p>Not younger than age 16 or Older than age 24, and one of the following:</p> <ul style="list-style-type: none"> • A school dropout; • A youth who is within the age of compulsory school attendance, but has not attended school for at least the most recent school year calendar quarter; • A low-income individual with a school diploma who is basic skills deficient or an English language learner; • A youth offender, homeless, pregnant or parenting; • A youth who has a disability; • A low-income individual requiring additional assistance to enter or complete an educational program or to enter or complete an educational program or to secure or hold employment. 	<p>All in-school youth must be low-income unless included in the 5% of youth who do not meet low income requirements but who meet all other eligibility requirements. The 5% is calculated using the combined total of in-school and out-of-school youth. In-school youth who need additional assistance may be eligible for WIOA Youth Services as specified in Table 13.</p> <p>Not younger than age 14 or older than age 21: Attending school (as defined by state law):</p> <ul style="list-style-type: none"> • A low-income individual who is basic skills deficient, an English language learner, or is an offender; • A homeless individual; • A pregnant or parenting individual; • A youth who has a disability; • An individual who requires additional assistance to complete an educational program or to secure and hold employment. Special Rule: “Low-income” also includes a youth living in a high poverty area.

The vision of supporting youth and young adults through an integrated service delivery system has stimulated ARIZONA@WORK City of Phoenix to design and serve in-school and out-of-school youth with supportive, focused, and comprehensive exposure and guidance to careers. Valuable, long-term opportunities in the form of Career Pathways that facilitate strong occupations begin this way.

ARIZONA@WORK City of Phoenix provides Youth Services through the City's leadership and support staff in collaboration with three providers at affiliate sites, namely Chicanos por la Causa, Jewish Family and Children's Services, and YMCA. The City offers multiple locations where services for youth are made available. Monthly meetings of City leaders and contracted providers offer ample opportunities to share training, coordination, exploration of best practices, and mutually beneficial, constructive feedback.

Policy monitoring and service delivery emphases guide the proceedings. In addition, such service delivery opportunities as a recent initiative to provide a two-day work readiness program in an online format were explored. This enhancement of service delivery to youth emerged as a response to the prevailing precautions amid the COVID-19 threat. This initiative is perceived to have ongoing value for current and forthcoming youth clientele.

Three provider organizations work in collaboration with the City of Phoenix to design, support, and sustain the 14 elements, which include the following:

1. Tutoring, Study Skills Training, Instruction, and Dropout Prevention activities that lead to completion of a high school diploma or recognized equivalent.
2. Alternative Secondary School and Dropout Recovery Services assist youth who have struggled in traditional secondary education or who have dropped out of school.
3. Paid and Unpaid Work Experience is a structured learning experience in a workplace and provides opportunities for career exploration and skill development.
4. Occupational Skills Training is an organized program of study that provides specific skills and leads to proficiency in an occupational field.
5. Education Offered Concurrently with Workforce Preparation is an integrated education and training model combining workforce preparation, basic academic skills, and occupational skills.
6. Leadership Development Opportunities encourage responsibility, confidence, employability, self-determination, and other positive social behaviors.
7. Supportive Services enable an individual to participate in WIOA activities.
8. Adult Mentoring is a formal relationship between a youth and an adult mentor with structured activities where the mentor offers guidance, support, and encouragement.
9. Follow-up Services are provided following program exit to help ensure youth succeed in employment or education.
10. Comprehensive Guidance and Counseling provide individualized counseling to participants, including drug/alcohol and mental health counseling.
11. Financial Literacy Education provides youth with the knowledge and skills they need to achieve long-term financial stability.
12. Entrepreneurial Skills Training provides the basics of starting and operating a small business and develops entrepreneurial skills.
13. Services that Provide Labor Market Information offer employment and labor market information about in-demand industry sectors or occupations.
14. Postsecondary Preparation and Transition Activities help youth prepare for and transition to postsecondary education and training.

A distinctive feature of the way that ARIZONA@WORK City of Phoenix addresses Youth Services is shown in Table 2. Of importance is the integrated nature of the 14 Elements. ARIZONA@WORK City of Phoenix ensures that 20% of the budget for Youth Services is directed toward Element 3, Paid and Unpaid Work Experience. This offering provides valuable, direct exposure and practical knowledge for youth regarding the real world of work.

Extensive emphasis is consistently provided in Element 4, Occupational Skills Training. Increasing emphasis is being placed on energizing Element 12, Entrepreneurial Skills Training. Similarly, the need for Element 11, Financial Literacy, represents one of several components of workplace and personal success.

Support for work readiness is further provided to ensure that labor market information informs postsecondary training and education.

Table 12. Strategic Emphasis of 14 Elements for Serving Youth

Number	Element	Strategic Emphasis
1	Tutoring, Study Skills Training, Instruction, and Dropout Prevention	Academic Skills Enhancement
2	Alternative Secondary School and Dropout Recovery Services	
3	Paid and Unpaid Work Experience	Workplace Preparation
4	Occupational Skills Training	
5	Education Offered Concurrently with Workforce Preparation	
6	Leadership Development Opportunities	Workplace Success
7	Supportive Services	
8	Adult Mentoring	
9	Follow-up Services	
10	Comprehensive Guidance and Counseling	
11	Financial Literacy Education	
12	Entrepreneurial Skills Training	Small Business Learning
13	Services that Provide Labor Market Information	Transition Support
14	Postsecondary Preparation and Transition Activities	

K. A description of how training services will be provided

- 1. If using, Individual Training Accounts (ITA), provide limitations for ITA amount and duration, if included in LWDB's policies (20 CFR 680.310). This is the preferred service delivery model.**
- 2. Include whether contracts for training services will be used and the process for their use. Training contracts may only be used if at least one of the five circumstances listed in TEGL 19-16 section 8 applies and the process for their use is described in the Local Plan. If the LWDB determines that there are an insufficient number of Eligible Training Providers in the LWDA to accomplish the purpose of a system of ITAs, the determination process must include a public comment period for interested providers of at least 30 days and must also be described in the Local Plan (20 CFR 680.320);**
- 3. Describe how the LWDB will ensure informed consumer choice in the selection of training programs regardless of how the training services are to be provided. (20 CFR 679.560(b)(18)).**

ARIZONA@WORK City of Phoenix has established the Integrated Education and Training (IET) model in its future programs. IET builds Career Pathways for participants at every skill level. Based on early work in Vocational English as a Second language (VESL) IET was developed by adult educators to provide concurrent foundational skill building within occupational contexts. The Workforce Innovation and Opportunity Act and subsequent regulation established IET as a three-part strategy emphasizing adult education and literacy, workforce preparation, and workforce training. These facets are balanced and have an integrated set of target outcomes. Connecting foundational skill building with occupational credentialing, IET prepares individuals with education workforce readiness, and specific credentials that meet professional standards and requirements.

Occupational skills classes are provided to support IET program services through the Adult Education providers

ARIZONA@WORK City of Phoenix uses Individual Training Accounts (ITA) and invests in job seekers' learning and skill development to effect responsible customer choice regarding avenues of training needed for job seekers to secure credentials.

The dollar cap amounts for programs are as follows: For the Adult/DW program, the cap is \$4,000 per period of participation for training in targeted industry sectors and \$3,000 for non-targeted sectors. After an individual has achieved their initial career goals, and their participation period has ended, he or she can seek training funds again after 18 months.

There are exceptions to the 18 months if someone needs to upskill in the same career area to promote. Staff can waive the 18 months and the dollar cap resets, meaning they are eligible for another \$3,000 or \$4,000. In the youth program, the cap is \$3,000 per 12 month period of time, basically \$3,000 per year.

The PBWDB recognizes overlapping capacity and training provision with the Maricopa County Workforce Development Board endeavors. Both workforce development boards have established funding caps for particular training available using ITAs. Maricopa County uses tiered system of funding caps. ARIZONA@WORK City of Phoenix uses two pricing levels. The Phoenix Business and Workforce Development Board takes its lead from the Greater Phoenix Economic Council (GPEC) and the Arizona Commerce Authority regarding targeted industry sectors, providing training for job seekers that optimizes skill acquisition.

If the Board determines that there are an insufficient number of Eligible Training Providers in the City of Phoenix Local Workforce Development Area to accomplish the purpose of a system of ITAs, the Board will contract out services for providers. Such contracting strictly observes policies and procedures established through the City of Phoenix Procurement Office and will include a public comment period for interested providers.

to accomplish the purpose of a system of ITAs contracts for training services will be used and the process for their use. **Training contracts may only be used if at least one of the five circumstances listed in TEGL 19-16 section 8 applies and the process for their use is described in the Local Plan. If the LWDB determines that, the determination process must include a public comment period for interested providers of at least 30 days and must also be described in the Local Plan (20 CFR 680.320);**

Participants and customers face a number of barriers to employment. As a result, ARIZONA@WORK City of Phoenix provides transportation assistance and other supportive services to eliminate accessibility as an obstacle. Title IB programs purchase and provide all-day and monthly bus passes to eligible Adults, Dislocated Workers, and Youth customers who are experiencing transportation challenges while working through their employment plan toward academic and/or employment success. The passes can also be used for the local light rail system. The workforce system provides transportation assistance and other supports (i.e. emergency one-time rental assistance, vision checks and purchase of glasses, childcare assistance, and utility bill assistance) according to established policies, procedures, and funding limits.

