



YEARS JULY 1, 2016 – JUNE 30, 2020

# LOCAL WORKFORCE DEVELOPMENT PLAN



City of Phoenix

Community & Economic  
Development Department  
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*We strengthen Arizona's economy by developing the workforce  
and matching employers with job seekers.*

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## EXECUTIVE SUMMARY

The Workforce Innovation and Opportunity Act (WIOA) was signed into law on July 22, 2014. WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the 21<sup>st</sup> century, global economy. WIOA supersedes titles I and II of the Workforce Investment Act of 1998 (WIA) and amends the Wagner-Peyser Act and the Rehabilitation Act of 1973.

As part of WIOA, each Local Workforce Development Board (LWDB) must develop and submit, in partnership with the Chief Local Elected Official (CLEO), a comprehensive four-year plan on the current and projected needs of the workforce system, to the State. Collaboration and transparency are key factors in the development and submission of each local plan.

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 joined together to design this local four-year Strategic Plan, effective July 1, 2016 through June 30, 2020. City of Phoenix Mayor Greg Stanton, the CLEO, will be briefed on milestones of the planning process as they are accomplished. Stakeholders and 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, have informed the process through meetings with the Planning Team and as a result of various local initiatives. The public will provide input during a 30-day public comment period where the Local Workforce Development Plan is made available online and to the ARIZONA@WORK City of Phoenix contact distribution list via email.

The Local Workforce Development Plan provides a local labor market analysis, an overview of the workforce system and its programs and services, current and forecasted, and goals and strategies for the plan period. The framework for the Local Workforce Development Plan is designed to reflect WIOA's three Hallmarks of Excellence: 1. Focused Workforce Solutions; 2. Excellent Customer Service; and 3. Strong Regional Economies. Supporting these Hallmarks is the Phoenix Business and Workforce Development Board's Strategic plan guiding pillars. Three Guiding Pillars were developed to methodically outline a shared plan of action, for what is most important in the region, while still explicitly adhering to the Hallmarks. The framework consists of:

- Pillar I. Proactive and High Quality Services, which was created on the basis that the needs of business and individuals drive workforce solutions resonating with Hallmark 1. Focused Workforce Solutions.
- Pillar II. Community Outreach and Engagement, which aims to foster an element of cooperation between economic development, education and workforce development to create common strategies for access to pathways and prosperity mirroring Hallmark 3. Strong Regional Economies.

- Pillar III. Organizational Excellence, which positions the system to build capacity in the ability to provide customer service through talent, communication, resources and continuous improvement directly reflecting Hallmark 2. Excellent Customer Service.

As more guidance is provided by the State of Arizona, as further details emerge from performance measure negotiations, and as quality assurance and customer feedback provide benchmarks for modifications, the Plan will be updated. Through the implementation and refinement of the Plan, the City of Phoenix will have a business-led, market-responsive, results-oriented, and integrated workforce development system. The system will be proactive and accessible, linking job seekers and workers, especially those adults and youth with the highest needs and most significant barriers, with services and supports that upskill and encourage pathways to education and employment, and result in self-sufficiency. Phoenix will continue to grow as a desirable destination to live, work, do business and invest – Phoenix is HOT!

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## ***I. Analysis***

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An analysis of regional economic conditions provides the City of Phoenix with the data needed to direct and focus customized workforce solutions, as well as the policies to meet the needs of businesses and individuals. Labor market information, demographic information and impact data each contribute to an informed workforce system and make-up the foundation for **Pillar I. Proactive and High Quality Services**. Understanding demand industries allows workforce staff to increase employer engagement through more targeted outreach for occupations important to the region, and provides the staff with guidance on what kind of a pipeline should be developed, and to what degree. Concurrently, information related to the target population can further the ability to provide the necessary education, training and support services that are results-oriented and appropriate to develop an inclusive talent pool. Further, as an integrated system with a unified plan going forward, core partners must quantify work, using benchmarks to measure progress, success and continuous improvement.

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*“The world of work is changing and Arizona must change along with it” -Dr. Sybil Francis, Executive Director of Center for the Future of Arizona*

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The Analysis section of the City of Phoenix Strategic Plan was developed in partnership with the Arizona Department of Administration’s Office of Employment and Population Statistics Department. An in-depth analysis was conducted of historical, current and forecasted conditions, and compiled into a presentation that was thoroughly reviewed with the Strategic Plan Planning Team. As strategies for 2016-2020 were developed, the Planning Team referred to, and considered the analysis. The process used for planning will be continued monthly, between the City of Phoenix and the Office of Employment and Population Statistics Department to ensure economic data is coupled with quality assurance data, and disseminated to core partners and consistently woven into operations. Further, this practice will ensure the City of Phoenix has direct access to economic data that will now be used to adjust performance expectations, as required by WIOA.



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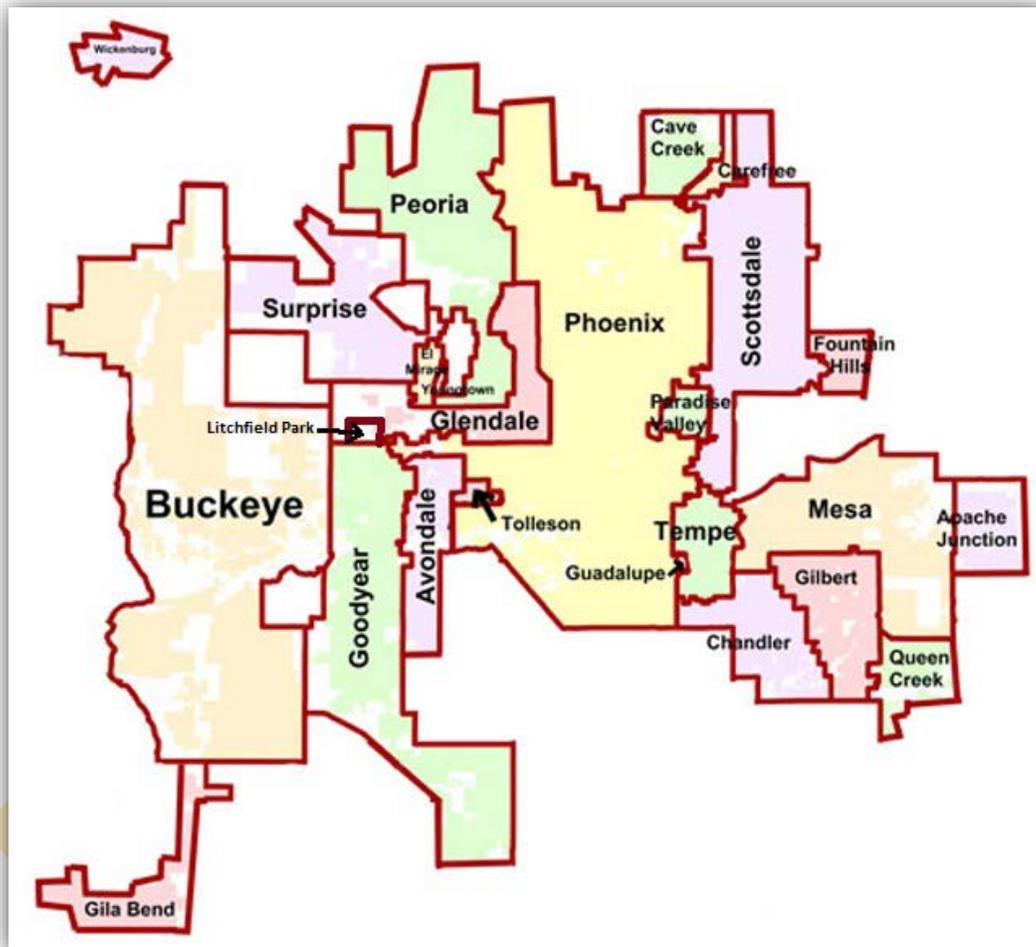
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## Analysis of Regional Economic Conditions

### Geographic Location

The State of Arizona's capital city, Phoenix, spans 518.9 square miles within Maricopa County.

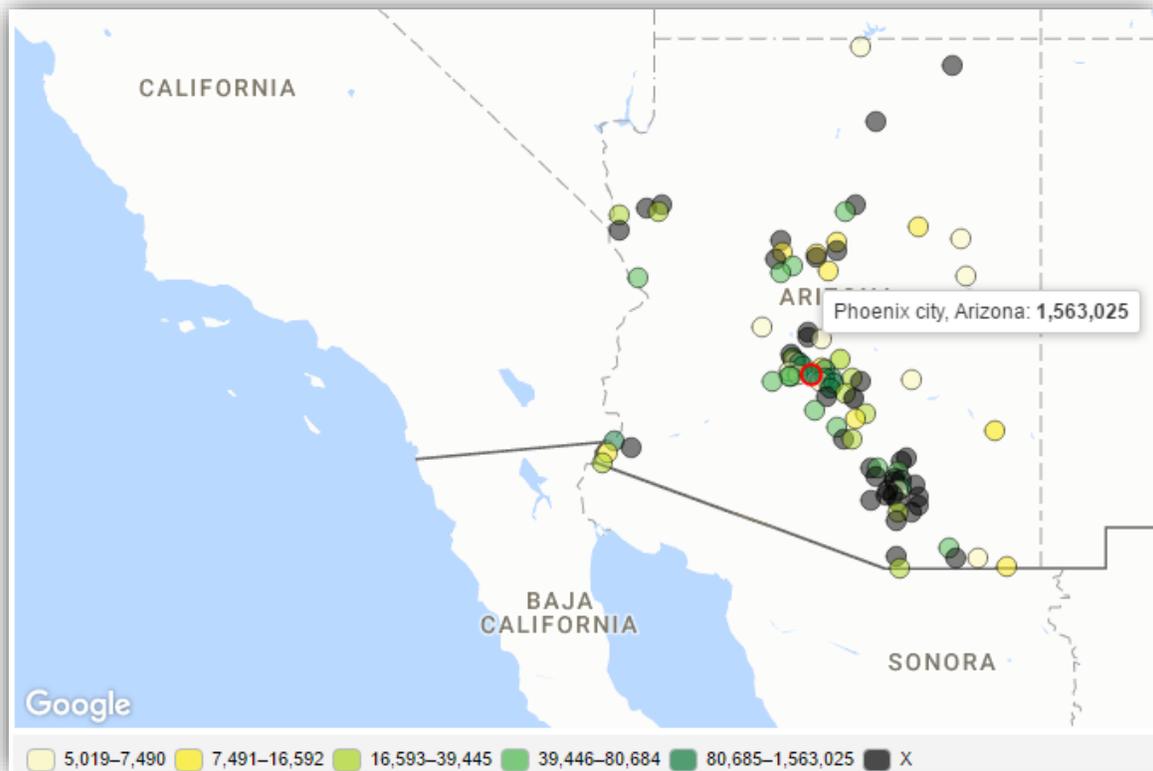


### Maricopa County...

- is the State's most populous county
- covers 9,224.4 square miles
- Is located in the south central part of the state

## Population Snapshot

Based on U.S. Census Bureau 2015 estimates, nearly 23 percent of Arizona's population, or 1,563,025 million residents, resides in Phoenix. The population increased eight percent from 2010 to 2015, and is projected to grow through 2040.



## City of Phoenix Quickfacts

	Phoenix	Arizona	United States
Median Household Income	\$46,881	\$49,928	\$53,482
Median Age	32.9	36.5	37.4
Individuals with a Disability Between 18-64	8.5%	9.9%	10.2%
Veterans	6.8%	10.0%	8.3%
Poverty Status	23.2%	18.2%	15.6%
Mean Travel Time to Work	24:30	24:42	25:42
Civilian Labor Force Participation Rate	65.7%	59.7%	63.5%
Population over 16	1,126,981	5,121,781	248,775,628

Source: Produced by the Arizona Office of Employment and Population Statistics using 2014 ACS 5-Year Estimates (DP03, S0501, S1810, S2101) in cooperation with the U.S. Census Bureau

## Local Characteristics



**In fact, more than 16 million people visit metropolitan Phoenix each year.**

Phoenix is brimming with cultural attractions, distinctive restaurants, awe-inspiring museums, diverse residential options and endless outdoor opportunities. The city is also a hub for tourism, transportation and professional and spectator sports. With more than 62,000 guest rooms at more than 450 hotels and more than 40 resort properties, Greater Phoenix consistently ranks among the nation's top cities in the number of Five Diamond and Four Diamond and Five Star and Four Star resorts. Phoenix Sky Harbor International Airport serves more than 40 million passengers a year, and goes to more than 100 domestic and international destinations, making it one of the 10 busiest airports in the nation. Sky Harbor is a hub for two major carriers, US Airways and Southwest Airlines. Greater Phoenix is home to and hosts events for NASCAR, NBA, NFL, NHL, MLB, including 15 Major League Baseball teams which conduct spring training in the Cactus League, drawing a record 1.89 million fans in 2015.

## Businesses that Call Phoenix Home

Phoenix is home to many of the top companies and brand names in the world. The list of top 100 companies spans at least 35 unique industries, reflecting the diversity of local capabilities.



The top 10 employers in Phoenix, based on number of employees are...

Company	Number of Employees	Aerospace	Financial	Health Care	Transportation & Distribution
Banner Health	9,108			■	
Honeywell	6,980	■			
American Express	5,235		■		
Wells Fargo	4,982		■		
Bank of America	4,479		■		
JP Morgan Chase	4,274		■		
UHaul International	4,008				■
United States Postal Service	3,866				■
St Joseph's Hospital	3,757			■	
Mayo Clinic	3,450			■	



## Local Government

The people of Phoenix are served by the Phoenix City Council. The Council is made up of the Mayor and eight city council members. Members are elected by the people on a non-partisan ballot for four-year terms.

Council Member	District
Thelda Williams <a href="http://phoenix.gov/district1">phoenix.gov/district1</a>	1
Jim Waring <a href="http://phoenix.gov/district2">phoenix.gov/district2</a>	2
Debra Stark <a href="http://phoenix.gov/district3">phoenix.gov/district3</a>	3
Laura Pastor <a href="http://phoenix.gov/district4">phoenix.gov/district4</a>	4
Daniel Valenzuela <a href="http://phoenix.gov/district5">phoenix.gov/district5</a>	5
Sal DiCiccio <a href="http://phoenix.gov/district6">phoenix.gov/district6</a>	6
Michael Nowakowski <a href="http://phoenix.gov/district7">phoenix.gov/district7</a>	7
Kate Gallego Vice Mayor <a href="http://phoenix.gov/district8">phoenix.gov/district8</a>	8

Currently, in his second-term, the City of Phoenix Mayor, Mayor Greg Stanton, has been in office since 2012. Mayor Stanton is taking steps to expand trade and international partnerships, putting Phoenix on the map as a leader in the global marketplace. Strengthening the Phoenix economy is not only about building relationships abroad – Mayor Stanton knows it is also about taking care of the local business community. By boosting trade with Mexico, investing in the biosciences, and lifting local business, Mayor Stanton strives to lead the way to create an economy that is built to last.





Innovative Workforce Solutions

## Making Workforce Development Accessible for Industry and Individuals...

### Comprehensive Sites

- ✓ **North**, 9801 North 7th Street, Phoenix, Arizona 85020
- ✓ **West**, 3406 North 51st Avenue, Phoenix, Arizona 85031

### Affiliate Sites

- ✓ **South**, 4732 South Central Avenue, Phoenix, Arizona 85040
- ✓ **Arizona DES**, 4635 South Central Avenue, Phoenix, Arizona 85040

### Access Sites

- **Central Arizona Shelter Services**, 1141 E. Jefferson Street, Phoenix, AZ 85034
- **First New Life Missionary Baptist Church**, 1902 W. Roeser Road Phoenix, AZ 85041
- **First Pentecostal Church**, 2701 E Marguerite Avenue, Phoenix, AZ 85040
- **Hope's Crossing**, 830 N. 1st Avenue, Suite 212, Phoenix, AZ 85003
- **International Rescue Committee**, 4425 W. Olive #400, Phoenix, AZ 85014
- **Labors Community Service Agency**, 3117 N. 16th Street, Suite 100, Phoenix, AZ 85016
- **Maryvale YMCA**, 3825 N. 67th Avenue, Phoenix, AZ 85033
- **Neighborhood Ministries**, 1918 W. Van Buren Street, Phoenix, AZ 85009
- **Ocotillo Library and Workforce Literacy Center** 102 W. Southern Avenue, Phoenix, AZ 85041
- **Rio Vista Community Center**, 1431 E. Southern Ave Phoenix, AZ 85040
- **Somali American United Council**, 2425 E. Thomas Rd., Suite 11/12 Phoenix, AZ 85016

**22,027 people accessed workforce development services in Program Year 2015.**

### A Thriving Economy

As part of building a sustainable, thriving economy, Mayor Stanton aims to cultivate a modern economy that works for every Phoenix family. A modern economy is one which includes workforce development services. The City of Phoenix, as a state designated Local Workforce Development Area (LWDA) provides services in three categories: 1) Basic Career Services; 2) Individualized Career Services; and 3) Business Services.

The City of Phoenix has embraced the new Federal Workforce Innovation and Opportunity Act (WIOA); and the February 2016 launch of the State's workforce brand – ARIZONA@WORK, developing a common identity for workforce throughout the State and the Region.

During 2016-2020, ARIZONA@WORK City of Phoenix will develop strategies for effective WIOA implementation, grow innovative programs, and work in the spirit of partnership to develop regional, and national communities of promising practices.

## Phoenix is HOT!

Phoenix is the city that has it all. It is the vibrant center of one of the fastest growing job markets and economies in the United States; and Phoenix is a welcoming place where people from all over want to come and live. The sixth largest city in the country, Phoenix is emerging in the new economy with strength in high technology, manufacturing, bioscience research and advanced business services. **Just since January 2016, 8,000 quality jobs (excluding construction, retail and restaurant) have been created in the City's thriving business environment.**



### In-Demand Industry Sectors and Occupations

The following tables, produced by the Arizona Office of Employment and Population Statistics using On the Map in cooperation with the U.S. Census Bureau, outline the existing and emerging demand industry sectors and occupations, for Maricopa County and the Greater Phoenix Area.

#### Existing In-Demand Industry

*Existing demand industries* were identified as industries with large employment bases, above-average wages and high employment and wage location quotients.

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#### Ranking by annual average employment and weekly average wage...

- NAICS 621 Ambulatory health care services
  - NAICS 622 Hospitals
  - NAICS 524 Insurance carriers and related activities
  - NAICS 522 Credit intermediation and related activities
  - NAICS 441 Motor vehicle and parts dealers
  - NAICS 334 Computer and electronic product manufacturing
  - NAICS 541 Professional and technical services
  - NAICS 551 Management of companies and enterprises
  - NAICS 423 Merchant wholesalers, durable goods
-

## Emerging In-Demand Industry

*Emerging demand industries* were identified as industries with small employment levels and large short-term historic employment and wage growth.

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### Ranking by annual average employment and weekly average wage...

- **NAICS 523 Securities, commodity contracts, investments**
  - **NAICS 531 Real estate**
  - **NAICS 518 Data processing, hosting and related services**
  - **NAICS 711 Performing arts and spectator sports**
  - **NAICS 213 Support activities for mining**
  - **NAICS 481 Air transportation**
  - **NAICS 454 Non-store retailers**
  - **NAICS 562 Waste management and remediation services**
  - **NAICS 517 Telecommunications**
  - **NAICS 488 Support activities for transportation**
- 

## Existing In-Demand Occupations

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### Ranking by 2014 annual average employment and weekly average wage and 2012-2022 projected annual growth...

1. **Computer Systems Analysts**
  2. **Pharmacists**
  3. **Physician assistants**
  4. Sales Managers
  5. Automotive Body and Related Repairers
  6. Computer and Information Systems Managers
  7. Dental hygienists
  8. Diagnostic Medical Sonographers
  9. Financial Managers
  10. Loan officers
  11. Nurse practitioners
  12. Personal Financial Advisors
  13. Physical Therapists
  14. Registered Nurses
  15. Financial Managers
  16. Business Operations Specialists, All Other
  17. Nurse practitioners
  18. Sales Managers
  19. Sales representatives, services, all other
  20. First-Line Supervisors of Mechanics, Installers, and Repairers
  21. General and Operations Managers
  22. Medical and Health Services Managers
  23. Financial Managers
-

## Emerging In-Demand Occupations

Ranking by 2014 annual average employment and weekly average wage and 2012-2022 projected annual growth...

