

Local Workforce Investment Area Business Plan



Program Years
2014-2016

Providing Workforce Solutions
to Businesses and Individuals.



City of Phoenix

Community and Economic Development Department

200 W. Washington Street, 20th Floor

Phoenix, AZ 85003

(602) 262-5040

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Local Area Characteristics

Phoenix is located within Maricopa County and spans over 519 square miles with a population of more than 1.4 million, ranking Phoenix the sixth largest city in the country and the largest capital city in population. Greater Phoenix has consistently outpaced the U.S. population growth over the last 18 years. Projections show the region is expected to increase by nearly 60 percent by 2030, bringing the population to more than 6 million people.

Phoenix employers have access to more than 675,000 workers, generally within a 30 minute commute from most employment centers, with 1.8 million workers in the metro area as a whole. Approximately 25 percent of the state's workforce and 40 percent of the metro area workforce, live in the city of Phoenix. The mix of workers in the current labor pool includes a solid base of management as well as sales, clerical, and administrative personnel. The resident workforce is well educated, with 55 percent having completed some college or an associate's degree and 26 percent with a college or graduate degree. (Source: American Community Survey, 2011). Twenty-four percent (24.1%) of the students in the 2012 high school class dropped out. This is compared with the statewide average of 20%. (Source: Arizona Mayors Education Roundtable, Gravitz Graduate School of Education, University of California, 2014). There will be community-wide efforts to reduce this number as there are lifetime economic losses to the community.

Major area employers and industries represented in the Phoenix area include: American Express-Financial Services; Apollo Group-Higher Education; Avnet-Electrical Equipment Distribution – Headquarters; Bank of America-Banking Operations Center; Charles Schwab & Company-Financial Services; Discover Financial Services-Call Center; Freeport-McMoRan Copper & Gold-Mineral Mining and Corporate Headquarters; Honeywell International-Engines and Systems and Electrical Equipment; JP Morgan Chase Bank-Financial Processing; Karsten Manufacturing (Ping Golf)-Golf Equipment and Headquarters; PetSmart-Corporate Headquarters and Distribution Center; USAA-Financial Services; W. L. Gore & Associates- Medical Products; Wells Fargo Bank-Banking and Financial Services. (Source: Maricopa Association of Governments; Applied Economics, 2012).

Phoenix businesses are well positioned to attract talent from a host of quality public and private universities, community colleges, and other post-secondary training providers throughout the region. Over the years downtown Phoenix has become a growing hub for a variety of higher education campus sites in the region allowing students a greater variety of career options and education accessibility. Arizona State University, one of the largest public universities in the nation, with four campuses in the region, has a total enrollment of more than 73,000 students and growing. Maricopa County Community College District (MCCCD), with ten locations and two skill centers, has an annual enrollment of more than 250,000 students.

MCCCD works with businesses to provide specialized training programs and resources to prepare graduates for careers in various industries. Private post-secondary institutions have served 740,000 students in FY 2011.

Industries and Sectors

Greater Phoenix is a \$181 billion marketplace serving as a hub for innovation and entrepreneurs by providing international access for aerospace, high-technology, bioscience, advanced business services, and sustainable technology companies. The City of Phoenix, Community and Economic Development Department (CEDD), focuses on seven key industry sectors for long-term economic growth in Phoenix. The industries include: bio-life sciences, advanced business services, manufacturing, world business, trade and foreign direct investment, sustainable industries and enterprises, higher education, and established and emerging enterprises. The Phoenix Business and Workforce Development (PBWD) Board local workforce investment area targets high growth, high demand industries which include: advance business services, healthcare and biosciences, information technology, manufacturing and sustainable industries.

The Sector Strategies Taskforce of the PBWD Board has been instrumental in convening and/or supporting regional sector initiatives in manufacturing and healthcare over the past several years. In July 2013, CEDD and the PBWD Board took the lead in convening healthcare businesses, educational institutions and community partners for an inaugural Health Care Sector Partnership. Over 35 businesses were in attendance along with six educational institutions and seven community partners. PBWD Board supports sector initiatives to meet the skill, recruitment, and retention needs of employers and the training, employment, and career advancement needs of workers. Sector initiatives respond to a need for more innovative approaches to skill-based economic development. These initiatives rely on local partnerships led by employers and include workforce development, economic development, education, and other stakeholders to identify and address the highest priority workforce challenges of the industry. These partnerships are each unique depending on the region and the industry of focus; however, they share certain characteristics defining them as sector initiatives.

Mission and Vision

The Phoenix Business and Workforce Development Board mission and vision remains constant and relevant. Simply stated, the mission is to provide workforce solutions to businesses and individuals. The vision is to be a high value network of choice for building a workforce to keep businesses competitive and sustain economic growth. The Board remains proactive in assessing and evaluating effectiveness to serve businesses and job seekers as well as promote partnership opportunities with diverse community stakeholder groups. The Board stands ready to partner and support the workforce and economic development initiatives of our local elected officials and City Manager's Office.

Currently, the PBWD Board is conducting a strategic planning process focusing on goals and strategies for the workforce development system rather than specific programs and/or funding streams.

By spring 2014, outcomes of the planning process are expected to be concluded and will include: clarification of the mission, vision, and values of the Board providing goals and strategies to drive the Board over the next three years and strategic focus on actions including developing annual work plans.

Business Plan Development Process

As part of the Local Workforce Investment Areas requirement to submit a business plan, based on WIA Guidance Letter 08-13, various stakeholders and partners were provided opportunities to discuss, review and/or comment on the development of the business plan. These stakeholders include community-based organizations that serve low income populations, offenders, refugees, veterans and their families, youth, homeless, single parents, and limited English speaking individuals. In addition, one-stop partners programs, both mandatory and voluntary were also issued copies of the Plan for review and comment. Information and activities noted throughout the plan were identified and developed with input and feedback from these groups. A total of six planning meetings were conducted and resulted in a review and modifications to service delivery principles and practices as noted in the business plan. Briefing sessions regarding the plan were also offered to members of the city council. The Local Workforce Business Plan development was presented for discussion at the PBWD Board Executive Committee Meeting in October 2013 and at the Full Board Meeting in November 2013. The Business Plan is intended to be a living and working document that will be monitored to ensure stated plans, goals, and objectives are achieved.

The Phoenix Local Workforce Investment Area Business Plan PY 2014-2016 was opened for public comment on November 5, 2013. Comments received were reviewed at both the Full and Executive Board meetings and incorporated into the plan as appropriate. Some comments were merely questions that could easily be answered, and none were specific to the strategic direction of the plan. The Mayor and City Council members were provided copies of the plan for review and comment, formally approving it on December 4, 2013.

The Governor’s vision and goals for Arizona’s workforce can be summed up in the following phrase: “The Governor is charging the workforce system with: (a) reducing unemployment by connecting unemployed and underemployed residents to gainful employment; (b) strengthening the employment talent pool through increased training and educational investments and opportunities; and (c) meeting the needs of Arizona’s employers of all industries by matching job creators to qualified job seekers.”

In cooperation with the State’s initiatives, the Phoenix Business and Workforce Development (PBWD) Board and City of Phoenix Community and Economic Development Department (CEDD) are committed to achieving the same vision and goals in the local economy. Thus, the PBWD Board and CEDD’s mission and vision directly correspond to the Governor’s foci.

The Phoenix economic picture is improving since the recession. The city unemployment rate is nearly a point lower than the State’s (7.4% vs. 8.4%). Lost jobs have been re-gained at a 49% growth rate (122,000 jobs.) Phoenix has experienced its greatest growth in the health services and education sectors (7.5%), followed closely by the professional and business services, trade, transportation, and utilities industries. While Phoenix is known for construction, professional, and business services sectors, plans are being further developed and currently implemented to bolster the manufacturing, bio-life sciences (bio-medical), sustainable (solar), and high-tech (optics, semi-conductors) sectors which correspond to the State’s key areas of strategic, economic development.

Nonetheless, skilled trades, to include construction, business, and service occupations are expected to dominate long-term projections of job growth for Phoenix and the State, with an expectation of 417,200 new jobs in these areas by 2020. Thus, the workforce system must prepare workers to assume these positions. Ironically, while technological and economic advances are occurring and proliferating, it is projected that 71% of all job openings between 2012 and 2014 will require a high school diploma or less. Soft skills are currently the number one request of businesses, in terms of employee requirements. In other words, employers are seeking employees they can technically train if they are dependable, self-motivated, team-oriented, positive, and strong in work ethic. This outlook reflects short-term and dominant long-term job trends.

Correspondingly, the Phoenix Business and Workforce Development Division is focused on closing the gap between employer needs and the available talent pool through strategic business engagement, largely facilitated through the Business and Workforce Development Center. Section D, provides detailed information and graphic illustrations on the city’s economic analysis, areas of intended growth, and unemployment status.

Sector Strategies and Cross-Program Strategies

The PBWD Board and CEDD see the value in developing sector strategy partnerships and have recently created a full-time position within CEDD exclusively devoted to developing and strengthening sector strategy partnerships.

Based on the economic analyses which have been performed, for example bio-life sciences (biomedical to include healthcare services), represent a high-growth sector and an area in which the local population's educational credentials have not kept pace with industry demands. Thus, various stakeholders across the sector must coordinate the preparation of available and future talent to meet the current and growing future needs of the industry. Such strategic development and engagement is needed for every targeted area of economic growth.

Partnerships

The State has communicated goals for strategic and functional alignment of the One-Stop Career Centers. It is required that all workforce partners representing Veteran, Trade Adjustment Assistance, Employment Services, WIA Title IB, adult literacy, and post-secondary education and other vital entities coordinate efforts and reduce duplication in workforce activities and services. Section I identifies roles of each entity and programs based on the population being served.

Local Elected Officials

The development of an integrated business plan of this magnitude required multiple approaches to align with the intensity of the involvement relevant to the various partners and stakeholders. First, at the macro level, the honorable, City of Phoenix Mayor Greg Stanton and City Council have long supported workforce development programs. In fiscal year 2013, the City Council demonstrated support by approving the Community and Economic Development Department Workforce Readiness Initiative. The initiative focuses on: 1) returning individuals back to work; 2) upgrading skills and the ability of the workforce to meet the immediate needs of businesses and industries; 3) providing high value-added workforce services to Phoenix businesses; 4) enhancing Phoenix's competitive positions, and; 5) better integrating economic and workforce development programs. The first benchmark in the initiative was the opening of the new Business and Workforce Development Center in May 2013.

The City of Phoenix, City Council, Finance, Efficiency, and Economy Subcommittee reviewed and approve the business plan on the November 20, 2013 meeting. City Council approved the business plan on December 4, 2013.

Local Workforce Investment Board

The Local Workforce Investment Board, identified as the Phoenix Business and Workforce Development (PBWD) Board, and stakeholders were informed and provided a summary of the plan to comment at two public board meetings. The business plan process and development information were agenda items for review and discussion at the PBWD Executive Committee meeting on October 10, 2013 and was also reviewed at the PBWD/PWC full board meeting on November 14, 2013. These meetings consisted of staff presentations and descriptions of the local planning process, focusing on the key strategies for integrated service delivery. As a matter of practice for Open Meeting Law standards, agendas for PBWD Board meetings are emailed to board members, stakeholders and designated city officials and/or senior staff a week prior to the meeting date. In addition, the public are notified via public notices to include meeting agendas as posted through the City Clerk's Office prior to any full board, taskforce, or committee meeting.

Other Stakeholders

One-Stop Centers and other workforce system partners had additional opportunities to meet and discuss the major focus in the new local area business plan, namely an integrated system approach to serving businesses and individuals. Twenty-three workforce program leaders attended a half-day session providing participants with information on the requirements of the business plan and participation expectations in the development of the business plan. Leaders represented nine different workforce-related programs.

One-Stop partners representing Veteran, Trade Adjustment, Employment Services, WIA Title 1B, adult literacy, and secondary education programs assisted in writing specific sections in the business plan. In addition, information, processes and activities noted throughout the plan in many cases were identified and developed with input and feedback from various stakeholder groups, board members, and local elected officials such as city council subcommittees.

The City of Phoenix Local Workforce Investment Area Business Plan was open for public comment on November 5, 2013 through December 4, 2013. Copies of the business plan were made available on the City of Phoenix website <http://phoenix.gov/econdev/busplanpubnot.html>. The public comment period was published in the City's official newspaper for businesses, labor organizations, and other interested parties. A public notice was also posted on the City website and sent through email distribution lists to organizations, businesses, various community groups and associations. Public comments received were reviewed by the PBWD Executive and/or Full Board and by department and division management staff. Public comments received, where appropriate and feasible, were addressed in the business plan. On December 4, 2013, the City of Phoenix, City Council, reviewed and approved the City of Phoenix Local Workforce Investment Area Business Plan.

Self Sufficiency

The PBWD Board approved a self-sufficiency threshold of 450% of the Lower Living Standard Income Levels (LLSIL). Employed individuals whose household income falls below this level are considered not self-sufficient and therefore eligible for WIA intensive and training services. The threshold was established by analyzing those industries identified by the City of Phoenix Community and Economic Development Department 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% self-sufficiency threshold would allow workforce investment 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.

WIA funds are used to support business solution staff positions within the Community and Economic Development Department Business Retention/Expansion Division. WIA-funded staff in the Business Retention/Expansion Division are engaged with key business sectors and individual companies on a regular basis. Through these interactions, real-time labor market information is provided for the workforce system to ensure services continue to meet customer needs for both businesses and individuals. Specifically, wage and benefits data continues to enable WIA-funded services to be available for employed individuals whose continuation on a career advancement track is vital not only to personal success, but to a larger scope impacting the local economy through increased tangible income and spending.

SECTION- D.1 - SERVICE ACCESS SITES

The Phoenix Business and Workforce Development Division oversees the delivery of One-Stop services through a network of partner programs composed of state, county, city, faith-based community, and private sector organizations. The Phoenix Workforce Connection (PWC), has two comprehensive One-Stop Career Centers where individuals and businesses have access (virtual and/or onsite) to the core services of all mandated One-Stop partner programs. PWC also operates an affiliate office where individuals can fully access WIA adult and dislocated worker services. Both State and City of Phoenix business solutions staff connect remotely to the Centers to offer businesses a wide array of workforce and economic development services.

The PWC One-Stop Career Center system locations are:

Comprehensive Sites

Phoenix Workforce Connection One-Stop Career Center – North

9801 N. 7th Street, Phoenix, AZ 85020

Hours of Operation: M-F, 8:00 a.m. – 5:00 p.m.

Phoenix Workforce Connection One-Stop Career Center – West

3406 N. 51st Avenue, Phoenix, AZ 85031

Hours of Operation: M-F, 8:00 a.m. – 5:00 p.m.

Comprehensive One-Stop Sites are housed in DES Employment Services offices. The buildings provide low cost space for the mandated partner programs. Partners currently co-located at the comprehensive One-Stop Career Centers include:

- Maricopa County Community College District (MCCCD)
- City of Phoenix Title 1B Adult and Dislocated Workers
- Senior Community Service Employment Program: AARP Work Experience
- Veteran Services Program
- Department of Economic Security–Employment Service, Vocational Rehabilitation, Unemployment Insurance (remote access only)

Affiliate Centers

Phoenix Workforce Connection One-Stop Career Center – South

4732 S. Central Avenue, Phoenix, AZ 85040

Hours of Operation: M-F, 8:00 a.m. – 5:00 p.m.