The South Job Center further offers daycare services to enable parents of young children to participate in services that sustain families through strong career development. The Marcos de Niza neighborhood center offers an integrated approach to family-based services encompassing education, careers readiness and preparation, in addition to housing support.

The Human Services Department provides a comprehensive array of services to help people meet emergency, short-and long-term needs, and help every individual reach their highest level of self-sufficiency.

The Human Services Department offers a variety of social services to low-income households experiencing crisis. Services are provided through three family services centers, geographically dispersed throughout the city. Each center provides a broad range of assistance with urgent

needs including utility, eviction prevention and/or move-in cost assistance. Caseworkers provide links to employment, budgeting, social and life-skills development counseling assistance. ARIZONA@WORK City of Phoenix works with caseworkers to provide employment services. These services assist families and adult individuals resolve problems, eliminate barriers, and work toward self-sufficiency.

Career Guidance Specialists evaluate three providers of training 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.

The Business Services Team provides workplace training to eligible employers through the Incumbent Worker Training, on-the-job training, and customized training programs. All such contracting strictly observes policies and procedures established through the City of Phoenix Procurement Office. The Board establishes criteria for all work-based learning programs according to [PBWD Board policies](#).

The Board advocates the development and support of critical thinking that informs consumer choice relative to programs funded by WIOA. The Board further recognizes that program selection and completion by job seeking clients supports a strong business climate in the local area, in addition to the development of capacity, represented by a pipeline of qualified individuals well prepared to meet the challenges of today's and tomorrow's jobs.

L. A description of how the LWDB will coordinate Title I workforce investment activities with the provision of transportation (including public transportation), and other appropriate supportive services in the LWDA and region (20 CFR 679.560(b)(10)). List types of supportive services that will be provided using WIOA Title I-B funds in the LWDA, per LWDB policy, including if needs-related payments will be provided to participants of WIOA Title I-B training services.

The Phoenix Business and Workforce Development Board recognizes that supportive services are integral to the success of Title 1-B training services provided to job seekers who require such assistance. Given the barriers to employment faced by some job seekers, transportation assistance and other supportive services eliminate accessibility as an obstacle to being served and benefiting from workforce development opportunities. It should be noted that all needs-related payments will be provided to participants of WIOA Title IB Training Services once the Board has established the appropriate policy to so authorize.

Title IB programs purchase and provide all-day and monthly bus passes to eligible Adults, Dislocated Workers, and Youth customers who are experiencing transportation challenges while working through their employment plan toward academic and/or employment success. The passes can also be used for the local light rail system. The workforce system provides transportation assistance and other supports (i.e. emergency one-time rental assistance, vision checks and purchase of glasses, childcare assistance, and utility bill assistance) according to established policies, procedures, and funding limits.

The South Job Center further offers daycare services to enable parents of young children to participate in services that sustain families through strong career development. The Marcos de Niza neighborhood center offers an integrated approach to family-based services encompassing education, careers readiness and preparation, in addition to housing support.

Human Services Department Employment Initiative – continuum of care and assistance for low income population

The Human Services Department provides a comprehensive array of services to help people meet emergency, short-and long-term needs, and help every individual reach their highest level of self-sufficiency.

The Human Services Department offers a variety of social services to low-income households experiencing crisis. Services are provided through three family services centers, geographically dispersed throughout the city. Each center provides a broad range of assistance with urgent needs including utility, eviction prevention and/or move-in cost assistance. Caseworkers provide links to employment, budgeting, social and life-skills development counseling assistance. ARIZONA@WORK City of Phoenix works with caseworkers to provide employment services. These services assist families and adult individuals resolve problems and work toward self-sufficiency.

City of Phoenix Municipal Court Sentencing Alternatives and Workforce Development Services for Justice-Involved Population

License to Work Program

A pilot program at the South Job Center seeks to enroll individuals in Title 1B Services to remove suspensions if a fine is in place. Court representatives negotiate with individuals during the sentencing phase for minor felonies and misdemeanors to visit an American Job Center and participate in workforce services. Updates are provided periodically to the Court representatives to ensure a participant's compliance.

ILEAP Program

A recent program currently being piloted for a three-month period involves a collaboration of the City of Phoenix Human Services Department, ARIZONA@WORK, and the Arizona Department of Economic Security is ILEAP, providing emergency medical services to clients who are eligible

for SNAP and TANF. The pilot project offers the Family Assistance Administration (FAA) customers direct access utility assistance at FAA office #123 located at 4635 S. Central Ave., Phoenix, AZ 85040.

Planned Expansion of Transportation

A planned expansion of the Phoenix light rail is planned for South Central Phoenix, connecting the light rail in downtown Phoenix to the area south of Baseline Road. Through the expansion, the City seeks create jobs, benefit commuters, and preserve the environment.

Construction plans have targeted completion by 2023. The light rail expansion will provide commuters and students greater access to various parts of the Valley. This affordable and convenient means of transportation will benefit the City, providing up to 700 jobs associated with the project, notably in the construction sector, one of the ARIZONA@WORK City of Phoenix targeted industry sectors.

New opportunities for workers in the local area will be strengthened by facilitating affordable transportation. Expansion of light rail is intended to benefit private transportation users, as well, by reducing traffic delays, and relieving congested roadways due to reduced usage by those who elect to use light rail. Further benefits include a positive impact on the environment, producing 62 percent less greenhouse gas emissions per passenger mile than private vehicles. The overall goal is a 66-mile light rail system by 2034.

M. A 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).

Job seeking customers who are adults or youth complete a skills assessment that determines areas of interest and level of basic skills. Following completion of the skills assessment and a review with center staff of the level of proficiency an individual brings, the team member works closely with the job seeker and collaboratively determines a path forward to guide skill enhancement. Workforce preparation services are made available in certain situations as a cost-effective way of addressing skills gaps with less of a time commitment than vocational training requires. Individualized career services are designed to ensure the enhancement of practical skills that can lead an individual youth or adult to education and job skills that facilitate meaningful participation in Career Pathways or apprenticeships as appropriate to the individual.

N. Describe how the LWDB will ensure the WIOA Title I-B Adult Program for priority of service to low-income individuals, recipients of public assistance, and individuals who are basic skills deficient (20 CFR 680.600).

Priority of Services

ARIZONA@WORK City of Phoenix utilizes Priority of Services policy to ensure those most in need are the first to gain access to services. Further, ARIZONA@WORK City of Phoenix leverages partner programs to serve a higher volume of customers, to provide specialized services, and to provide more sustainable and comprehensive wrap-around services, to ensure all customers' needs are met. 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);
- E. Is a homeless individual, as defined in 42 U.S.C. 14043e-2 (6); or
- F. 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
- G. Is basic skills deficient, as defined in WIOA Section 3 (5)

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

One staff member has been assigned as the liaison for Title IV participants who will be co-case managed and require Title 1B individualized and/or training services. Adult literacy agencies have a single point of contact at each City Job Center and affiliate location to ensure connection with Title 1B services.

O. A description of how the LWDB will provide Veterans Priority of Service. The strategies must include processes in place to ensure that veterans and eligible spouses are identified at the point of entry and given an opportunity to take full advantage of priority of service for all types of career and training services (20 CFR 680.650).

Fundamental to ARIZONA@WORK City of Phoenix Job Centers is its integrated customer service delivery model. Following an initial greeting, veterans experiences an initial overview

meeting clarifying the services available at the job center. The veteran is then registered, receives a membership card, and is given a preliminary skills assessment.

The veteran experiences a preliminary skills assessment that measures basic interests and skills against occupational categories. A member of the skills development team shares the outcomes with the customer. If the veteran as customer and skills development team member agree that the customer's career goals and job search focus are supported by the outcomes, the team member reviews the available basic career services and then creates a plan of next steps with the customer. Where skills gaps are identified that might hinder a successful job search, the team member recommends individualized career services.

The veteran is introduced to an array of basic career services including workshops, networking activities, and hiring events. Registration into the WIOA Adult program allows the customer access to basic career services provided by WIOA Adult and Dislocated Worker program.

Staff share the benefits and opportunities represented by basic career services, providing schedules and other details to the customer. As the customer participates in basic career services, an electronic service and training plan is used to document those services. The veteran chooses to continue with services which can include moving onto the employment team for direct one on-one assistance with their job search. WIOA Adult and Dislocated Worker-funded staff do not follow-up with basic career services customers but will continue to provide services as the customer seeks them.

Services to Veterans is a priority for ARIZONA@WORK City of Phoenix. The organization works with Luke Air Force Base and the Arizona Coalition for Military Families. Reveille, a nonprofit organization, has piloted an initiative with Republic Services to facilitate entry into careers with this employer. Services pertinent to educational support with GED and job training are provided.