1. **General and Operations Managers**
2. **Personal Financial Advisors**
3. **Real estate sales agents**
4. First-Line Supervisors of Construction Trades and Extraction Workers
5. Computer Network Architects
6. Market Research Analysts and Marketing Specialists
7. Software Developers, Applications
8. Audio and Video Equipment Technicians
9. Securities, commodities, and financial services sales agents
10. Computer Systems Analysts
11. Accountants and Auditors
12. Producers and Directors
13. Sales Managers
14. Software Developers, Systems Software
15. Meeting, Convention, and Event Planners
16. Financial Managers
17. General and Operations Managers
18. Computer Systems Analysts
19. Security Guards
20. Financial Managers



## Employment Needs of Employers

	2013 Q3-2015 Q2(a)	2015 Q3-2017 Q2(b)
Arizona	2.41%	2.84%
Phoenix MSA <sup>1</sup>	2.90%	3.15%
Tucson MSA <sup>2</sup>	0.56%	1.92%
Balance of State <sup>3</sup>	1.84%	2.12%
1) Maricopa and Pinal Counties		
2) Pima County		
3) Arizona less Maricopa, Pinal and Pima counties		
a) Historical		
b) Forecast		

Employers that represent the in-demand industry sectors and occupations are looking to ARIZONA@WORK City of Phoenix to help meet their employment needs which show annual growth ranging up to 6.3 percent per year. Overall, the compounded rate of historic and forecasted employment growth in the Phoenix Metropolitan Service Area (MSA) surpasses that of the state and other Arizona regions. The sheer number of employees in a two-year Employment Change period is staggering.

	2015 Q2(a)	2017 Q2(b)	Employment Change
Arizona	2,718,515	2,875,050	156,535
Phoenix MSA <sup>1</sup>	1,952,031	2,077,030	124,999
Tucson MSA <sup>2</sup>	370,866	385,259	14,393
Balance of State <sup>3</sup>	395,848	412,781	16,933
1) Maricopa and Pinal Counties			
2) Pima County			
3) Arizona less Maricopa, Pinal and Pima counties			
a) Historical			
b) Forecast			

### Lower Living Standard Income Level (LLSIL)



The State of Arizona and ARIZONA@WORK City of Phoenix use the Lower Living Standard Income Level (LLSIL) for determining eligibility for youth and adults for certain services, including Workforce Innovation and Opportunity Act (WIOA) funded programs and services. The City of Phoenix approved a self-sufficiency threshold of 450 percent of the LLSIL. Employed individuals whose household income falls below the threshold level are considered not self-sufficient and therefore targets for WIOA intensive and training services.

### 2016 Phoenix Lower Living Standard Income Level (LLSIL) Thresholds

<b>FAMILY SIZE</b>	<b>HHS Poverty Guidelines</b>	<b>70% LLSIL METRO AREA</b>	<b>100% LLSIL Used to determine self-sufficiency METRO AREA</b>	<b>SELF-SUFFICIENCY for Adults* 450% LLSIL METRO AREA</b>	<b>SELF-SUFFICIENCY for Dislocated Workers* 450% LLSIL METRO AREA</b>
1	\$11,880	\$10,345	\$14,778	\$66,501	\$66,501
2	\$16,020	\$16,953	\$24,219	\$108,986	\$108,986
3	\$20,160	\$23,276	\$33,252	\$149,634	\$149,634
4	\$24,300	\$28,734	\$41,048	\$184,716	\$184,716
5	\$28,440	\$33,906	\$48,438	\$217,971	\$217,971
6	\$32,580	\$39,658	\$56,654	\$254,943	\$254,943
7	\$36,730	\$45,410	\$64,870	\$291,915	\$291,915
8	\$40,890	\$51,162	\$73,086	\$328,887	\$328,887
Additional Per Person > 8	\$4,160	\$5,752	\$8,216	\$36,972	\$36,972

The local threshold was established by analyzing those industries identified by ARIZONA@WORK City of Phoenix and other economic development entities as those generating the most economic wealth for the community. These include bio-life sciences, advanced business services, manufacturing, sustainable industries and enterprises, higher education and established emerging enterprise. Through position and wage information, it was determined that the 450 percent self-sufficiency threshold would reflect the local labor market and allow workforce development programs to enhance the skills of current workers with the intent of pay increases and/or promotions, thus creating other employment opportunities for area workers.

## Knowledge and Skills Needed in the Region

### Leading In-Demand Occupations – Existing and Emerging

Forty of the forty-five leading occupations in both existing and emerging demand industries are requiring an Associate's Degree, or a Bachelor's Degree or higher educational attainment.

	Minimum Education	Work Experience	On-the-Job Training
<b>Physician Assistants</b>	Master's degree	None	None
<b>Pharmacists</b>	Doctoral or professional degree	None	None
<b>Computer Systems Analysts</b>	Bachelor's degree	None	None
<b>Sales Managers</b>	Bachelor's degree	Less than 5 years	None
<b>Computer Hardware Engineers</b>	Bachelor's degree	None	None
<b>Software Developers, Applications</b>	Bachelor's degree	None	None

The local industry and economic landscape demonstrates more postsecondary credentials are required. This is especially true of occupations that provide self-sufficient and family-supporting wages, and those occupations with career advancement opportunities.

There is an outstanding pipeline of local university talent to fill these positions. However, the requirement for more education versus skills and abilities creates a mismatch with the type of unemployed and dislocated workers and the types of occupations available.

To meet the needs of the employers in the region, especially in-demand sectors and occupations, ARIZONA@WORK City of Phoenix must help and support more low-skilled workers transition into postsecondary education or gain the necessary skills for a progressive workforce, hiring middle and high skilled workers.

## Workforce in the Region

Phoenix has a significantly lower median age than the median age of the rest of Arizona, and the U.S. This could help explain the area's higher labor force participation rate of 65.7 percent. The rate of residents living in poverty and the above average rate of residents who have low educational attainment is proportionate to unemployment levels (unemployment levels have been shown to dramatically decrease with increased educational attainment). Low educational attainment correlates with residents (age 25 or older) who have not completed high school. This trend is not surprising as the metro Phoenix area has a staggering 17.3 percent rate of disconnected youth, youth 16-24 years of age who do not go to school and who do not work. This rate is calculated by Measure of America using U.S. Census Bureau American Community Survey 2013. Phoenix surpasses Detroit (14.7 percent), Los Angeles (12.7 percent), and Chicago (12.5 percent).

### Labor Force Data

Historical February Labor Data					
	Feb 2012	Feb 2013	Feb 2014	Feb 2015	Feb 2016
<b>Civilian Labor Force</b>	719,774	718,727	731,732	755,987	773,776
<b>Unemployed</b>	59,111	49,303	46,058	41,804	35,999
<b>Unemployment Rate</b>	8.2%	6.9%	6.3%	5.5%	4.7%

Source: Bureau of Labor Statistics, Local Area Unemployment, 2016

### Education Levels of the Local Workforce

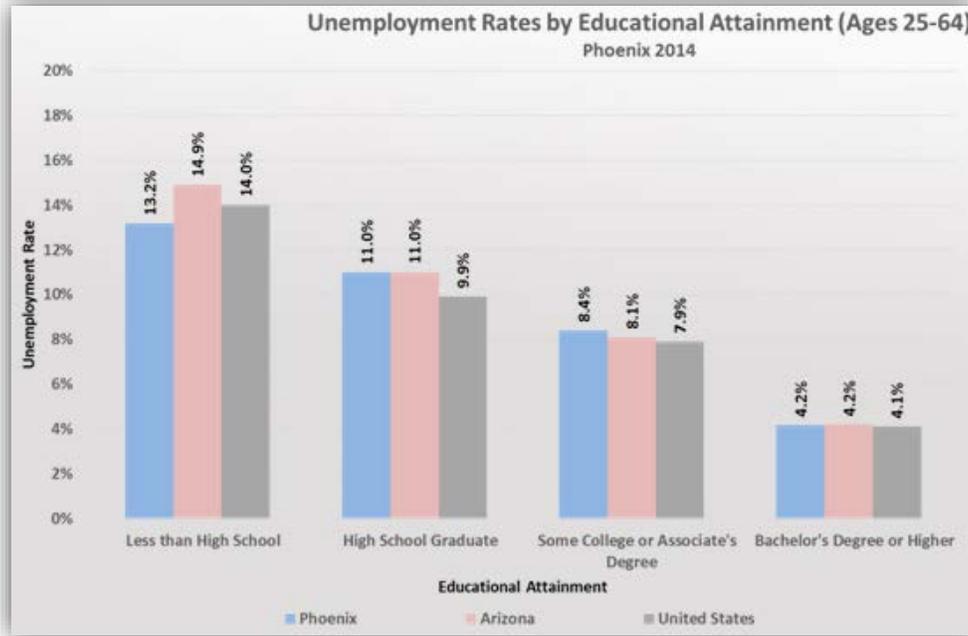
#### Highest Educational Level Achieved (Population over 25, 2014)

	Phoenix	Arizona	United States
<b>Less than High School</b>	19.1%	14.1%	13.6%
<b>High School Graduate (includes equivalency)</b>	46.8%	50.4%	49.2%
<b>Associate's Degree</b>	7.6%	8.4%	7.9%
<b>Bachelor's Degree</b>	17.2%	17.1%	18.3%
<b>Graduate or Professional Degree</b>	9.3%	10.0%	11.0%

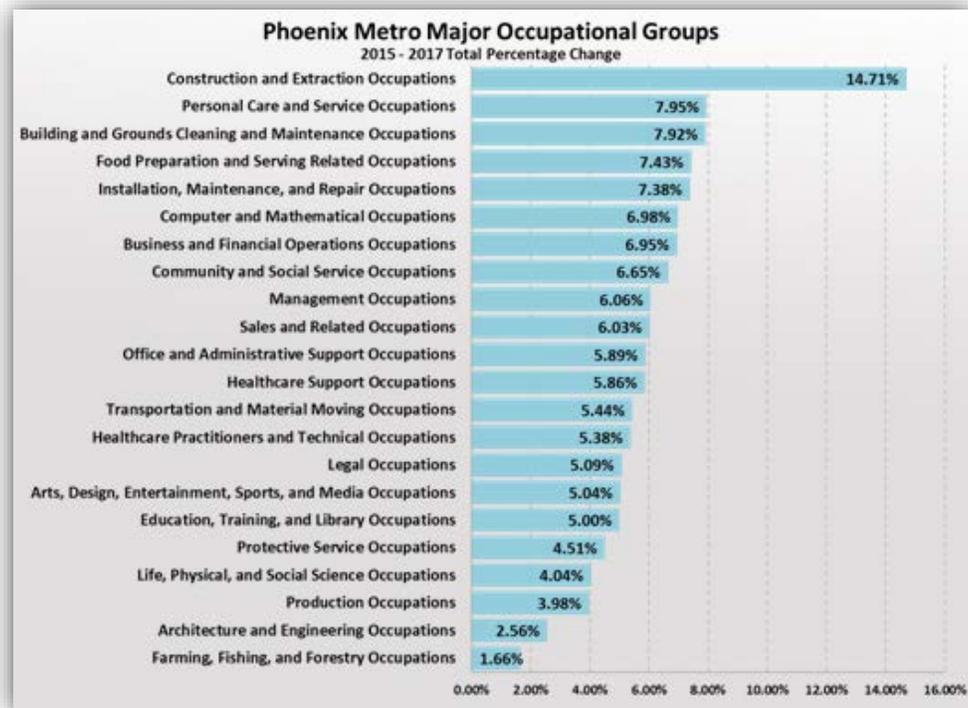
Source: Arizona Department of Administration's Office of Employment and Population Statistics

### Labor Market Trends

Phoenix unemployment rates correlate with educational attainment.



Growth in demonstrated in 22 major occupational groups.



Source: Arizona Department of Administration's Office of Employment and Population Statistics

## Workforce Development Activities

### Education and Training

In a large metropolitan area such as Phoenix, there are myriad education and training options and resources for local residents, and employers, alike. Each entity/category plays an important role in developing the local workforce pipeline.



### Education



There is no shortage of education and training providers in the City of Phoenix in which individuals and employers can seek out resources. According to the National Center for Education Statistics (NCES), there are **39 public and private colleges** (two-year, four-year and technical schools); local directories reflect **hundreds of private and non-profit training providers**, within the Phoenix city boundaries; and more than **30 public elementary and secondary local educational agencies** also serve the area.

Of these agencies, the City of Phoenix works closely with Arizona State University's Downtown Phoenix campus, and Maricopa County Community College District's GateWay Community College, (Washington Campus, Central City Campus and Deer Valley Campus), Phoenix College, Paradise Valley Community College and South Mountain Community College campuses.

### Arizona State University (ASU)

ASU, a four-year institution, with a full-time equivalent enrollment of 72,072 students (IPEDS, 2014-2015), is one of the largest public universities in the nation. Of ASU's four college campuses, Arizona State University - Downtown Phoenix, located in the heart of downtown Phoenix, serves 11,216 students through both certificate and degree programs. The number of degrees being awarded at this location has increased consistently for the past five years with 2,973 degrees awarded in 2013-2014.

#### Strengths

- Physically accessible.
- Industry and globally recognized programs.
- National accolades including being ranked number one on U.S. News & World Report's "Most Innovative Schools" in America 2016 list.

#### Opportunities

- a. Annual cost at approximately \$10,000 (2015-2016), for tuition only, is not conducive to low-skill or low-income individuals looking occupational skills and career advancement.

### Maricopa County Community College District (MCCCD)

MCCCD is one of the nation's largest community college systems with ten locations, two skill centers and numerous education centers; each school is individually accredited. The schools provide over 900 programs including affordable degrees, certificates, training programs and courses, many in high-demand occupational areas, and priority industry clusters.

In 2014-2015, MCCCD served approximately 203,000 credit students and 27,000 special interest students. The characteristics, interests, and intent of MCCCD's student population includes high school students, re-careering adults, students with a declared intent to transfer to a university, those who wish to enter or advance in a specific job market.

#### Strengths

- Physically and virtually accessible.
- Industry partnerships.
- Workforce development centers.

#### Opportunities

- Classes that do not meet enrollment numbers are cancelled.
- Colleges lack short-term workforce training programs.
- The college system is facing challenges with the elimination of state funding. State funding for MCCCD went from \$68.7 million in 2008 to \$0 in 2016.

## Training

The hundreds of local training providers collaborate, and compete, with colleges in the workforce development market. For this reason, financial, Microsoft, safety, trades, healthcare and leadership skills development are examples of common private training options. Alliance Safety, the Arizona Builder's Alliance, Arizona Small Business Association, Ledgerwood Associates, New Horizons, to name a few, and several local union and trade associations specialize in these areas and serve Phoenix. These organizations range in fees and requirements, and in some cases require membership.



## Meeting the Needs of the Region

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*Only a small share of low-income adults is able to access training and other services they need to gain marketable skills. - CLASP's WIOA GAME PLAN for LOW-INCOME PEOPLE*

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Phoenix businesses are well positioned to attract talent from educational institutions; however, significant barriers exist for low-income and low-skilled individuals. This is recognized as the City tries to find and match levels of education and specialized skill sets with the demands of the local existing and emerging industries. Thus, the outreach, data analysis, and services provided by ARIZONA@WORK are vital.

ARIZONA@WORK City of Phoenix and ARIZONA@WORK Maricopa County both service the region, each as a local workforce development area (LWDA). An array of **71 service delivery locations has been established throughout the region** to provide job seekers (both adults and youth) as well as employers, access to workforce programs and services. Each location provides a different level of services based on the type of site established.



### Building on Progress and Learning from Challenges

A tremendous amount of progress continues to occur between the region's LWDA's and other partner organizations. This includes significant work and achievements in sector strategies, employment initiatives for those experiencing homelessness, the SOAR program (self-assessment, other assessment, active research and redesigning the career plan) for employability and career achievement, and the hive @ central providing an innovative collaborative space for small businesses and business start-ups.

Stakeholders in the region are collaborating to build a stronger and more integrated regional workforce development system. As the transition is made, there are challenges that must be addressed. Challenges include the need for a more inclusive talent pipeline, increased employer engagement, organizational improvements, and better community engagement. Over the next four years, these challenges will be addressed through strategic planning around the Phoenix Business Workforce Development Board Guiding Pillars of service: **Pillar I. Proactive and High Quality Services; Pillar II. Community Outreach and Engagement; and, Pillar III. Organizational Excellence.**

### 71 Service Sites

The region has...

1. (4) Comprehensive American Job Centers where all basic services from each of the WIOA core partner programs are available as well as access to the staff of these programs through co-location.
2. (6) Affiliate Sites throughout the region offer most basic services of the WIOA core partner programs, yet staff for these core programs maintain itinerate schedules.
3. A total of 49 community and faith-based organizations provide Access Point locations throughout the region, so that individuals may access the workforce development system via computer and direct referrals in their own communities.
4. (12) Youth Sites in the region provide service to the WIOA Youth program participants.

## ***II. Goals and Strategies***

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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**. The System and the Board have jointly determined three Guiding Pillars that will support the WIOA Hallmarks. Enhanced capacity will yield an efficient and innovative local workforce system that operates seamlessly without structural, operational or resource barriers. As important transitions and improvements take place during 2016-2020, the PBWD Board's significantly expanded role is critical. This role is defined and guided by high level strategic goals and a mission and vision, outlined in this section.

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*"The importance of the workforce system to the overall health of our economy and prosperity of our people, at the local, state and national level cannot be overstated. As the immediate past chair of the Phoenix Business and Workforce Development Board, and a Director on the National Association of Workforce Boards, I have seen first-hand the powerful and positive impact that an integrated system of strategic partners and dedicated workforce initiatives can have. Impacts that extend beyond the individuals and businesses directly involved to the surrounding communities, schools and people. We have done well. We will do better as we continue to build networks of strategic partnerships locally and regionally while maintaining a focus on "what's now?" and "what's next?" and elevating employee skill sets to meet the evolving needs of business."*

*Darrell Rich*

---

During the next 18 months, through diverse membership participation and by implementing task forces and convening core partners and other local workforce boards/leadership, the PBWD Board will define and continuously improve processes and develop data-driven goals for coordination and alignment. Over the next four years, the PBWD Board will engage in: program oversight, accountability and budgeting; selection and monitoring of operators and providers; coordination of career pathways and education; and other important tasks that create opportunities for economic and career success. Each AZ@WORK City of Phoenix workforce development components and tasks developed and implemented will be consistent with the 2016-2020 Strategic Plan goals and strategies, and state performance measures, upon final negotiation.

## II. GOALS AND STRATEGIES

1. The local board’s strategic vision and goals for preparing an educated and skilled workforce ..... 26
2. A strategy to work with the entities that carry out the core programs to align resources available to the local area, to achieve the strategic vision and goals ..... 28

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## Strategic Vision and Goals

### The Phoenix Business and Workforce Development (PBWD) Board Roster as of September 15, 2016

Member Name	Organizational Affiliation	In Demand Industry Represented
<b>Derek Anderson</b>	Banner Health	Business
<b>Frank Armendariz</b>	Manpower	Business-Human Resources
<b>Audrey Bohanan</b>	Adelante Healthcare	Business-Health Care
<b>Kelley Coats</b>	Arizona Public Service	Business-Large Public Utility
<b>Nick DePorter</b>	LinkedIn	Business
<b>Stacie Garlieb</b>	Successful Impressions, LLC	Small Business
<b>Travis Hardin</b>	Wells Fargo	Business
<b>Keila Llanes</b>	Amazon.com	Small Business
<b>Donna Pettigrew</b>	AZ College of Allied Health	Business
<b>Darrell Rich</b>	USAA	Business-Financial Services
<b>Beth Salazar</b>	Salazar Resource Development	Business
<b>Karen Stafford</b>	Mountain States Employers Council	Business
<b>Neely Tubati</b>	Culture Connective	Business-IT
<b>Delbert Hawk</b>	IBEW Local Union 640	Labor
<b>Alan Ruda</b>	Field Ironworkers Apprenticeship & Training Program	Labor Management Apprenticeship
<b>Michelle Jameson</b>	United States Veterans Initiative	Veteran Serving Org. Older Workers
<b>Mitra Vazeen</b>	Phoenix Job Corps	Youth Serving Org.
<b>Alineth Gamero-Hernandez</b>	AZ Department of Economic Security	Employment Services
<b>Cindy Parnell</b>	Arizona State University	Higher Education
<b>Lorenzo Sierra</b>	Arizona Hispanic Chamber of Commerce	Economic Development
<b>Andres Contreras</b>	Chicanos Por La Causa, Inc.	Community Based Organization
<b>Steven Gonzales, Ed.D.</b>	GateWay Community College, MCCC	Community Colleges

The PBWD Board represents the very premise of WIOA, in that it is meaningfully involved in supporting and advising ARIZONA@WORK City of Phoenix, and local elected officials in order to serve businesses and job seekers as well as promote strategic coordination with community stakeholder groups.