Community-based organizations are subcontracted through the PWC One-Stop Career Center system to increase customer access and the ability to serve a diverse adult and youth population. These locations are also affiliate centers for the contracted period:

Serving Adults:

Arizona Women's Education and Employment (AWEE)
914 W. Hatcher, Phoenix, AZ 85021

Friendly House
802 S. First Ave., Phoenix, AZ 85003

Serving Youth:

Arizona Call-A-Teen Youth Resource (ACYR)-Serving Youth and Youth Offenders
649 N. Sixth Ave., Phoenix, AZ 85003

Jewish Family and Children's Services-Serving Foster Care Youth
9014 N. 23rd Ave., Bldg. 2, #3, Phoenix, AZ 85021

Neighborhood Ministries-Serving Youth of Incarcerated Parents
1918 W. Van Buren St., Phoenix, AZ 85009

Tumbleweed Center for Youth Development-ACHIEVE (Serving Homeless Youth)
3707 N. 7th Street, Suite 100, Phoenix, AZ 85014

YMCA – Serving High School Dropout, Pregnant and Parenting Teens
3825 N. 67th Ave., Phoenix, 85033

Valley of the Sun United Way
1515 E. Osborn Rd., Phoenix, AZ 85014

Jobs for Arizona's Graduates
2501 W. Dunlap, #200, Phoenix, AZ 85021

Friendly House
802 S. First Ave., Phoenix, AZ 85003

Tumbleweed Center for Youth Development-ASPIRE
3707 N. 7th Street, Suite 100, Phoenix, AZ 85014

The PWC network also includes 10 satellite centers located throughout the city, referred to as Access Points. These Access Points are comprised of community and faith-based organizations and agencies serving specific demographics and populations. Access Point partners help customers leverage services and enhance their primary service delivery by providing streamlined access to workforce related services.

These sites are evaluated annually and the partnership is extended by a signed MOU agreement. A newly opened Workforce and Literacy Center operated by the Phoenix Public Library, Ocotillo Branch, was also added as a new Access Point.

Accessibility and Needs Assessment

Phoenix Workforce Connection (PWC) One-Stop Career Centers serve job seekers and businesses in strategic locations within the city of Phoenix. PWC sites in North, West, and South Phoenix combined with subcontractors and Access Point locations throughout the city ensure a close geographic proximity for all customers. Inclusion of subcontractor and Access Points into the PWC System enhances the ability to provide services to customers with barriers to employment. Services are made available for ex-offenders, homeless, and other special needs populations through programs contracted within the PWC system.

PWC North and South One-Stop Centers are located within the city of Phoenix redevelopment geographic area. PWC West serves the community within the West Revitalization Project Area (WRPA). The location of One-Stop services in these low income areas ensures that residents are in close proximity to employment and training services. Tax incentives encourage businesses to relocate in these areas thus increasing opportunities for sustainable employment for residents. PWC Access Point locations are chosen in areas to increase workforce resources and referrals to the full service One-Stop Career Centers within area borders and also align with Phoenix city council districts.

Electronic customer satisfaction surveys are accessible online and customers who utilize the resource rooms and computer labs at the One-Stop Centers are encouraged to participate. Signage and directives by staff prompts customers to rate and comment on services. Employers are provided with hard copy surveys to identify satisfaction with services related to job orders, pre-screening job applicants, onsite interview services, and targeted hiring events and job fairs.

Businesses and job seeker needs are identified and served as a result of customer survey feedback, service delivery interactions at the One-Stop Career Centers, communication with DES Employer Services and the City of Phoenix business solutions team. Industries and occupations represented in the targeted recruitments/job fairs held at the Centers adapt to address current hiring needs of businesses. As an example, annually during the month of October, employers often request assistance staffing seasonal part-time employment in logistics/transportation occupations to address holiday increases in production. Job fairs/hiring events are also coordinated to help meet the talent pool employment goals at each respective One-Stop Career Center. Industry forums are also held to educate individuals in communities surrounding the local One-Stops in high growth occupations most relevant to respective demographics.

For example, Apprenticeship Program Information Sessions for skilled trades are planned for the PWC West offices to match the job seeker profile while Information Technology Sessions will be conducted for job seekers served at PWC North. Sessions are open to all job seekers throughout the city of Phoenix, but are strategically offered at Centers to match the employment demographic of the respective customer base.

Compliance with State Chartering and Certification

Phoenix Workforce Connection will ensure compliance with the Workforce Arizona Council’s newly established One-Stop Center site certification process. As integrated service delivery is implemented, operational policies and procedures will incorporate the required elements for certification. The One-Stop Consortium will provide oversight of the Centers to ensure consistent and uniform operations. The Consortium lead will convene and facilitate bi-monthly team meetings representing One-Stop Partner programs. These meetings will ensure partner collaboration to bring innovative ideas and practices to Center operations and communicate new resources and services within the system.

Marketing and Awareness of Services/ Resources

PWC basic marketing materials include a one page “We Can Help You” flyer listing locations and resources available at each One-Stop Career Center. In addition, there are brochures and flyers specific to engaging and informing businesses of economic development and workforce related services. The Phoenix Workforce Connection website: phoenix.gov/econdev/PHXWC provides a comprehensive overview of the system and keeps the public informed of seminars, job fairs, and other special events scheduled for employers and job seekers.

Our One-Stop Career Center services and resources are often referred to as a “best kept secret”. PWC strives to promote awareness of the system by joining active members with a variety of networking groups as a primary source of getting the word out about the PWC menu of services available to businesses and the community. One-Stop Career Center Site Supervisors and staff are charged to engage consistently with groups representing businesses, job seekers, and the provision of support service resources needed to resolve barriers to employment. Reciprocal networking opportunities occur by community interaction.

PWC staff memberships with networking groups include:

Business Related:

Arizona Hispanic Network	Scottsdale Chamber of Commerce
North Phoenix Chamber	North Phoenix Chamber of Commerce
Phoenix Black Chamber	Society for Human Resource Management (SHRM)
Southwest Valley Chamber	South Mountain/Laveen Chamber of Commerce
Glendale Chamber of Commerce	West Valley Employer Outreach

Community Resources and Job Seeker related groups:

Maryvale Partnerships in Action (MPIA) -- 4th Tuesday of each month
Community Network Bridges (CNB) -- 2nd Wednesday of each month
Maryvale Community Council -- 3rd Thursday of each month
CCS Employment Coalition-(Formerly Firestar Employment Coalition)
Travis L. Williams Community Council
Networking Employment & Training Professional Association (NEPTA)
Diversity Leadership
Career Connectors
Foreclosure Prevention Task Force

Emergency Procedures

The safety of staff and customers is addressed at each PWC One-Stop with a specific site fire/evacuation plan. These safety procedures are reviewed with One-Stop teams during Center “All Staff” meetings/trainings and drills are periodically scheduled. A DES Emergency Procedure Handbook provides comprehensive safety procedures that are incorporated at the comprehensive PWC North and PWC West One-Stops located in DES buildings. The following emergency procedures are included: Building Evacuation, 911- To Report Emergencies, Emergency Response Procedures, Emergency Response Teams, Fire Evacuation, Persons with Disabilities, Medical Emergencies, Hazardous Materials, Bomb Threats or other Suspicious Activities, Natural Disasters Security Tips, Avoiding Workplace Violence, Homeland Security, Indoor Air Quality, Incident Reporting and Influenza.

SECTION- E.1 - LEADERSHIP STRUCTURE – ONE-STOP OPERATOR

The Phoenix Business and Workforce Development Board designate the One-Stop operators of the Phoenix Workforce Connection workforce system to be a consortium of partners consisting of: 1) the City of Phoenix Community and Economic Development Department; 2) the Department of Economic Security (DES)-Employment Service; and 3) the Maricopa County Community College District (MCCCD)-Center for Workforce Development. The City of Phoenix represents the WIA Title 1B programs and will serve as the lead for the consortium. DES Employment Service represents Wagner-Peyser programs, however, DES is also the umbrella agency for many of the other mandated One-Stop partners including Veterans Services, Vocational Rehabilitation, and Trade Adjustment Assistance. The Center for Workforce Development at MCCCD has long supported the One-Stop delivery system, first through on-site staffing utilizing Carl Perkins funds and more recently as a convener for business-focused initiatives and workforce data.

The Chief Local Elected Official for the City of Phoenix local workforce investment area is the Mayor and City Council. The City of Phoenix provides for the governance and implementation of the Workforce Investment Act in Section 2-402.01 and 2-402.02 of the Code of the City of Phoenix as amended by Ordinance No. G-4461, which officially established Phoenix Workforce Connection. This ordinance was passed by the City of Phoenix City Council on September 11, 2002. Through Ordinance G-5758, the City Council amended the above referenced Ordinance to change the name of the Board to the Phoenix Business and Workforce Development Board through formal vote and action on December 5, 2012. No other sections of the Ordinance were amended. The Board bylaws are undergoing revisions to reflect the name change and are projected to be finalized by June 30, 2014.

The role of the local elected Official is defined in the Phoenix Workforce Connection bylaws which were amended by the Phoenix Workforce Connection Board on March 9, 2006. Article III, Scope outlines the roles as follows:

Article III. Scope

- A. The City of Phoenix Workforce Connection provides policy guidance and exercises oversight with respect to activities specific to the development of a Local Workforce Investment Plan and the implementation and operation of a Local Workforce Investment System in Partnership with the Chief Local Elected Official and the Phoenix City Council.

- B. PWC will enter into a written operating agreement with the Chief Local Elected Official and the Phoenix City Council that describes:
1. The city of Phoenix as a Local Area,
 2. The city of Phoenix as the grant recipient and fiscal agent,
 3. The methods and procedures for development and approval of a Local Workforce Investment Plan that demonstrates continuous improvement for the Local Area.
 4. The roles, responsibilities, and rights of both the City and the Board as partners in the local workforce connection system.

Article III goes further to list the roles and responsibilities of the local elected official:

b. Local Elected Official and Staff Roles and Responsibilities:

- i. Work with PWC Board in drafting and implementing the Local Workforce Plan;
- ii. Work with PWC Board, committees and taskforces to:
 1. Draft agenda and action items for regularly scheduled meetings;
 2. Represent Local Elected Official and PWC Board to negotiate local performance measures;
 3. With the PWC Board, ensure compliance and adherence to performance measures and outcomes;
 4. Oversee daily operations and program activities;
 5. Act as the local elected official representative in routine matters that impact daily operations and program oversight;
 6. Work with PWC Board in the support of recommendations of candidates for membership on PWC Boards and the Youth Initiatives Committee;
 7. With the PWC Board, provide policy direction and recommendations relative to the implementation of programs, projects and initiatives;
 8. Provide financial oversight and budgetary guidance for programs, projects and initiatives;
 9. Research, analyze, compile and prepare information for reports and/or presentations to aide in recommendations and policy guidance as appropriate.

SECTION- E.2 - YOUTH COUNCIL

The Mission of the Youth Initiatives Committee (YIC) is to prepare the youth section of the Local Workforce Investment Plan and set clear policy direction in creating employment opportunities and career pathways for eligible youth, ages 14-21, whether in school or out of school. Membership of the Youth Initiatives Committee is designed to bring individuals with youth-related interests to the committee and provide clear direction to youth providers on issues related to the youth of Phoenix. The membership is aligned with the Workforce Investment Act of 1998 Title I, Chapter 2, Section 117(h).

The structure of the Youth Initiatives Committee (YIC):

A. Officers:

- The officers of the YIC shall be a Chair and Vice Chair. The recording Secretary shall be a staff member of the City of Phoenix Community and Economic Development Department. The Chair of the Phoenix Business and Workforce Development Board (PBWD) shall appoint the YIC Chair. The Vice Chair shall be elected from the membership of the YIC; however, both the Chair and the Vice Chair must be members of the PBWD. The term of the officers shall coincide with the Program Year of the PWC beginning September 1 and ending August 31. After the Vice Chair has consecutively served two terms, the Vice Chair may not be elected to succeed him/herself until the officer has relinquished such office for one term.

B. Membership:

- The membership composition of the YIC shall be as defined in WIA Regulations, Section 117(h)(2)(a and b). The YIC shall be composed of up to fifteen (15) members

C. Duration of Appointments:

- Members of the YIC shall serve terms of one year with the exception of the mandated partners serving on the YIC. Up to six consecutive years of service on the YIC is permissible from the time of the initial appointment. Members may be re-appointed for additional terms at the recommendation of the YIC, approval of the PBWD Board and appointment by the City of Phoenix Mayor and City Council. Term appointments shall coincide with the Program Year of the Phoenix Workforce Connection (PWC) beginning September 1 and ending August 31.

D. Membership Vacancies:

- The Chair of the YIC shall declare membership vacancies created by term completion, resignations or otherwise; and shall notify the Chair of the PBWD Board as appropriate. Vacancies, occurring prior to a member completing their appointed term, will be filled with new members recommended by the YIC to the PBWD Board and subsequently approved by the PBWD Board and appointed by the City of Phoenix Mayor and City Council to serve out the remainder of the term.

The Youth Initiatives Committee reports to the PBWD Board. The committee chairperson serves on the Full Board and the Executive Board to provide updates and progress of the youth activities and the youth contracts. New appointments to the Youth Initiatives Committee may be recommended by the YIC and forwarded to the PBWD Board for consideration.

Youth Initiatives Committee meetings are held the fourth Tuesday of each month, from 8:30AM to 10:00AM. Meetings are normally located at youth provider sites to provide committee members direct experience of activities taking place.

The YIC membership is designed to provide guidance and oversight over how PWC provides youth services and activities. Membership is comprised of individuals in the community who work directly with at-risk youth, educational systems youth are involved with, community and faith based organizations that provide youth services and activities. The committee provides real-time information regarding the needs and issues relating to the youth and provides updates on current trends to PWC and youth providers. The committee also has a youth participant who is the Vice-Chair of a Youth Leadership Council, an entirely youth-run council, which engages youth in community, leadership, educational, and workforce development activities. The Youth Leadership Council also conducts annual youth summits that seek to learn the issues youth are struggling with and report to the YIC and the Maricopa Workforce Connections Youth Council.

The YIC will plan and oversee the local area comprehensive youth services delivery system under the direction of the PBWD Board. The YIC is responsible for developing strategies to ensure appropriate education, training, employment and support services available to eligible youth, as well as coordinating funding and activities to maximize the use of available resources.

Other activities, which are subject to approval by the PBWD include:

- A. Recommending, through a competitive basis, eligible providers of youth activities for the awarding of grants or contracts;
- B. Conducting oversight and monitoring on the eligible providers of youth activities in the local area;

- C. Coordinating youth activities authorized under Section 129 of the Workforce Investment Act to include the 10 program elements mandated by the Act; and
- D. Performing other duties as authorized by the chairperson of the local board pursuant to [Section (117(h)(4)] to include:
 - Determining youth and business service needs, gaps, and duplications;
 - Designing and developing a system of youth workforce development services;
 - Undertaking collaborative planning for local youth workforce development services and/or service delivery;
 - Locating and tapping new resources;
 - Laying the groundwork for the collaborative infrastructure to support a viable system of connections to the mainstream; and
 - Developing and sponsoring interagency training.

The Comprehensive Youth Services delivery system will foster youth college and career development, advance collaboration, and cooperation among all agencies and organizations serving youth and employers. This system will take into account a range of issues that have an impact on the success of youth in the labor market.

The Youth Initiatives Committee will recommend, through a competitive, consensus process, eligible providers of youth activities.