- P. Provide the LWDB's definition of "underemployed". The definition of "underemployed" maybe used to determine whether employed adults and dislocated workers are in need of individualized career and training services through the WIOA Title IB Adult and Dislocated Worker Programs:**
- 1. Options defining "underemployed" are described in the United States Department of Labor Training and Employment Guidance Letter TEGL 19-16, section 11).**

Underemployed means an individual who is working part-time but desires full-time employment, or who is working in employment not commensurate with the individual's demonstrated level of educational and/or skill achievement.

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

The LLSIL Guidelines include income charts that are used by state and local workforce investment areas to determine income eligibility for the Workforce Innovation and Opportunity Act (WIOA) programs for youth and certain adult services, in addition to the Work Opportunity Tax Credit.

WIOA defines the term “low-income individual” as one whose total family annual income does not exceed the higher level of the poverty line or 70 percent of the LLSIL. This issuance provides the Secretary's annual LLSIL for 2020 and references the current 2020 Health and Human Services “Poverty Guidelines.”

Family size is listed by number of individuals. Income at the 70% of the LLSIL is indicated below:

Family Size	1	2	3	4	5	6
West: Metro (Phoenix)	\$11,609	\$19,025	\$26,121	\$32,245	\$38,050	\$44,504

Figure 15. Family Size and Income at 70% of LLSIL

- Q. Provide the LWDB’s definition and eligibility documentation for “requires additional assistance to enter or complete an education program, or to secure and hold employment” for:**
1. **Out-of-school youth (20 CFR 681.300); and**
 2. **In-school youth (20 CFR 681.310).**

ARIZONA@WORK City of Phoenix defines the “youth who requires additional assistance” according to whether the youth is in school or out of school, as described in Table 13.

Table 13. Criteria for Serving Youth

Out of School Youth (OSY)		
<p>“Low income eligibility requirements apply to Out-of-School Youth only if they are 1) Recipients of secondary school diploma or equivalent, and are at least one of the following: a) basic skills deficient; b) English language learner; or 2) In need of additional assistance to enter an educational program or to secure employment” (AZDES.gov). In addition to meeting the low-income eligibility criteria, a youth who needs additional assistance may be eligible for WIOA Youth Services <i>if one of the following criteria is met under this category:</i></p>		
Section	Policy Provision	Documentation Needed
Poor Work History/Underemployed	Has poor, limited or no work history and/or sporadic employment and is no longer employed or is seeking employment for the last 2 months, but remains unemployed or underemployed.	Work History Form Case notes
Has Incarcerated Parent(s)	One or both parents is incarcerated	Legal Document Self-Attestation Case Note
Occupational Skills/ Further Education Deficiency	Lack of educational, occupational and/or technical training that reduces opportunities for gainful employment and causes income poverty; poor access to quality education and job opportunities	Work History Form Self-Attestation Case Note
Counseling Services	Is receiving or has received additional services through a licensed Counseling/Rehabilitation Agency.	Referral/Letter from Agency
In School Youth (ISY)		
<p>“All in-school youth must be low-income unless included in the five percent low-income exception ... LWDAs must not serve more than five percent of youth who do not meet low income requirements but who meet all other eligibility requirements. The five percent is calculated using the combined total of In-School and Out-of-School youth” (AZDES.gov). In-school youth who need additional assistance may be eligible for WIOA Youth Services <i>if one of the following criteria is met under this category:</i></p>		
Section	Policy Provision	Documentation Needed
Poor School Attendance	Has displayed chronic poor attendance within the last school quarter and/or has an attendance rate of less than 85%.	School Record
Alternative Schooling	Is currently attending an alternative school/education program that leads to a High School Diploma or High School Equivalency.	School Record
At Risk of Drop 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 amount of credits.	School Record
School Disciplinary	Has received or is receiving continuous disciplinary actions and/or is under a type of academic probation.	School Record
Counseling Services	Is receiving or has received additional services through a licensed Counseling/Rehabilitation Agency.	Referral/Letter from Agency

R. A description of the competitive procurement process to be used to award the subgrants and contracts in the LWDA for activities carried out under this title with assurance that all federal, state and local procurement laws, regulations and policies are followed (20 CFR 679.560(15)).

Competitive Process Used to Award Subgrants and Contracts in the Local Area

Selection of One Stop Operators and Providers

In partnership with the CEO, the PBWD Board 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 PBWD Board procurement policies located at:

<https://arizonaatwork.com/locations/city-phoenix/policies>

With the assistance of its staff, the PBWDB determines the scope of work for the One-Stop Operator and manage the contract. The PBWDB has elected to enter into an agreement with the City's Human Services Department Business and Workforce Development Division, designated "Program Operator" for Career Services.

The PBWDB has identified eligible providers of youth workforce development activities by awarding contracts based on the recommendations of the designated committee of the PBWDB.

As directed by the PBWDB, the Program Operator prepares and submits applications for competitive grant funding opportunities to expand workforce development offerings.

One Stop Operator (OSO) Selection

1. The PBWD Board with the assistance of its staff shall determine the scope of work for the OSO and manage the contract.
2. The PBWD Board shall competitively procure the OSO with the CEDD Procurement Manager and in compliance with City's procurement policies.
3. The designation of an OSO must be approved by a majority vote of the PBWD Board or designated committee.
4. Once approved by the PBWD Board, the OSO contract award shall be forwarded to the Mayor/Designee. The OSO contract shall be effective only when approved by the Mayor/Designee and Phoenix City Council.

Career Services Provider Selection

1. Career Services may be provided directly by the one stop operator or through contracts with direct service providers that are approved by the PBWD Board. (20 CFR 680.160).
2. The PBWD Board has entered into an agreement with the City's HSD Business and Workforce Development Division (**Program Operator**) for Career Services ("Program Operator Agreement"). According to the Program Operator Agreement, the Program Operator provides Career Services directly and through subcontracts with other service providers. These services may be self-performed or performed by a subcontractor, with prior written approval by the PBWD Board. The procurement of these contracts will be conducted by the CEDD Procurement Manager. For the subcontracts, the Program Operator manages those contracts and provides quarterly and annual updates to the PBWD Board and the assigned Committee of the Board responsible for ensuring budget and performance outcomes. Any amendments to the Program Operator Agreement, or any subsequent agreement with the City's Program Operator regarding career services, shall be sent to all of the Parties to this agreement and added as a supplement to Exhibit 1 of this Agreement.

Youth Services Provider Selection

1. Consistent with WIOA section 123, the PBWD Board shall identify eligible providers of youth workforce development activities in the Local Workforce Development Area (LWDA) by awarding contracts on a competitive basis based on the recommendations of the PBWD Board's assigned Committee and may recommend termination for cause the eligibility of such providers.
2. Under the direction of the PBWD Board, the Program Operator subcontracts youth program services for delivery within the LWDA, manages the contracts and provides quarterly updates to the PBWD Board's assigned Committee on performance outcomes. The procurement of these contracts will be conducted by the CEDD Procurement Manager.

Competitive Grants

As directed by the PBWD Board, the Program Operator will prepare and submit applications for competitive grant funding opportunities to expand workforce development offerings. For any funded grant applications, Program Operator will implement a work plan and provide it to the PBWD Board for approval. The procurement of these contracts will be conducted by the CEDD Procurement Manager.

S. A description of how the LWDB will coordinate relevant secondary and postsecondary education programs and activities, including Adult Education and Literacy programs, to coordinate strategies, enhance services, promote participation in Integrated Education & Training programs, and avoid duplication of services. (20 CFR 679.560(b)(9)).

The PBWD Board describes how it will coordinate relevant secondary and postsecondary education programs and activities with core partners in the local area in the MOU and below, in section S.2.

- 1. Include the name of the Title II adult education provider grantee(s) in the local area that were included in this coordination.**

Pending Arizona State Board of Education approval, the following programs have been awarded funds to provide Title II Services in the local workforce area.

Table 14. Title II Adult Education Providers

Provider	Program Contact	Phone Number	Email
Arizona Center for Youth Resources (ACYR)	Sharlet Barnett	(602) 252-6721 ext. 234	sharletb@acyraz.org
Friendly House: Adult Education Program	Jose J. Vaquera	(602) 416-7208	josev@friendlyhouse.org
International Rescue Committee	Melissa Maness	(602) 433-2440	melissa.maness@rescue.org
Maricopa County Adult Probation	Kristie Wimmer	(602) 390-8221	kristi.wimmer@jbazmc.maricopa.gov
Literacy Volunteers of Maricopa County	Jesús Love	(602) 943-7332 ext. 1100	jlove@lvmc.net
Rio Salado College: College Bridge Pathways	Kelly Stewart	(480) 517-8183	kelly.stewart@riosalado.edu

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

The Board will work with Adult Education providers established for the City of Phoenix to deliver related services to the local workforce development area.

Career Management

Students in grades 13 and 14 prepare for postsecondary occupational certificates, transition to higher education and receive degrees and utilize lifelong learning skills to complete advanced degrees. The CTE program standards are industry driven and articulate into postsecondary education. State standards are currently being validated and technical assessments developed.