### The Local Workforce Development Board...

1. is a WIOA-compliant board meeting criteria for board membership, functions, and additional board requirements;
2. consists of 25 unpaid members;
3. is composed of a majority of business representatives;
4. includes representatives from core partners, local educational entities, labor organizations, community-based organizations, and economic development agencies;
5. convenes bi-monthly as a full board and monthly as committees; and
6. works in committees, such as: Executive Leadership; Continuous Improvement; Business Engagement; Service Delivery; and Advancing Youth Workforce, to strategize on local issues.

## Phoenix Business Workforce Development Framework for Strategic Planning

### FOCUSED WORKFORCE SOLUTIONS

#### ARIZONA@WORK Pillar I.

Proactive and High Quality Services

**Goal 1.** Increase employer engagement

**Goal 2.** Develop an inclusive talent pool

### STRONG REGIONAL ECONOMIES

#### ARIZONA@WORK Pillar II.

Community Outreach and Engagement

**Goal 3.** Lead strategic collaboration among partners

**Goal 4.** Position Board as the community's talent development voice

### EXCELLENT CUSTOMER SERVICE

#### ARIZONA@WORK Pillar III.

Organizational Excellence

**Goal 5.** Position Board to focus on strategic talent issues

**Goal 6.** Coordinate consistent internal and external communication strategies

**Goal 7.** Diversify resources to innovate and sustain effective practices

**Goal 8.** Build capacity to support the Board's priorities

**GOAL 9.** Continually evaluate programs and services for effectiveness

## Mission

*The Phoenix Business and Workforce Development Board serves as a catalyst, identifying and addressing the evolving business needs of Greater Phoenix by convening partners to provide customer-centric solutions and resources which offer employers access to a skilled workforce.*



## Vision

*Businesses will have access to world-class talent through a comprehensive, seamless system of partners that positions Phoenix as a global leader for economic growth.*

## Achieving Vision and Goals with Core Program Partners

The workforce and economic landscape of Arizona, and specifically the City of Phoenix, is dynamic with emerging occupations, incumbent employees retiring, and growth of digital processes, increased international commerce, innovative technologies being introduced, new and relocating businesses, and an increasingly diverse population. Currently, according to the data analysis and LWDA input, Phoenix has a large pool of low-income adults and youth who have limited skills, and face barriers to economic success; individuals are seeking jobs that are not necessarily “bright outlook” occupations; and, local industry consists of expanding and emerging companies with occupations that require candidates with degrees or specialized/trade skill sets. As instrumental agents of the local workforce system, the PBWD Board and ARIZONA@WORK City of Phoenix must be efficient and prepared to meet the ever-changing needs of the market. By joining together with core program partners, and pooling expertise and resources, the region’s workforce network can be more job driven, inclusive, customer centered and effective.

### Strategies to align resources include...

1. Implement the Integrated Service Delivery (ISD) model to establish a system that provides a broader range of workforce services available to a greater number of job seekers and employers.
2. Develop career pathway approaches that further postsecondary education and improve workforce training for youth and adults.
3. Create local policies on priority of service and sequence and delivery options to ensure consistency and efficiency.
4. Implement an Innovation Work Group to develop activities and outcomes around five local priorities in order to develop strong leadership, partnerships and strategies that work.
5. Schedule a series of inter-agency planning meetings to leverage expertise, resources, best practices and lessons learned for a revamped and more efficient and inclusive regional workforce system.
6. Establish Memorandum of Understanding (MOU)’s with each core partner clearly defining and formalizing roles, responsibilities and commitments of resources and infrastructure.



### ***III. Workforce System and Partners***

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Partnerships and colocation, as mandated by WIOA, will not automatically increase communication and reduce silos. **Pillar II. Community Outreach and Engagement, and Pillar III. Organizational Excellence**, and each pillar's respective strategies, will yield intentional communication and informed, combined planning. These outcomes are needed to drive - across all programs - processes, services, and accessibility that will help low-skilled, low-income Arizonans not just get a job, but get a job that moves them toward self-sufficiency.

To work towards an efficient, aligned system, ARIZONA@WORK City of Phoenix began transforming to a more functional, customer-centric model in 2014. By implementing the Integrated Service Delivery (ISD) model within the comprehensive and affiliate Job Centers, ARIZONA@WORK City of Phoenix laid the groundwork for WIOA implementation. The transition followed nine months of intensive planning and prototyping guided by the PBWD Board and a leadership team of core partner managers, as well as ARIZONA@WORK Maricopa County.

ISD braids and aligns the local resources of participating partners to seamlessly address the training and employment needs of system customers, job seekers and businesses alike. It reduces duplicative and administrative activities in favor of a customer experience, allowing partners to use their resources for value-added services to ensure job seekers have the skills to succeed in the local economy. This section describes the ISD and the strategies, current and forecasted, to achieve an accessible, organized system.

Job Centers (comprehensive and affiliate) hold monthly meetings to review ISD experiences and continue to make improvements that benefit customers. The co-Site Managers of each location comprised of the on-site Supervisor from WIOA Title IB Adult and Dislocated Worker and from WIOA Title III Employment Service, facilitate the monthly meetings. Other staff who participate in the meetings include Vocational Rehabilitation and Veterans programs administered by the Arizona Department of Economic Security (AZDES). LWDB's and CLEO's are encouraged to participate in meetings, forums and visit Center sites; and, further they are briefed on monthly meetings in order to provide advisement through supervisors.

Over the next four years, the workforce system will continue to develop, implement and continuously improve the One-Stop System program alignment with all partners required under WIOA. All partners aim to contribute to a functional flow of services. As roles, resource commitments, strategies for delivery of services and performance goals are established, an MOU will formally document alignment of core services and customer sharing for July 1, 2017 to June 30, 2020. The MOU will be reviewed by all core partners, quarterly during the first year, and bi-annually thereafter. Modifications will be made as deemed necessary and as agreed upon by the Partners, and/or the PBWDB.



### III. WORKFORCE SYSTEM AND PARTNERS

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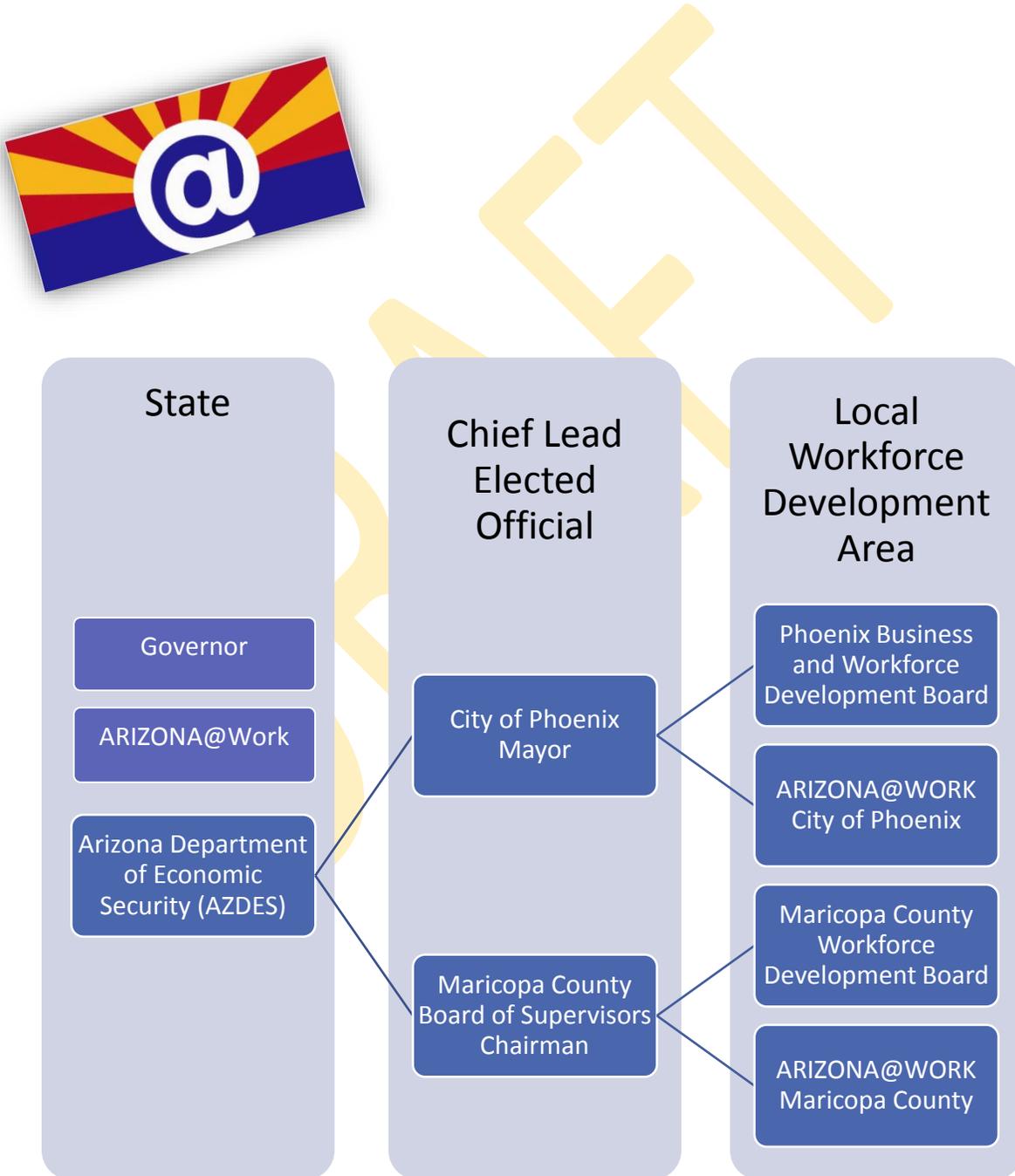
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## Workforce System

### Regional Workforce System Governance

- I. Government Working at the Speed of Business
- II. Equal Access to Education
- III. Opportunity for All
- IV. Pro-Growth Economy



## The City of Phoenix Workforce System

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.

### Phoenix Service Locations

- 3 ARIZONA@WORK City of Phoenix American Job Centers
- 4 Affiliate sites
- 11 Access Point locations
- 8 Youth service locations
- 1 Business and Workforce Development Center (BWDC)



### 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
- City of Phoenix Community Action Program (Community Service Block Grant)
- City of Phoenix Housing Programs (Housing and Urban Development)
- Programs under Unemployment Compensation

## An Accessible, Organized Workforce System

The ARIZONA@WORK City of Phoenix workforce system is organized specifically to be accessible in terms of location and services, with multiple entry points.

**Comprehensive Job Center Sites** are high-capacity sites serving the general job-seeking population as well as businesses. The three Job Centers serve both WIOA Title IB Adult and Dislocated Workers and have active on-site participation from the core WIOA partners including the Employment Service and Vocational Rehabilitation.

**Partner Agencies** are similar to Affiliate Sites as they provide WIOA Title IB Youth and Adult services but are targeted to populations and sometimes designated geographic areas. WIOA-funded Youth-serving agencies, and as funding allows Adult services agencies, are selected through a competitive process to create additional community-based access to employment readiness and academic success services.

**Access and Satellite Locations** are community and faith-based organizations with employment and educational success goals that are leveraged with ARIZONA@WORK City of Phoenix' mission. Services at these locations tend to be self-service and informational, so connecting to the larger workforce network is accomplished through formal partnership agreements, facilitated quarterly meetings, and ongoing communication with designated staff for mutual customer achievements.

**Affiliate Job Center Sites** provide services to job seekers and businesses, differing from comprehensive locations in that they are smaller in scope and operations but include direct access to WIOA Title IB Adult and Dislocated Worker program services. There are two established affiliate sites in south Phoenix for job seekers and businesses.

**The Business and Workforce Development Center** is a state-of-the-art facility that provides businesses with professional space for hiring and interviewing activities, staff training, and industry sector planning. The Center, which opened in April 2013, has since provided hundreds of businesses with access to a robust talent pool of workers.



## Rethink, Reshape, and Expand the Workforce System

### Integrated Service Delivery (ISD)

Staff who work in the ISD environment are organized into functional teams to meet the needs of customers, rather than to administer specific programs.

### FUNCTIONAL TEAMS

#### Welcome Team

To create awareness of the array of services and resources available through membership benefits. Once oriented to what is available, each customer seeking services at an American Job Center (comprehensive and affiliate) is provided with a membership card that allows them to gain access to a higher level of staff assisted resources.

#### Skills Development Team

To provide each customer an opportunity to learn more about how their skills either do or do not align with their career goals and the needs of industry with current and future job openings. A brief assessment provides results so staff can advise each customer on next recommended services that will move them closer toward having meaningful employment with sustainable wages.

#### Employment Team

To customize a job-search approach and plan with each customer depending on the level of staff involvement requested or required. Hiring events, specialized workshops and networking meetings and personalized contacts add value to each customer's targeted search for employment.

### Foundational Aspects

The ISD Leadership Team, comprised of key managers, supervisors, and select line staff from the AZDES and City of Phoenix collaborate to provide overall leadership, guidance, and reinforcement of ISD's primary foundational aspects.

#### Theme

1. Every Center customer will leave a better job candidate;
2. Customers will receive resources and services they cannot get at home;
3. All services will add value; a customer would pay for them;
4. The customer will be immediately and continuously engaged; and
5. Every visit will end with another recommended service.

#### Rationale

- Responsiveness: Is the function **responsive** to job seekers and business?
- Relevance: Are the services timely and **relevant** to business need?
- Resources: Are internal and external Product Box **resources** identified?
- Reengineering: Has the function been **reengineered** to reflect program integrations?
- Results: Do **results** produce the targeted goals and outcomes?

An operations manual documents ISD functions including staff roles and tasks and other operational details germane to a seamless, customer-centric approach to service delivery.

## Next Steps for Strengthening Partnerships

The WIOA Innovation Work Group is actively planning out key tasks and activities that support strategic planning priorities. Currently, activities are being developed for July 2016 to December 2016; and, additional activities will be developed for January 2017 to June 2017, and July 2017 to December 2017, and beyond. Key tasks and strategies for Strengthening Partnerships are outlined in the table, below.

Priority	Time Frame	July 2016 - Dec 2016 (6 mos.)
	Key Input/Task	Activities and Outcomes
Strengthening Partnerships (core partners and compliance)	1. Develop Memorandum of Understanding (MOU and Resource Sharing Agreement (RSA)	<ul style="list-style-type: none"> <li>▪ Coordinate MOU development discussion to draft MOU plan for Board approval and submission to ACA/DES by time line</li> <li>▪ Utilize MOU Tech Assistance Training resources to develop structure for discussions; board member to facilitate</li> <li>▪ Identify key contacts and process for review and updates</li> </ul> 1. Integrated and/or alignment of program service delivery
	2. Participate in Local Plan Development	<ul style="list-style-type: none"> <li>○ Establish a common Referral policy/process</li> <li>○ Develop Data sharing agreements/protocols;</li> <li>○ Identify common or unique data system and data points</li> </ul>
	3. Support staff development and cross training as core partner programs and aligned projects	<ul style="list-style-type: none"> <li>× Participate/support industry sector partnerships</li> <li>× Core partners develop Regional Staff Development Conference plan</li> <li>× Asset map core program services</li> </ul>
	4. Attain core performance measures	<ul style="list-style-type: none"> <li>○ Drive, align, integrate shared practices to attain negotiated performance measures</li> </ul>

## Selecting an American Job Center (formerly One-Stops) Operator

Federal legislation, including WIOA, requires LWDB's to select an operator to administer the LWDA's American Job Centers. The operator will be responsible for supporting the integration of service delivery within ARIZONA@WORK City of Phoenix sites. This includes maintaining standards and accountability; promoting consistent, coordinated, and quality services; supporting communication within and across sites; and delivering staff training across all partner agencies. Following City of Phoenix procurement requirements and process, the PBWD Board will be responsible for selecting the operator. All parties involved will ensure the selection process and the deliverables align with WIOA rulings and state guidance, as well as are in the best interest of the LWDA constituents.



## Fiduciary Responsibility

AZDES grants WIOA funds to Governor designated LWDA's based on specific formulas. The funds are distinctly allocated to each LWDA by WIOA program service category.



## Awarding Contracts

ARIZONA@WORK City of Phoenix works with local community and faith-based organizations to provide workforce system services. Activities are carried out under contracts, not via subgrants, based on a competitive, and well-established solicitation process. Prior to issuing a solicitation to procure professional services, ARIZONA@WORK City of Phoenix program staff will present the business need to the PBWD Board, which will make a recommendation to the Community and Economic Development (CEDD) Director (Director) or her designee. The

Director will approve in writing any professional service solicitation with an anticipated contract award value of \$50,000 or more. Any signature delegation by the Director shall be in writing. Once approved by the Director, procurement staff will follow the City of Phoenix existing guidelines to procure the required services.

A Request for Proposals (RFP) is ARIZONA@WORK City of Phoenix's primary selection process for professional services. The City Manager's Office may authorize exceptions (i.e. emergency or sole source procurements) to the standard procurement procedures, if special circumstances exist.

The RFP notice is published on the City of Phoenix website, in the City of Phoenix paper of record, and at least one newspaper that primarily serves minority members of the community. The advertisement must briefly describe the services to be performed, the website address where the RFP can be obtained, the time and date of the pre-proposal meeting (if applicable), and the proposal deadline. A copy of the RFP advertisement is retained in the procurement file.

The RFP will include the address/location for the bid to be delivered and the respective deadline; the number of proposal copies required; the date, time and location of any pre-proposal

conference; a scope of work describing the services to be performed, any deliverables, and a time frame for completion of the work; any special requirements such as professional certifications, licenses or specific experience; evaluation criteria; insurance and indemnification requirements; and payment terms and requirements. At a minimum, proposers are given two weeks to respond to an RFP.

Upon receipt of a proposal, City of Phoenix procurement staff will provide the proposer with a time-stamped receipt. Proposals will be stored, unopened, in a secure area until the proposal deadline. Procurement staff will review the proposals to verify the proposals are responsive to the RFP requirements and meet the RFP's minimum qualifications.

For each RFP, the Director will appoint an evaluation panel to evaluate all responsive proposals. Typically, evaluation panels are comprised of at least three individuals who can materially contribute to the evaluation process. These individuals may be City of Phoenix staff or independent, third-party subject-matter experts. All evaluation panel members shall comply with the City of Phoenix Ethics Policy and be unaffiliated with the proposers.

Each evaluation panel members shall individually review the responsive proposals in preparation for proposer interviews, if needed, and evaluation panel deliberations. During evaluation panel deliberations, procurement staff will facilitate the evaluation panel's consensus scoring of the proposals using the evaluation criteria published in the RFP. Procurement staff will transmit the evaluation panel's recommendation for contract award to the Director. Upon the Director's acceptance, the evaluation panel's recommendation will also be presented to the designated board committee and PBWD board for consensus and then forwarded to the City Council for approval. Upon approval from the City Council, City of Phoenix staff will proceed with contract notification and negotiation.

If a procurement protest is received, City of Phoenix staff will follow the formal protest process, which is duly outlined in each RFP.



## American Job Center Partners

ARIZONA@WORK City of Phoenix will create an integrated, interconnected system of providers including community and faith based organizations, government agencies, education and training providers, and business. This means incorporating WIOA Title I, II, III, and IV programs as well as mandated partners into the system in a streamlined manner that reduces duplication of services across programs. ARIZONA@WORK City of Phoenix staff are charged with convening all of the stakeholders and providing technical assistance, resource sharing and collaborative meetings and workshops in order to align the various partners.

Redefined roles and resource contributions are currently being discussed and designed for 2016-2020, according to new WIOA guidance. Planning meetings between system partners are currently scheduled to ensure all stakeholders are meaningfully involved in negotiations and collaborative efforts. Distinct deliverables are being established as part of strategic planning efforts, and the CLEO is being briefed regularly on progress. The aim for going forward is to leverage and disseminate the expertise of each agency and in doing so will inherently minimize overlap and redundancy.

## Documenting Roles

Mandated by federal legislation, the MOU and Resource Sharing Agreement is an agreement between the PBWD Board and ARIZONA@WORK City of Phoenix partners.