SECTION- E.3 - PROCUREMENT

The City of Phoenix Community and Economic Development Director (or designee) shall approve in writing any professional service procurement that is expected to cost \$50,000 or greater. Solicitations may be released at any time with the authorization of the Phoenix Business and Workforce Development (PBWD) Board. The Community and Economic Development Director (or designee) shall authorize awards. Any signature delegation by the Director shall be in writing. After approval by the CEDD Director (or designee), the department determines the best selection process for purchasing the required professional services.

Request for Proposal (RFP) is the primary selection process for professional services. The process includes soliciting proposals from offerors. Request for Qualification (RFQ) is used to select a contractor or to develop a list of qualified vendors. An RFQ is recommended when the scope of work is not clearly defined, when a service is frequently used, or when multiple departments are expected to have a need for the same type of service.

The City Manager's Office may authorize exceptions to the procedures if special circumstances exist. This would include: unsolicited awards and may include sole source contracts or the unusual nature of a specific project or service, or if an existing agreement warrants variation.

Solicitation is offered by publishing an RFP or RFQ to a minimum of three (3) qualified sources to ensure competition. The RFP/RFQ notice is published on the City of Phoenix website and in the local newspaper or business journal and no less than one minority owned newspaper. Potential offerors are given up to four weeks to respond to the RFP/RFQ.

The RFP packet includes, but is not limited to, the address/location and due date for responding to the RFP/RFQ; number of copies of the proposal needed; date, time and location of any pre-proposal conference; statement indicating the department's commitment to utilize qualified small or disadvantaged businesses and an explanation of Equal Employment Opportunity requirements; scope of work describing the services to be performed and deliverables, if required; time frame for completion of the work (contract term should not exceed five years inclusive of extensions); any special requirements such as professional certification, licenses or specific experience; rating criteria in order of importance; insurance and indemnification requirements; payment terms and requirements.

The RFP/RFQ should indicate the offerors response and must include the description of the scope of work; cost estimate for completing requested work, including hourly or daily rates where appropriate; names and resumes of the proposed staff, including managers and supervisors; description of current financial status and/or a copy of the most recent audited financial statements; brief assessment of the present workload capacity; documentation of the offerors commitment to Equal Employment Opportunity and Non-Discrimination.

The legal advertising will briefly state the description of the services to be performed, the website address where the solicitation can be obtained, the RFP/RFQ, time and date of pre-proposal meeting (if appropriate), and the due date for submitting proposals. A copy of the advertisement for the RFP is retained for the procurement file.

The Deputy Director of the Business & Workforce Development Division appoints a Selection Committee to evaluate all proposals under consideration, using the rating criteria prepared for the RFP/RFQ selection process. The Committee shall be composed of at least three evaluators that would materially contribute to the evaluation process.

The Selection Committee can be supplemented by outside professionals who can provide expertise not available from City staff. All members of the Selection Committee shall be in compliance with the City's Ethics Policy and be independent of the offerors.

Upon the receipt of the proposals from offerors, the department shall be responsible for date stamping each proposal with the date and time received; placing the unopened proposals in a secure area until the due date; opening the proposals on the due date at the appointed time. Each offeror must comply with non-discrimination provisions in the City Code Chapter 18, Article V.

Each member of the Selection Committee shall individually review the proposals and score them in accordance with the predetermined rating criteria and established point system. The Selection Committee shall assign scores to the offerors and come to a consensus recommendation. Once all requests for information have been satisfied and all necessary interviews have been conducted, the Selection Committee shall forward recommendation to the Community and Economic Development (CEDD) Department Director.

The Selection Committee shall obtain the CEDD Director's approval of the Selection Committee's recommendations. Upon approval from the Director, the recommendations shall go forward to the PBWD Board or Youth Initiatives Committee for consensus and then forwarded to the City Council for approval.

Upon approval from the Department Director, PBWD Board, and City Council, the department may proceed with contract negotiation.

If a protest is received, the department/function shall notify the appropriate staff including the City of Phoenix Law Department. WIA federal funding requires a protest procedure. The PBWD is responsible for developing protest procedures in conjunction with the Law Department.

The above written policy for solicitation/procurement is used for awarding grants for youth and adult services. Criteria used to identify effective or ineffective youth activities and providers of such activities are as follows:

Appeals Process

Administrative Appeal

The following is the Administrative appeal procedure for organizations/individual(s) who wish to file a complaint due to what they consider a flaw in the recommendation **process** for Workforce Investment Act programs funding.

Requesting an Appeal

- A. Appeal must be submitted in writing.
- B. The organization/individual(s) must specify the reason/grounds for filing an appeal. The appeal must relate to the inequity of the process. Proposal Rating Scores are an item that cannot be appealed nor is a complaint about the amount of funding granted.
- C. The written appeal request must be delivered to the Community and Economic Development Department, Business and Workforce Development Division, Deputy Director, by the end of the second business day the PBWD Board or Committee makes a final recommendation.

Complaints regarding a solicitation shall be filed with the Business and Workforce Development Division, Deputy Director, before the RFP due date. Submit to:

City of Phoenix Community and Economic Development Department
Business and Workforce Development Division, Deputy Director
200 W. Washington, 19th Floor
Phoenix, AZ 85003

Hearing of Appeal Request

- A. The Appeals Committee will be composed of three (3) members. The Phoenix Business & Workforce Development Board Chair will identify three (3) PBWD Board members to hear appeals and two (2) members to stand as alternates in the event an Appeals Committee member is unable to participate. Representation of the PBWD Board Appeals Committee should be reflective of as many diverse representative sectors as possible to minimize the possibility of conflicts of interest.
- B. Required attendance at the PBWD Board Appeals Committee Meetings:
1. Appeals Committee members (and alternates, as needed)
 2. A representative of the organization/individual(s) requesting an appeal hearing.
 3. A member of the Youth Council (preferably the Chairman) to present rationale for Youth Council decisions/recommendations.
 4. Business and Workforce Development Division staff to provide technical assistance/information, e.g., legal requirements, documentations, time lines, etc.

Note: If a representative of the organization/individual(s) requesting an appeal hearing is not present, the appeal request will be automatically denied.

Time Frame for Hearing of Appeal Request

Appeal request(s) will be heard before the Executive Committee. Funding recommendations are forwarded to the PBWD Board.

Review and Recommendations

1. In the event an appeal is upheld, the Appeals Committee will forward their decision(s) to the Executive Committee for further consideration. Final recommendations will be made by the Executive Committee and forwarded to the PBWD Board.
2. In the event an appeal is denied, the matter shall be referred to the Board. Upon the review of the Board, further review, if necessary, shall be by the Community and Economic Development Department Director or designee and the Board Chair whose decision shall be final.

SECTION- E.4 - COMMUNICATION

Communication of Performance Results, Financial, and Service Information

Regular reports are provided to the Phoenix Business and Workforce Development (PBWD) Board and include Phoenix Workforce Connection (PWC) performance statistics, budget updates and service delivery information. Through open meeting law, these reports are available to the public and stakeholders who request a copy or attend a scheduled board meeting.

The Maricopa Human Capital Collaborative (MHCC) has a Memorandum of Understanding (MOU) established with the board and includes an outcome to collaborate and communicate regional workforce development services and resources across diverse organizations.

The Community Economic Development Public Information Officer (PIO) works with PWC to communicate and announce special events, resources, and newsworthy program activity via press releases and media. Recently, the employment readiness workshop instructor program was interviewed to share the value of the workshop series on a local news channel. Media coverage assists in sharing information about WIA funded services to help job seekers prepare for employment in today's job market. PIO also uses Twitter to "tweet" evergreen messages based on our PWC theme, "We Can Help You"!

Email blasts from a distribution list of community based organizations, education, business and other stakeholders serve to share and market PWC events and program information.

Annual Meeting with Elected Officials

Elected officials attend and present to the PBWD Board and the public regarding community issues and events. The City of Phoenix Mayor attends at least one meeting during the year to hear a presentation recapping and highlighting a compilation of Phoenix Workforce Connection activities and accomplishments. Recognition awards may be presented during this annual meeting to One-Stop Career Centers and staff.

At the direction of the Community and Economic Development Director and/or WIB Chair, various briefings on workforce development related topics are offered to Mayor and Council. Communication on activities and events occurring in council districts are shared as appropriate with council staff.

These activities include: statistics on businesses hiring and recruitment events, collaboration with partners resulting in community impact and recognition, customer success stories, business and industry sector forum updates, coordination with businesses, educators, and workforce sectors to create and implement cohort training to prepare a qualified workforce, and significant support provided to businesses during lay-offs and company closures.

Conflict of Interest Policy

All persons acting on behalf of Phoenix Workforce Connection (PWC), including, but not limited to, board members, committee members, and paid and volunteer staff must:

- Serve the PWC as a whole;
- Maintain independence and objectivity and do what a sense of fairness, ethics and personal integrity dictate, even though not necessarily obliged to do so by law, regulation or custom;
- Avoid any activity, investment, interest or association which interferes with or appears to interfere with the independent exercise of one's judgment when dealing with third parties, making recommendations with respect to such dealings, or passing judgment on such dealings;
- Disclose any possible conflicts to the Board of Directors in a timely fashion.

No officer, employee or agent (including Board members) will:

- Solicit or accept gratuities, favors, or anything of monetary value from suppliers or potential suppliers, including subcontractor's contracts.
- Participate in the selection, award or administration of a procurement supported by WIA funds where, to the individual's knowledge, any of the following has a financial or other interest in any organization which may be considered for award:
 - The officer, employer or agent;
 - Any member of his or her immediate family;
 - His or her partner or;
 - A person or organization which employs, or is about to employ, any of the above, has a financial or other interest in the firm or organization selected for the award.

The Conflict of Interest Policy will be disseminated on an annual basis to all members. All persons acting on behalf of PWC must agree to abide by this policy and annually renew this commitment by signing a form providing the member's name and position(s) board and/or committee they serve.

The Phoenix Business and Workforce Development Board acts in accordance with Bylaws. The Bylaws will be revised to reflect the resolution of conflicts between board members, service delivery partners and/or consortium partners. The Board is currently undergoing a strategic planning process that will modify the structure of taskforces, thus requiring a modification of the Bylaws. A paragraph will be inserted regarding the process for the resolution of conflicts between board members, service delivery partners, and/or consortium partners. The paragraph will state:

Conflicts between board members, service delivery partners, and/or consortium partners will be resolved by presenting information pertaining to the conflict to the Phoenix Business and Workforce Development Board Executive Committee. The Executive Committee, with guidance from staff and, if necessary, legal representation, will determine a resolution to the conflict.

Should the conflict involve members of the Executive Committee, conflict resolution will be managed by the Chief Local Elected Official or their designee. All involved parties will have an opportunity to present their case for consideration. The Executive Committee will have 90 days to make a final determination.

Compliance with WIA Section 188, Title IV of Civil Rights Act of 1964, Section 504 of Rehabilitation Act of 1973, Age Discrimination Act of 1975 and Title IX of the Education Act of 1972 and the current State of Arizona Method of Administration

Phoenix Workforce Connection and the City of Phoenix are committed to equal opportunity. All decisions made regarding recruitment, hiring, training, and other terms and conditions of program operations will be made without discrimination on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief and for beneficiaries only, citizenship or participation in programs funded under WIA, as amended, in admission or access to, opportunity or treatment in, or employment in the administration of or in connection with any WIA funded program or activity. Phoenix Workforce Connection Complies with WIA Section 188, Title IV of Civil Rights Act of 1964, Section 504 of Rehabilitation Act of 1973, Age Discrimination Act of 1975 and Title IX of the Education Act of 1972 and the current State of Arizona Method of Administration. This assurance is incorporated into all grants, contracts or agreements where WIA funds are made available.

Annual monitoring for compliance with Equal Opportunity, Non Discrimination, and Americans with Disabilities Act requirements is conducted. The Americans with Disabilities Act Checklist for Readily Achievable Barrier Removal is used as a tool to ensure compliance with applicable regulations. The State WIA Equal Opportunity Officer conducts an annual review for compliance with the State of Arizona Methods of Administration. The monitoring process is accomplished through a combination of desk and on-site reviews. Reviews may include interviews with contracted staff, review of client files, review of the physical aspects of the site, and review of EO, nondiscrimination, and programmatic accessibility issues.

Monitoring is conducted to ensure equal opportunity and nondiscrimination for applicants, participants, and employees who may be individuals with disabilities or who are limited in English proficiency will have access to WIA financially-assisted programs, services, and employment.

City of Phoenix, Workforce Investment Act Grievance/Appeals Nondiscrimination Complaint Procedures

Equal Opportunity is the Law. The Workforce Investment Act (WIA) provides that participants, employees, sub grantees, subcontractors, and other interested parties may file a complaint if they believe discrimination has occurred, or the Act, regulations, grant, and/or other agreements under the Act have been violated. Should an individual or organization wish to file a complaint, the following procedures shall be followed.

- A. Complaints alleging discrimination on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief and for beneficiaries only, citizenship or participation in WIA, may be filed with any of the three entities listed below. Such complaints must be filed in writing, within 180 days of the alleged violation, unless the Directorate of Civil Rights grants an extension.
- B. Complaints, other than complaints of discrimination as described in Section A, which allege a VIOLATION OF THE ACT, REGULATIONS, GRANT, AND/OR OTHER AGREEMENTS UNDER THE ACT shall be filed with the City of Phoenix. Non-criminal complaints must be filed within one year of the alleged violation. Complaints of criminal fraud, waste and abuse will be handled as specified in Subsection 667.600 of the WIA Regulations.

If subjected to discrimination under a WIA Title 1B, financially assisted program or activity, a complaint must be filed within 180 days from the date of the alleged violation with either entity:

City of Phoenix

Krista Cambern Rippee
 Equal Opportunity Officer
 200 W. Washington, 19th Floor
 Phoenix, AZ 85003-1611
 Phone: (602) 534-0548
 Fax: (602) 534-3915
 TTY: (602) 534-3476
 Krista.riptide@phoenix.gov

The State of Arizona

Lynn A. Nedella
 State WIA EO Officer
 Arizona Dept of Economic
 Security
 1789 W Jefferson (Site Code
 920Z)
 Phoenix, AZ 85007
 Phone: (602) 542-3957
 Fax: (602) 542-2491
 TTY/TTD: 711
 WIAStateEOOfficer@azdes.gov

The Civil Rights Center

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) 693-6502
 Fax: (202) 693-6505
 TTY: (202) 693-6516

Upon receipt of a complaint, an investigation will take place and informal resolution will be attempted where practical. If informal resolution is not achieved, the complainant will be given the opportunity to request a hearing before an impartial hearing officer. Such hearing shall be scheduled within thirty (30) days of the filing of the complaint. Following the hearing, and within sixty (60) days of the filing of the complaint, all parties of interest will receive a copy of a Notice of Final Action that will include the reasons for the decision. If the complainant does not receive a decision within sixty (60) days or receives a decision which he or she finds unsatisfactory, the complainant may request a review of the complaint by Civil Rights Center. You must file your complaint within 30 days of the date on which you received the receipt of the final decision or the expiration of the sixty (60) day period.

All participants who are employees (i.e. OJT participants) and wish to file a complaint which relates to the terms and conditions of their employment and which does not fall into the categories covered by Section A and B above, shall utilize the complaint procedures of the employer for whom they work. Employers shall inform participants of the procedures to follow.

The employer's systems shall provide for, upon request of the complainant, a review of the employer's decision by the City of Phoenix and the State of Arizona, if necessary. Such requests for review must be submitted in writing within ten (10) days of receipt of the employer's final decision.