Integrating Career and Technical Education Services

The City of Phoenix works with the Arizona Department of Education (ADE) and CTE programs/centers to increase the pipeline of skilled and ready potential employees in targeted areas. This includes participation in Industry Sector Strategy meetings which will assist in the development of CTE curriculum that is both education and workforce relevant. Sector strategies will be important for ensuring current industry expectations are being taught to the students. Representatives from the CTE programs participate in the Industry Sector meetings to understand how to best prepare the workforce. Career and Technical Education partners and programs serve as important collaborators as the PBWD Board convenes local education, training and economic development partners to develop locally relevant career pathways.

Secondary and Postsecondary Education

ARIZONA@WORK City of Phoenix has a long-standing partnership with the Maricopa County Community College District (MCCCD) and other private institutions. Most of the colleges have programs approved and available through the State Eligible Training Provider List (ETPL) where customers can select the college/program that best meets their goals. Further, the colleges and private training providers work closely with businesses to create customized training options for incumbent and new workers and to align education programs to current workforce needs and skill requirements. At times, Title IB works directly with the colleges to train cohorts of individuals to meet the needs of a local business that is hiring or expanding its workforce. If applicable, Pell Grant funds are first applied to the costs of tuition prior to Title IB funds being utilized. Under contract, the Maricopa Corporate College, a MCCCD entity, provides essential skills (or soft skills) training for Title IB Adults and Dislocated Workers. Additionally, ARIZONA@WORK City of Phoenix participates on multiple collaborative action teams that encourage secondary and

post-secondary successes including high school graduation, college readiness, and work readiness initiatives. The collaboration teams encompass public, private and secondary school representatives and has assisted in the development of relationships with Phoenix Union High School staff with city staff.

Private training providers often have an advantage over the public education system in that they have more flexible hours of operation and are not bound by semesters or traditional school schedules. This allows both employed and unemployed individuals more options in seeking the training that meets their needs. MOU elements facilitate coordination of training services with both Title II and IV participants.

Title II participants are connected to the nearest Job Center via an electronic management system and co-managed dependent upon the situation. For Title IV, one Title 1B Career Advisor has been assigned for all co-case management with Title IV participants. This ensures a coordinated approach and minimizes the mandatory bureaucratic processes that at times stifle superior customer services.

Together, agencies review services periodically to ensure that education and training provided to customers responsively match employer and industry demand and reflect current requirements in secondary and post-secondary standards.

Further, ARIZONA@WORK City of Phoenix Coordinates with MCCCD and other institutes of higher education to articulate CTE programs; to design and/or implement relevant career pathways that can be used for individual career planning, and to develop communication strategies for more timely and effective responsiveness to training needs.

T. A description of plans and strategies for, and assurances concerning, maximizing coordination, improving service delivery, and avoiding duplication of Title III - Wagner-Peyser Act (29 U.S.C. 49 et seq.) services (20 CFR 679.560(b)(11)). Plans and strategies should specifically include how the broader one-stop delivery system and LWDB will incorporate Title III services into the service delivery system. Title III - Wagner-Peyser programs include services such as job search assistance, help getting a job referral, and placement assistance for job seekers. Additionally, re-employment services are available for unemployment insurance claimants, as well as recruitment services to employers with job openings. Services are delivered in one of three modes including self- service, facilitated self-help services and staff assisted service delivery approaches. 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 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.

As a core partner within ARIZONA@WORK City of Phoenix, the Arizona Department of Economic Security oversees and provides Title III services at the North, West, and South Job Centers. Employment Services provides basic and individualized career services to job seekers and job development services to Arizona employers. Veterans and their eligible spouses receive priority of service.

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 to support their respective products and services. Employment Services are co-located within the three job centers serving ARIZONA@WORK City of Phoenix. Services and performance accountability indicators are integrated with other federal workforce programs.

Basic services provided are skill assessment, labor market information, referrals to support service programs and assistance with job search and placement.

Individualized services include career and vocational counseling.

Employment Service has been an integral part of the ISD launch in the American Job Centers. Providing an overview of Job Center services and membership benefits is the responsibility of all staff, and Employment Service staff are generally responsible for the 15- to 20-minute welcome meeting and initial registration for membership services. Once an individual has been determined to be job search ready, Employment Service staff assists with identifying companies that are hiring and provides one-to-one desk side job search tips. It is common for job seekers to be co-enrolled in Wagner-Peyser and WIOA Title IB.

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

ARIZONA@WORK City of Phoenix system partners are mindful of and dedicated to ensuring physical and programmatic accessibility for individuals with disabilities. The One Stop Operator is charged with, as one of its responsibilities, ensuring that all facilities, technology, and services, employment placements and outreach materials are compliant with the Americans with Disabilities Act (ADA) and Equal Opportunity (EO) guidelines.

Job Center staff make every reasonable effort to meet the need of any individual identifying an accommodation for participation or accessibility. This includes enlarged print materials, listening systems, qualified sign language interpreters, Braille, audiocassettes, and related supports.

Further, Job Center staff make reasonable changes to an activity so that participants can understand and participate. If the Job Center or Vocational Rehabilitation staff does not have an existing method of accommodation, staff research a means and acquire the item, process or technology, within reason.

The City of Phoenix Community and Economic Development Department Quality Assurance (QA) team in coordination with the City of Phoenix Equal Opportunity Department coordinates and provides annual EO training to staff on addressing the needs of individuals with disabilities. QA oversees the contractor who monitors facilities to ensure ADA compliance.

Core and Other Required Partners

ARIZONA@WORK City of Phoenix provides an integrated group of partners to deliver the full complement of services to support and sustain WIOA in the City. These include:

Core Partner Programs

- Title I: Adult, Dislocated Worker, and Youth
- Title II: Adult Education and Literacy
- Title III: Wagner-Peyser and Veteran Programs
- Title IV: Vocational Rehabilitation

Required Partners

- Senior Community Service
- Employment Program (SCSEP)
- Career and Technical Education Program
- Trade Adjustment Assistance
- Jobs for Veterans State Grants
- City of Phoenix Community Action Program (Community Service Block Grant)
- City of Phoenix Housing Programs (Housing and Urban Development)
- Programs under Unemployment Compensation

One-Stop Operator

Using the competitive procurement process, the PWBD Board selected Goodwill as its One-Stop Operator to coordinate the service delivery of required one-stop partners and service providers as specified in WIOA.

The One-Stop Operator has established a proactive design for investing in collaboration among partners in ARIZONA@WORK City of Phoenix. Central to this effort is the approach to the strategic optimization of partners as shown in Figure 2. A consciously coordinated effort is in place to stimulate mutual learning by partners regarding performance initiatives, unification of purpose and thus understanding, and interdependence of partner contributions to customer need is intended to promote the complex of workforce development services as “all one effort” that serves the customer.

Navigating the system in which multiple leaders at each job center guide numerous functions that serve the customer means daily conversations among leaders.

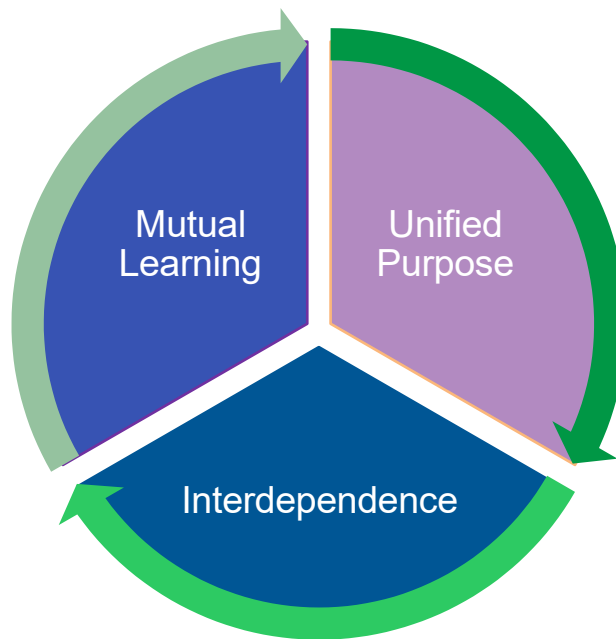


Figure 16. Strategic Optimization Partnership

Evidence of the strategic optimization partnership in place are two primary features:

1. Quarterly partner meetings
2. Monthly Integrated Service Delivery (ISD) training sessions

Quarterly partner meetings include staff representing all ARIZONA@WORK City of Phoenix partner organizations. Carefully selected and designed presentations are made to participating professionals including a broad spectrum of knowledge types and skill levels. Thought-provoking, interactive, theoretically sound, and practical education is delivered in a format that leads to depth of understanding and immediate application of techniques provided.

Monthly ISD training sessions feature directly practical, skill-based programs emphasizing such areas as Veterans Tool Kit and social media utilization.

The overall objective of Integrated Service Delivery is twofold: a deepened understanding of mutual contributions and building a unified system of delivery designed to strengthen outcomes for employers and job seekers.

As shown in Figure 3, in conformance with the State Plan for ARIZONA@WORK, the continual exploration of opportunities to optimize coordination and resource sharing to enhance services, emphasizes:

- Partners' expertise in strategic planning, grant planning and grant applications,
- Sector strategy teams applying labor market information to employer engagement and curricular design,
- Asset mapping by core and other partners to optimize existing resources and knowledge,
- Best practice identification and application, emphasizing education and skills training through WIOA-supported initiatives.