Each MOU or agreement will explicitly:

- a. Describe the services to be provided by the partners;
- b. Describe the funding sources for identified services and system operations;
- c. Identify the methods of referral to connect job seekers with needed services; and
- d. Identify the methods to ensure that customer needs are met, including access to technology and materials available through the one-stop system.

American Job Center infrastructure costs are non-personnel costs such as rent, utilities, equipment, and technology that are necessary for the general operation of the job centers. Through the MOU negotiation process, the PBWD Board will identify the methodology on which each partner's share of the costs will be determined and collected.



## Wagner-Peyser Act Employment Services

### Wagner-Peyser Welcome and Employment Functional Teams

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.



### Integrating Wagner-Peyser Services

Using the ISD model to maximize coordination of services, for 2016-2020, ARIZONA@WORK City of Phoenix will better define roles for Employment Service and the respective staff to ensure customers are fully aware, from the welcome point, of the resources available to them.

### Strategies to maximize services...

- The Employment Service will be more comprehensive to include responsibilities for engaging and informing employers;
- To ensure staff have the skills and knowledge to deliver quality services, staff training and professional development will be strategically implemented; and
- Google communities will be implemented at each one-stop site to improve tracking of services and intra-site information sharing - it will supplement Arizona Job Connection (AJC)'s software note taking modules.



## Adult Basic Education (ABE)

Adult Basic Education (ABE) services are not provided at the American Job Centers locations; limited budgets and existing lease agreements hamper the provision of adult basic education and literacy services at the Job Centers where there are also capacity and space constraints. The City of Phoenix currently partners with four ABE providers.



### Adult Basic Education Partnerships

**Arizona Call-a-Teen Youth Resources (ACYR)** workforce programs consist of education, soft skills, customer service training, personal finance, etc., for youth, 14-24 years old.

**Friendly House** Workforce Development Program empowers individuals and to become self-sufficient through education, job placement, and occupational training.

**Literacy Volunteers of Maricopa County (LVMC)** is a non-profit organization in Phoenix dedicated to improving adult reading, writing, and mathematical skills to prepare for the GED and workplace transitions.

**Rio Salado College** offers a variety of community-based programs and services to help diverse student populations achieve their educational goals.

### Integrating Adult Basic Education Services

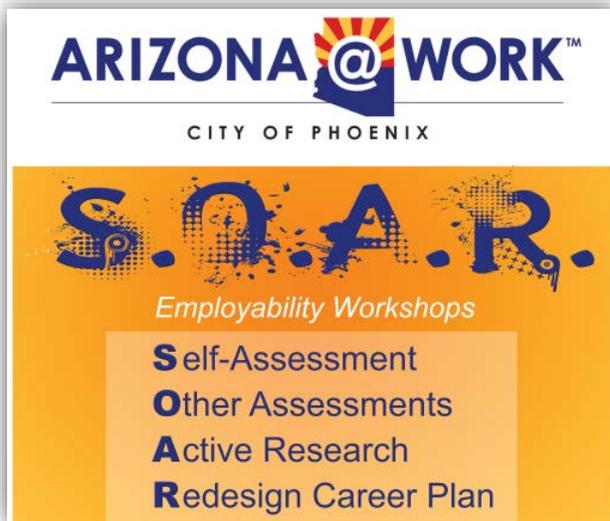
Using the ISD model to maximize coordination of services, for 2016-2020, ARIZONA@WORK City of Phoenix will work with Adult Education providers to develop processes to quickly connect mutual customers. Proactive in nature, the aim is for Title IB staff to not wait for an adult education customer to contact them but rather reach out to them through pre-agreed-upon communication. Title IB “point of contact” staff will be better connected to Adult Education participants by attending key Adult Education events to promote workforce network services and provide that visible element to increase the likelihood of connections.

The City of Phoenix is in the process of developing a competitive application for these services. This application will require applicants to describe how Title II services will align processes to quickly connect mutual customers to support a transition to improved sustainable employment and/or higher education. The PBWD Board will review the grant application and provide comments regarding how the application aligns with the local workforce plan and that information will be used during the evaluation of the application. The timeline for the grant application process is in the *Arizona Workforce Development Plan 2016-2020* in section III.b.5.B.i.

## Vocational Rehabilitation (VR)

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 the two comprehensive American Job Centers.

### Innovation in Vocational Rehabilitation



ARIZONA@WORK City of Phoenix has been working with VR customers who are visually-impaired 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 adaption and ongoing accommodations, visually impaired individuals have been able to participate in and benefit from the SOAR employment readiness series. The City of Phoenix will continue to build and expand this program to work with more individuals and more groups with other barriers.

### Integrating Vocational Rehabilitation Services

Using the ISD model to maximize coordination of services for 2016-2020 and through a MOU, ARIZONA@WORK City of Phoenix will partner with VR. The partnership will leverage 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. VR will provide assistive technology to the ARIZONA@WORK City of Phoenix Job Centers.

## Career and Technical Education (CTE)

Local community colleges and secondary schools both participate in CTE programming and reflect ADE's delivery system. For example, MCCC's CTE programs are industry driven through connections with the employer community. An advisory committee is established for each CTE program consisting of employers and college faculty charged with aligning curriculum to address local needs. And, Phoenix Union High School District (PUHSD) has 34 different CTE programs representing current industry curricula and supported by state-of-the-art equipment. Employers support the program with real work experiences and internships. Students participating in the PUHSD CTE are positioned to have career ready skills for seamless transition into targeted occupations, upon graduation.



The Arizona Department of Education (ADE) Career and Technical Education (CTE) delivery system is a natural progression of college and career readiness exposure.

**Career Awareness (grades K-6)** – All schools are encouraged to provide experiences for students that will enable them to learn about positive interactions, personal responsibility, good work habits, work as it relates to societal needs and functions, and the management of personal and professional resources.

**Career Exploration (grades 7-9)** – All schools receiving CTE funds are required to provide students opportunities for career exploration. The experience must engage students in problem solving, critical thinking, leadership building and teamwork activities and provide opportunity to learn the foundational skills in information technology, organizational systems, ethics and legal responsibilities, as well as health and safety.

**Career Preparation (grades 9-12)** – Students enroll in the CTE program that matches their career goals and they complete a sequence of courses that leads to the completion of industry-validated assessments and certifications. Programs frequently offer postsecondary dual credit or articulation opportunities for students.

**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 Technical Education Services

The City of Phoenix will work 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 will include 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 will participate in the Industry Sector meetings to understand how to best prepare the workforce. CTE partners and programs will be an important collaborator 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). Most of the colleges have programs approved and available through the State Eligible Training Provider Listing (ETPL) where customers can select the college/program that best meets their goals. Further, the colleges 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 a number of 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.

## Innovative Birth to Career Program

ARIZONA@WORK City of Phoenix is involved with Valley of the Sun United Way's Thriving Together initiative that is designed to better

prepare a quarter-million young people within the greater Phoenix metropolitan area for success from birth to career. This unique program brings together resources from throughout the community to help students improve educational results as they reach key benchmarks in their development, placing and keeping them on a path to success.



Thriving together is a long-term movement that will use resources of the private and non-profit sectors to ensure children, youth and young adults succeed within the boundaries of the Phoenix Union High Schools and its partner elementary schools. Thriving together will help make the community stronger by ensuring a better prepared workforce to drive economic growth.



### Participation in a National Action Plan

In September 2014, President Obama launched the My Brother's Keeper (MBK) Initiative to address persistent opportunity gaps faced by boys and young men of color and ensure that all young people can reach their full potential. The initiative seeks to organize and capitalized on the commitment of community leaders to reach that goal. This is why Mayor Greg Stanton signed up the City of Phoenix to participate in accepting the challenge.

In May 2015, the Phoenix City Council authorized staff to convene key community stakeholders to create a MBK action Plan. Beginning in September 2015, the City of Phoenix convened a diverse group of 100 community stakeholders, including businesses, corporations, academia, private and public sector, clergy and neighborhoods for a series of community meetings to identify existing programs and discuss plans of action to accomplish the MBK goals.

The six goals in the MBK Challenge are:

- All children Enter school ready to learn.
- All children read at grade level by third grade.
- All youth graduate from high school.
- All youth complete post-secondary education or training
- All youth out-of-school are employed.
- All youth remain safe from violent crime.

ARIZONA@WORK City of Phoenix is highly involved in goal 5 – All youth out-of-school are employed. It was decided by stakeholders through the community meetings that they best way to create job opportunities for young people is through implementation of a broad economic agenda. Through targeted approaches, including on-the-job training, job shadowing, apprenticeship and entry-level employment options, young people gain critical career skills and strengthen pathways to employment and increase earning. The City, ARIZONA@WORK 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 will be held in conjunction with the MBK Initiative.



## Strategies for Coordination

Using the ISD model to maximize coordination of services, for 2016-2020, ARIZONA@WORK City of Phoenix will improve alignment with MCCC and its sector partnerships. Better alignment will yield a cohesive response to industry's demand for post-secondary education and technical skills credentials. Together, agencies can do a periodical review of services to ensure that education and trainings provided to customers match with employer and industry demand and align with current requirements in secondary and post-secondary standards. Further, ARIZONA@WORK City of Phoenix aims to work with MCCC 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.

Additionally, the PBWD Board will encourage the ARIZONA@WORK City of Phoenix core partners to work with other community colleges, universities and secondary schools in the region in order to identify complementary activities, such as career counseling and job fairs. This will also include implementing state strategies to explore more opportunities for coordination and sharing resources to enhance services, including:

- Utilize partners' expertise in strategic planning, grant planning and grant applications, including sector strategy teams for employer engagement and community colleges for curriculum development and regional labor market data;
- Engage core partners, educational providers and sector strategy teams in asset mapping to better utilize existing resources and knowledge;
- Collaborate to identify and build on best practices, such as Arizona Integrated Basic Education and Skills Training, YouthBuild, CTE Dual Enrollment, Carl D. Perkins Programs of Study, and Joint Technical Education Districts; and
- Explore standards for core competency training, such as the Certified Workforce Development Professional (CWDP) credential.



## Provision of Transportation

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.



## IV. Access

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WIOA's provisions explicitly outline the importance for local workforce agencies to create opportunities to better serve low-income and underprepared individuals. Phoenix, which is home to nearly a quarter of the State's population, has a high saturation of vulnerable adults and youth. There is an above average rate (19.1 percent) of individuals who have "Less than high school" educational attainment compared to the national rate (13.6 percent); more than a third of the population speaks a language other than English at home; the youth disconnection rate (17.3 percent) is one of the highest in the nation; the poverty rate (23.2 percent) far exceeds the national average (15.6 percent); and, Phoenix represents 16.0 percent of Arizona's institutionalized population. Thus, ARIZONA@WORK City of Phoenix must be prepared to better target training services and strategies to more disadvantaged populations.

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*A diverse and inclusive workforce is necessary to drive innovation, foster creativity, and guide business strategies. – Forbes Insights, Global Diversity and Inclusion, Fostering Innovation through a Diverse Workforce*

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The City of Phoenix is avidly working to offer innovative and targeted programs for local populations. To improve accessibility to the array of programs and services available to individuals, ARIZONA@WORK City of Phoenix and the core partners need to expand and diversify outreach efforts to broaden the reach of public awareness and increase enrollments. Then, once customers are seeking help from WIOA services, the workforce system, as one, must provide excellent customer service for comprehensive services.

During the next 18 months, ARIZONA@WORK City of Phoenix will implement strategies under **Pillar I. Proactive and High Quality Services, and Pillar III. Organizational Excellence** to address eligibility and access issues that often deter adults and youth with barriers from participating in and remaining in programs and services. Over the next four years, the City will hone the innovation and expertise of the PBWD Board, workforce staff and other partners to create unique, engaging, contextualized pathways that offer vulnerable populations transferrable industry-recognized credentials, and sustainable employment.



## IV. ACCESS

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Low income families with young children residing in the City of Mesa to the east and in the community of Maryvale to the west are prioritized under this partnership. Utilizing a coordinated co-case management approach, the project aims to achieve sustainable systemic change by implementing and improving system coordination between city and county workforce, Head Start, TANF and child care organizations. The project will work 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.

### **Human Service 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, eliminate barriers, and work toward self-sufficiency.

### **City of Phoenix Municipal Court – sentencing alternatives and workforce development services for offender population**

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.

### **Shadowing with Maricopa County – risk assessments and workforce development services for offender population**

The Maricopa County Adult Probation Department (MCAPD) has implemented an evidence-based pre-trial service assessment (PSA) tool. The City of Phoenix Prosecutor's Office is assessing the use of the PSA in City courts. This is a step in the movement towards determining who do we need to have in jail and who can be released. The PSA is based on the Risk-Need-Responsivity model that people who are assessed as low risk (more likely to make their court appearance) actually have a negative impact in jail detention that increases the likelihood of recidivism (this is related to the Pretrial Justice Institute's movement #3DaysCount). The PSA would recommend low risk people to be released on their own recognizance. Moderate assessed folks may be released to court supervision or detained and high risk will be detained until their court appearance. Individuals that are released will participate in workforce development programs and services.



## Next Steps for Increasing Accessibility

The WIOA Innovation Work Group is actively planning out key tasks and activities that support strategic planning priorities. Currently, activities are being developed for July 2016 to December 2016; and, additional activities will be developed for January 2017 to June 2017, and July 2017 to December 2017, and beyond.

Priority	Time Frame	July 2016 - Dec 2016 (6 mos.)
	Key Input/Task	Activities and Outcomes
Sustain Talent Pool and Pipeline (Increase Talent Pool to Meet Business Needs)	1. Develop strategy/model for deploying mobile team to customers/group off-site locations (registration, enrollments)	<ul style="list-style-type: none"> <li>o Close current service gaps and create a strategic process to increase our talent enrollments</li> </ul> 2. Increase access to and program enrollment and services for individuals w/characteristics of targeted groups
	2. Develop "concierge follow up and retention" services to maintain access to customer talent pool	
	3. Develop in demand and/or industry sector partnerships training cohorts (aligned with career pathways)	3. Increase use of earn and learn training
	4. Outreach and market services other city departments, CBO/FBO to meet needs of individuals and businesses in the community	4. Build brand recognition for resources and workforce solutions for individuals and businesses
	5. Support Business Solutions/Services Team 5-mile radius of Job Centers strategy	5. Connect with and engage/inform business of center/system/network services and resources
	6. Expand Industry Forums to include job seekers	6. Increase knowledge of LMI and trends to job seekers and workforce professionals in a blended learning format

## Facilitating Access through Technology

### Technology will be used to facilitate access by...

- Providing participants 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 social media outlets (i.e. Twitter) notifying "followers", customers and potential customers of special events, forums, job openings, resources, success stories, etc.

Additional means for implementing technology will be considered after a formal MOU is executed with core partners. However, 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. ARIZONA@WORK Maricopa County has a number of sites that serve outside of the City of Phoenix, in Maricopa County, providing access for individuals in the region in those remote areas.

## **Physical and Programmatic Accessibility of Facilities, Programs and Services, Technology, and Materials for 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 will be 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. Job Center staff will make every reasonable effort to meet the need of any individual identifying an accommodation for participation or accessibility. This may include: enlarged print materials, listening systems, qualified sign language interpreters, Braille, audiocassettes, etc. 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.

## **Compliance with the Nondiscrimination and Equal Opportunity Provisions**

ARIZONA@WORK City of Phoenix will provide a designated Equal Opportunity Officer (EO) with sufficient resources and training to ensure compliance with the nondiscrimination and equal opportunity provisions of Section 188 of the WIOA. To reinforce complete compliance, each American Job Center contract includes assurances to comply with the EEO notices and non-discrimination procedures. Each site in the workforce system is monitored by the designated EO to ensure compliance with the provisions outlined in Section 188 of WIOA.

## **Policies in Process**

ARIZONA@WORK City of Phoenix policies have been updated to reflect WIOA mandates and standards for EEO compliance; Section 188 of the WIOA; Non-Discrimination Policy; Customer Grievance/Complaint Procedures; Limited English Proficiency; and Equal Opportunity Notice and Forms. Revised policies are available on at <http://www.arizonaatwork.com/phoenix/>.

## **State Method of Administration (MOA) Elements**

Each ARIZONA@WORK City of Phoenix access site has complied with the State Method of Administration (MOA) in accordance with each of the nine elements. An outline of compliance steps and methods for each element can be found in Appendix 1.



## Equal Opportunity (EO) Officers

<u>City of Phoenix</u>	<u>The State of Arizona</u>	<u>The Civil Rights Center</u>
Kerri Barnes Equal Opportunity Officer 200 W. Washington, 19 <sup>th</sup> Floor Phoenix, AZ 85003-1611 Phone: (602) 534-0548 Fax: (602) 534-3915 TTY: (602) 534-5500 Kerri.barnes@phoenix.gov	Lynn A. Nedella State WIOA EO Officer Employment Administration / WIOA Section Arizona Department of Economic Security 1789 West Jefferson (Site Code 920Z) Phoenix, AZ 85007 Phone: (602) 542-3957 Fax: (602) 542-2491 TTY/TTD 711 WIAStateEOOfficer@azdes.gov	Naomi M. Barry-Perez, Director Civil Rights Center (CRC) U.S. Department of Labor 200 Constitution Avenue NW Room N-4123 Washington, DC 20210 Phone: (202) 693-6500 Fax: (202) 693-6505 TTY: (202) 693-6516

ARIZONA@WORK City of Phoenix has EEO notices posted in the three American Job Centers, the Business and Workforce Development Center and each subcontractor site location.

### Discrimination Complaint Process

It is the policy of ARIZONA@WORK City of Phoenix that all customers be treated equally. If a customer believes that he/she has not been properly treated or if he/she has a complaint about services provided, they may complete a Customer Complaint Form (CCF). Copies of the CCF are readily available to the public at all Job Centers, including the subcontractor locations.

Each complaint must be filed in writing and include all pertinent information adhere to specific time parameters. The City will investigate all complaints regarding discrimination and service delivery. The process includes an Informal Resolution, Impartial Hearing and Alternative Dispute Resolution (ADR)/Mediation Process. All complaints are kept confidential and intimidation and retaliation are prohibited. ARIZONA@WORK City of Phoenix abides by the same time frames as the Civil Rights Center and the State issued MOA.

## ***V. Employer Engagement / Coordination with Economic Development***

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Under WIOA, there is more emphasis on aligning workforce development programs with economic development efforts, which is critical to local, regional, and national economic growth. The City has put a lot of effort and innovation in revitalizing the core downtown area, as well as recruiting businesses to expand and open offices in Phoenix. This included purchasing land to draw in three state universities to build downtown campuses; offering competitive incentives to investors and businesses; and, offering affordable and accessible business space. However, this formula will not work if the workforce system is not part of the equation. When education and workforce development is relevant and producing high-quality workers, businesses are hiring and retaining talent triggering community growth and additional investments. Workers become self-sufficient, and make purchases putting money back into the economy. This cycle of growth attracts even more business and development.

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*“A strong downtown contributes everywhere because no other part of our region can claim such a unique and vibrant integration of residents, academics, art, government, commerce and entrepreneurs.” – Mayor Greg Stanton, “Celebrate Downtown” Remarks*

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The City of Phoenix devotes five divisions to support community and economic development: 1) International; 2) Community Development; 3) Business Attraction; 4) Business Workforce Development; and, 5) Business Retention and Expansion. These divisions work collaboratively on joint outreach and awareness, addressing challenges, planning strategies and activities, and reviewing feedback and performance for future capacity building and improvements.

Over the next 18 months, through **Pillar II: Community Outreach and Engagement**, these divisions will mindfully mesh education and training investments with regional civic/economic growth strategies. This will be accomplished by leading strategic collaboration among partners, enhancing sector strategies, and by leveraging the business and industry insight of the PBWD Board. During the next four years, strong collaboration, sector partnerships and PBWD Board expertise will establish platforms and processes for career pathways and other employer informed work-based learning opportunities.



## V. EMPLOYER ENGAGEMENT / COORDINATION WITH ECONOMIC DEVELOPMENT

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## Coordination with Economic Development Activities

The PBWD Board is highly in-tune with industry and economic development. Their acumen in this area provided the vision for sector strategy partnerships with the development of a task force focused on conducting research, creating a strategy, identifying a high-growth sector and engaging employers to ultimately launch a partnership. Thus, ARIZONA@WORK City of Phoenix has entered into and will continue a series of regionally strategic sector partnerships that facilitate the engagement of employers of all sizes including small to large business. This effort is led by the City of Phoenix Community and Economic Development Department (CEDD)'s Business Retention and Expansion Team, which has the experience to maintain a balanced focus to support workforce and industry strategies, and further economic development. The Business Retention and Expansion Team vets the efforts and partnerships to ensure that Phoenix is a major hub for key sectors, which will attract investors and talent.