Phoenix Workforce Connection Guidance Letter #11-008 outlines Equal Opportunity and Non-discrimination Corrective Actions and Sanctions as follows:

Local Workforce Investment Areas are responsible for having a system for determining if contractors and service providers are complying and will continue to comply with the requirements for implementation of the nondiscrimination and equal opportunity provisions of the Workforce Investment Act and 29 CFR Part 37. This includes a separate Equal Opportunity Corrective Actions/Sanctions policy that includes timeframes for correction of findings and follow-up procedures.

POLICY:

DEFINITIONS

Corrective Actions - Plans that are designed to end the discrimination and/or redress the specific violation(s) with an established timeframe to correct.

Conciliation Agreement- A conciliation agreement must be in writing and include:

- An introduction describing who the agreement is between;
- The event(s) that brought about the conciliation agreement, and the legal authority by which the Equal Opportunity (EO) Officer conducted the investigation and calls for corrective action;
- A section describing each deficiency and the action(s) required to correct it [37.97(b and c)];
- An enforcement section that identifies the individual responsible to ensure that the action(s) specified are carried out in the time allotted [37.97(c)];
- Requires that reports be prepared and forwarded to the State WIA EO Officer on a periodic or incident basis[37.97(d)]; and
- Describes the consequences of a breach of the agreement.

Discrimination Violations - Discrimination violations involve any complaint where discrimination is alleged and cannot be resolved within 45 days. Discrimination violations may include, but are not limited to: findings of disparate treatment, disparate impact, and failure to provide reasonable accommodation. These findings always require a conciliation agreement. Provisions will include making whole relief, to include where appropriate; retroactive relief (e.g. back pay, front pay, retroactive benefits, training, any service discriminatorily denied, etc.) or prospective relief (e.g. change of policy, training, development of new policy, training on policy communication, etc.). Monetary relief, such as back pay, may not be paid from federal funds. The recipient is obliged to find another financial source, such as local tax dollars, to compensate the victim.

Remedial Action - A corrective action that applies to discrimination is often called remedial action.

Technical Violations - Technical violations do not involve discrimination and must be corrected by the Local Workforce Investment Area (LWIA) or recipient within 45 days. Technical violations require written assurance from the LWIA or recipient certifying that the violation has been corrected. Technical violations may include, but are not limited to: findings of failure to post the required “Equal Opportunity is the Law” notice, failure to include assurances in service plans, agreements, contracts or similar documentation, failure to include a signed “Equal Opportunity is the Law” notice in a WIA participant file, a signed statement confirming participant knowledge of Complaint Procedures and Grievance Procedures, etc.

Sanctions - A sanction is any official action implemented to penalize or censure a non-complying recipient. When voluntary compliance to correct a violation cannot or will not be achieved, imposition of sanctions will be considered for the non-complying recipient.

Written Assurance- A written assurance certifies the deficiency has been corrected. It must:

- List the deficiency and corrective actions as specified in the written notification;
- Describe the corrective actions taken to correct the finding, and include the dates those corrective actions were taken and any supporting documentation required to close the finding;
- State the LWIA or recipient is taking and will continue to take steps to assure the deficiency does not recur; and
- Be signed by the official signatory of the LWIA or recipient.

PROCEDURES

Corrective and Remedial Action

1. The LWIA or recipient is provided notification of identified deficiencies and recommendations for a corrective action plan through periodic EO and Nondiscrimination Technical Assistance monitoring reviews. The LWIA or recipient will receive an EO and Nondiscrimination Technical Assistance Monitoring Report within 20 days of the on-site review that list any findings, either discrimination violations or technical violations, found during the monitoring review.
2. Corrective action plans are to be submitted to the City of Phoenix WIA EO Officer within 20 days of receipt of the monitoring report. Findings require a written assurance. Corrections to the findings must be made within 45 days of the initial report. If findings involve discrimination, a conciliation agreement is required. An LWIA or recipient that prefers to complete all corrective actions within the 45-day limit rather than sign a conciliation agreement may do so, provided the finding does not involve discrimination and the LWIA or recipient must submit a written assurance the finding has been corrected and will not recur.
3. On-site follow-up visits and/or desk reviews may occur by the City of Phoenix WIA EO Officer upon receipt and review of the corrective action plan. The on-site follow-up visit may be done *without prior notification* to the LWIA or recipient.
4. If all attempts to provide assistance and correction of deficiencies fail, the imposition of a sanction will begin as described below.

Notification of Breach of Conciliation Agreement

When it becomes known to the City of Phoenix WIA EO Officer that a Conciliation Agreement has been breached, he or she will issue a Notification of Breach of Conciliation Agreement to the recipient and any other parties to the agreement. The Notification must:

- Specify any efforts made to achieve voluntary compliance and indicate that those efforts have been unsuccessful;
- Identify the specific provisions of the Conciliation Agreement violated;
- Determine liability for the violation and the extent of the liability; and
- Indicate failure of the violating party to come into compliance within 10 days of the receipt of the Notification of Breach of Conciliation Agreement may result in the termination or denial of the grant, discontinuation of assistance, or recoupment of funds, as appropriate, or in referral to the Arizona Attorney General or the United States Department of Justice with a request to file suit against the recipient.

When to Impose Sanctions

After all attempts to provide technical assistance and correction of deficiencies fail, the imposition of sanctions will be considered. If the City of Phoenix WIA EO Officer concludes that compliance cannot be secured by voluntary means, he or she must issue a final determination in writing and take other such action(s) as allowable by law.

Final Determination

The final determination must contain the following information:

- A statement of the efforts made to achieve voluntary compliance, and a statement that those efforts have been unsuccessful;
- A statement of those matters upon which the recipient and the City of Phoenix WIA EO Officer continue to disagree;
- A list of any modifications to the findings of fact or conclusions that were set forth in the Initial Determination;
- A statement of the recipient's liability and, if appropriate, the extent of that liability;
- A description of the corrective or remedial actions the LWIA or recipient must take to come into compliance;
- A notice if the recipient fails to come into compliance within 10 days of the date on which it receives the final determination, one or more of the following consequences may result:
 - * WIA funds may be withheld in whole or in part;
 - * Applications for Set-Aside funds may be denied when the LWIA or recipient is determined to be noncompliant with EO requirements;
 - * Phoenix Workforce Connection may refer the case to The Arizona Department of Economic Security, who may in turn refer the case to the Arizona State Attorney General or the U.S. Department of Justice with a request to file suit against the recipient; or
 - * Phoenix Workforce Connection may take any other action against the recipient allowable by law.

Appeal of Final Determination

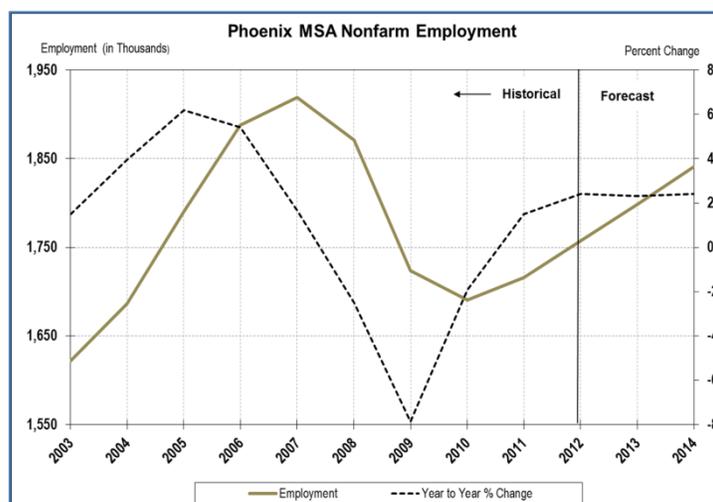
A recipient has the right to appeal a final determination to the Director of the Civil Rights Center, U.S. Department of Labor, 200 Constitution Avenue, NW, Room N-4123, Washington, D.C. 20210. The appeal must be in writing and made within 20 days after the mailing of the final determination. Such an appeal, however, will not forestall the initiation of sanctions unless the Director extends the deadline.

Phoenix, like many cities around the country is experiencing gradual recovery from the recession. The local economy is currently growing at a modest 2% growth rate, which is better than the 1-2% growth rate experienced in the State of Arizona and the U.S. The unemployment rate remains stubbornly high. As of February 2014, Arizona had an unemployment rate of 7.3% with Phoenix hitting 6.7% as of January, 2014.

Phoenix is currently the sixth largest city in the United States with more than 1.4 million people residing in Maricopa County, the fourth largest county in the U.S. though the Phoenix Business and Workforce Development Board’s local workforce area is the city of Phoenix, geographic area, residents from all over Maricopa County commute across city borders for employment. Forty percent of the greater Phoenix workforce lives within the city of Phoenix and Phoenix boasts 25% of the state workforce. According to the U.S. Bureau of Labor Statistics, the Phoenix Metropolitan Statistical Area (MSA) is currently ranked 5th in economic growth among all metro areas in the U.S. population size of 1 million or greater.

Phoenix experienced tremendous growth in employment during 2003-2007 with the majority tied to the housing/construction market. Phoenix employment dropped dramatically with the burst of the housing bubble as indicated in the Phoenix MSA Nonfarm Employment Figure 1. However, Phoenix is on a gradual path toward the strong 2006-2007 employment numbers with local economists predicting by 2015-2016, Phoenix will match the high marks for employment set in 2007. Greater Phoenix has gained 49% (122,000) of the lost jobs since 2007, with 51% still to recover.¹ Employment levels are projected to reach peak 2007 employment numbers by 2016.²

Figure 1: (Source: ADOA)



¹ U.S. Bureau of Labor Statistics, Thousands of Jobs, Seasonally Adjusted

² Arizona Department of Administration

Figure 2: (Source: BLS)

Phoenix-Mesa-Glendale MSA Employment Forecast
(In Thousands)

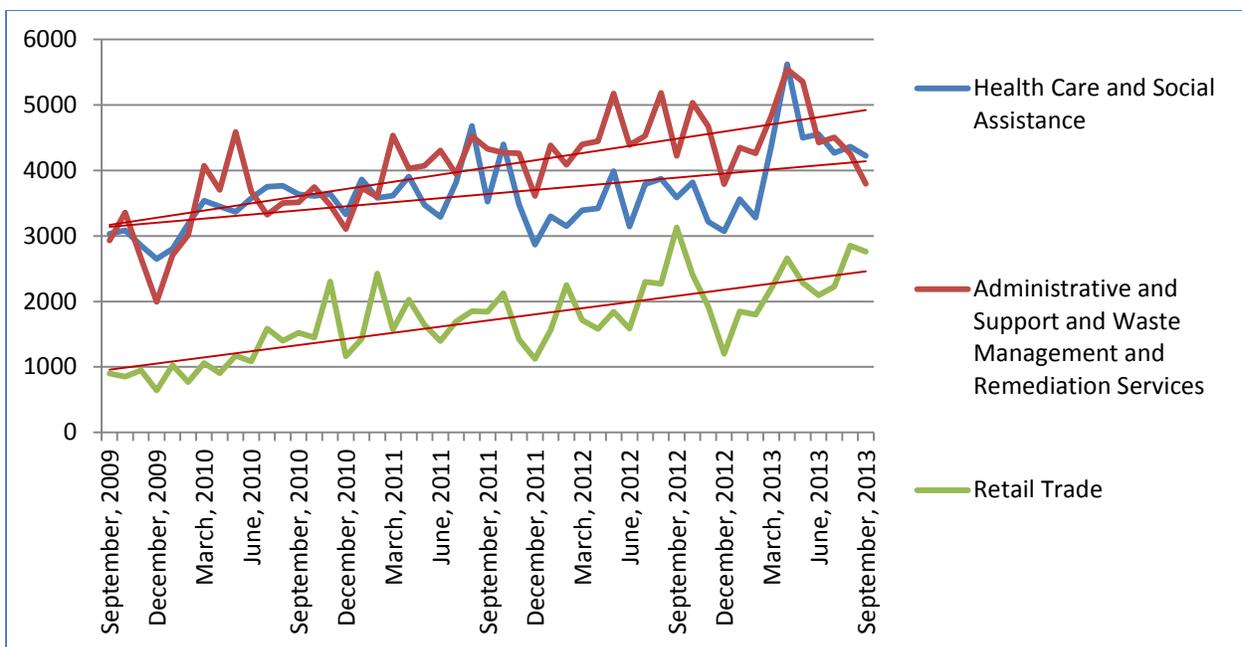
	Historical			Forecast	
	2010	2011	2012	2013	2014
Total Nonfarm Employment	1690.4	1715.6	1757.1	1797.9	1841.1
<i>Numerical Change</i>	-33.1	25.2	41.5	40.8	43.2
<i>Percent Change</i>	-1.9%	1.5%	2.4%	2.3%	2.4%
Manufacturing	110.7	112.8	117.0	119.8	121.5
<i>Numerical Change</i>	-4.2	2.1	4.2	2.8	1.7
<i>Percent Change</i>	-3.7%	1.9%	3.7%	2.4%	1.4%
Natural Resources & Mining	3.0	3.3	3.7	4.0	4.0
<i>Numerical Change</i>	-0.1	0.3	0.4	0.3	0.1
<i>Percent Change</i>	-3.2%	10.0%	12.1%	7.0%	2.0%
Construction	82.4	83.1	87.8	93.1	97.7
<i>Numerical Change</i>	-13.6	0.7	4.7	5.3	4.6
<i>Percent Change</i>	-14.2%	0.8%	5.7%	6.0%	4.9%
Trade, Transportation, & Utilities	345.9	350.1	356.8	363.8	371.4
<i>Numerical Change</i>	-8.4	4.2	6.7	7.0	7.5
<i>Percent Change</i>	-2.4%	1.2%	1.9%	2.0%	2.1%
Information	27.4	28.4	29.5	30.2	30.9
<i>Numerical Change</i>	-1.5	1.0	1.1	0.7	0.7
<i>Percent Change</i>	-5.2%	3.6%	3.9%	2.5%	2.2%
Financial Activities	138.9	143.0	147.6	152.6	157.2
<i>Numerical Change</i>	-2.0	4.1	4.6	5.0	4.7
<i>Percent Change</i>	-1.4%	3.0%	3.2%	3.4%	3.1%
Professional & Business Services	270.7	276.4	283.7	290.1	297.8
<i>Numerical Change</i>	-4.3	5.7	7.3	6.4	7.7
<i>Percent Change</i>	-1.6%	2.1%	2.6%	2.2%	2.7%
Educational & Health Services	239.1	247.6	255.1	259.8	266.1
<i>Numerical Change</i>	10.5	8.5	7.5	4.7	6.3
<i>Percent Change</i>	4.6%	3.6%	3.0%	1.8%	2.4%
Leisure & Hospitality	173.4	177.8	183.0	188.3	195.5
<i>Numerical Change</i>	-1.1	4.4	5.2	5.3	7.2
<i>Percent Change</i>	-0.6%	2.5%	2.9%	2.9%	3.8%
Other Services	64.0	63.9	61.9	61.9	62.0
<i>Numerical Change</i>	-4.2	-0.1	-2.0	0.0	0.1
<i>Percent Change</i>	-6.2%	-0.2%	-3.1%	0.0%	0.2%
Government	234.8	229.2	230.9	234.4	237.1
<i>Numerical Change</i>	-4.4	-5.6	1.7	3.5	2.7
<i>Percent Change</i>	-1.8%	-2.4%	0.7%	1.5%	1.2%

Source: U.S. Bureau of Labor Statistics

Currently, the local labor market is seeing positive growth in most sectors, with education and health services (+7.5%), professional and business services (+7.3%), trade, transportation and utilities (+6.7%) leading the way. While many of these jobs are replacing jobs lost in the past five years, some healthcare, professional, and manufacturing jobs are new.