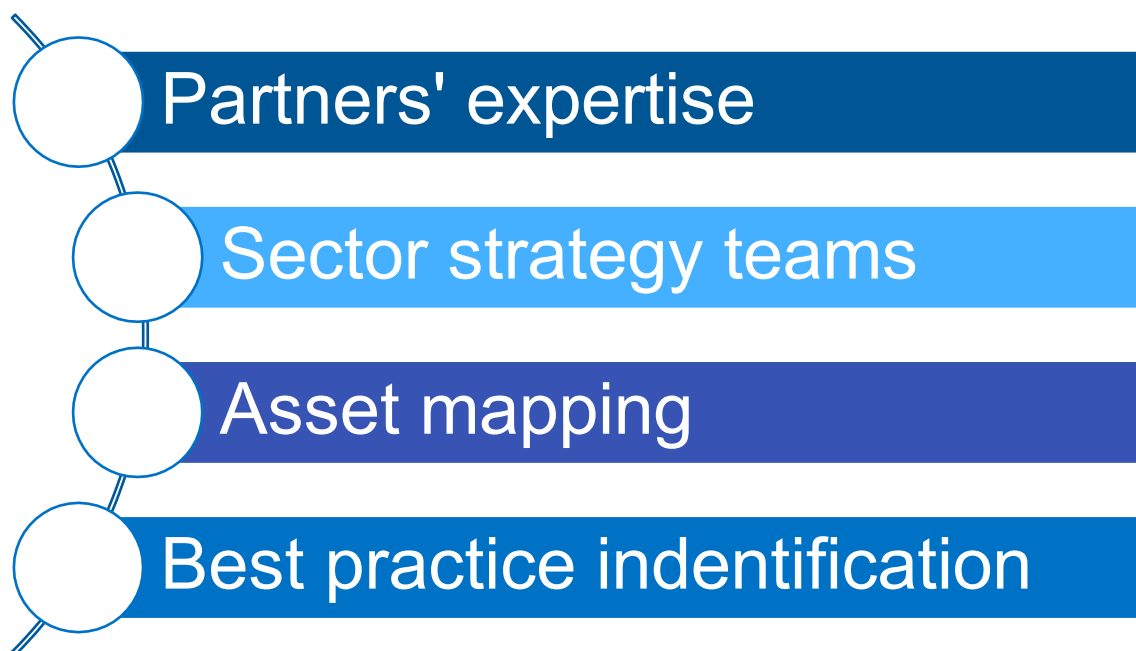


Figure 17. Strategic Coordination

SECTION 4: ARIZONA@WORK JOB CENTER DELIVERY

This Section should include a description of the ARIZONA@WORK one-stop delivery system in the LWDA, including the following (20 CFR 679.560(b)(5)):

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

City of Phoenix - North
9801 North 7th Street North Mountain Village
Phoenix, AZ 85020

City of Phoenix - South
4635 South Central Avenue South Mountain Village
Phoenix, AZ 85040

City of Phoenix - West
3406 North 51st Avenue Maryvale Village
Phoenix, AZ 85031

The North, South, and West locations above are Comprehensive Job Centers and are physical locations where job seeker and employer customers can access the programs, services and activities of all required ARIZONA@WORK partners.

Phoenix Business and Workforce Development Center
(for Employers Only)
302 North 1st Avenue
6th Floor
Phoenix, AZ 85003

Aeroterra
1745 E. McKinley St.
Phoenix, Arizona 85006

Marcos de Niza
1305 S. 3rd Avenue
Phoenix, AZ 85003

A New Leaf (AWEE)
326 E. Coronado Road, Suite # 105
Phoenix, AZ 85004

YMCA Christown
5517 N. 17th Avenue
Phoenix, AZ 85015

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

The Phoenix Business and Workforce Development Board recognizes and supports continuous improvement for all workforce development partners. Such continuous improvement on the part of partners, providers, and staff who oversee and deliver services is maintained through the systems principles of unified direction of purpose, as expressed by the mission and vision that underlie the Board Strategic Plan, as well as the purposeful linkage and collaborative practices supported by the efforts of the One-Stop Operator. Integrated Service Delivery, regularly scheduled meetings, and coordinated approaches to service provision support and sustain continuous improvement of eligible service providers. The One-Stop Operator provides a useful point of connection between the workforce board and staff, partners, and providers in guiding and designing continuous improvement while ensuring physical accessibility of services for all job seekers.

The PBWD Board supports the concept of Integrated Service Delivery of WIOA-based services at all job centers and through virtual delivery. Of key importance in establishing integrated service delivery is a sharing of focus, knowledge, and history associated with the delivery of workforce development services for ARIZONA@WORK City of Phoenix.

The One-Stop Operator performs a critical role in bringing together stakeholders and partners providing workforce development services and ensures physical accessibility of program services. On a quarterly basis, topics such as the effective use of social media platforms, including LinkedIn, both as a utility for outreach and a learning vehicle, are discussed. During the month of November, “Be Connected” training providing a Veterans Tool Kit for building skills veterans need to be successful in their pursuits of careers was provided.

The One-Stop Operator performs a major function on behalf of the Phoenix Business and Workforce Development Board in coordinating service delivery among workforce system partners at the job centers and virtually.

In addition to coordination of integrated services at job centers, the One-Stop Operator convenes quarterly meetings of all partner organizations. Each quarterly meeting incorporates education and training of direct benefit to service provider organizations.

The concept of working as one integrated service delivery organization prepared to meet job seekers where they are and recognize and respond to their needs is critical to performance for the job centers. The Virtual One Stop (VOS) platform facilitates specification of the reason for coming to the center and guides staff in directing and supporting job seekers.

Mutual understanding of service provision and building mutual trust through concerted team-building activities remains a strong focus. With that emphasis is the shared recognition of mutual success through interdependencies. Titles I, II, III, and IV are encouraged to share with one another their success points and design incremental advancement toward meaningful outcomes.

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

The PBWD Board Job Center Certification Policy (900.906) includes criteria concerning physical and programmatic accessibility, defined in the policy as follows:

Physical Accessibility: Physical accessibility is extent to which facilities are designed, constructed, or altered so they are accessible and usable to individuals with disabilities. Evaluations of physical accessibility should consider both external accessibility and internal accessibility.

- a. Evaluations of external accessibility could include:
 - i. A review of the availability of transportation to the ARIZONA@WORK Job Center;
 - ii. Access into the site location via ramps consistent with the Americans with Disabilities Act's (ADA) standards.
- b. Evaluations of internal accessibility could include:
 - i. A review of the center's access to bathrooms,
 - ii. Adjustable work stations,
 - iii. Appropriate signage, including signage to meet multilingual needs common to the specific region of the State, and signage for people with disabilities.

Programmatic Accessibility: Programmatic accessibility is the extent to which the full range of services is available to all customers, regardless of disability or cultural background.

Evaluations of physical and programmatic accessibility must include criteria evaluating how well the centers and delivery systems take actions to comply with the disability-related regulations implementing WIOA sec. 188 (related to nondiscrimination), set forth at 29 CFR part 38.7-38.9. Such actions include, but are not limited to (678.800 b.1-6):

- a. Providing for the physical accessibility of the ARIZONA@WORK Job Center to individuals with disabilities;
- b. Providing reasonable accommodations for individuals with disabilities;
- c. Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities;
- d. Administering programs in the most integrated setting appropriate (i.e. people with disability or cultural needs can be served in the same setting as those without, to the greatest extent possible);
- e. Communicating with persons with disabilities as effectively as with others;
- f. Providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity. (p. 3-4)

The PBWD Board Job Center Certification Policy (900.906) also includes criteria for maintaining continuous improvement related to technology and training and support for addressing the needs of individuals with disabilities:

- b. Other continuous improvement factors may include:
 - i. A regular process for identifying and responding to technical assistance needs;
 - ii. A regular system of continuing professional staff development;
 - iii. Having systems in place to capture and respond to specific customer feedback. (p. 4)

Finally, the PBWD Board Policy (900.906) describes using the ARIZONA@WORK Job Center Certification Assessment Tool measures as part of the recertification process and to ensure accessibility (p. 4-5).

- 1. Include how the need for specific assistive technology equipment will be determined as well as how partners/operator will ensure equipment is in working order and staff have the knowledge and skill to assist individuals with disabilities in accessing and utilizing the equipment.**

The PBWD Board ensures that all Job Center services are available through the web. Technology is used to ensure the followin

- Access to online forms, job searches and assessment tools;
- Providing any necessary accommodations to participate in services for individuals with disabilities; and
- Increasing awareness of services through ARIZONA@WORK website, and social media outlets to notify customers of special events, forums, job openings, resources, success stories, etc.

Additional means for implementing technology is ensured through a Memorandum of Understanding executed with core partners. It should be noted that there is no intent to utilize technology in lieu of transportation as there are no remote areas in the City of Phoenix, and Job Centers are strategically located throughout the City.

2. Describe the process that an individual would use to request an accommodation as well as how an individual will know what accommodations/assistive technology equipment are available.