Currently, the sector partnerships reflect in-demand or high-demand industry sectors such as Advanced Business Services, Information Technology / Cyber Security, and Advanced Manufacturing. The sector partnerships are led by business leaders, collaborating with municipal, non-profit organizations and higher education partners. Specifically, key partners for statewide support and funding have included the Arizona Commerce Authority, City of Phoenix, Greater Phoenix Chamber of Commerce, MCCC, and ARIZONA@WORK. Jointly, partners aim to grow sectors, create synergy, and coordinate solutions to local micro and macro organizational development issues that impact workforce and economic development concerns. To ensure the partnerships are effective, efficient and productive, Collaborative Economics, a firm with national sector strategy experience, has provided professional services such as facilitation, training and guidance.



## Community and Economic Development Department (CEDD) Divisions

### International

International services consist of...

**Trade Export Promotion** services are available to assist Phoenix companies to increase their global sales.

**Expansion** services are provided to foreign companies that are expanding and/or relocating operations to Phoenix. Services are provided by the Department's multilingual team who help foreign companies to streamline their projects, as well as provide services tailored to meet their unique needs.

**Foreign-Trade Zones (FTZ)** are secure areas under supervision of the U.S. Customs and Border Protection (CBP). These areas are considered outside the customs territory of the United States at which special CBP procedures may be used. Foreign and domestic merchandise may be moved into zones for storage, exhibition, assembly, manufacturing, and processing without payment of duties, quota and other import restrictions until the decision is made to enter the goods into the U.S. market. Authority for establishing foreign-trade zones is granted by the Foreign-Trade Zones Board.

As a FTZ grantee, the City of Phoenix is responsible for establishing, administering and marketing the Foreign-Trade Zone program for the greater Phoenix area (No.75).

**Phoenix Sister Cities** exists to create people-to-people relationships between the residents of Phoenix and its sister cities through commercial, educational, cultural and artistic exchange programs and events that create and sustain global, long-term, international partnerships and business opportunities for the citizens of Phoenix.

### Community Development (Surrounding Downtown Phoenix Development)

The CEDD manages the disposition and redevelopment of city-owned land, based on priorities set by the City Council and the strategic downtown vision. The disposition of land is administered through a competitive RFP process, where sealed proposals are submitted to and evaluated by a panel of city staff, neighborhood leaders, and representatives from the private sector. The panel utilizes consensus methodology to select the proposal that represents the highest and best use for the property based on criteria specifically approved by the City Council.

CEDD also invites sealed proposals for development on privately-owned land through the annual Downtown RFP. The Downtown RFP streamlines the request for, and evaluation of, City assistance for realistic, buildable and appropriate urban and mixed-use development and redevelopment by the private sector. Proposals are evaluated by a panel and require approval by the City Council.



## Business Attraction

The Business Attraction Team works to attract quality businesses that strengthen and diversify the Phoenix economy through job growth, private investment and creating a sense of community. They are able to provide various information and services such as coordination of site selection, Labor Market Information, cost of business in Phoenix, and introductions to business leaders to speak to the City's strengths. Industry focuses reflect the State's priority sectors as well as local "mission critical" businesses. The business attraction target industries include: healthcare/biomedical; advanced business services; manufacturing / logistics; mission critical; aerospace / aviation; emerging technologies; and software.

## Business Workforce Development

The Workforce Development structure is described in the *Workforce Systems and Partners* section and the Adult, Dislocated Worker, and Youth Services are described in the *Programs and Service Delivery* section.

## Business Retention and Expansion

The Business Retention and Expansion (BRE) division is responsible for developing and enhancing relationships with employers, gathering business intelligence through business visits, providing customized programs and services and helping to ensure businesses retain and expand their operations in Phoenix. Research has consistently demonstrated that between 65 to 80 percent of new jobs are created by existing businesses in a community, rather than those that relocate. BRE continues to focus on the growth of the existing business community, which is a vital part of an overall mission to help facilitate local business, jobs and economic growth.

BRE services consist of...

**Retention Services** including site selection, expansion assistance and a concierge for navigating city departments.

**The Management Technical Assistance Program** which provides small businesses access to a variety of consultants to assist in areas of business planning, organizational development, public and private procurement, and information technology systems.

**The Community Development Block Grant** which can offer business assistance with Legal Assistance, Architectural services and Export Opportunity Identification and Development.

**The Expand Program** which is a Loan Collateral assistance program.

**Healthy Arizona Worksites** which are free trainings for employers; businesses that complete the training and meet certain other criteria will be recognized as a Healthy Arizona Worksite and as a "FitPHX Business."



BRE is also able to identify and recommend a variety of local, state and private sector and federal programs for businesses. In addition, if a business is interested in working with the city for contracting or procurement the BRE team can assist with registration.

## Sector Strategies

Sector strategy partners advance locally relevant skills of the available workforce. Sector strategies for ARIZONA@WORK City of Phoenix include those that...

- Showcase existing assets and the value the sector brings to Phoenix.
- Brand the region as a city of choice for doing business in a sector.
- Provide lead generation for outreach and business retention and expansion visits.
- Provide education to law makers and catalyze policy change.
- Strengthen grant applications due to an already established business partnership.
- Provide a forum for business, education and the community to collaborate.
- Ensure education and the community are responding to business needs.
- Help retain and attract talent and help grow the talent pipeline.
- Identify skill gaps and build cohorts and work-based learning solutions.
- Create sustainable home for industry-driven, career pathways systems.
- Engage business leaders as proactive partners in developing an agenda for improving sector competitiveness and strengthening the talent pipeline.

PBWD Board has been instrumental in convening and/or supporting local area specific sector initiatives. Over the next four years, the Board will continue to enhance and expand current sectors strategies while closely monitoring labor market and economic development trends for new opportunities.



### Healthcare Sector Strategy

In July 2013, CEDD and the PBWD Board took the lead in convening healthcare-related partners for an inaugural Health Care Sector Partnership. Over 35 businesses were in attendance along with six educational institutions and seven community partners. Four years later, more than 250 businesses,

educational institutions and community partners actively participate in the Sector meetings. Key milestones of the Health Care Sector Partnership meetings include:

- Conducted workforce presentations to businesses and associations (Maricopa Integrated Health Systems, Arizona Council of Human Service Providers, and Arizona Alliance of

Community Health Centers) to highlight apprenticeship and training opportunities, as well as funding streams from the workforce program.

- Explored an opportunity to replicate an energy youth training program in health care in collaboration with PUHSD, CTE, MCCCDC, United Way and other partners.
- Facilitated a sector partnership event in October 2014 with 90 participants.
- Provided input for a health care website created by the Greater Phoenix Economic Council (GPEC) highlighting why Metro Phoenix is the place to live, work, heal and collaborate/research ([greaterphoenixhealth.com](http://greaterphoenixhealth.com)).
- Formed three Talent Subcommittees which included New Talent Pipeline Development, Expanding Incentives and Reducing Barriers, and Increasing Alignment between Workforce Training and Sector Needs.
- Discovered common goals when aligning the Phoenix Health Care Sector Partnership with the Greater Phoenix Chamber of Commerce (GPCC)'s Health Care Leadership Council.
- Completed a synthesis of current and projected health care workforce gaps in Arizona - *Health Workforce, Healthy Economy Policy Primer*.
- Creation of a Steering Committee of Human Resource leaders to provide guidance on a survey of human resource professionals to determine future workforce needs.
- Facilitated a Policy Briefing at the Arizona State Capitol to educate policy makers.
- Supported passage of State Bill 1194 legislation that expands eligible providers that can participate in the State Loan Repayment Program.
- Collaborated with the Arizona Nurses' Association/Arizona Action Coalition to support a \$150,000 workforce grant application from the Robert Wood Johnson Foundation.
- Brought recognition to the PBWD Board and assisted Board Chair to be selected for national board.
- Transitioned the convening role to the GPCC to further the engagement of a broad base of industry leaders and align efforts with GPCC's Phoenix Forward economic development initiative.

### **Advanced Business Services (ABS)**

March 2014 was the initial launch date of the Service Center Sector Partnership (SCP), and it was later re-launched as ABS in October 2015. Over 40 companies have participated during the first year with eight different industries represented including Telecommunications, Banking, Investment, Insurance and Health Care. Key Priorities for Action are to identify different talent pools and create a pipeline to industry based on skill sets; and remake the image to show these positions are gateways into great companies with many opportunities.

Since its launch, the ABS has continued to provide support to industry leaders in the Service Center Sector through facilitation, guidance and coaching. The ABS has also developed a framework to map a Service Center Career Pathway, including reviewing a list of job descriptions, while synthesizing information on key skills by industry sub-set, and identifying key competencies based on three tiers which included personal effectiveness, academic competencies, and workplace competencies. Moreover, the ABS has provided input to the Maricopa Skills Center to develop Service Center curriculum, building on the results of the Career Pathway work.



## Cyber Security

The initial launch date of the Cyber Security partnership was October 2014, with the formation of the Security Canyon Board (SCB) in August 2015. Key Priorities of Action for the SCB are to attract talent and business to the region, and create and retain talent. Key accomplishments and milestones of the SCB include:

- Attract Talent Committee developed two phase action plan.
  - Phase I - development of marketing collateral and a marketing toolkit for cyber security companies to use in their recruitment efforts, supporting a shared message about the region as a cyber-security hub.
  - Phase II – development of a branded online presence for the cyber security sector in Phoenix, through a website or online portal that acts as a repository for job descriptions as well as key messages and materials about the sector and the region.
- Creation of Talent Committee with four subcommittees - Education, Outreach, Apprenticeships/Workforce, and Community Events.

## Advanced Manufacturing

During the next four years, the City of Phoenix will partner with the MCCC Workforce Division which is leading an effort in creating an Advanced Manufacturing Center of Excellence.

## Engagement of Employers

ARIZONA@WORK City of Phoenix currently facilitates engagement of employers through sector partnerships and direct communication with businesses. Workforce Specialists are focused on working individually with business representatives and intermediaries. The conversations this team has with local businesses helps ARIZONA@WORK City of Phoenix develop a better understanding of what positions, skills, profiles and other characteristics are in demand by specific businesses and key industries.

To ensure business and industry feedback and knowledge is disseminated to the Job Center Team and network of trainers and workforce development partners, ARIZONA@WORK City of Phoenix currently hosts mandatory monthly forums. This process fosters active dialogue between representatives of both, the job seeker and the business community. Each month, there are approximately six to eight forums where partners and Job Center Team professionals discuss workforce issues.

The forum provides a panel of business leaders from a specific industry to talk about the workforce needs and trends they are seeing when interviewing candidates. And, conversely, when the audience represents job seekers, the forums can provide job seeker perceptions regarding industry and employment. This has resulted in instrumental changes in recruiting and position presentation. For example, a Call Center Forum helped the Advanced Business Service



Sector create an industry wide revision to their marketing process. For Phoenix, this change could have a macro level impact on recruiting over 1,400 open call center roles that typically have a strong job path and strong living wage with an average salary of over \$43,000.

### Strategies to improve engagement

The forums have not been well attended in recent months. As a result, over the next 18 months, ARIZONA@WORK City of Phoenix is focused on revamping efforts to have more effective employer engagement, especially among small employers and employers in demand industries, to help support jobseeker and workforce needs. The improved forums will ensure important business and workforce topics are addressed as well as recruitment tools, i.e. social media components, email communications, LinkedIn, Google Plus, and job club discussions for jobseekers.

## Strategies to Meet the Needs of Local Businesses

### Business and Workforce Development Center

Phoenix is the only city in the region to have an in-house team fully dedicated to workforce business services, creating a direct pipeline between employers and talent. The Phoenix Business and Workforce Development Center focuses on talent acquisition where the team is able to develop/offer customized services, and programs, tailored to meet the unique needs of employers. The team provides services such as:

- I. hiring events and searches;
- II. free job postings on a statewide system called AZJobConnection.gov;
- III. access to educational institutions; and
- IV. training grant funds.



The Business Center provides resources to companies at no cost that would otherwise be costly. The Center's three conference rooms can accommodate over 200 individuals. There are three small meeting rooms, a 25-seat computer lab, and a mobile laptop cart.



## Innovative Business Services



### The Hive

hive @ central is a discovery space for business entrepreneurs that combines elements of a co-working space with expert library fact-finding services and resources, and ASU startup expertise. hive @ central was developed in partnership with ASU Entrepreneurship & Innovation Group, the City of Phoenix CEDD and the Phoenix Public Library. The space is part of the Entrepreneurship Outreach Network, bringing together inventors, problem-solvers, entrepreneurs and small businesses in collaboration spaces in community libraries across Arizona. The location offers free resources such as one-on-one mentoring, workshops, and equipment. Additionally, the space provides the opportunity to gather innovators and entrepreneurs to share ideas and work together to develop business concepts.

### The Workforce Collaborative

ARIZONA@WORK City of Phoenix has convened a collaborative network of cross functional workforce development organizations located throughout the valley to create a collective regional resource. The mission of the Workforce Collaborative is to focus on business and industry needs and to leverage the combined strengths of regional partnerships to equip qualified diverse talent with the skills needed to foster economic development and stability. The Workforce Collaborative was relaunched in 2015, and is in the process of developing how the Collaborative will engage each other. Once processes are in place, the Workforce Collaborative will provide a regional competitive advantage to employers and job seekers by sharing ideas, leveraging partnerships, eliminating silos, reducing duplicate efforts, and streamlining services. The aim is to provide an innovative approach for a livable workforce economy.



### H.E.R.O. (Hire. Educate. Recruit. Organize.) Initiative

The H.E.R.O. (Hire. Educate. Recruit. Organize.) Initiative was passed by City Council to address the high unemployment rate among veterans. As part of this initiative, the City of Phoenix has worked with a broad coalition of community stakeholders and employers to host H.E.R.O. hiring events. H.E.R.O. events include Pre-Event Workshops and the opportunity to interview with Veteran-supported companies on-site. Also, prior to each hiring event, a series of no cost workshops are available for veterans to assist with resume preparation, interview skills and general career readiness. October 2016 marks the fifth H.E.R.O. Hiring event for the Veteran community which targets: Active

Military, Reserve and Guard Members, Veterans, Active Military Transitioning, Military Spouses. Since 2012 over 200 employers have registered and hired from H.E.R.O. hiring events, and over 600 Veteran job seekers have attended.

## Other Business Services and Strategies

### Labor Market Information (LMI)

Labor Market Information (LMI) monthly, at-a-glance infographics identify labor market needs and company needs. LMI can assist workforce development teams in creating strategies and fluid tactical initiatives to meet the demands of job seekers and employers. In addition, the LMI can be customized to a specific industry, providing details such as:

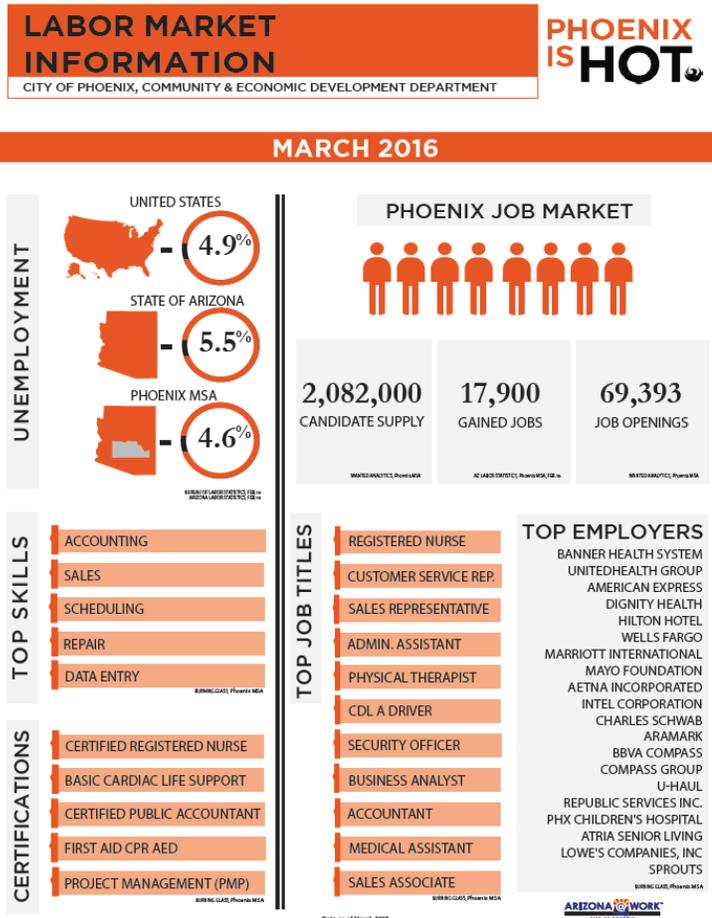
- Number of open positions;
- Certifications;
- Job titles and pathing;
- Top employers; and
- Wage range.

The LMI report is available as a tool for the Job Centers, the CEDD and core partners in the region.

### On-the-Job Training (OJT)

In an effort to further facilitate engagement of small employers of demand industry sectors, such as Health Care and Advanced Manufacturing, ARIZONA@WORK City of Phoenix offers a newly revised On-the-Job (OJT) training program that specifically focuses on local workforce development needs of both the employer and job seeker. Job seekers come to the process with a passion to learn and develop their skills. Employers come to the process with a passion to mentor and provide the job seeker with the skills necessary to succeed in a position; a position the job seeker needs remedial training to perform.

The OJT program reimburses businesses located in the City of Phoenix to compensate for the costs associated with training new full-time employees. The OJT program assists businesses with up to 50% of an employee's hourly wages during the training period (no more than six months and is based on the training plan and prior experience of the trainee); and is for businesses that are not able to fulfill their skilled labor force needs with qualified, experienced employees. The OJT program is funded by WIOA and is administered by the City of Phoenix CEDD.



## Employed Worker Training (EWT)

The Employed Worker Training (EWT) program helps employers recruit, develop and retain the best employees for their workforce needs. The incentive is greater for small employers, encouraging their participation and growth. The objective of the EWT program is to provide grant funding under WIOA for job training assistance to businesses that are training their current workforce to enhance skill levels. The EWT program funds up to \$50,000 per WIOA Program Year for training needs. Training program outcomes must be achieved in order for a business to invoice and receive reimbursements for the eligible training costs.



## Job Club

ARIZONA@WORK City of Phoenix Job Clubs can provide encouragement and accountability to job seekers when they need it the most. Job Clubs have demonstrated significant positive impacts on earlier return to work and job placement rates. In a study, posted by the Department of Labor regarding Job Club success, 87 percent of participants obtained jobs compared to 59 percent of non-Job Club participants.

The ARIZONA@WORK City of Phoenix Job Club is designed to provide:

- Facilitated meetings at three Job Centers twice a month;
- Small group and inclusive setting;
- Networking opportunity where participants share various networks to help others identify job opportunities;
- Education and scheduled workshop opportunities such as resume writing, interview skills, LinkedIn etc.; and
- Guest speakers that speak to the participants to learn about business or industry needs and opportunities.

## Talent Acquisition

Attracting the correct talent can be a costly initiative. To assist companies, and job seekers find a career path, ARIZONA@WORK City of Phoenix has developed a scalable recruiting process that can be customized to meet each local business' specific recruiting need:

Step 1 Assessment - work with the business subject matter experts to perform a prospective employee assessment in order to understand the position requirements and reasons for employee derailment.

Step 2 Marketing - connect with members from partner organizations and others via email, Forums, Social Media and tactical planning meetings.

Step 3 Job Posting - post job descriptions to the Arizona Job Connections website where over 17,000 candidates from the Job Centers are ready to be discovered.

Step 4 Job Fairs or Information Sessions - utilize the efforts of the Marketing Stage to drive awareness of the job information sessions. Sessions can be held at the Business & Workforce Development Center or at an employer's facility.

Stage 5 Resume Review / Pre-screen - assist the Human Resources team by reducing the amount of calling, screening and scheduling of interviews the employer must take on.

Stage 6 Pre Hire training - provide qualified new hires with basic success skills to increase an organization's ability to retain a new team.

### **Rapid Response**

For businesses that anticipate downsizing or restructuring, ARIZONA@WORK Rapid Response Services can help meet the needs of companies and employees with layoff aversion, pre-layoff assistance and other specialized support. Rapid Response provides two main strategic resources:

1. Assist growing companies to access skilled workers from companies that have declared they will be downsizing; and
2. Respond to layoffs or reduction in force by coordinating and providing customized services and information to companies and the impacted workers, on-site.