According to Wanted Analytics, the greater Phoenix area currently has 89,506 job openings advertised within the past 60 days (Aug-Sept 2013) and 51,175 jobs are located in Phoenix. Figure 3 below shows the most advertised number of positions per industry in the greater Phoenix area from 2009-2013. Healthcare continues to lead the way and professional services are also trending positive over time.

Figure 3: (Source: Wanted Analytics)

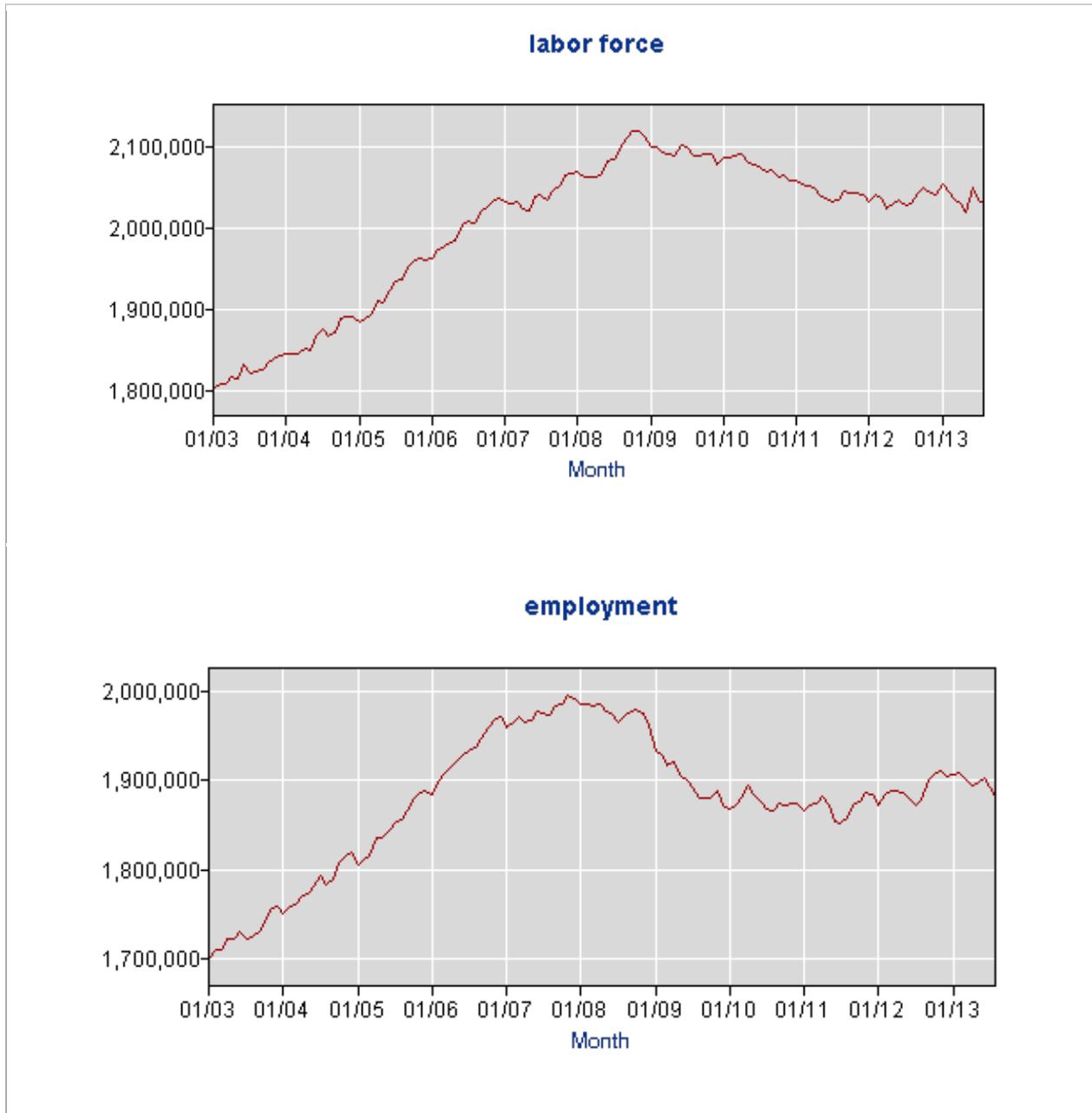


After many years of gradual local area labor force growth, since 2008, there has been a steady decline as thousands of people have left the area, region, and state to find employment. This labor force participation rate and employment rate will be closely monitored as it will impact the regions competitiveness if the labor force does not begin to expand. (See Figure 4).

Phoenix is recognized for construction, professional, and services sectors. The local economy is attempting to diversify by bolstering manufacturing, bio-medical and high-tech sectors. Efforts are underway to attract, retain and grow businesses in these sectors. Talent remains one of the top factors for companies looking to grow or relocate their business to/from Phoenix.

These industries require specialized skill sets and training for their labor force, which presents opportunities for the local workforce system and P-20 partners to collaboratively meet the needs of businesses.

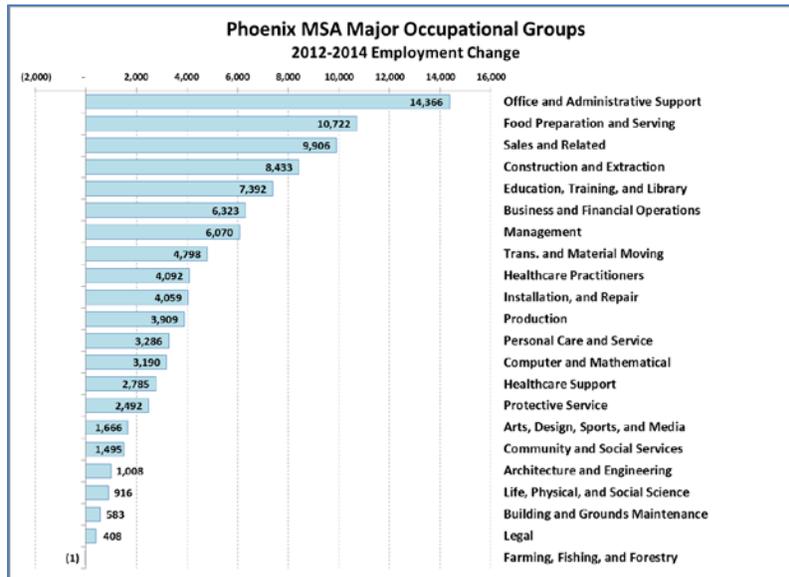
Figure 4: Phoenix MSA Labor force and Employment Levels (Source: BLS)



Projected Trends Short Term

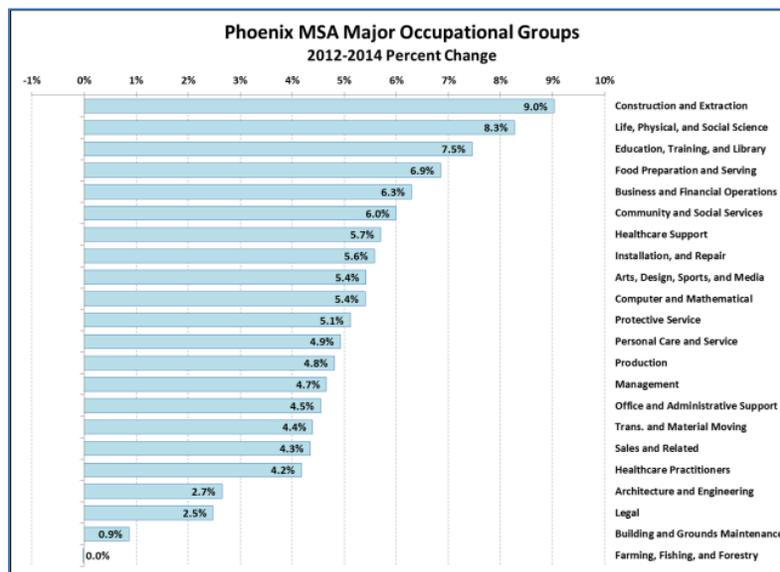
Immediate and short term growth trends are predominantly coming from the call-center businesses in various industries. These office, administrative support, sales and related jobs make up 2 of the top 3 short-term projected occupational trends. Numerous healthcare and IT related call-centers have located in the greater Phoenix area in 2013 while existing call-center operations are expanding.

Figure 5: (Source: ADOA)



Construction is leading the way in job recovery with 9% growth projected through 2014. Many positions were lost during the recession of 2009-2011 and now business owners are competing for skilled labor. Healthcare, education, business, finance and the service industry round out the top areas for percentage growth through 2014.

Figure 6: (Source: ADOA)

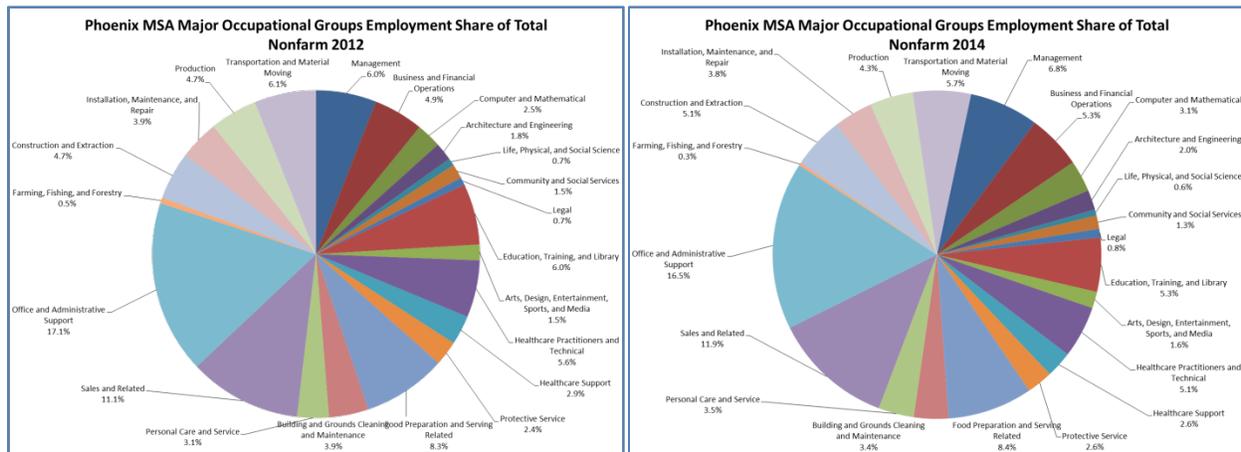


The 2012 largest occupational share in the local area is office and administrative support at 17.1% followed by sales and related (11.1%) and food preparation and service (8.3%).

By 2014, management, sales, and related jobs will increase their market share by .8% each, followed by computer and mathematical at .6% occupations and construction, business, operations, and personal care at .4% growth.

According to these projections, healthcare practitioners, technical and healthcare support will lose -.5% and -.3% of the market share by 2014. Other occupations trending downward in market share include education and training at -.7%, office and administrative support at -.6% and transportation and production at -.4% each.

Figure(s): 7 and 8 (Source: ADOA)

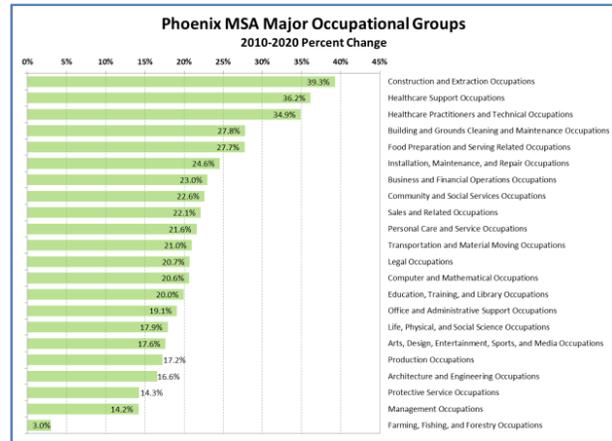
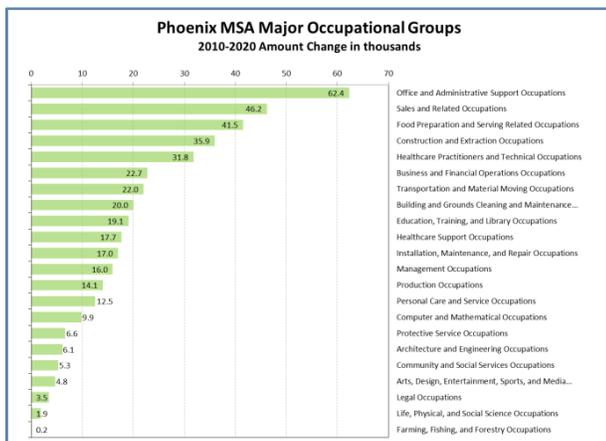


Projected Trends Long Term

Business, service, and construction occupations dominate the long term growth projections for the greater Phoenix area. A projected total of 417,200 new jobs are expected by 2020, with 31% of those being in office and business positions.

Figure 9: (Source: ADOA)

Figure 10: (Source: ADOA)



Skilled trade professions such as construction, extraction, maintenance, installation and repair occupations make up a significant portion of the job growth expected by 2020. While some of these occupations require minimal training, other skilled trades occupations require 2+ years of technical training.

With advances in technology changing the daily duties of skilled trade workers, more training will be necessary to compete for these jobs. For example, Figure 13 shows cement masons with the largest projected number of new job openings. To become a journey-level cement mason 3+ years of apprenticeship is required. According to the Economic and Business Research Center at the University of Arizona, overall employment in the Phoenix MSA will increase by 282,000 positions by 2018.