When a job seeker enters a job center, s/he is informed by staff of the availability of accommodations/assistive technology. Job seekers are encouraged to request accommodations/assistive technology equipment when needed. Job Center staff explain the services, accommodations, and assistive technology available to those with disabilities. These may include: enlarged print materials, listening systems, qualified sign language interpreters, Braille, audiocassettes, etc. Further, staff will make every reasonable effort to meet the need of any individual identifying an accommodation for participation or accessibility. Further, Job Center staff will make reasonable changes to an activity so that participants can understand and participate. If the Job Center or VR staff does not have an existing accommodation method, staff will research a means and acquire the item, process or technology, within reason. Additionally, all vendors and the American Job Center Operator will be required to provide annual training to staff on addressing the needs of individuals with disabilities.

ARIZONA@WORK City of Phoenix and its partners are all mindful of and dedicated to ensuring physical and programmatic accessibility for individuals with disabilities. Once selected, the American Job Center Operator is charged with, as one of its responsibilities, ensuring that all facilities, technology, and services, employment placements and outreach materials are compliant with the Americans with Disabilities Act (ADA) and Equal Opportunity (EO) guidelines. Until then, ARIZONA@WORK City of Phoenix will ensure compliance.

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

The Arizona Department of Economic Security oversees and delivers comprehensive Vocational Rehabilitation services. The AZDES Rehabilitation Services Administration administers the Vocational Rehabilitation (VR) program to provide employment-related services to individuals with disabilities who want to work, yet need assistance and accommodations. These individuals might experience difficulty getting or keeping a job due to a physical, sensory, or mental disability. A VR counselor provides itinerant services at all three comprehensive ARIZONA@WORK City of Phoenix Job Centers.

ARIZONA@WORK City of Phoenix has been working with VR customers who are individuals with visual impairments to assist them in getting employed, through the City's flagship SOAR (self-assessment, other assessment, active research and redesigning the career plan) program. With some adaptation and ongoing accommodations, individuals with visual impairments have been able to participate in and benefit from the SOAR employment readiness series. The City of Phoenix continues to build and expand this program to work with more individuals.

Using the Integrated Service Delivery model to maximize coordination of services for 2020-2024 and through a MOU, ARIZONA@WORK City of Phoenix partners with VR. The partnership leverages experience and knowledge of VR staff to provide best practices and training on strategies for providing services to persons with disabilities while improving efficiency and yielding more qualified people at the Job Centers. Vocational Rehabilitation will provide assistive technology to the ARIZONA@WORK City of Phoenix Job Centers.

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

The ARIZONA@WORK City of Phoenix currently has an active MOU/IFA and is currently in the process of engaging with the core partners and is drafting the newly revised required MOU/IFA. The intent of the MOU/IFA is to demonstrate shared commitment among partners relative to costs associated with delivering workforce development services.

The roles and resource contributions of one-stop partners will be specified in the final Memorandum of Understanding (MOU) and Infrastructure Funding Agreement.

Infrastructure costs will be shared among all mandated partners. Cost allocation methodology will be in compliance with the federal cost principles.

As consistent with WIOA Sec. 121(c), the MOU and IFA for ARIZONA@WORK City of Phoenix will specify the following for the partnership agreement serving workforce development in the local area:

- The period of time the IFA is in effect;
- Identification of all ARIZONA@WORK partners, CEOs, and LWDB participating in the IFA;
- Only includes non-personnel costs necessary for the general operation of the ARIZONA@WORK Job Center;
- The infrastructure and shared services budget, must be periodically reconciled against actuals to ensure that partner programs are paying their fair share;
- Identify the cost allocation bases used to distribute costs;
- Determine estimated partner contributions;
- Allocate costs by each partner's proportionate use and relative benefit received from ARIZONA@WORK system; and
- Resolution procedure when a consensus cannot be reached.

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

ARIZONA@WORK City of Phoenix maintains a Priority of Service policy to guide efforts in helping individuals with the greatest need. Such individuals are defined as veterans, adults who are low income, recipients of public assistance, and basic skills deficient.

Upon recognition of priority of service status, staff and providers in the job centers identify programs for which each individual may be eligible. Career Guidance Specialists and other staff customize services that ensure service delivery.

Staff and partner providers recognize each category of priority and support the requisite skill needs of each individual.

For those individuals eligible for Title IV services, a liaison co-case manages with a Title 1B professional, in addition to coordinating with a single point of contact representing an adult literacy agency to ensure connection with needed services.

F. Describe how the LWDB is implementing the waiver granted by the US Department of Labor to the State of Arizona to use individual training accounts for youth who are in school.

The waiver has been and will continue to be used in the City of Phoenix. A policy describing how the waiver will be used is being developed.

Individual Training Accounts (ITAs) are used by ARIZONA@WORK City of Phoenix for the purpose of learning and skills development and to ensure consumer choice relative to training services that facilitate acquisition of industry-recognized credentials.

Regional efforts coordinated with the Maricopa County Workforce Development Board incorporate funding caps established by each board within the overlapping local workforce areas, using ITAs.

The Phoenix Business and Workforce Development Board coordinates its efforts with the Greater Phoenix Economic Council (GPEC) and the Arizona Commerce Authority relative to targeted industry sectors and worker preparation to address in-demand occupations within these sectors.

Career Guidance Specialists facilitate the acquisition and application of critical thinking skills pertinent to decision analysis by job seekers as they determine the efficacy of training providers to serve their needs. Criteria for decisions include quality of programming, duration of training, outcomes reported by providers, and the record of job placement by those individuals completing programs. Program selection by the PBWD Board represents an important part of building a solid economy fortified by the availability of a well-trained workforce.

SECTION 5: PERFORMANCE AND CONTINUOUS IMPROVEMENT

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

The PBWD Board supports the concept of Integrated Service Delivery of WIOA-based services at all job centers and through virtual delivery. Of key importance in establishing integrated service delivery is a sharing of focus, knowledge, and history associated with the delivery of workforce development services for ARIZONA@WORK City of Phoenix.

AJC is utilized for documentation of case management, tracking of services provided to job seekers, and specifying co-enrollment.

The One-Stop Operator performs a critical role in bringing together stakeholders and partners providing workforce development services. On a quarterly basis, topics such as the effective use of social media platforms, including LinkedIn, both as a utility for outreach and a learning vehicle, are discussed. During the month of November, “Be Connected” training providing a Veterans Tool Kit for building skills veterans need to be successful in their pursuits of careers was provided.

The One-Stop Operator performs a major function on behalf of the Phoenix Business and Workforce Development Board in coordinating service delivery among workforce system partners at the job centers and virtually.

In addition to coordination of integrated services at job centers, the One-Stop Operator convenes quarterly meetings of all partner organizations. Each quarterly meeting incorporates education and training of direct benefit to service provider organizations.

The concept of working as one integrated service delivery organization prepared to meet job seekers where they are and recognize and respond to their needs is critical to performance for the job centers. The Virtual One Stop (VOS) platform facilitates specification of the reason for coming to the center and guides staff in directing and supporting job seekers.

Mutual understanding of service provision and building mutual trust through concerted team-building activities remains a strong focus. With that emphasis is the shared recognition of mutual success through interdependencies. Titles I, II, III, and IV are encouraged to share with one

another their success points and design incremental advancement toward meaningful outcomes.

- B. 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. (After negotiation with DES, update the local plan to provide the levels of performance negotiated with DES consistent with WIOA Sec. 116(c).) The negotiated levels of performance are to be used by the LWDB for measuring performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I-B, and the ARIZONA@WORK system (20 CFR 679.560(b)(16)).**

The negotiated performance agreements establishing between ARIZONA@WORK City of Phoenix and the State of Arizona a clear set of metrics, Federal Common Measures, on which to assess ongoing performance by the local workforce development area emphasizes the following specific performance metrics:

Table 15. Federal Common Measures

Entered Employment	Percentage of participants entered into unsubsidized employment during the 2 nd quarter after exit
Employment Retention	Percentage of participants in unsubsidized employment during the 4th quarter after exit
Median Earnings	Earnings of participants in unsubsidized during the 2nd quarter after exit
Credential	Percentage of participants who obtain a recognized postsecondary credential, secondary school diploma or equivalent during participation or within one year after program exit.
Measurable Skills Gain	Percentage of participants who during the program year are in education that leads to post-secondary credential or employment, and who are achieving measurable gains toward those goals.

The staff of ARIZONA@WORK City of Phoenix advises the Executive Leadership Committee and the PBWD Board on progress regarding the agreed upon metrics, including the allocation of resources dedicated to their achievement through targeted programs and services. Quarterly performance reports are provided using the statewide case management system, Arizona Job Connection (AJC).

The roles of fiscal agent and quality assurance staff within the City of Phoenix contribute to the success of programs and services that facilitate the attainment of agreed upon measures.

C. Performance Goals: Using the table and instructions provided in Appendix 1, include the local area's expected levels of performance relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) of WIOA for Title I.

In partnership with the CEO, the PBWD Board will negotiate and approve performance accountability measures (WIOA Section 116 (c)).