### **Next Steps for Strengthening Business Services**

The PBWD Board and ARIZONA@WORK City of Phoenix are working to develop and build capacity in relevant initiatives. Currently, efforts are directed towards documented future growth needs in Advanced Business Services, Health Care, Advanced Manufacturing and IT related fields; industries in which there are existing sector strategy partnerships. As the sector partners define the experience components they want to teach to new hires, the City can begin creating a combination of OJT programs, employed worker training, cohort training, and apprenticeship programs that deliver the experience necessary for employability and then job pathing.



## Linkages with Unemployment Insurance Programs

ARIZONA@WORK City of Phoenix centers will continue to serve as a point of access for unemployment assistance clients to file claims and perform the required participation. ARIZONA@WORK City of Phoenix also has an Outplacement and Career Transitioning Team that assist business owners who for various reasons may be laying off or dismissing staff. The goal of this team is assist the client prior to the need to file for assistance in an effort to get them placed in a new permanent employment position. Should the dislocation occur as the result of outsourcing, the local Rapid Response Coordinator will attempt to educate the employer on the petition for Trade Adjustment Assistance (TAA) with the U.S. Department of Labor. Local Trade Adjustment Assistance Coordinators are trained to assist the business with filing of the petition if necessary. Once approved, the TAA Coordinator will conduct Trade Adjustment Assistance specific information sessions with all potentially eligible workers.

The local area board will support the State's strategy to provide better linkages between ARIZONA@WORK City of Phoenix Job Centers and unemployment insurance (UI) by continuing to implement the Reemployment Services and Eligibility Assessment (RESEA) targeting recently unemployed individuals. RESEA orientations are hosted by Employment Services staff, and will continue to be jointly held with ARIZONA@WORK center staff to identify who might need other services. RESEA orientations will also provide information about the programs offered throughout the one-stop system (including the Dislocated Worker program) and instructions for registering in Arizona Job Connection (AJC). Employment services staff will begin following up with RESEA participants who do not enroll in a program to make sure that they have registered and entered their resume in AJC and further assist them with connecting to job placement services.



## ***VI. Programs and Service Delivery***

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WIOA provides new and expanded definitions to improve service delivery to low-income individuals and those who have barriers to employment; and expands education and training options to help participants access good jobs and advance in their careers. This means offering priority for services, increasing the focus on training across core programs, and implementing career pathway approaches that support postsecondary education and training, including work-based learning options, for youth and adults. Steps have been made in this direction; ARIZONA@WORK City of Phoenix has implemented Integrated Service Delivery (ISD) to create functional teams and has now outlined a consistent and customized service flow.

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*“By increasing collaboration between business and education and strengthening educational pathways to high wage high demand careers, we will not only meet a critical need of our workforce but provide meaningful, lucrative futures for Arizona students.” - Dr. Sybil Francis, Executive Director of Center for the Future of Arizona told the groups*

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As individual agency/program expertise and resources are leveraged, and partnerships and roles are solidified the workforce development system can be redesigned with ISD as a foundation. In collaboration with partners, strategies are being developed to provide a broad continuum of services with comprehensive case management and guidance to meet each individual’s needs. The continuum of services includes an objective assessment; career pathway development; training and education activities; leadership development; mentoring; employment opportunities; and follow-up services.

Over the next 18 months, the redesign will focus on a continuum of services and consist of improvements to delivery, customer service, communication, employer engagement, and developing an inclusive talent pool. During the next four years, career pathways for relevant industry sectors and occupations will researched and designed, with the support of industry stakeholders. Pathways will be supported by work-based learning options and industry-recognized credentials and certifications. Strategies to achieve these objectives are included in this section.

A critical component of redesigning service delivery and options is developing an ongoing conduit of information sharing. Each agency, function and service will be informed by the needs of business and individuals in order to drive workforce solutions. Accomplishing these objectives during 2016-2020 will support **Pillar I. Proactive and High Quality Services**, and will achieve Focused Workforce Solutions, a WIOA Hallmark of Excellence.



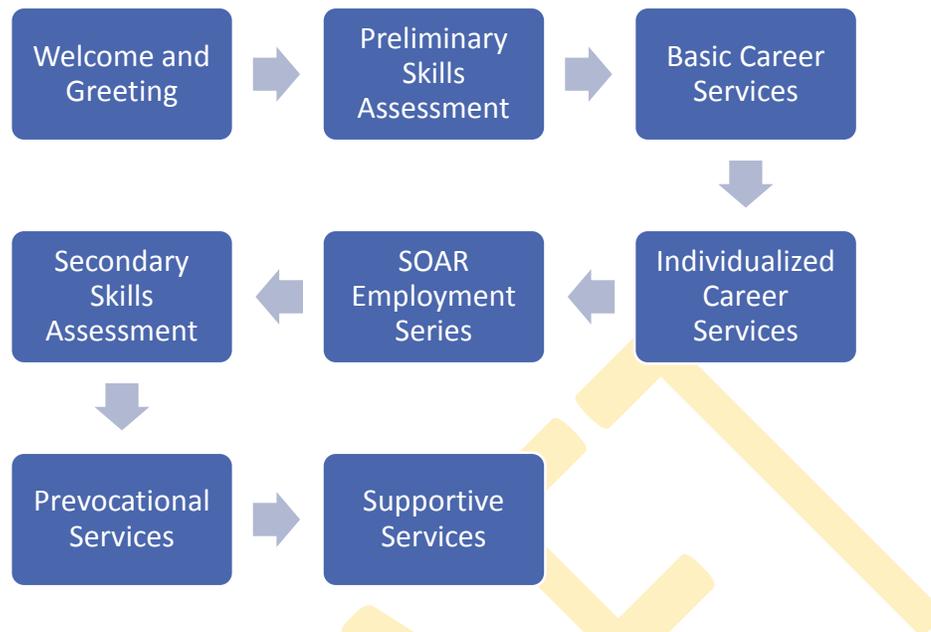
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## ARIZONA@WORK City of Phoenix Service Delivery Model



### Adult and Dislocated Worker Activities

At the heart of the ARIZONA@WORK City of Phoenix Job Centers is an integrated customer service delivery model which commences immediately with an initial **welcome and greeting** of customers. Services are consistent for both potential dislocated and adult workers. The greeting is followed by a one-to-one 15- to 20-minute welcome meeting that includes an overview of all available services and registration into the Arizona Job Connection job matching and resume development system. The customer is issued a membership card to indicate they are aware of services available and are ready to access them. For customers whose career goals and skill sets are unclear and for those who are not able to articulate them, they are offered a preliminary assessment as they transition to the skills development team for skills validation.

Upon completion of the **preliminary skills assessment**, a brief assessment that measures basic interests and skills against occupational categories, the customer meets with a member of the skills development team to discuss the outcomes. 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. If the customer and skills development team member identify that the customer has skills gap that might hinder a successful job search, the team member recommends individualized career services.

The customer is offered an array of **basic career services** that includes workshops, networking activities, and hiring events. At this point, registration into the WIOA Adult program occurs to allow the customer access to basic career services provided by WIOA Adult and Dislocated

Worker-funded staff. The basic registration does not include creation of a hard copy file or development of an individual employment plan through case managed services. Staff then discusses the benefits and opportunities that these basic career services offer, 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 will continue to provide services as the customer seeks them.

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# Our #1 Job Is Helping You Find a Job

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## Individualized Career Services

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.

## SOAR Employment Series – Full Package or 3+3

Since the fall of 2012, ARIZONA@WORK City of Phoenix has employed SOAR (Self-assessment, Other-assessment, Active research and Rewrite career plan), an innovative and aggressive approach to fully engage customers in their occupational planning and employment future. Through SOAR, customers are invited to take part in a 5-day employment readiness series in a business environment.

Current economic conditions require unique and innovative approaches to ensure skilled workers are available and can meet the demands of local businesses. Flexibility, critical thinking, and essential foundational skills such as reading and applied math, problem solving, basic computer skills, and teamwork have replaced the standard soft skills required in previous economies. SOAR ensures these concepts will be taught to both Adult and Dislocated Workers in a five-day seminar



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

SOAR helps ensure training funds are expended and leveraged for each customer to promote a skills match with the current job market. Supportive services wrap around the provision of career services for adults and dislocated workers to limit obstacles to success in the customer's employment plan.

In response to the changing interests and needs of our customers, a modified SOAR series was created for those individuals with a strong work history, who do not intend to, nor need to, change occupations. It has already been established between the customer and Career Advisor that the customer does indeed possess the skills and experience to jump right into a focused job search. A three-day option was created that focuses on unique and innovative job search techniques and is followed up by three, one-hour employability sessions where techniques are fine-tuned and customized. Called 3+3 (3 days of SOAR + 3 one hour sessions), the customers also have access to professional resume writing services and more in-depth job search resources such as Wanted Analytics. These same services are available to those who first choose a training solution prior to beginning their job search.

### **Secondary Skills Assessment**

In 2009 ARIZONA@WORK City of Phoenix implemented ACT WorkKeys® workforce solutions, in response to business' request that workers' skills be better measured and validated. The assessments measure real world, "hard" and "soft" skills, ensuring individuals have the right skills for the right jobs. ACT has analyzed more than 20,000 jobs to help employers and individuals benchmark, remediate, assess, and certify the skills essential for workplace success in nearly 90 percent of U.S. jobs.

Customers will receive The National Career Readiness Certificate™ (NCRC®) once they have successfully mastered a combination of three WorkKeys® assessments. This certificate helps improve the likelihood of job success for WIOA adults and dislocated workers. It is an industry-recognized, evidence-based credential that certifies achievement of foundational skills essential for workplace success.

ACT's KeyTrain interactive training curriculum is used to assist adults and dislocated workers in mastering skills essential to the workplace. The courses help users reach foundational career readiness, enhance cognitive skills and are based on the same skills found in the WorkKeys® assessment system. KeyTrain also prepares users to earn NCRCs. For most purposes, KeyTrain is used as a practice tool in preparation for the WorkKeys® assessments and NCRCs. In certain instances, it is used when WorkKeys' outcomes are not at the desired level.



### Prevocational Services

In certain situations, additional skills enhancement is necessary but occupational training is not the appropriate solution. Prevocational skills training is employed because it doesn't require the time commitment and is very cost effective. For example, the City 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. It is a one-day class followed by an exam. Those who complete the prevocational training are then ready to apply for positions requiring the certification.

### Supportive Services

Supportive services are available to customers to minimize any obstacles to success. These services include but are not limited to assistance with transportation, appropriate attire for interviews, work-related uniforms, costs of licenses and exams, emergency housing and utilities.



### Rapid Response (RR) Activities

The City of Phoenix has assigned a Local Rapid Response Coordinator (RRC). This individual initiates the Rapid Response (RR) activity upon receipt of a Worker Adjustment and Retraining Notification (WARN). The WARN is filed by an employer to notify the State of Arizona Rapid Response Coordinator and the City of Phoenix Mayor, of a company layoff, reduction in force or closure. Upon notification, the RRC will

contact the designated company representative within five business days, or within 24 hours after receipt of an official WARN notice. During the initial meeting, the RRC will provide information about the services and resources available to laid-off workers through the ARIZONA@WORK City of Phoenix. They will also explore opportunities to coordinate and fund lay-off aversion skills enhancement training, in an effort to prevent future downsizing within the company.

The RRC will secure and coordinate the provision of the RR services depending on the size and scope of the layoff to focus within the City of Phoenix. In the case of a mass layoff, the service delivery will be broadened through a collaborative partnership with the ARIZONA@WORK Maricopa County. Both entities will work together at providing RR services by encouraging early notification, to ensure a timely response to affected workers, and minimize worker dislocations. The proactive approach includes regularly monitoring all notification channels, such as increases in Unemployment Insurance (UI) claims, media attention to specific employers or industries, discussions with employer representatives, and engagement in chamber of commerce or industry-specific meetings.

ARIZONA@WORK City of Phoenix and Maricopa County have also planned to evolve Rapid Response to Rapid Reemployment by informing each other of RR notifications and establish a 48-hour response time. To make layoff assistance more efficient, the County and City will jointly conduct RR sessions, as well as coordinate with the State or other partners for UI and benefits presentations.

The ARIZONA@WORK City of Phoenix Outplacement and Career Transitioning Team (RR stakeholders and integrated partners) will include the City of Phoenix RRC lead (Senior Workforce Development Specialist), and the AZDES Employment Services and Unemployment Insurance representatives. When applicable, a representative from the AZDES Trade Adjustment Assistance (TAA) will be part of the team. Representatives bi-lingual in Spanish will also be included as needed. ARIZONA@WORK City of Phoenix will also engage the City of Phoenix Business Solutions Team and AZDES Business Services staff to assist with any special recruitments or job fairs.

RR sessions will have a standardized format that includes a checklist for procedures, prioritization of larger entities, required job descriptions and updated resumes. RR sessions will be tailored to meet the needs of affected workers, and potential employers will be invited to help minimize their time unemployed.

RR basic services will include an orientation with ARIZONA@WORK City of Phoenix services team. A PowerPoint presentation has been developed by each primary stakeholder (City of Phoenix/AZDES) and consolidated to represent all service resources/ delivered. Services can be extended and enhanced to offer career assessment seminars, labor market information, job search/ matching techniques, developing a personal value statement and networking such as LinkedIn training. The City of Phoenix will also offer a variety of workshops such as how to write a professional resume and cover letter.

Personal on-site assessment of laid off workers by ARIZONA@WORK City of Phoenix career advisors will offer on-site assessments for laid off workers, to determine suitability/eligibility for WIOA Adult and Dislocated Worker programs, or to connect individuals to other ARIZONA@WORK Job Centers, community resources and support services. Typically, these staff interactions are more effective when delivered at the American Job Centers. Sign-in sheets will be provided at each Orientation Session to capture name and contact information, and for affected workers to indicate preferred One-Stop locations. A staff member will be assigned to contact laid off workers. Rapid Response services are typically provided at the business's location but can be arranged at other locations.





## Youth Workforce Investment Activities

### Youth Program Elements

All youth providers must demonstrate and ensure the fourteen (14) Youth Program Elements are provided to eligible youth. Each of these services may be provided directly by the contractor, by a subcontractor, or through a networked system. Each contractor will be responsible for ensuring youth have access to the full continuum of services.

1. Tutoring, study skills training, and evidence-based dropout prevention strategies that lead to completion of a secondary school diploma or equivalent, or a recognized postsecondary credential;
2. Alternative secondary school offerings;
3. Summer employment opportunities directly linked to academic and occupational learning;
4. Paid and unpaid work experiences, including summer employment opportunities, internships, pre-apprenticeship programs, job shadowing and on-the-job training opportunities;
5. Occupational skill training, with priority given to training programs that lead to postsecondary credentials that are aligned with high-demand industries and occupations;
6. Leadership development opportunities, including positive social behaviors and soft skills, decision making, and team work;
7. Supportive services;
8. Adult mentoring for at least 12 months during and/or after program participation;
9. Follow-up services for a minimum of 12 months;
10. Comprehensive guidance and counseling for drug and alcohol abuse, mental health, and referrals to additional counseling when appropriate;
11. Financial literacy education;
12. Entrepreneurial skills training;
13. Services that provide information on labor market and employment in high-demand industry sectors and occupations;
14. Activities that help participants prepare for and transition to postsecondary education and training.

## Best Practice Models

As a partner in the ARIZONA@WORK network, youth providers are expected to utilize best practice models to successfully deliver the required elements. The following are activities and services all agencies are required to do to ensure the success of the youth.

- Conduct creative outreach and recruitment activities to identify participants for the program, including outreach to out-of-school youth (OSY);
- Complete a thorough intake interview and collect eligibility documentation for enrollment into the program;
- Conduct individual assessments that are comprehensive, and identify a plan of action for eligible youth to be successful in completing an academic program or entry into a career path;
- Provide academic skills remediation for participants who test below 9<sup>th</sup> grade in reading and/or math and/or language;
- Conduct career exploration activities with opportunities to explore career options in a particular industry, thereby developing work-readiness and industry-relevant competencies;
- Develop a College and Career Blueprint (CCB);
- Provide supportive services as appropriate and identified in the CCB;
- Coordinate occupational training accounts (OTAs) for participants, as appropriate;
- Define the terms of participant success for each service delivered;
- Work with employers to develop and structure the work experience to match the skill set of each participant, while also addressing the specific needs of each party;
- Fulfill the role of Employer of Record and coordinate payroll for participants placed in paid work-experiences;
- Develop community partnerships that will support the needs of participants, as identified in the comprehensive assessment;
- Maintain contact with participants to ensure there are no gaps in services;
- Maintain progress of participant activities using Arizona Job Connection (AJC); and
- Provide follow-up services for a minimum of 1 year after exit.

## Objective Assessment Tools

Through ARIZONA@WORK City of Phoenix partners, youth are offered the opportunity to receive educational training, including secondary and postsecondary education. Depending on initial assessments, youth are referred to program activities based on interest and educational levels. They will receive training in life management, work-readiness, and occupational training. The program also offers support services to remove barriers that hinder self-sufficiency due to the many obstacles they face on a daily basis.



An objective diagnostic assessment of skill level and service needs is completed with all youth, and includes an examination of basic skills, occupational skills, educational background, prior work experience, employability, interests, aptitudes, attitudes toward work, motivation, behavioral patterns affecting employment potential, supportive service needs, developmental needs, leadership needs, and family situation. The assessment also includes an evaluation of barriers to employment including financial resources and supportive service needs. This examination helps to determine college and career readiness and to develop a realistic employment goal and strategy. The objective assessment is an ongoing process, revised regularly when additional needs are identified or goals achieved.

### **Hard-to-Serve Youth**

During an objective assessment, additional goals are identified for specific hard-to-serve youth, which include:

1. Youth offenders/youth of incarcerated parents to successfully complete secondary and/or postsecondary education, participate in accountability classes, and participate in behavior modification activities.
2. Youth with disabilities to successfully complete secondary and/or postsecondary education and receive reasonable accommodations including assistive technology relevant to increasing self-sufficiency.
3. Youth drop outs to re-enroll and successfully completed secondary and/or postsecondary education, participate in accountability classes, and participate in behavior modification activities.
4. Homeless youth objectives to successfully complete secondary and/or postsecondary education, receive basic living skills training, and return to family or stable living conditions.
5. Foster care youth objectives to successfully complete secondary and/or postsecondary education, receive basic living skills training and return to family or stable living conditions.
6. Pregnant and parenting youth to successfully complete secondary and/or postsecondary education, participate in parenting skills training, and participate in Planned Parenthood classes.

### **Comprehensive College and Career Blueprints (CCB)**

Comprehensive CCB are developed after objective assessment to include career, educational, and developmental goals, both short-term and long-term. CCB goals and strategies are updated as short-term goals are achieved or the youth's needs change. All goals will be linked to one or more of the performance indicators and will identify career pathways, including appropriate education and employment goals for continued youth successes.



### Leveraging Community Partnerships

The ARIZONA@WORK City of Phoenix Youth Workforce Program developed a youth-serving network to meet the needs of all disadvantaged, disengaged youth within the City of Phoenix. The goal is to create partnerships within the community to engage education and business professionals, in an effort to implement programs that offer career pathway training in high-demand and cluster occupations.

ARIZONA@WORK City of Phoenix is committed to creating avenues of opportunity for all disengaged youth. Youth service providers are aware that the harder to serve youth - like those with disabilities - require additional time, assistance, advocacy, and resources to achieve positive outcomes. Strategies are developed to promote long-term services for these youth to prepare them for college and career pathways.

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*One of the most successful economic strategies proven from The City of Phoenix efforts, is the willingness to not only improve the skills of the city's workforce but an unmatched toughness to utilize the available resources for attaining the good of the community and comprehensive growth. Travis Hardin*

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### Youth Services Procurement

The City of Phoenix competitively procures all youth services following the City of Phoenix procurement guidelines as described in *Workforce System and Partners section b*. The criteria used to select providers will include:

- Experience serving youth with barriers to employment;
- Experience serving youth with disabilities and out-of-school youth;
- the financial stability of the entity; and
- their network of businesses and community partners to ensure a continuum of services are provided to each youth.

The City of Phoenix executes youth contracts based on specific funding amounts for in and out-of-school youth. Each agency is expected to serve a specific number of in and out-of-school youth per program year. Service levels are monitored by staff on a monthly basis using data from Arizona Job Connection and the information is reported back to the youth service contractor on a quarterly basis.