Figure(s) 11 and 12: (Source: ADOA)

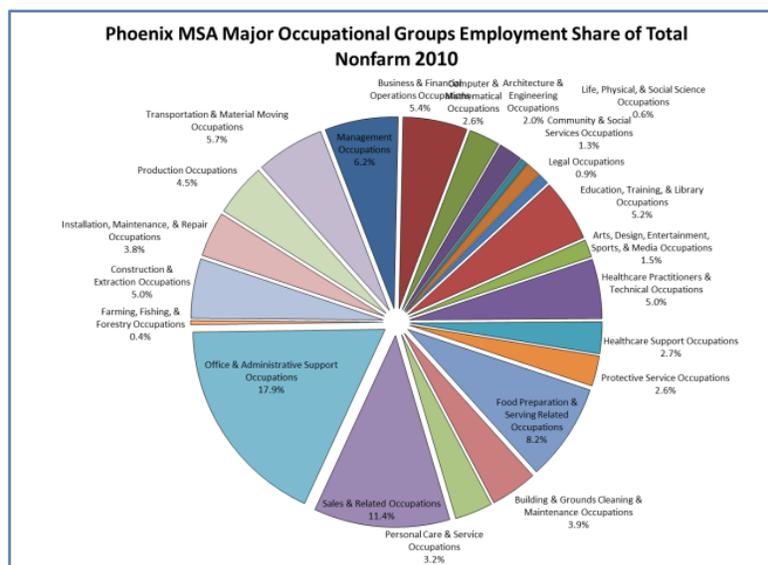
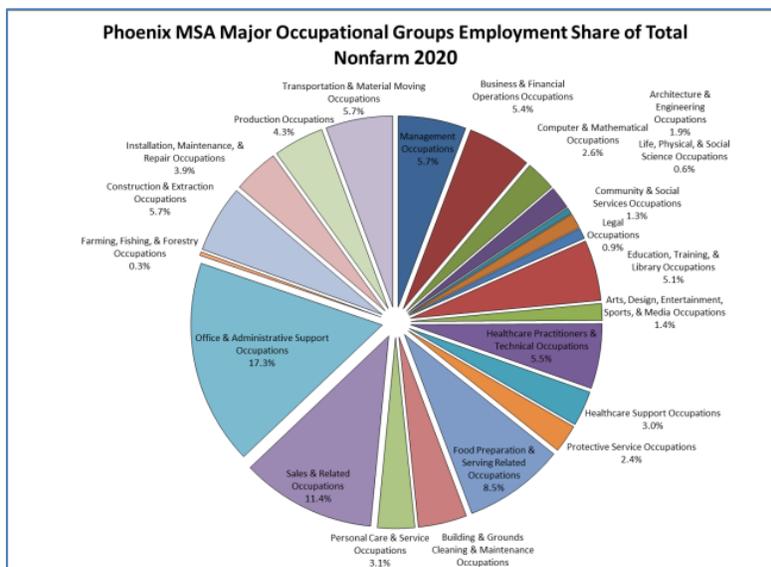
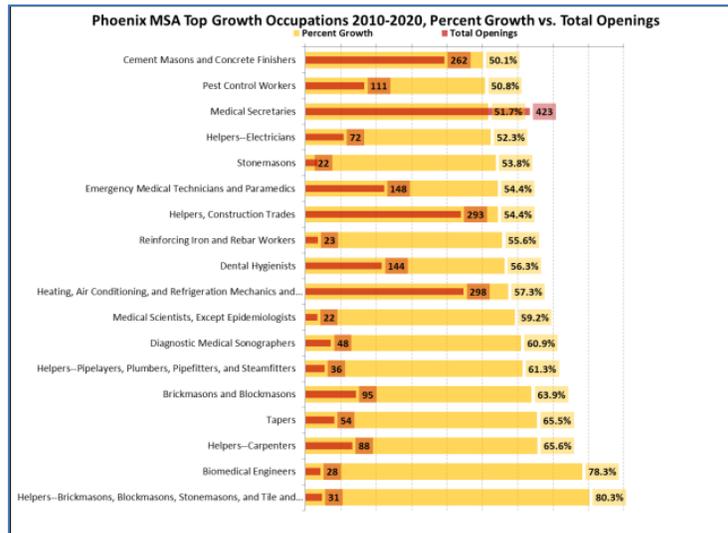


Figure 13: (Source: ADOA)



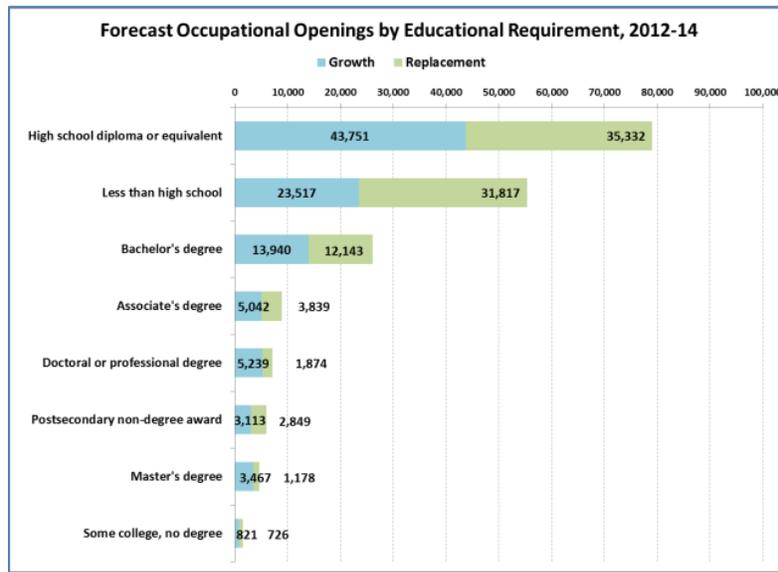
Construction and healthcare-related occupations are projected to lead all other occupations in numbers and by percentage growth. Figure 13 indicates by 2020 medical secretaries and emergency medical technicians and paramedics will grow by over 50%. Skilled trades occupations such as cement masons, electricians, and their helpers will also grow by 50%.

Industries that currently dominate Phoenix include low skill level jobs in hospitality, services, tourism, and construction. However, recent changes in the economy represent jobs requiring a higher-level skill set. A recent McKinsey report revealed that 64% of companies surveyed cannot find applicants for management, scientific, engineering and technical positions. In Arizona 76% of technology companies report it is either difficult or very difficult to find qualified applicants for computer science, engineering, and technical positions.

While these high skill/ high wage occupations are targeted by the PBWD Board as priority sectors, labor market data indicates a sustained need for low-wage, lower-skilled workers. During 2012-2014, 71.2% of all job openings projected for the greater Phoenix area will require a high school diploma or less. It is expected the number of employers requiring less than a high school diploma will continue to drop due to advances in technology and economy.

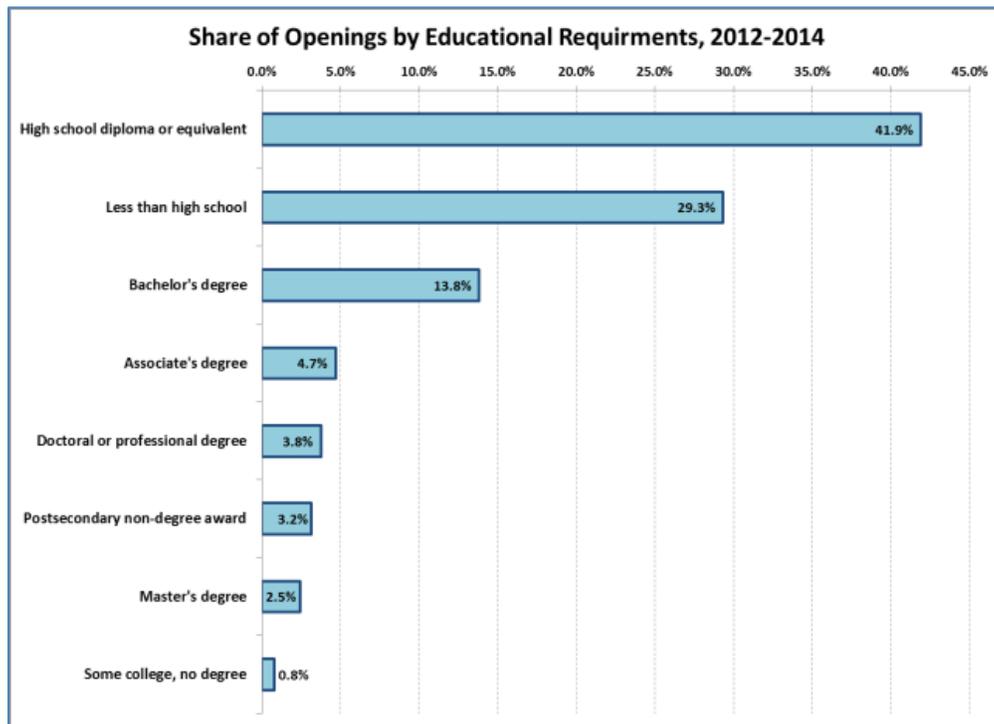
Technical workforce skills required by employers are as diverse as the residents of Phoenix. However, every job requires core competencies that are fundamental to the success of the employee. Businesses are asking for work ready individuals who demonstrate strong essential employability skills or soft skills. These skills include, but are not limited to dependability, self-motivation, positive representation of the business, employees who rise to the occasion, team players, positive attitudes, and a strong work ethic.

Figure 14: Phoenix MSA Forecast Occupational Openings (Source: ADOA)



A 2013 report from Diplomas Count ranks Arizona 43rd in high school completion, or seven percentage points lower than the national average.

Figure 15: Phoenix MSA – Educational Requirements 2012-2014 (Source: ADOA)



Occupational & Training Requirements

The greater Phoenix area is projected to grow in most industries. Certain occupations will grow faster than others as economic trends and advances in technology continuously change. Figures 16 and 17 highlight the occupations with the largest percentage of jobs and growth by occupation for the greater Phoenix area. Business, healthcare, and skilled trade occupations make up the top tier of openings while information technology occupations will have a high percentage of growth in the industry.

Figure 16: Phoenix MSA Occupational Outlook 2012-2014 (Source: ADOA)

Phoenix MSA Occupational Growth -SOC Title	Percent Growth	Total Openings ³
Retail Salespersons	3.19	6016
Customer Service Representatives	5.99	5386
Laborers and Freight, Stock, and Material Movers, Hand	5.11	3192
Office Clerks, General	5.67	2973
First-Line Supervisors/Managers of Office and Administrative Support Workers	5.54	2772
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	8.98	2428
Truck Drivers, Heavy and Tractor-Trailer	8.22	2300
General and Operations Managers	3.46	2193
Registered Nurses	3.28	2189
Construction Laborers	8.18	2097
Security Guards	8.92	2033
Secretaries, Except Legal, Medical, and Executive	3.75	1961
Cooks, Restaurant	7.58	1698
First-Line Supervisors/Managers of Retail Sales Workers	1.53	1593
Bookkeeping, Accounting, and Auditing Clerks	5.29	1544
Sales Representatives, Services, All Other	4.6	1480
Personal and Home Care Aides	7.8	1423
First-Line Supervisors/Managers of Construction Trades and Extraction Workers	9.61	1411
Dishwashers	6.51	1391
Receptionists and Information Clerks	5.03	1380
Electricians	9.42	1366
Accountants and Auditors	5.06	1353
Carpenters	8.41	1337
Computer Support Specialists	5.41	1311
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	6.62	1311
Maintenance and Repair Workers, General	4.5	1298
First-Line Supervisors/Managers of Food Preparation and Serving Workers	6.66	1276

Home Health Aides	8.27	1253
Stock Clerks and Order Fillers	0.13	1240
Food Preparation Workers	7.12	1234
Loan Officers	9.48	1224
Medical Secretaries	7.22	1192
Team Assemblers	5.94	1122
Elementary School Teachers, Except Special Education	2.9	1083
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	0.83	1051
Bill and Account Collectors	6.83	1043
Market Research Analysts and Marketing Specialists	9.39	1017
Landscaping and Groundskeeping Workers	2.09	1006
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	9.13	999
Telemarketers	6.36	979
Truck Drivers, Light or Delivery Services	5.64	977
Sales Managers	6.53	939
Teacher Assistants	3.13	938
Automotive Service Technicians and Mechanics	4.99	912
Dining Room and Cafeteria Attendants and Bartender Helpers	4.66	900
Computer Systems Analysts	5.85	887
Bartenders	6.44	885

Figure 17: Arizona 2010-2020 Occupations By Training Requirements (Source: ADOA)

Occupation By Training Requirements – Ranked by Openings Statewide	Openings	2009 Hourly Wage	Growth Rate	Training / Education Requirements*
Registered Nurses	1,658	\$32.27	2.3	Associate Degree
Network Systems and Data Communications Analysts	268	\$33.17	4.1	Bachelor's Degree
Medical and Health Services Managers	224	\$37.86	1.4	Bachelor's Or Higher Deg. + Work Exp.
Pharmacists	212	\$51.38	2.1	First Professional Degree
Computer Software Engineers, Systems Software	158	\$40.42	1.4	Bachelor's Degree
Computer Software Engineers, Applications	171	\$40.71	1.5	Bachelor's Degree
Sales Managers	298	\$44.63	1.2	Bachelor's Or Higher Deg. + Work Exp.
Physical Therapists	103	\$34.88	2.3	Master's Degree
Industrial Engineers	166	\$40.86	1.4	Bachelor's Degree
Dental Hygienists	142	\$35.58	3.2	Associate Degree
Accountants and Auditors	872	\$28.13	1.4	Bachelor's Degree

Dentists, General	109	\$77.12	1.1	First Professional Degree
Civil Engineers	118	\$36.66	1.2	Bachelor's Degree
Family and General Practitioners	60	\$76.44	1.7	First Professional Degree
Health Specialties Teachers, Postsecondary	67	\$60.26	1.6	Doctoral Degree
Internists, General	47	\$84.92	1.8	First Professional Degree
Anesthesiologists	42	\$108.66	1.8	First Professional Degree
Management Analysts	362	\$34.30	0.5	Bachelor's Or Higher Deg. + Work Exp.
Computer Systems Analysts	274	\$40.72	0.5	Bachelor's Degree
Lawyers	279	\$54.27	0.5	First Professional Degree
Medical Scientists, Except Epidemiologists	51	\$34.15	3.8	Doctoral Degree
Network and Computer Systems Administrators	153	\$31.91	0.8	Bachelor's Degree
Training and Development Specialists	276	\$25.80	1.8	Bachelor's Degree
Licensed Practical and Licensed Vocational Nurses	519	\$21.95	1.7	Postsecondary Vocational Training
Business Teachers, Postsecondary	67	\$50.16	1.5	Doctoral Degree
Physician Assistants	68	\$40.60	3.4	Master's Degree
Detectives and Criminal Investigators	197	\$27.51	1.5	Work Experience In A Related Occ.
Surgeons	31	\$95.03	1.9	First Professional Degree
General and Operations Managers	1,243	\$50.23	-0.5	Bachelor's Or Higher Deg. + Work Exp.
Radiologic Technologists and Technicians	159	\$25.25	1.7	Associate Degree
Financial Analysts	150	\$32.13	1.3	Bachelor's Degree
Computer and Information Systems Managers	96	\$51.07	0.6	Bachelor's Or Higher Deg. + Work Exp.
Instructional Coordinators	182	\$23.29	1.8	Master's Degree
Medical and Clinical Laboratory Technologists	144	\$23.54	1.7	Bachelor's Degree
Market Research Analysts	199	\$29.15	1.6	Bachelor's Degree
Nuclear Engineers	30	\$43.44	2.0	Bachelor's Degree
Vocational Education Teachers, Postsecondary	73	\$29.23	1.9	Doctoral Degree
Engineering Managers	108	\$56.80	0.2	Bachelor's Or Higher Deg. + Work Exp.
Education Administrators, Elementary and Secondary School	121	\$36.72	0.4	Bachelor's Or Higher Deg. + Work Exp.
Financial Managers	162	\$45.27	0.3	Bachelor's Or Higher Deg. + Work Exp.
Compliance Officers, Except Agriculture, Construction, Health and Safety	210	\$24.61	2.2	Long-Term On-The-Job Training

Marketing Managers	90	\$41.90	0.6	Bachelor's Or Higher Deg. + Work Exp.
Sales Representatives, Wholesale and Manufacturing, Except Technical	890	\$27.89	0.5	Work Experience In A Related Occ.
Occupational Therapists	59	\$31.23	1.7	Master's Degree
Optometrists	44	\$57.40	0.9	First Professional Degree
Respiratory Therapists	104	\$22.45	2.5	Associate Degree
Mechanical Engineers	135	\$36.70	0.3	Bachelor's Degree

Population

The greater Phoenix area has seen between 2-5% increases in annual population growth since 1976, with a decrease in population during the recent recession and a 1.1% population increase in 2012.³ Below is a snapshot of the population and demographic breakdown for the city of Phoenix.⁴

Figure 18: (Source: U.S. Census Bureau)

People QuickFacts	Phoenix	Arizona
Population, 2012 estimate	1,488,750	6,553,255
Population, 2010 (April 1) estimates base	1,447,552	6,392,015
Population, percent change, April 1, 2010 to July 1, 2012	2.8%	2.5%
Population, 2010	1,445,632	6,392,017
Persons under 5 years, percent, 2010	8.3%	7.1%
Persons under 18 years, percent, 2010	28.2%	25.5%
Persons 65 years and over, percent, 2010	8.4%	13.8%
Female persons, percent, 2010	49.8%	50.3%
White alone, percent, 2010 (a)	65.9%	73.0%
Black or African American alone, percent, 2010 (a)	6.5%	4.1%
American Indian and Alaska Native alone, percent, 2010 (a)	2.2%	4.6%
Asian alone, percent, 2010 (a)	3.2%	2.8%
Native Hawaiian and Other Pacific Islander alone, percent, 2010 (a)	0.2%	0.2%
Two or More Races, percent, 2010	3.6%	3.4%
Hispanic or Latino, percent, 2010 (b)	40.8%	29.6%
White alone, not Hispanic or Latino, percent, 2010	46.5%	57.8%
Living in same house 1 year and over, percent, 2007-2011	78.2%	80.1%
Foreign born persons, percent, 2007-2011	21.5%	13.9%
Language other than English spoken at home, percentage 5+, 2007-2011	36.8%	27.1%
High school graduate or higher, percent of persons age 25+, 2007-2011	79.7%	85.2%
Bachelor's degree or higher, percent of persons age 25+, 2007-2011	25.4%	26.4%
Veterans, 2007-2011	82,107	536,449
Mean travel time to work (minutes), workers age 16+, 2007-2011	24.7	24.7

³ Arizona State University

⁴ U.S. Census Bureau – Phoenix QuickFacts

The city of Phoenix has a more diverse population when compared to the rest of the state, with a higher percentage of African Americans, Asian, Hispanic, foreign born and number of people speaking a language other than English at home. Phoenix has fewer high school graduates and bachelor's degrees. The city of Phoenix boasts 82,107 Veterans, or 15% of the total statewide Veteran population.