The PBWD Board and its staff shall obtain proposed performance accountability measures from the State. Program Operator shall propose performance accountability measures to the PBWD Board for consideration. The PBWD Board shall determine the acceptable performance accountability measures for the LWDA with the core partners and service providers.

The performance accountability measures must be approved by a majority of the PBWD Board. Once passed, the request shall be forwarded to the Mayor/Designee for approval. Only after Mayor/Designee's review, can the finalized performance accountability measures be submitted to the State.

The PBWD Board shall focus on required performance measures with outcomes and impacts. The PBWD Board shall review current performance measures and reports, identify additional priority and subordinate performance measures to be collected, and work with any organization or entity required to report performance measures to determine reporting timeframes. Performance measures will be included in the Local Workforce Development Area Plan and reviewed every two years.

The WIOA performance metrics below, negotiated between Phoenix Business and Workforce Development (PBWD) Board and the State of Arizona, establish a clear set of performance standards with Federal Common Measures, on which to assess ongoing program performance by the PBWD Board:

Table 16. Title I-B, Adult Program Performance Metrics

	Title I-B—Adult Program			
	Program Year 2020		Program Year 2021	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)	67.2%		67.2%	
Employment (Fourth Quarter after Exit)	58.7%		58.7%	
Median Earnings (Second Quarter after Exit)	\$5,850.00		\$5,850.00	
Credential Attainment Rate	71.1%		72.1%	
Measurable Skill Gains	53.3%		53.3%	

Table 17. Title I-B, Dislocated Worker Program Performance Metrics

	Title I-B—Dislocated Worker Program			
	Program Year 2020		Program Year 2021	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)	74.1%		75.1%	
Employment (Fourth Quarter after Exit)	69.5%		70.5%	
Median Earnings (Second Quarter after Exit)	\$9,000.00		\$9,000.00	
Credential Attainment Rate	68.8%		69.2%	
Measurable Skills Gain	47.5%		48.5%	


Table 18. Title I-B, Youth Program Performance Metrics

	Title I-B—Youth Program			
	Program Year 2020		Program Year 2021	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)	67.5%		68.5%	
Employment (Fourth Quarter after Exit)	63.7%		64.7%	
Median Earnings (Second Quarter after Exit)	\$4,275.00		\$4,275.00	
Credential Attainment Rate	37.5%		37.5%	
Measurable Skills Gain	47.0%		47.0%	

SECTION 6: PUBLIC COMMENT

Following the process of updating the local plan in 2022, reflective of the perspectives of the chief local elected official, the local Workforce Development Board, and associated stakeholders, ARIZONA@WORK City of Phoenix distributed a draft copy of the local plan update on the ARIZONA@WORK website and sent email blasts to our workforce partners, employer stakeholders and community groups through GreenRope for purposes of seeking input and comment from the period of May 17, 2022 – June 1, 2022. The published request is shown below.

ARIZONA@WORK-Phoenix is looking for comments from you on how we can adapt and improve our workforce development programs



ARIZONA@WORK™

CITY OF PHOENIX

A proud partner of the **americanjobcenter** network

Good day,

The City of Phoenix supports its local businesses with a concerted effort to provide workforce services for employers and job seekers. Much of this effort is funded by the federal Workforce Innovation and Opportunity Act (WIOA) Grant and the city's investment in workforce development activities are overseen by the Phoenix Business and Workforce Development Board.

As part of this grant, the Phoenix Business and Workforce Development Board, in partnership with the Mayor and City Council develop a Local Workforce Development Area Plan to identify and describe policies, procedures and activities that are implemented within the local workforce development area. The local plan also outlines how ARIZONA@WORK-City of Phoenix partners and programs will align with the Arizona Unified State Workforce Development Plan for Business Services and WIOA Title 1B Adult, Youth and Dislocated Work Programs.

This plan is available for review on the ARIZONA@WORK-City of Phoenix website. Public comments are invited until June 1, 2022. Comments can be submitted through the link at the website, https://arizonaatwork.com/locations/city-phoenix/public-comment_arizonaatwork.com

Your opinions and thoughts matter to the Workforce Board, and Mayor Gallego. Please take a moment to look at the Plan and let us know how we can better meet your workforce development needs.

Respectfully submitted,

Latasha Causey
Chair
Phoenix Business and Workforce Development Board

You are receiving this email because you have signed up with the City of Phoenix Community and Economic Development and Workforce Development program lists to receive important relevant information from the city.

[Update your profile](#)

A copy of the published public notice is included in Appendix III.

No public comments were received.

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

The Chief Local Elected Official, the Phoenix Business and Workforce Development Board, all associated stakeholders, and staff the Board collaborated in the design and representation of this local plan for 2020-2023. This comprehensive endeavor integrates the PBWDB and its partners in establishing a foundation for responsive integration of all facets of the Workforce Innovation and Opportunity Act to guide the advancement of the Board's strategic mission and vision on behalf of the City of Phoenix.

This local plan integrates the foundational economic analysis of the service area, a committed set of goals and strategies designed to address current and future needs of employers and job seekers, while anticipating emerging needs and opportunities reflected in the dynamic external environment.

Of key importance in the local plan is the investment in Career Pathways to meet the mutual needs of employers and job seekers, consistently enriching the robust economic development efforts in the area and contributing to the quality of life for all current and future residents in the City.

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

Following a rigorous and inclusive process of preparation, design, and writing of the local plan, reflective of the perspectives of the chief local elected official, the local Workforce Development Board, and associated stakeholders, ARIZONA@WORK City of Phoenix distributed a draft copy of its local plan to representatives of business, labor organizations, and the general public, for purposes of seeking input and comment. Comments provided by the public were integrated into the local plan prior to consideration for approval by the Phoenix Business and Workforce Development Board.

Public comments were proactively solicited during the period beginning June 19, 2020 and ending July 7, 2020 by posting the document to the following locations:

- Arizona Business Gazette (See Appendix III)
- AZCentral.com (See Appendix III)
- DES ARIZONA@WORK Facebook page
- DES ARIZONA@WORK Twitter
- ARIZONA@WORK City of Phoenix website
- Constant Contact list of emails to stakeholders and partners throughout the local workforce area

A copy of the published public notice is included in Appendix III.

Review of all public comments received was conducted by the PBWD Executive and by department and division management staff. The public comments representing the sole respondent are shown below:

“Here are my thoughts viewing the document through a youth lens:

- OFY statistics - I'd recommend a reference or called out to who OFY is and where the numbers being reported come from in the document. I believe the data is from the Measure of America report, which has just recently been updated. There might be a need for a possible footnote regarding COVID-19, as the latest report from Measure of America states the pandemic will cause youth disconnection rates to spike dramatically. This seems important for these 4 years plans, as young people with the fewest resources are likely to be left even further behind, with low-income people of color hardest hit.
- What specifically is being done to expose/connect youth to career pathways? The document states "current efforts," but there was no additional context. Regionally, this is both a concern for Maricopa County and the City of Phoenix as we need to develop strategic efforts to connect youth - especially disconnected youth - to locally identified high demand industry sectors. What possible partnerships exist and what regionalized approaches can be taken to spotlight these areas for our youth?
- What does youth representation mean for the standing youth committee? Does this youth have a full voice and full vote? What outreach and recruitment practices are being implemented to ensure youth have a voice on the committee. How is the work of the standing youth committee being shared to the full board? Is there an additional youth voice across other committees?
- What assessment and/or assessments are being used to determine basic skills deficiency. The language in the report was very vague and did not provide detail to the assessments being used.

“I also asked our MCWDB staff to send the document to our youth committee for review and encouraged them to add their comments during the public comment period.

“I appreciate the work of the Phoenix Workforce Board to put this local plan together. I look forward to continued regionalized approaches as we move forward into the next four years of these plans.”

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

None.

APPENDIX I: PERFORMANCE MEASURES

As part of the local plan update, the following letter specifies the updated Title 1-B Negotiated Performance Levels for Program Years 2022 and 2023 agreed upon by the State and representatives of the City of Phoenix Workforce Development Board:



June 29th, 2022

Mayor Kate Gallego
City of Phoenix
200 W Washington St 11th FL
Phoenix AZ 85003-1611

Dear Ms. Gallego:

The following are the Workforce Innovation and Opportunity Act Title I-B Negotiated Performance Levels for Program Years 2022 and 2023 agreed-upon by the State and representatives of the City of Phoenix Workforce Development Board.

	Final Negotiated Targets for PY22	Final Negotiated Targets for PY23
Adult		
Employment 2 nd Quarter after exit	67.5%	67.5%
Employment 4 th Quarter after exit	65.0%	65.0%
Median Earnings in the 2 nd quarter after exit	\$6,500	\$6,500
Credential attainment rate	69.0%	69.0%
Measurable Skills Gain	60.5%	60.5%
Dislocated Worker		
Employment 2 nd Quarter after exit	75.0%	75.0%
Employment 4 th Quarter after exit	72.5%	72.5%
Median Earnings in the 2 nd quarter after exit	9,500	9,500
Credential attainment rate	70.0%	70.0%
Measurable Skills Gain	62.0%	62.0%
Youth		
Employment 2 nd Quarter after exit	72.0%	72.0%
Employment 4 th Quarter after exit	70.0%	70.0%
Median Earnings in the 2 nd quarter after exit	\$5,044	\$5,044
Credential attainment rate	52.0%	52.0%
Measurable Skills Gain	55.0%	55.0%

If you have any questions, please contact Matt Smith, WIOA Project Specialist at matthewsmith@azdes.gov or (602) 513-3772.