## Occupational Skills Training

### SOAR Program

As described in *Programs and Service Delivery section a.*, those who have completed the SOAR employment readiness series transition to either an employment or training solution, as determined by a post-SOAR dialogue with their Career Advisor. Those who have demonstrated a need to enhance their occupational skill sets are eligible for training services funded by either the WIOA adult or dislocated worker program.

### Individualized Training Accounts

ARIZONA@WORK City of Phoenix provides Individualized Training Accounts through a process of Occupational Training Authorization (OTA). OTA vouchers are awarded to individuals who have received individualized career services and have been unable to move forward to sustainable employment due to a skills mismatch. OTA funds may also be used to help an employed worker receive the skill upgrades needed to retain or advance to higher wage employment. The City does not currently use contracts for the delivery of training services.

Individual OTA awards are issued for training that leads to occupations showing labor market industry (LMI) growth as verified by the most recent Phoenix-Mesa MSA Occupational Projections issued by the Arizona Department of Administration (ADOA), Office of Employment and Population Statistics. ARIZONA@WORK City of Phoenix established a goal in 2005 to use 70% of budgeted OTA funds within targeted industry sectors that the City of Phoenix and other economic development entities have identified as those most responsible for job creation and the generation of community wealth.

The training fund maximum and basic approval processes related to applicant criteria and LMI factors, are coordinated with the ARIZONA@WORK Maricopa County because both agencies share a labor market, and customers have easier access to Job Center services. Budget allowances are discussed annually. The training cap has varied between \$3,000 and \$6,000 over the past few years. This collaboration ensures a consistent approach for applicants seeking training assistance at Job Centers throughout the region.

In order to receive approval for training, the customer will discuss and share with their key worksheets with their Career Advisor, summarizing their results from the self and career exploration activities and occupational research that were part of their SOAR experience. Coupled with the WorkKeys assessment results, the customer presents a proposal to their Career Advisor detailing how additional occupational skills training will give them a competitive edge in the job market. The occupational research must include a specific job goal that is aligned with the customer's wage goals, their choice of training provider, and result in an industry-recognized credential or certification for that occupation. It is recommended that customers consider up to three different providers for training. The Career Advisor then begins the training recommendation process.



All OTA's require supervisory concurrence with the customer's decision, WIOA management review, and final approval to ensure the conditions for use of training funds has been met. Proof of application or approval/denial for Pell Grants is submitted with the OTA packet and is case noted by a Career Advisor. Training Providers are aware that Pell Grant awards must be applied to tuition expenses before any funds are released to the WIOA student. Career Advisors participate in an annual Training Expo coordinated by ETPL approved training providers in the greater Phoenix area. The Expo offers a forum for PWC to present information/reminders regarding the process for training approval, including policies on how to properly apply grant funds.

### **Work-Based Learning**

Work-based learning includes On-the-Job Training, apprenticeships, internships, and customized hybrid training that are linked to careers. Work-based learning opportunities will be marketed by both Job Center and business service staff. Staff will pursue opportunities with employers and make appropriate referrals for work-ready job seekers. Business service team members coordinate work-based learning opportunities across partner agencies to ensure business needs are addressed.

The Arizona Office of Apprenticeship's goal is to increase apprenticeship opportunities in all occupations. ARIZONA@WORK City of Phoenix will designate a staff member, on behalf of the LWDA, to attend presentations on apprenticeships and to be the contact person for the statewide Apprenticeship Program. This effort includes employers, industry groups, chambers of commerce, veterans' groups, VR, community colleges, and the ADE, including the Joint Technical Education Districts (JTED) and representatives from Carl D. Perkins CTE programs.

### **Core Program Co-Enrollment**

A proud partner of the  network

American Job Center customers are enrolled in basic career services once they receive services from WIOA Adult and Dislocated Worker-funded staff. This is in addition to registration with Wagner-Peyser Employment Services. Co-enrollment is a critical component of working with other core partner programs because it has been determined that a shared customer has service needs that are provided by more than one program.

Utilizing the ISD approach, one staff member becomes the single point of contact for the customer. The staff member's role is to coordinate the necessary services with the other core partner programs, while keeping all parties involved and updated on the customer's plan of action, roles and responsibilities. This is not to say that the customer may not be meeting with staff from other partner programs, but rather that the customer is accountable only to their



primary point of contact. ARIZONA@WORK City of Phoenix has chosen to minimize the use of paper referral and information forms and replace with direct contact to primary and secondary points of contact.

This model has proven successful due to recent initiatives where partner programs approached ARIZONA@WORK City of Phoenix to connect their customers with the larger workforce. With the Partnership for Opening Doors, agencies have a primary point of contact at each office to which shared customers are connected. In another partnership with the City's Human Services Department Family Service Centers, communication on the shared customer's status is shared during bi-weekly meetings.

The ARIZONA@WORK City of Phoenix One Stop System Partners will ensure that the needs of workers, youth, and individuals with barriers to employment, including individuals with disabilities will have access to all programs activities and services provided via the One Stop Delivery System. Access to program activities and services will not be exclusively provided by directing customers to a computer Web site, or telephone number, but will be coordinated in making available a direct linkage through technology to program staff who can provide meaningful information or services. Access will also include having program staff members representing Titles I, III and IV physically present at the ARIZONA@WORK Job Centers; and having a staff member(s) from the Senior Community Service Employment Program (SCSEP) physically present at the ARIZONA@WORK Job Centers, and appropriately trained to provide information to customers about the programs, services, and activities available through partner programs.

Arizona's workforce system operates under the brand ARIZONA@WORK "Innovative Workforce Solutions," and is a proud partner of the American Job Center Network.

The brand was launched in February 2016 and was created to increase public awareness and to break down silos among the various workforce partners. (Arizona State Plan, 2016 p. 34-35) Job Seeker and Employers have web access to information about services and programs provided by each local area. The ARIZONA@WORK City of Phoenix One Stop System Partners will make use of the ARIZONA@WORK City of Phoenix website ([www.arizonaatwork.com/phoenix](http://www.arizonaatwork.com/phoenix)) to let customers and employers know that "this is how we work together to meet your needs". Each partner will provide and maintain a description of services and programs to include their logo, link to their website, and contact information for staff connection.

The ARIZONA@WORK City of Phoenix One Stop System Partners will utilize an electronic common referral process that will provide universal access to each partner program for the purposes of providing direct linkage for program services and activities.



## Next Steps for Service Delivery Redesign

The WIOA Innovation Work Group is actively planning out key tasks and activities that support strategic planning priorities. Currently, activities are being developed for July 2016 to December 2016; and, additional activities will be developed for January 2017 to June 2017, and July 2017 to December 2017, and beyond. Key tasks and strategies for Service Delivery Redesign are outlined in the table, below.

Priority	Frame	Time	July 2016 - Dec 2016 (6 mos.)
	Key Input/Task		Activities and Outcomes
Service Delivery Redesign	1. Outreach to external job candidates		<ul style="list-style-type: none"> <li>▪ Collect basic info from attendance at various events; staff follow-up</li> <li>▪ Create cohort training model as a business solution</li> <li>▪ Co-enrollments between Adult and Youth               <ul style="list-style-type: none"> <li>▪ Expand access to center and system</li> <li>▪ Increase AJC registrations</li> <li>▪ Increase number of cohort trainings to businesses</li> <li>▪ Define process for data collection</li> <li>▪ Test data collection model for completeness</li> </ul> </li> </ul>
	2. Job Center customer flow integrated service delivery team		<ul style="list-style-type: none"> <li>× Review current model and processes</li> <li>× Conduct focus groups</li> <li>× Create collateral materials to educate and inform</li> <li>× Establish baseline for customer service satisfaction survey</li> <li>× Review satisfaction surveys and improve rating outcomes</li> <li>○ Increase customer satisfaction rating</li> </ul>
	3. SOAR curriculum relevance review		<ul style="list-style-type: none"> <li>○ Regularly scheduled review of curriculum and lesson outlines</li> <li>○ Review literature and incorporate segment on career pathways</li> <li>○ Define expectations, what is working/ not working – areas for improvement</li> <li>○ Business input</li> </ul>
	4. Staff communication and information sharing strategies		<ul style="list-style-type: none"> <li>○ Create communication plan/strategy</li> <li>○ Create uniform plan for onboarding staff; identify key competencies (links to Staff Development priority)</li> <li>○ Make available quarterly brochure to all partner staff               <ul style="list-style-type: none"> <li>▪ Increase efficiencies in staff/ communication and info exchange</li> </ul> </li> </ul>
	5. Policy revisions/updates for Title I B programs		<ul style="list-style-type: none"> <li>× Assemble policy review team; involve SME</li> <li>× Create initial review schedule and ongoing updates</li> <li>× Create universal online access for staff/partners/providers               <ul style="list-style-type: none"> <li>▪ Improved performance outcomes</li> <li>▪ Improved program monitoring outcomes</li> <li>▪ Training delivered to team</li> </ul> </li> </ul>

## Entrepreneurial Skills Training and Microenterprise Services

### Create Phoenix

The City of Phoenix CEDD is focused on a broad range of business development tools specifically focused on entrepreneurs building scalable companies. A plan has been developed called “Create Phoenix” that addresses the needs voiced by the community to build the entrepreneurial ecosystem. Currently the plan is not funded, but upon resource acquisition will address:

- Events - Large/Small/Weeklong/Additional Support Services
- Entrepreneur Funding Assistance Program
- Growth Acceleration Services and Grants
- Makerspace and Prototyping Equipment Grants
- Resource Recruitment
- Represent PHX Program – Communications, National Campaign, Brochures/Collateral Materials/Translation, and Ecosystem Map.

These six areas will eventually influence the greater entrepreneurial ecosystem as they were identified as areas of need by the local community.



### The Hive

The City of Phoenix has a strong investment in hive @ central at the Burton Barr Library, with amazing results. hive @ central began as a partnership between Arizona State University (ASU) and the City of Phoenix, to bring co-working space and business training opportunities to city residents. Since launching in January of 2014, hive @ central has exceeded all expectations and projections.

hive @ central serves two distinct groups of individuals. The first group consists of those who are exploring a business concept and seeking resources. Through a grant with the Arizona State Library, a consultant was retained to create a training curriculum which could be easily replicated and deployed in other branches. The curriculum covers the five critical areas of starting a business: business plan, record keeping, finance (four classes), marketing plan and marketing execution (brand and online). The program is called the Business Roadmap Program (BRP) and has received tremendous results. Between September of 2015 and January of 2016, the BRP reached 905 participants, formed 53 startups, created 61 jobs and earned \$200,000 in revenue. Most importantly, the BRP is taught in both English and Spanish, further extending its impact. WIOA funds have been providing support to this program since July 2015.

The second group hive @ central caters to are those with existing companies seeking office space. Many companies can be operated out of a home, but for professional meetings and networking, many find hive @ central a free alternative to paid co-working spaces.

Overall, hive @ central has proven to be a resounding success serving a need in the community that did not previously exist. Currently, the Hive is partnered with the Arizona Women's Education and Entrepreneur Center to teach the BRP, but due to staffing size are only able to offer the service at the Hive. With Phoenix being over 500 square miles, there are residents that would benefit from the BRP, but due to geographical and transportation barriers are unable to attend BRP classes at the Hive. With increased funding, the BRP could be deployed within other libraries around Phoenix, increasing the outreach of the program and positively affecting the lives of our residents while creating new businesses and jobs.

## **Career Pathways**

The City of Phoenix and the PBWD Board understands that postsecondary credentials have become increasingly important to accessing higher-quality employment and the logical approach is implementing career pathways to assist young adults and adults in preparing for further education and better employment opportunities. Career pathways are efforts to build more coherent and easily navigable systems which provide skills training, credentials, support and employment. The City of Phoenix will be incorporating career pathways with portable, stackable and transferrable credentials within the WIOA network.

It is important that all the WIOA core partners participate in ensuring the development of career pathways as a way to align occupational curriculum across multiple educational systems within the region. All the partners can engage in the components simultaneously to carry out the mission of career pathways. This will provide and build cross-agency partnerships and assist to clarify roles and responsibilities. Career pathways will identify industry sectors and engage employers to participate. The educational system will assist in the development of the curriculum and training programs.

The PBWD Board will incorporate discussions of career pathways into board meetings and ensure regular reports are provided as to what the core partners are doing together to develop career pathways as a viable option within the region. The PBWD Board will also ensure the Business Expansion and Retention Team is incorporating career pathway conversations within the industry sectors, educating employers of the benefits.

## **Next Steps for Building Career Pathways**

The WIOA Innovation Work Group is actively planning out key tasks and activities that support strategic planning priorities. Currently, activities are being developed for July 2016 to December 2016; and, additional activities will be developed for January 2017 to June 2017, and July 2017 to December 2017, and beyond. Key tasks and strategies for Building Career Pathways are outlined in the table, below.



Priority	Time Frame	July 2016 - Dec 2016 (6 mos.)
	Key Input/Task	Activities and Outcomes
Build Career Pathways	1. Identify career pathways models for specific industry sectors	<ul style="list-style-type: none"> <li>o Research and analysis of career pathways aligned with industry sectors for region</li> <li>7. Offer focused workforce solutions for the region</li> </ul>
	2. Validate and get input on career pathways with business, industry, associations, etc.	8. Increase business engagement in developing a qualified talent pipeline
	3. Educate customers/ staff and partners on various pathways trending in region (part of staff development training modules) link to credentials	9. Increase in industry recognized credentials
	4. Develop work based learning opportunities that are in align with specific pathways	10. Increase employment retention

### Improving Access to Activities Leading to a Recognized Postsecondary Credential

In 2012 the PBWD Board envisioned a sector strategy partnership with the development of a task force focused on conducting research, creating a strategy, identifying a high-growth sector and engaging employers to launch a partnership. The first industry sector partnership launched was healthcare in July 2013, followed by advanced business services in March 2014. Representatives from an existing cybersecurity partnership called Security Canyon, approached the City in late 2015 for assistance in moving forward with a sector partnership. They officially launched in October 2014. These efforts have required the support from staff at the City of Phoenix CEDD, both the Business and Workforce Development and Business Retention and Expansion Divisions, as well as the Arizona Commerce Authority, Maricopa Community College District Office, Greater Phoenix Chamber of Commerce, and Maricopa County Human Services Department.

Sector partnerships bring relevance and focus to workforce, education, and economic development programs, “pulling” programs into alignment around the needs of industry. Sector partnership convening teams play a critical role in listening to the collective voice of industry. They then use that information to build more responsive education, workforce, and economic development systems that meet the needs of industry and connect jobseekers and students to jobs in their regional labor market.



All three partnerships have identified finding and retaining skilled talent as a key goal. This goal is broken down into three sub goals: 1) attract students to careers in advanced business services; 2) market and promote the advanced business services industry; and 3) build a talent development system to prepare the workforce with the skills they need. Once the specific skill sets required are identified, sector leadership will be working with training providers to create curriculum and required competency validation credentials and certifications. Through this approach, workforce system staff will be able to better assist customers in identifying training programs, with direct links to industry-determined skill set criteria.

## ***VII. Performance and Continuous Improvement***

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WIOA aligns planning and accountability policies across core programs. Unified approaches to programming and evaluation will better serve the needs of employers and participants, especially those with barriers to employment. For this reason, WIOA establishes common performance measures for the core programs. Not only this, but WIOA has also expanded the performance measures to include credential attainment and skill gains, and adjustments for performance negotiations based on local conditions. These new guidelines contribute to improved accountability and will foster efforts to work together toward improving participant results. Performance measures are used in combination with other ARIZONA@WORK City of Phoenix benchmarks quarterly for minor adjustments, and annually, to guide program and service changes and future investments. Both, formative and summative, reflections help to plan staff development. New rules regarding transparency require education and training providers to publicly post performance results. Thus, performance measures will now be used to inform choices of workforce development customers, as well as internal decision making.

Over the next 18 months, ARIZONA@WORK City of Phoenix will work to exceed the high level of performance the system strives to achieve as guided by **Pillar III. Organizational Excellence**. Core program partners will collaborate to establish joint evaluation methodologies, feedback solicitation tools, and tracking strategies to ensure program and staff effectiveness and efficiencies. During the next four years, core program partners will solidify policies, procedures and a continuous feedback loop that contributes to an evidence-based, data-driven workforce system.



## VII. PERFORMANCE AND CONTINUOUS IMPROVEMENT

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## Local Levels of Performance

One way of evaluating and improving performance is to have common performance measures for programs with similar goals. Performance information on workforce programs informs strategic planning for the PBWD Board, and will be used to oversee the ARIZONA@WORK City of Phoenix system. The workforce system utilizes multiple methods for consistently securing quality customer feedback and to help ensure that the system is responsive and continuously improving products and services.

The PBWD Board annually negotiates performance targets for the federally reported common measures. Performance data for the common measures is analyzed throughout the year to identify trends that may require technical assistance and intervention as well as to recognize and reward outstanding outcomes.

The Federal Common measures for 2016 (adult, dislocated worker, and youth programs):

Performance Measure	Description
<b>Entered Employment</b>	Percentage of participants in unsubsidized employment during the 2 <sup>nd</sup> quarter after exit
<b>Employment Retention</b>	Percentage of participants in unsubsidized employment during the 4 <sup>th</sup> quarter after exit
<b>Median earnings</b>	Earnings of participants in unsubsidized during the 2 <sup>nd</sup> quarter after exit
<b>Credential</b>	Percentage of participants who obtain a recognized post-secondary credential, secondary school diploma or equivalent during participation or within one year after program exit.
<b>In Program Skills Gain</b>	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.
<b>Indicators of effectiveness in serving employers</b>	Pending both Federal and State decisions and issuance of the WIOA Final Rules

ARIZONA@WORK City of Phoenix WIOA Title IB will participate in negotiations with the AZDES to establish expected performance levels for Program Year 2016 when invited.

The PBWD Board has not yet adopted additional measures of performance for the ARIZONA@WORK City of Phoenix workforce network. However, the Board's Continuous Improvement Taskforce is developing a dashboard of metrics to measure effectiveness.



### Measuring Customer Satisfaction

Every new American Job Center customer is provided a link to complete a brief customer satisfaction survey within one month of their first visit to the Center. Repeat customers can provide feedback through a survey link prominently displayed on the ARIZONA@WORK City of Phoenix website. WIOA Adult and Dislocated Worker customers receive a link to the customer satisfaction survey upon exit from the program in a congratulatory email from their Career Advisor.

It is often as a result of this survey that staff commonly receive feedback from the customer detailing the value of the services and experiences provided to them by the program. These comments are used as testimonials in reports, on the website, and in collateral materials. The information received is reviewed by the integrated service delivery leadership team for immediate consideration and follow-up.

Paper and pencil customer surveys are used for classroom training and workshops. Because of the real-time nature of these surveys, the response rate is high, and staff can take immediate actions to remedy any areas of concern. The purpose of these surveys is to gauge the quality of the training/workshop, the quality of the materials, and the effectiveness of the instruction.

### Next Steps for Continuous Improvement

The WIOA Innovation Work Group is actively planning out key tasks and activities that support strategic planning priorities. Currently, activities are being developed for July 2016 to December 2016; and, additional activities will be developed for January 2017 to June 2017, and July 2017 to December 2017, and beyond. Key tasks and strategies for Continuous Improvement, specifically related to Staff Development and Training, are outlined in the table, below.

Priority	Time Frame	July 2016 - Dec 2016 (6 mos.)
	Key Input/Task	Activities and Outcomes
Staff Development and Training	1. Identify Subject Matter Experts (SME) in 16 competencies areas	<ul style="list-style-type: none"> <li>Staff recognized as SME by internal/external stakeholders</li> <li>Re-prioritize training and add on additional topics coordinating between other task groups</li> </ul>
	2. Promote shared learning models and training opportunities across partner programs	<ul style="list-style-type: none"> <li>Increase customer satisfaction and service outcomes</li> <li>Planning Staff Development Conference</li> </ul>
	3. Train staff in competencies commensurate with job function (competencies based on the State and categorized by the market Pillars)	<ul style="list-style-type: none"> <li>Staff will complete all competencies and effectively demonstrate them</li> </ul>
	4. Staff attainment and maintenance of professional credentials	<ul style="list-style-type: none"> <li>Increased number of staff with licenses, certifications, etc.</li> </ul>
	5. Develop continuous improvement and evaluation strategies	<ul style="list-style-type: none"> <li>Improved service delivery and system efficiencies</li> </ul>

## A High-Performing Board

The following is an excerpt from the Board's Strategic Plan on how to optimize its ability to impact the region: *"It is important for partners engaged in workforce development activities to align efforts and work together as a cohesive system. These partners include economic development, workforce development, education, labor, local elected officials, community-based organizations and others who provide services and resources to businesses and job seekers. Identifying and building upon partner strengths and targeting resources will enable partners to have a greater collective impact"*.