Phoenix has a slightly higher population rate of persons per household compared to the state, but trails Arizona's average in median and per capita household income, with a difference of \$2,156 and \$1,419 respectively. Both Arizona and Phoenix are well below the national averages in per capita income (\$27,915) and median household income (\$52,762).

Figure 19: (Source: U.S. Census Bureau)

Housing units, 2010	590,149	2,844,526
Homeownership rate, 2007-2011	58.5%	66.6%
Housing units in multi-unit structures, percent, 2007-2011	32.2%	20.6%
Median value of owner-occupied housing units, 2007-2011	\$201,000	\$197,400
Households, 2007-2011	516,084	2,344,215
Persons per household, 2007-2011	2.78	2.64
Per capita money income in the past 12 months (2011 dollars), 2007-2011	\$24,365	\$25,784
Median household income, 2007-2011	\$48,596	\$50,752
Persons below poverty level, percent, 2007-2011	20.3%	16.2%

Phoenix has a staggering poverty rate, averaging 20.3% compared to the statewide average of 16.2% and the U.S. average of 14.3%. In Phoenix 28.2% of the American Indian and Alaskan Native, 33.5% of the Native Hawaiian and Other Pacific Islander, 23.1% of Vietnamese and 31% Hispanic or Latino populations live below the poverty line⁵. Twenty-two percent of African Americans and 14.1% of Caucasian residents in Arizona live below the poverty line.

Unemployment

Phoenix watched unemployment decrease from 46,920 claims in 2002 to 28,533 in 2007. The recession then hit the city and jumped unemployment to a high of 83,265 claims in 2009.⁶ Unemployment remains stubbornly high at a current mark of 6.7% in January, 2014, compared to the state of Arizona at 7.3% in February, 2014.⁷

According to Figure 20 below, in Maricopa County, over 5,900 residents have exhausted their unemployment insurance benefits in the last six months, of those 25% were seniors, as older workers face difficulty in entering the workforce.

⁵ U.S. Census Bureau. Poverty Rates for Selected Detailed Race and Hispanic Groups by State and Place: 2007-2011.

⁶ AZStats.gov. Local Area Unemployment Statistics (LAUS) Data

⁷ AZDOA

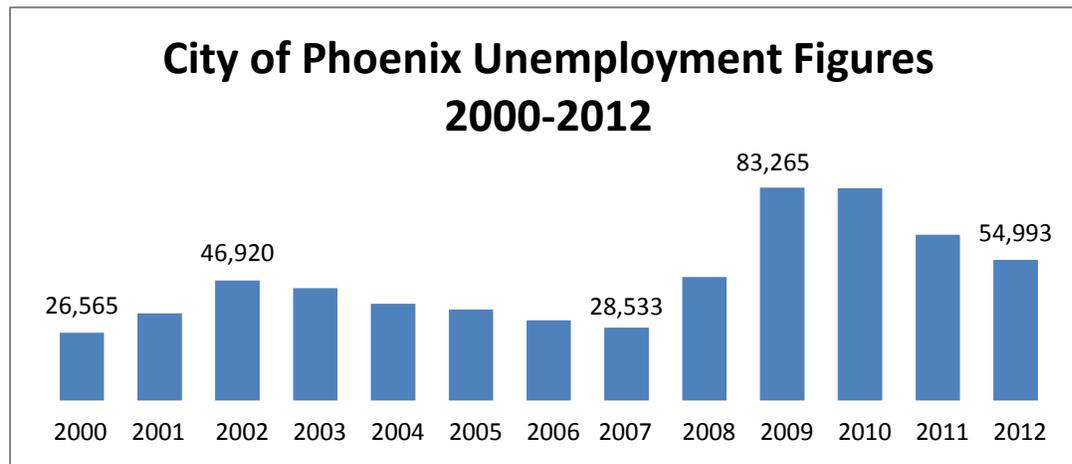
Within two weeks 2,034 residents filed new unemployment insurance claims. Within five weeks, there were 39,606 residents continuing to receive unemployment insurance.

Figure 20: (Source: U.S. Bureau of Labor Statistics)

Demographic	New Claims filed within the last two weeks (Oct, 2013)	New EUC claims filed within the last two weeks (Oct, 2013)	Continued claims last 5 weeks in Maricopa County	Number exhausted in Maricopa County in last 6 months
White	1,358	262	24,357	3,476
African American	225	34	4,390	565
Hispanic	53	13	1,023	149
American Indian	82	13	1,237	165
Disabled	65	3	751	82
Seniors (55+)	251	80	7,848	1,465

Unemployment levels continue to run high among certain sectors of the population. Teenagers in particular have experienced high unemployment and their participation rate in the labor force is the lowest it has been since 1989⁸. The number of youth unemployed in the U.S. is 3.8 million representing an employment rate of 16.3%⁹. Youth in the U.S. sub-population unemployment was 28.2% African American, 18.1% Hispanic, 15% Asian, 17.6% Men, 14.8% Women and 13% Caucasian.

Figure 21: (Source: U.S. Census Bureau)



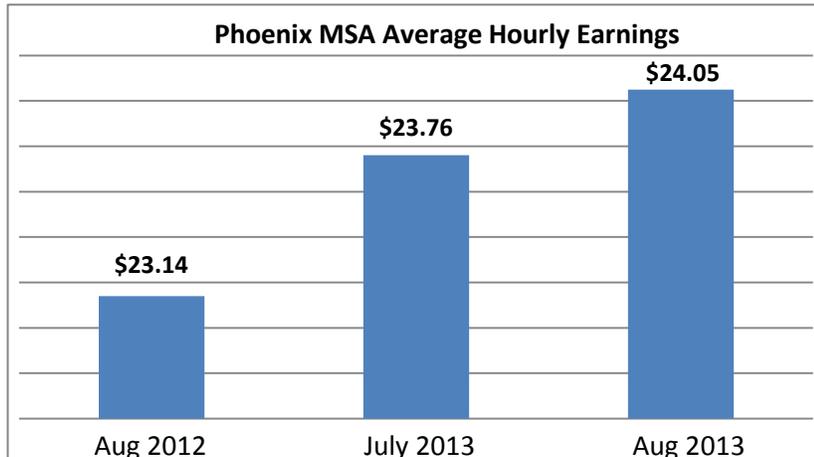
Wages

⁸ U.S. Bureau of Labor Statistics. Employment status of the civilian noninstitutional population 16-24 years of age by sex, race, and Hispanic or Latino ethnicity, July 2010-2013.

⁹ BLS. Economic News Release. Employment and Unemployment Among Youth Summary, August 20, 2013.

Phoenix has seen an increase in average wages since 2009. It is currently ranked 8th among large metro areas with the largest average rise in wages from \$41,930 in 2009 to \$45,240 in 2012.¹⁰ This is an increase of \$3,310, it should be noted, the greater Phoenix region has been making far less on average than other metro areas.

Figure 22: (Source: U.S. Census Bureau)



Residents employed in the greater Phoenix area observed a decrease in average weekly hours from August 2012 at 36.1 hours per week to 35.1 hours per week in August 2013.¹¹ This slight decrease can be attributed to the recent slowdown in production and manufacturing. Many local residents have taken up a second job to make ends meet. In fact, 10.4 million individuals, or nearly one-third of all working families, are now classified as the working poor in the U.S.¹²

The working poor are individuals who spent at least 27 weeks in the labor force but whose incomes still fell below the official poverty level. The total number of people in low-income working families now stands at 47.5 million in the U.S. with 23.5 million children in low-income working families¹³.

In Arizona alone there are over 255,000 low-income working families out of 652,000 working families, or 39% of all working families in Arizona¹⁴. This ranks Arizona 47th of all states for the highest percentage of working families that are low-income, with a large portion living within the greater Phoenix area.

¹⁰ U.S. Bureau of Labor Statistics.

¹¹ U.S. Bureau of Labor Statistics. Average Hourly and Weekly Earnings. August 2013.

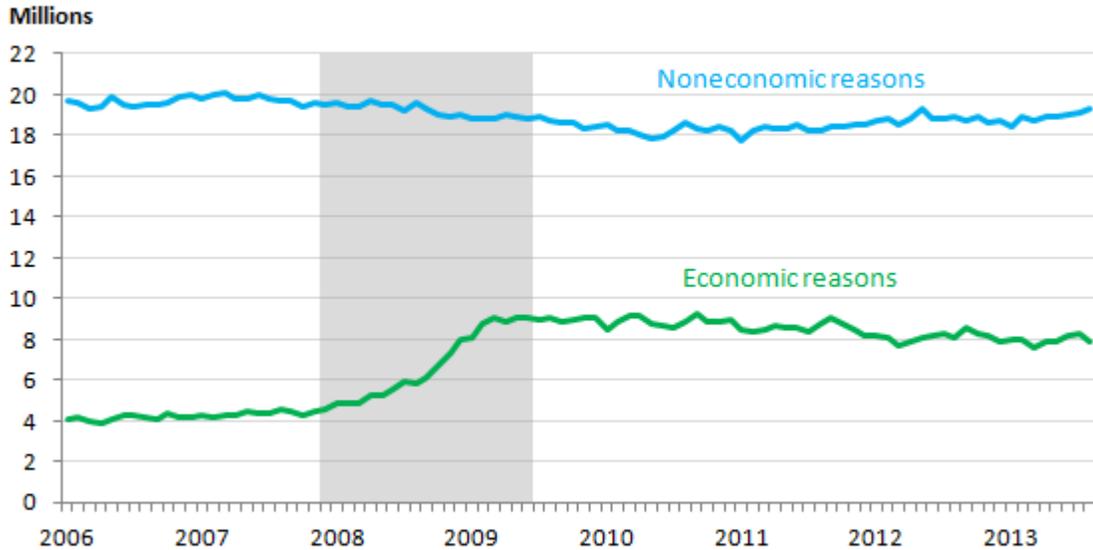
¹² U.S. Bureau of Labor Statistics. A Profile of the Working Poor, 2001. (April, 2013)

¹³ The Working Poor Families Project. Policy Brief. Winter, 2012-2013. *Low-Income Working Families: The Growing Economic Gap*.

¹⁴ The Working Poor Families Project. Policy Brief. Winter, 2012-2013. *Low-Income Working Families: The Growing Economic Gap*.

Figure 23: (Source: U.S. Census Bureau)

Persons at work part time for economic and noneconomic reasons, seasonally adjusted, January 2006–August 2013



Note: Shaded area indicates 2007–2009 recession, as determined by the National Bureau of Economic Research.
Source: U.S. Bureau of Labor Statistics.

Employees working part-time (choice involuntary) totaled 7.9 million in the U.S. for September 2013¹⁵. Part-time employment opportunities are increasing in the local area and are viewed as a trending business strategy. An increase in contract and temporary work are also trends the local area is noticing.

Phoenix boasts 112,202 business firms throughout the city, with 19.4% of those being minority owned.

Figure 24: (Source: U.S. Census Bureau)

Business Quick Facts	Phoenix	Arizona
Total number of firms, 2007	112,202	491,529
Black-owned firms, percent, 2007	3.0%	2.0%
American Indian- and Alaska Native-owned firms, percent, 2007	1.3%	1.9%
Asian-owned firms, percent, 2007	3.7%	3.3%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	0.1%	S
Hispanic-owned firms, percent, 2007	11.3%	10.7%
Women-owned firms, percent, 2007	26.8%	28.1%

¹⁵ Bureau of Labor Statistics. The Employment Situation – September 2013.

The Phoenix Business and Workforce Development Board and the Phoenix Workforce Connection system have decided to strategically invest workforce investment funds into targeted areas, industries, and populations. High priority populations to serve include Veterans, Dislocated Workers, Youth, Older Workers and Under-Employed workers.

Veterans

It is the responsibility of the community to serve our military Veterans with a high-level of prioritized service. Veterans possess highly desirable skill sets when they transition out of active duty. Challenges can exist to translate prior learning, work, and training experience into civilian terms. Too many Veterans are still unemployed. Currently in the U.S. 244,000 Veterans are unemployed¹⁶.

Figure 25: Veteran Employment Status (in thousands) (Source: U.S. Bureau of Labor Statistics)

Veteran Employment Status – Gulf War –era II	Sept. 2012	Sept. 2013
Civilian labor force	2,092	2,419
Participation rate	82.1	80.0
Employed	1,890	2,175
Employment-population ratio	74.2	71.9
Unemployed	202	244
Unemployment rate	9.7	10.1
Not in labor force	455	605

Youth

Unemployment rates for Youth ages 16-19 is 28.9% and those ages 20-24 is 13.3% in the state of Arizona¹⁷. Youth employment opportunities during the recession were greatly reduced due to a more plentiful, experienced and available workforce. Targeting youth initiatives, including those sub-populations that are having a difficult time with career planning and overcoming their barriers to employment is a priority for the local area. Foster youth are a prime example of a targeted youth sub-population the Workforce Investment Act and the local area will continue to serve. According to the Chapin Hall Center for Children, one third of former foster youth receive public assistance within two years of leaving foster care, and 51% are unemployed by age 22. Engaging all youth early with workforce intelligence and opportunities such as internships, job-shadows, mentorships, volunteer opportunities, and tours of business are critical for the local areas workforce pipeline development.

¹⁶ U.S. Bureau of Labor Statistics. Economic News Release, October 22, 2013.