Thank you for your continued efforts to improve employment outcomes for employers and job seekers in the City of Phoenix.

The WIOA performance metrics below, negotiated between Phoenix Business and Workforce Development (PBWD) Board and the State of Arizona, establish a clear set of performance standards with Federal Common Measures, on which to assess ongoing program performance by the PBWD Board:

	Title I-B—Youth Program	
	Program Year: 2020	Program Year 2021
	Negotiated Level	Negotiated Level
Employment (Second Quarter after Exit)	71.3%	71.3%
Employment (Fourth Quarter after Exit)	67%	67%
Median Earnings (Second Quarter after Exit)	\$4,500.00	\$4, 500.00
Credential Attainment Rate	44%	44%
Measurable Skill Gains	52.8%	52.8%

	Title I-B—Adult Program	
	Program Year: 2020	Program Year 2021
	Negotiated Level	Negotiated Level
Employment (Second Quarter after Exit)	67.2%	67.2%
Employment (Fourth Quarter after Exit)	65.2%	65.2%
Median Earnings (Second Quarter after Exit)	\$5,850.00	\$5,850.00
Credential Attainment Rate	71.1%	71.1%
Measurable Skill Gains	59.2%	59.2%

	Title I-B—Dislocated Worker Program	
	Program Year: 2020	Program Year 2021
	Negotiated Level	Negotiated Level
Employment (Second Quarter after Exit)	75.3%	75.3%
Employment (Fourth Quarter after Exit)	72.3%	72.3%
Median Earnings (Second Quarter after Exit)	\$8,646.00	\$8,646.00
Credential Attainment Rate	70%	70%
Measurable Skill Gains	50%	50%

APPENDIX II: IN-DEMAND INDUSTRIES AND OCCUPATIONS

Provide the industries and occupations identified as ‘In-Demand’ in tables formatted as shown below. The tables can be as long or short as necessary, but the requested information must be provided for each industry and occupation.

NAICS Code(s)	Industry Title
21	Mining, Quarrying, and Oil and Gas Extraction
32	Wood Product Manufacturing
33	Primary Metal Manufacturing
42	Wholesale Trade
44-45	Retail Trade
48-49	Transportation and Warehousing
51	Information
52	Finance and Insurance
53	Real Estate and Rental and Leasing
54	Professional, Scientific, and Technical Services
56	Administrative and Support and Waste Management and Remediation Services
62	Health Care and Social Assistance


SOC Code	Occupation Title	NAICS Code	Industry Title
29-1141	Registered Nurses	62	Health Care and Social Assistance
41-3099	Sales Representatives, Services, All Other	33	Primary Metal Manufacturing
		44-45	Retail Trade
		48-49	Transportation and Warehousing
		51	Information
		53	Real Estate and Rental and Leasing
		54	Professional, Scientific, and Technical Services
		56	Administrative and Support and Waste Management and Remediation Services
SOC Code	Occupation Title	NAICS Code	Industry Title

41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific	21	Mining, Quarrying, and Oil and Gas Extraction
		32	Wood Product Manufacturing
		42	Wholesale Trade
		51	Information
		52	Finance and Insurance
		54	Professional, Scientific, and Technical Services
13-2011	Accountants and Auditors	54	Professional, Scientific, and Technical Services
15-1132	Software Developers, Applications	54	Professional, Scientific, and Technical Services
41-3021	Insurance Sales Agents	52	Finance and Insurance
13-1111	Management Analysts	54	Professional, Scientific, and Technical Services
13-1199	Business Operations Specialists, All Other	56	Administrative and Support and Waste Management and Remediation Services
13-1161	Market Research Analysts and Marketing Specialists	54	Professional, Scientific, and Technical Services
15-1121	Computer Systems Analysts	54	Professional, Scientific, and Technical Services

APPENDIX III: PUBLIC COMMENT NOTICE

The published request for public comment regarding the 2022 update of the 2020 local plan is shown below:

ARIZONA@WORK-Phoenix is looking for comments from you on how we can adapt and improve our workforce development programs



ARIZONA@WORK™

CITY OF PHOENIX

A proud partner of the **americanjobcenter** network

Good day,

The City of Phoenix supports its local businesses with a concerted effort to provide workforce services for employers and job seekers. Much of this effort is funded by the federal Workforce Innovation and Opportunity Act (WIOA) Grant and the city's investment in workforce development activities are overseen by the Phoenix Business and Workforce Development Board.

As part of this grant, the Phoenix Business and Workforce Development Board, in partnership with the Mayor and City Council develop a Local Workforce Development Area Plan to identify and describe policies, procedures and activities that are implemented within the local workforce development area. The local plan also outlines how ARIZONA@WORK-City of Phoenix partners and programs will align with the Arizona Unified State Workforce Development Plan for Business Services and WIOA Title 1B Adult, Youth and Dislocated Work Programs.

This plan is available for review on the ARIZONA@WORK-City of Phoenix website. Public comments are invited until June 1, 2022. Comments can be submitted through the link at the website, https://arizonaatwork.com/locations/city-phoenix/public-comment_arizonaatwork.com

Your opinions and thoughts matter to the Workforce Board, and Mayor Gallego. Please take a moment to look at the Plan and let us know how we can better meet your workforce development needs.

Respectfully submitted,

Latasha Causey
Chair
Phoenix Business and Workforce Development Board

You are receiving this email because you have signed up with the City of Phoenix Community and Economic Development and Workforce Development program lists to receive important relevant information from the city.

[Update your profile](#)



PUBLIC NOTICE

The Workforce Innovation and Opportunity Act (WIOA) is comprehensive reform that supersedes the Workforce Investment Act (WIA) of 1998. The goals of the national strategic direction for the workforce system include: ARIZONA@WORK City of Phoenix and the Phoenix Business and Workforce Development (PBWD) Board strive to work together with aligned missions to build capacity in the system's ability to achieve Focused Workforce Solutions, Excellence in Customer Services, and Strong Regional Economies - the three Hallmarks of WIOA.

Under the Workforce Innovation and Opportunity Act, each Local Workforce Development Board (LWDB), in partnership with the chief local elected official, is required to submit a Local Workforce Development Area Plan for WIOA Title 1B Adult, Youth and Dislocated Worker Programs for program years 2020 –2024. The Governor has designated the City of Phoenix as a Local Workforce Development area and as such, the law requires that the City submit a Local Plan. To view and download a Draft copy of the City of Phoenix Local Workforce Development Area Plan for Program Years 2020-2024, go to <https://arizonaatwork.com/locations/city-phoenix/local-board>.

Anyone wishing to comment on the plan may do so during a public comment period, from June 23, 2020 through July 7, 2020. There will be a variety of ways to comment on the Local Plan during this period. Comments will be accepted at/by:

1. Fax: 602-495-7530
Attn: Christina Edwards, PBWD Board Liaison
Plan: Program Year 2020-2024
2. Visit <https://arizonaatwork.com/phoenix/local-board>

We would like to thank you in advance for taking the time to review and comment on the plan.

Respectfully,

LaSetta Hogans
Executive Director
Phoenix Business and Workforce Development Board

APPENDIX IV: REQUIRED PARTNERS

[20 CFR 678.400](#) identifies the following regarding required partners:

(a) Section 121(b)(1)(B) of WIOA identifies the entities that are required partners in the local one-stop delivery systems.

(b) The required partners are the entities responsible for administering the following programs and activities in the local area:

- (1) Programs authorized under title I of WIOA, including:
 - (i) Adults;
 - (ii) Dislocated workers;
 - (iii) Youth;
 - (iv) Job Corps;
 - (v) YouthBuild;
 - (vi) Native American programs; and
 - (vii) Migrant and seasonal farmworker programs;
- (2) The Wagner-Peyser Act Employment Service program authorized under the Wagner-Peyser Act (29 U.S.C. 49 *et seq.*), as amended by WIOA title III;
- (3) The Adult Education and Family Literacy Act (AEFLA) program authorized under title II of WIOA;
- (4) The Vocational Rehabilitation (VR) program authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 *et seq.*), as amended by WIOA title IV;
- (5) The Senior Community Service Employment Program authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 *et seq.*);
- (6) Career and technical education programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 *et seq.*);
- (7) Trade Adjustment Assistance activities authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 *et seq.*);
- (8) Jobs for Veterans State Grants programs authorized under chapter 41 of title 38, U.S.C.;
- (9) Employment and training activities carried out under the Community Services Block Grant (42 U.S.C. 9901 *et seq.*);
- (10) Employment and training activities carried out by the Department of Housing and Urban Development;
- (11) Programs authorized under State unemployment compensation laws (in accordance with applicable Federal law);
- (12) Programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532); and
- (13) Temporary Assistance for Needy Families (TANF) 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 §678.405(b).