One responsibility of the PBWD Board is oversight of the local workforce delivery system. The agreements that govern service delivery principles, program partner's roles, and responsibilities are critical to maintaining accountability within and throughout the local workforce delivery system. Understanding and alignment of policies, operational procedures, and administrative systems ensure coordination of services, avoid duplication, and leverage resources. The use of MOU's and Resource Sharing Agreements (RSA) ensure prescribed responsibilities are outlined for each entity.

At the time of this draft, steps are underway to engage core partners and stakeholders to help frame how a job driven, integrated and effective workforce system will positively impact the local area. Within the past year, the Board convened to review, discuss and establish the basic tenets from which criteria and policies will be developed. Specifically, to: assess the workforce delivery system's ability and effectiveness to provide integrated services; create guidance for infrastructure allocations; and clarify the roles and responsibilities of the core partners. Over the course of the coming weeks, specific discussions with partners will take place to develop and finalize functions for operating an integrated and effective workforce delivery system. In addition, during the months of April and May 2016, division staff convened several strategic planning sessions with workforce staff to identify system priorities, and ensure all aspects of program and system operations are communicated and understood by those providing services.

ARIZONA@WORK City of Phoenix is developing an MOU with the Workforce System Partners to carry out the Service Integration Policy. The MOU will establish a cooperative and mutually beneficial relationship among the parties, ensure all customers are referred to unique services and provides for a referral process between agencies.



## Eligible Providers of Services

The PBWD Board will ensure the continuous improvement of eligible service providers through:

- direct observation;
- visitation with providers;
- regular reviews; and
- through monitoring, strategizing and fine-tuning with the PBWD Board's Continuous Improvement Task Force.

## Integrated, Technology-Enabled Intake and Case Management Information Systems

ARIZONA@WORK City of Phoenix workforce programs use Arizona Job Connection (AJC), which is a technology-enabled, integrated system used for intake, case management, and service plan tracking. The system is funded by the AZDES and is managed by America's Job Link Alliance, which is a multiple state consortium that utilizes AJC for integrated customer management. Staff from both WIOA Title I and III can access shared customers' records, eliminating duplication of time and effort on both staff's and customers' parts.

As part of the integrated service delivery customer flow, Welcome Team staff enter basic notes into AJC to describe the outcomes of the 1-to-1 welcome meeting. This allows other team members to view the customer's status, and to build upon the recommended service until the goal of employment is achieved.

ARIZONA@WORK City of Phoenix plans to further streamline the ISD customer flow with an automated lobby management tool. This will eliminate the use of all paper, forms, route slips, etc. that are currently part of the welcoming process. The anticipated implementation of the lobby management technology is fall 2016.

Data-share agreements and details for additional partners to utilize AJC must be worked out with AZDES.



**VIII. COMPLAINT AND GRIEVANCE PROCEDURE FOR CLIENTS**

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## Complaint Process

City of Phoenix

### COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

#### INSTRUCTIONS FOR FILING A CUSTOMER COMPLAINT FORM

(This process does not apply to complaints for discrimination or fraud)

#### POLICY STATEMENT

It is the policy of the Business and Workforce Development Division (**BWDD**) that all customers be treated equitably. If you believe that you have not been properly treated or have a complaint about services provided, you may complete a Customer Complaint Form (**CCF**). Copies of the CCF are readily available to the public at all ARIZONA@WORK – City of Phoenix Job Centers. The BWDD will investigate all complaints regarding service delivery.

Please follow the steps explained below. Failure to complete the steps as explained can delay or result in your complaint not being properly reviewed. Customers filing written complaints will receive a written response within specified timeframes.

#### STEP 1 ‘Complainant—ARIZONA@WORK – City of Phoenix Job Center Staff Member’

- ❑ The complainant’s first attempt for a resolution begins at the lowest level through discussions with the staff member.
- ❑ If the complainant is not satisfied with the staff member’s resolution and wishes to elevate the complaint, the staff member will provide a CCF to the complainant. The CCF must be completed by the complainant and submitted to the applicable supervisor within five (5) working days following the final resolution discussion with the staff member (timeframe does not include date of last discussion).

#### STEP 2 ‘Complainant— ARIZONA@WORK – City of Phoenix Job Center Supervisor’

- ❑ Upon receipt of the CCF the supervisor will schedule an appointment to meet with the complainant within three (3) working days (timeframe does not include date CCF was received).
- ❑ Supervisor will provide the complainant with a written response to the complaint within five (5) working days from the appointment date (timeframe does not include date of appointment).
- ❑ If the complainant is not satisfied with the supervisor’s resolution, the complainant can request through written or verbal notification within three (3) working days a hearing before an impartial hearing office, which will be appointed by the BWDD Deputy Director (timeframe does not include the date complainant receives the resolution).

#### STEP 3 ‘Complainant—Hearing Officer’

- ❑ The hearing officer, appointed by the BWDD Deputy Director, will schedule an appointment to hear the complaint within two (2) working days from receipt of the CCF (timeframe does not include the date CCF was received).
- ❑ The hearing officer will issue a written response to the complainant within five (5) working days from date of the scheduled hearing (timeframe does not include the date of the scheduled hearing). **All written responses issued by the hearing officer will be final.**

- If the complainant does not receive a written response within five (5) working days or receives a decision which he/she finds unsatisfactory, the complainant may request a review of the complaint by the Governor's Administrative Entity.

### **Intimidation and Retaliation is Prohibited:**

It is prohibited to discharge, intimidate, retaliate, threaten, coerce or discriminate against any person because such person has:

- Filed a complaint alleging a violation of WIOA or the regulations;
- Opposed practice prohibited by the nondiscrimination and equal opportunity provisions of WIOA or the regulations;
- Furnished information to, assisted or participated in any manner in, an investigation, review, hearing or any other activity related to the administration of, or exercise of authority under, or privilege secured by the nondiscrimination and equal opportunity provision of WIOA or the regulations; or
- Exercised authority under or privileges secured by the nondiscrimination and equal opportunity provisions of WIOA or the regulations.

The sanctions and penalties contained in Section 188(b) of WIOA will be imposed against any local workforce development area that engages in any such retaliation or intimidation, or fails to take appropriate steps to prevent such activity.

### **Reasonable Accommodation:**

Under the Americans with Disabilities Act, City of Phoenix must make a reasonable accommodation to allow a person with a disability to take part in a program, service, or activity. For example, this means that if necessary, City of Phoenix must provide sign language interpreters for people who are deaf, a wheelchair accessible location, or enlarged print materials. It also means that the City of Phoenix will take any other reasonable action that allows you to take part in and understand a program or activity, including making reasonable changes to an activity. If you believe that you will not be able to understand or take part in a program or activity because of your disability, please let us know of your disability needs in advance if at all possible.

Listening systems or qualified sign language interpreters are available with 72 hours of notice. Materials in alternate formats such as large print, Braille, audiocassette, computer diskette, are available upon request. Please call Kerri Barnes, (602) 534-0548 TTY (602) 534-5500 to request special accommodations.

Equal opportunity is the law; the City of Phoenix prohibits discrimination based on the basis of race, ethnicity, national origin, sex, religion, age, sexual orientation, or disability in its services, programs, and activities. Auxiliary aides and services are available upon request.



**ARIZONA@WORK – City of Phoenix  
Client Complaint Form**

- If the complainant does not receive a written response within five (5) working days or receives a decision which he/she finds unsatisfactory, the complainant may request a review of the complaint by the Governor’s Administrative Entity.

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- Furnished information to, assisted or participated in any manner in, an investigation, review, hearing or any other activity related to the administration of, or exercise of authority under, or privilege secured by the nondiscrimination and equal opportunity provision of WIOA or the regulations; or
- Exercised authority under or privileges secured by the nondiscrimination and equal opportunity provisions of WIOA or the regulations.

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**ARIZONA@WORK – City of Phoenix  
Client Complaint Form**

Date of Incident:

Complainant's Name:

Complainant's Address:

Nature of the Complaint:

Program and/or Accused Party:

Program Address:

Witness:

Address:

**INVESTIGATION**

Receiving Party:

Date Received:

Persons Contacted (include telephone number):

Date:

Date:

Date:

Findings:

Conclusion:



## ***IX. Plan Development***

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New WIOA guidelines and rules are the catalyst for a systemic change in the local workforce development system. A great deal of research, planning, and transitioning has laid the groundwork for system capacity building, continuous improvement activities, and improved operations for the local workforce system. The PBWD Board is leading the change, and convening stakeholders and core program partners to move forward the collective, local strategic vision, and local plan.

Each planning activity is in support of the WIOA Hallmarks of Excellence and the ARIZONA@WORK Guiding Pillars. Concurrently, the local plan consists of important components and strategies, including:

- ✦ An analysis of economic conditions and needed knowledge and skills in the region;
- ✦ Input of local stakeholders and commitments of diverse resources;
- ✦ Activities that meet the needs of employers and support economic growth in the region;
- ✦ A significant focus on the development and implementation of career pathways; and
- ✦ Policy and processes to establish appropriate use of funds along with other program oversight responsibilities.

The local plan is aligned with the State's strategic plan and is fully supported by the local chief elected officials, the Local Board, and the local agencies 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 will be a living document that is reviewed and revised to reflect performance measure results, client and partner feedback and local trends.



**IX. PLAN DEVELOPMENT**

- a. Involvement of the Chief Local Elected official (CLEO), the Local Workforce Investment Board (LWIB) and the stakeholders in the development of the plan..... 99
- b. Opportunity for public comment..... 104

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## A Collaborative Effort

Steps to ensure all stakeholders were meaningfully involved in the plan development include...

- A living timeline and action item assignments for development;
- ARIZONA@WORK City of Phoenix workgroup meetings;
- Review of models, best practices and lessons learned of other workforce systems;
- Referencing the *Arizona Workforce Development Plan 2016-2020*;
- Briefings with PBWD Board members and City Council members;
- Teleconferences and meetings with local workforce and core partners;
- The formation of the WIOA Innovation Task Force;
- Public comment opportunity; and
- Mayor and City Council vote and approval.

## Public Transparency

ARIZONA@WORK City of Phoenix realizes the importance of transparency and collaboration. The PBWD Board published The City of Phoenix Local Workforce Development Area Strategic Plan from **09/29/2016 to 10/28/2016**. Public comments were encouraged during this time period. A notification was posted in the City's official newspaper for businesses, labor organizations, and other interested parties. A copy of the published notice is included in Appendix 3. The Strategic Plan was published in two different ways for public access:

- Notification and availability of the Strategic Plan on the City website; and
- Notification and email delivered copy through distribution lists to organizations, businesses, various community groups, industry sector partnership businesses, other city of Phoenix departments and associations. The distribution list is included in Appendix 4.

Review of all public comments received was conducted by the PBWD Executive and/or Full Board and by department and division management staff. Public comments received (Appendix 5.), where appropriate and feasible, were addressed in the Strategic Plan.

Department director or division manager will offer and provide Mayor and Council briefings as part of the public period in advance of final review and approval by elected officials.



## Appendix 1 – State Method of Administration Elements

- **Element One** - Designation of Local Level Equal Opportunity (EO) Officers:
  - ARIZONA@WORK City of Phoenix has designated the Quality Assurance Supervisor position as the designated EO representative for the local area
- **Element Two** – Notice and Communication:
  - ARIZONA@WORK City of Phoenix has the “Equal Opportunity is the Law” notice posted in each site, including subcontractor locations, in both English and Spanish.
  - Auxiliary aids are available upon request or when a staff member recognizes a customer may be having difficulty reading the notice
  - Every customer signs the notice upon enrollment into the WIOA program and a copy is placed in the participant’s hard file
  - All recruitment materials include the required statements “equal opportunity employer/program” and “auxiliary aids and services are available upon request to individuals with disabilities” and a TTY number. Any program-related information that is published or broadcast includes these as well.
  - ARIZONA@WORK City of Phoenix has a separate policy for Limited English Proficiency (LEP) and includes information on how to identify LEP and resources to assist them such as the “I speak” cards and the interpreter subcontractor, CryaCom.
  - The EO representative for ARIZONA@WORK City of Phoenix maintains a copy of the WIOA Policy and Procedure Manual and stays current on updated policies regarding non-discrimination and equal opportunity.
- **Element Three** – Review Assurances, Job Training Plans, Contracts and Policies and Procedures:
  - ARIZONA@WORK City of Phoenix has and will continue to include the required equal opportunity assurance in the submission of the Local Business Plan and all contracts, grant and cooperative agreements.
  - ARIZONA@WORK City of Phoenix updates its policies regarding non-discrimination and equal opportunity to adhere to federal and state policy modifications.
- **Element Four** – Universal Access:
  - ARIZONA@WORK City of Phoenix offers a Basic Computer course to customers who may have a lower computer literacy
  - ARIZONA@WORK City of Phoenix has increased its referrals from Vocational Rehabilitation and has made technological accommodations for both hearing and visually impaired customers to attend the SOAR work readiness classes and other public workshops.
  - A diverse and universal menu of services is available to all job seekers and discussed during the Welcome/Orientation function.
  - ARIZONA@WORK City of Phoenix adheres to all remaining actions stated under this element in the MOA:
    - Signs have been posted to inform customers of telephone numbers to call or to see the manager if an accommodation is needed to receive services;

- Individuals and organizations have been identified and are available if assistance is needed to provide services or information in a language other than English, and written procedures have been distributed to staff;
- Employees who have skills in languages other than English have identified themselves and offered their services in assisting LWDA customers by providing instruction, conveying information, or assisting with completing forms;
- Local community organizations that serve or represent the various ethnic, gender and age group segments and individuals with disabilities have been maintained;
- Ongoing contacts have been maintained with community-based organizations and advocacy groups to ensure the center meets the specific needs of each constituency;
- Coordination linkages with other federal, state and local agencies serving the various segments of the populations have been developed;
- Participation in community employment events such as job fairs, seminars, and public recruitment for employers has publicized the services of One-Stop Centers;
- One-Stop Center staff serves on the advisory boards of, or offer technical assistance to, advocacy groups and community-based organizations;
- Develop advertisement in the mass media to promote the use of AZDES programs, services, and benefits;
- On-site visits with employers and community agencies, participation in job fairs, special recruitment efforts, employer seminars, and public relations campaigns have encouraged employer use of AZDES universal system; and
- One-Stop Center office space, where available, has been provided to local group

➤ **Element Five** – Compliance with Section 504 of the Rehabilitation Act of 1973:

- ARIZONA@WORK City of Phoenix provides reasonable accommodation for individuals with disabilities.
- Each ARIZONA@WORK City of Phoenix site has architectural accessibility for individuals with disabilities.
- Programmatic accessibility is available for persons with disabilities, as in the Vocational Rehabilitation example cited earlier.
- Any confidential medical information that is provided by a customer is kept in a separate, sealed file and in a locked area kept separate from the participant's file. Medical information is only maintained if it applies to eligibility or exit exclusions.
- ARIZONA@WORK City of Phoenix Job Centers provide equipment to accommodate individuals with physical disabilities, as well as the hearing and vision impaired, to provide universal access to all customers entering the Center.
  - The North Job Center has Vocational Rehabilitation on-site to assist staff as needed.
- Job Centers have designated bilingual staff and access to sign language services.

➤ **Element Six** – Data and Information Collection and Maintenance:



- ARIZONA@WORK City of Phoenix collects and maintains electronic and hard files on each customer. Data entry into the statewide Arizona Job Connection (AJC) is completed in adherence with the State Timely Data Entry policy issued in February 2014 and the recent Adult/Dislocated Worker/Youth policies revised April 1, 2016.
  - ARIZONA@WORK City of Phoenix keeps all participant information confidential and staff lock their file drawers at the close of each business day.
  - The EO representative maintains a discrimination complaint log and forwards the log on a quarterly basis to the State EO Officer. The LWDA EO representative informs the State EO Officer of any discrimination complaints filed in accordance with the Civil Rights Center time frames and deadlines.
  - Participant record retention is for a period of three years and is disposed of in accordance with City of Phoenix Project Management Office standards.
- **Element Seven** – Monitoring Recipients for Compliance:
- ARIZONA@WORK City of Phoenix has the designated EO representative conduct on-site internal and external monitoring each program year on the areas mentioned under this element in the MOA.
- **Element Eight** – Complaint Processing Procedures:
- ARIZONA@WORK City of Phoenix has each customer sign a notice of their rights to file a complaint if they feel discrimination has occurred. There are instructions and guidance for staff in policy on the action and steps required once a customer has lodged a complaint.
- **Element Nine** – Corrective Actions/Sanctions:
- ARIZONA@WORK City of Phoenix abides by any corrective actions/sanctions received in relation to any violation of Section 188 of WIOA. Correction is done immediately and policies are revised to ensure violations are not repetitive.
  - Corrective actions/sanctions are issued to subcontractors who, during on-site monitoring, are found to be in violation of Section 188 of WIOA.



## Appendix 2 – Youth Service Providers List PY 2016-2017

	<p><b>Arizona Call-A-Teen Youth Resources, Inc.</b> <a href="http://acyraz.org">acyraz.org</a></p> <p>649 N. Sixth Avenue, Phoenix, AZ 85003 <b>Phone:</b> (602) 252-6721</p> <p>ACYR's mission is to transform lives, build futures, and strengthen communities by developing our greatest natural resource...youth.</p>
	<p><b>Friendly House</b> <a href="http://friendlyhouse.org">friendlyhouse.org</a></p> <p>802 S. First Ave., Phoenix, AZ 85003 <b>Phone:</b> 602-257-1870</p> <p>Promoting success and independence by serving the educational and human service needs of Arizona families.</p>
	<p><b>Neighborhood Ministries</b> <a href="http://nmpHX.com">nmpHX.com</a></p> <p>1918 W. Van Buren St., Phoenix, AZ 85009 <b>Phone:</b> (602) 252-5225</p> <p>To be the presence of Jesus Christ, sharing his life-transforming hope, love, and power among distressed families of urban Phoenix to ignite their passion for God and His Kingdom.</p>
	<p><b>Jewish Family &amp; Children's Services</b> <a href="http://jfcsaz.org">jfcsaz.org</a></p> <p>4747 N. Seventh St., Suite 100, Phoenix, AZ 85014 <b>Phone:</b> (602) 279-7655</p> <p>Jewish Family &amp; Children's Service (JFCS) is a non-profit, non-sectarian organization founded in 1935, whose mission is to strengthen the community by offering high quality behavioral health and social services to children, families and adults of all ages throughout Maricopa County, in accordance with a Jewish value system that cares about all humanity.</p>
	<p><b>YMCA</b> <a href="http://ymca.org">ymca.org</a></p> <p>3825 N. 67th Ave., Phoenix, AZ 85033 <b>Phone:</b> (623) 873-9622</p> <p>To put Christian principles into practice through programs that help healthy spirit, mind and body for all. Core Values: Caring: to demonstrate a sincere concern for others, for their needs and well-being.</p>

### Appendix 3 - Published notice

#### 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 Business Plan for WIOA Title 1B Adult, Youth and Dislocated Worker Programs for program years 2016 – 2020. 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 Business Plan. To view and download a Draft copy of the City of Phoenix Local Workforce Development Area Business Plan for Program Years 2016 and 2020, go to [ARIZONAatWORK.com/Phoenix/newsroom/](http://ARIZONAatWORK.com/Phoenix/newsroom/).

Anyone wishing to comment on the plan may do so during a public comment period, from **September 29, 2016** through **October 28, 2016**. There will be a variety of ways to comment on the Local Plan during this period. Comments will be accepted at/by:

- 1) PBWD Executive Committee Meeting being held on:  
October 13, 2016  
  
8:30am until 10:00am  
  
Phoenix Business and Workforce Development Center  
  
302 N. 1<sup>st</sup> Ave., 6<sup>th</sup> floor  
  
Phoenix, Arizona 85003
- 2) Fax: 602-534-3915  
Attn: Local Plan Coordinator  
Plan: PY 2016-2020
- 3) <http://www.ARIZONAatWORK.com/Phoenix/Newsroom>



**Appendix 4 – Distribution List Used to Notify Key Stakeholders**

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**Appendix 5 – Copy of Comments Received from the Public Notice**

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