¹⁷ U.S. Bureau of Labor Statistics. LAUS

Older Workers

Today, a confluence of factors is prompting America to change the way it thinks about age and work. The economic downturn, shifting perceptions of retirement, increased workplace flexibility and the aging of the "baby boomer" generation are all contributing to people working longer¹⁸. To retain the talents of these valuable, skilled workers, employers can implement a variety of workplace practices, many of which benefit all workers and make good business sense. The number of workers over age 55 is projected to comprise one-fifth of the nation's workforce by 2015¹⁹. In Arizona alone, there currently are 591,000 workers who are 55+ in the workforce, with unemployment rates for 55-64 at 4.8% and those 65 and older at 9.2%²⁰. (Figure 26)

Figure 26: 2012 Arizona LAUS (Source: U.S. Bureau of Labor Statistics. Local Area Unemployment Statistics)

Group (In thousands)	Civilian non-institutional population	Number	Percent of population	Employment		Unemployment	
				Number	Percent of population	Number	Rate
	4,333	2,618	60.4	2,407	55.5	212	8.1
White, men	2,122	1,422	67.0	1,304	61.5	118	8.3
White, women	2,211	1,196	54.1	1,102	49.9	94	7.9
Black or African American	230	139	60.6	126	55.1	13	9.2
Black or African American, men	113	71	63.1	65	57.9	6	8.3
Black or African American, women	117	68	58.3	61	52.4	7	10.2
Asian	184	118	64.2	109	59.1	9	7.9
Asian, men	82	63	76.5	56	67.8	7	11.4
Asian, women	102	55	54.2	53	52.1	2	3.9
Hispanic or Latino ethnicity	1,455	897	61.7	802	55.1	95	10.6
Hispanic or Latino ethnicity, men	726	517	71.1	465	64.1	51	9.9
Hispanic or Latino ethnicity, women	729	381	52.2	337	46.2	44	11.5
Married men, spouse present	1,262	885	70.1	841	66.6	44	5.0
Married women, spouse present	1,294	675	52.1	644	49.7	31	4.6
Women who maintain families	280	181	64.7	158	56.5	23	12.7
Total, 16 to 19 years	342	122	35.6	86	25.3	35	28.9
Total, 20 to 24 years	441	322	72.9	279	63.2	43	13.3
Total, 25 to 34 years	832	639	76.7	587	70.6	51	8.0
Total, 35 to 44 years	845	669	79.2	630	74.6	39	5.9
Total, 45 to 54 years	825	640	77.6	596	72.3	44	6.8
Total, 55 to 64 years	819	494	60.3	470	57.3	24	4.8
Total, 65 years and over	894	133	14.9	121	13.5	12	9.2
Men, 16 to 19 years	179	64	35.9	44	24.8	20	30.9
Men, 20 to 24 years	225	180	79.9	154	68.4	26	14.4
Men, 25 to 34 years	392	341	86.9	317	80.8	24	7.0
Men, 35 to 44 years	436	377	86.5	356	81.7	21	5.5

¹⁸ U.S. Department of Labor – Office of Disability Employment Policy. Older Workers.

¹⁹ U.S. Government Accountability Office

²⁰ U.S. Bureau of Labor Statistics. LAUS.

Men, 45 to 54 years	399	341	85.6	319	79.9	23	6.7
Men, 55 to 64 years	387	255	66.0	244	63.2	11	4.3
Men, 65 years and over	416	75	17.9	64	15.4	10	14.0
Women, 16 to 19 years	163	57	35.2	42	25.8	15	26.7
Women, 20 to 24 years	216	142	65.7	125	57.9	17	11.8
Women, 25 to 34 years	440	298	67.7	270	61.5	27	9.2
Women, 35 to 44 years	409	292	71.5	274	67.0	19	6.4
Women, 45 to 54 years	426	298	70.0	278	65.1	21	7.0
Women, 55 to 64 years	432	238	55.1	225	52.2	13	5.4
Women, 65 years and over	478	59	12.3	57	11.9	2	3.1
White, 16 to 19 years	272	100	36.8	71	26.1	29	29.0
White, 20 to 24 years	357	268	75.0	234	65.6	34	12.5
White, 25 to 34 years	713	556	77.9	509	71.4	47	8.4
White, 35 to 44 years	705	561	79.6	529	74.9	33	5.8
White, 45 to 54 years	726	573	78.9	534	73.7	38	6.7
White, 55 to 64 years	726	437	60.2	416	57.3	21	4.8
White, 65 years and over	834	124	14.9	113	13.6	11	8.6
Asian, 35 to 44 years	46	40	86.4	38	81.2	2	6.0
Hispanic or Latino ethnicity, 16 to 19 years	153	49	32.2	34	22.2	15	31.0
Hispanic or Latino ethnicity, 20 to 24 years	172	126	73.6	109	63.3	18	13.9
Hispanic or Latino ethnicity, 25 to 34 years	312	231	74.1	210	67.3	21	9.1
Hispanic or Latino ethnicity, 35 to 44 years	312	231	74.2	215	68.9	17	7.2
Hispanic or Latino ethnicity, 45 to 54 years	201	161	79.8	147	73.1	14	8.5
Hispanic or Latino ethnicity, 55 to 64 years	165	80	48.7	70	42.5	10	12.8

Challenges associated with finding employment and attaining the right education can be found throughout the U.S. The greater Phoenix area is not immune to these trials. The local population in general needs to know which businesses are hiring, why they are hiring, and how they can obtain employment with these companies. Having this industry intelligence will allow the local population to explore multiple career pathways into industries and occupations they may have never considered. Manufacturing is a good example of an industry whose image and career pathways need to be highlighted and pursued. One of the top reasons today's workforce does not possess the education, skills, and training to meet business needs are the low level of industry intelligence. Below is an analyzed list of local challenges facing our community in attaining education, skills, and training.

Attaining Education

The Arizona Department of Education reports in 2012, the state had a high school graduation rate of 76% for all students, in Maricopa County 78%, and in the Phoenix Union High School District 76%.

Obtaining a high school diploma or GED is the first step in increasing the opportunities for employment. Obtaining information about careers and educational pathways can help increase the completion rate by keeping youth engaged in a subject they find interesting. Career and technical education (CTE) in the local area continues to grow in importance and is responding to industry demands. Arizona high school CTE students are graduating at a 90% rate, compared with the statewide average of 76%. Continuous efforts to promote Science Technology Engineering and Math (STEM) career pathways in and out of the educational system will be made throughout the local area. PWC will continue to assist youth and adults with completing their high school diplomas or GED while connecting them to real-time labor market information.

Figure 27: Maricopa County High School Graduation Rate (Source: Arizona Department of Education)

Subgroup	Percent Graduated in 4 Years
Asian	87.9%
White	86.2%
Female	83%
Multiple Races	81.4%
Male	74.6%
Economically Disadvantaged	73.1%
African American	72.5%
Migrant	71.4%
Hispanic or Latino	71.1%
Students with Disabilities	68.5%
Native American	65.1%
Native Hawaiian or Pacific Islander	62%
Limited English Proficient	21.7%

Obtaining access to post-secondary training can also be challenging. Remedial training in math, reading, and writing will be necessary for some of the local population prior to accessing post-secondary education. PWC will continue to work with various community partners to assist with remedial training.

Selecting the appropriate post-secondary education is becoming more critical and difficult to decipher. Multiple training programs exist with large recruiting teams to fill training slots, whether there is sufficient demand for job related training or not. Understanding the local labor market and working with career advisors will help job-training applicants understand their options and lay out clear expectations. PWC will work diligently to assist individuals with training in demand now and in the future.

According to the 2013 Arizona Board of Regents annual report, Arizona’s universities, (Arizona State University, the University of Arizona and Northern Arizona University) produced 23,768 bachelor’s degrees in 2012 with total enrollment at 139,345 students, a two percent increase.

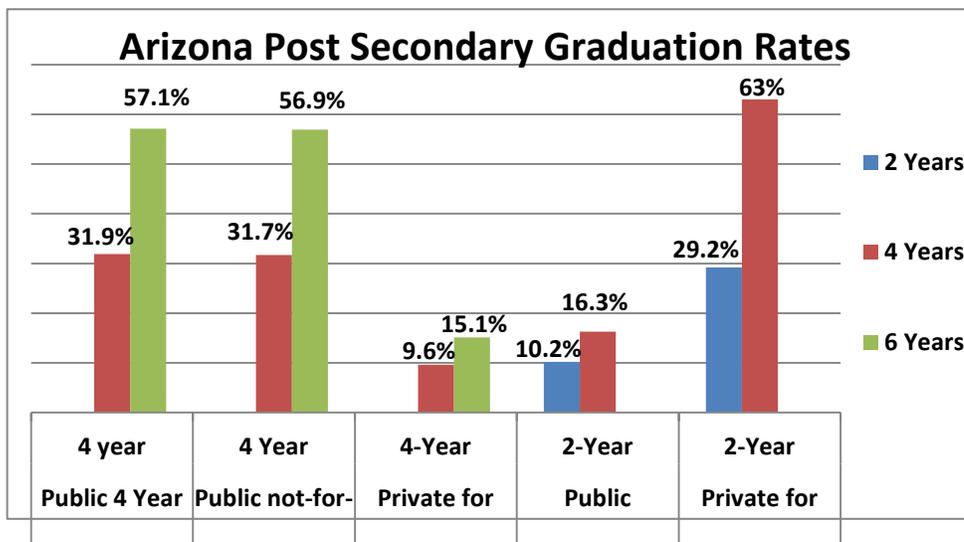
By 2020, the Arizona university system hopes to award more than 30,000 bachelor’s degrees annually. The university system has collectively increased the number of degrees awarded by 3.2% in high-demand fields such as STEM, Education and Health. Eighty-eight percent of these students received some form of financial aid.²¹

Figure 28: Public University and Community College Enrollment (Source: Arizona Board of Regents and Maricopa Community College District & Arizona State Board for Private Postsecondary Education)

2012-2013 University Enrollment Headcount:		MCCD Enrollment	2013 Post Secondary Private Schools Enrollment	2013 Post Secondary Private Vocational Enrollment
ASU	73,378	265,000	223,968	43,273
NAU	25,744			
UA	40,223			

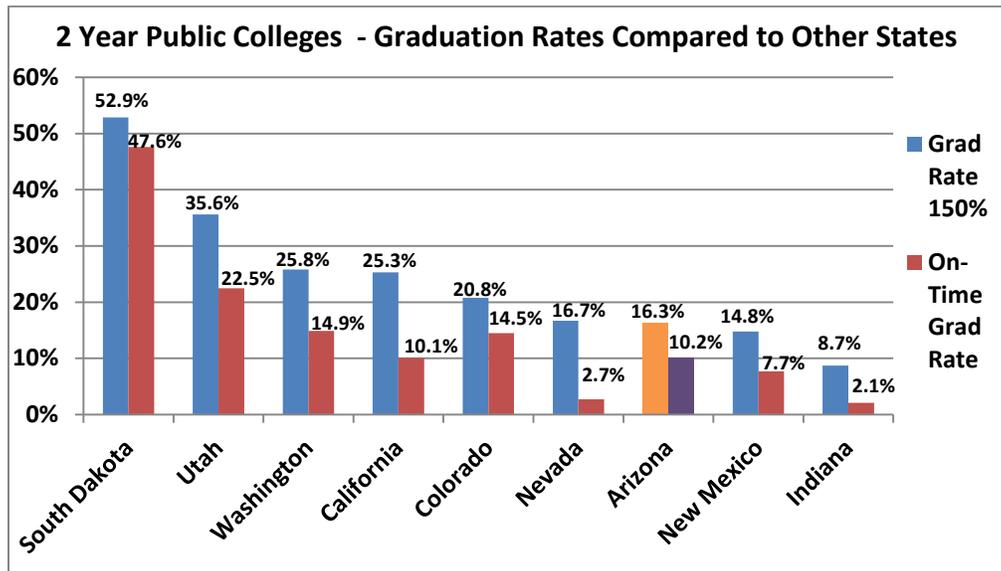
Another challenge relating to attaining education credentials is completion. Large portions of the talent pool begin post-secondary education and for a variety of reasons do not complete the degree. According to a 2010 Chronicle of Higher Education College Completion study Arizona ranks 34th in the nation for on-time and extended-time period graduation rates for 2 year public colleges. The local area must support students and institutions of higher education to push for higher completion rates and continuously monitor the Eligible Training Provider List (ETPL) for quality assurance purposes.

Figure 29: (Source: Chronicle for Higher Education)



²¹ Impacting Arizona. Transforming the World. FY 2013 in Review. Arizona Board of Regents. October 1, 2013. www.azregents.edu.

Figure 30: (Source: Chronicle of Higher Education – College Completion, 2010)



The demographic figures of the 265,000 students that attend 10 different colleges and two skills centers throughout the Maricopa County Community College District show:

- ❖ 56% Women
- ❖ 49% Non-Anglo (9% Other/Undeclared)
- ❖ 41% age 25 or older
- ❖ 72% part-time
- ❖ 44% intend to transfer
- ❖ 36% intend to gain or improve workforce skills
- ❖ 10% attend for personal interest
- ❖ 48% attend during the day
- ❖ 17% attend during the evening
- ❖ 31.5% are nontraditional
- ❖ 3.4% attend on the weekend

The earn and learn apprenticeship model offers on-the-job training and project based learning opportunities proven to be highly successful forms of education in the local area. Additional apprenticeship opportunities are needed to maintain and grow the local economy. Pathways to apprenticeship training must be enhanced in the local area as demand for a qualified and skilled workforce grows. By creating and encouraging a life-long learning environment within the local area through private and public delivery systems will enable individuals to seek out appropriate career pathways and ultimately attain the education desired and/or needed.

Attaining Skills

The best way individuals can gain skill sets employers desire, comes from employment, volunteer, or educational opportunities. Practically every job advertised is looking for job-related experience. This can be the greatest challenge to job-seekers.

Identifying transferable skills and then targeting those areas where experience or a credential is needed are key to overcoming employment challenges. An example of this is assisting Veterans with cross-walking their Military Occupation Specialties (MOS) with non-military job descriptions to highlight skill sets.

Looking for work can be a challenge. As businesses continue to change their hiring processes, job-seekers must adapt and improve their approach to finding the right career. Job-readiness classes and workshops held at the One-Stops and Business Center are currently teaching the local area new skills and resources to find work. These classes and trainings must continue to motivate, challenge and improve job-seeker methods of finding employment. Assessments to gauge current skill sets, competencies and interests must be utilized throughout the local area to support job-seekers and incumbent workers. Partnering with industries to identify the core competencies and skill sets needed, will help the local area address gaps within the current or future workforce of the local area. Best practices like the existing SOAR training developed by PWC and MCCD are in response to business demands for soft skills and job-readiness development.

Accessing opportunities for internships, mentorships, job-shadows, volunteering, and tours will assist the local area in growing and obtaining new skill sets. Developing additional partnerships with industries will create these opportunities for the local area.

Training

As technology advances and industries change their production and service delivery models, continuing education classes and trainings are necessary. Connecting businesses to training providers that can offer specific training needs, through existing or customizable curriculums, will be one of the most important duties of the local workforce area. As businesses brace for the baby boomer population to retire, the current workforce will be tapped to fill these projected vacancies and with this transition comes a need for training in areas such as managerial and leadership methods, software and web-based platforms, and new areas yet to be defined. The local workforce area is well positioned to meet these needs due to several entities working collaboratively to connect educational offerings to industries.

The Phoenix Workforce Connection (PWC) and the greater workforce system have tools that will help businesses find a qualified workforce.

However, the local workforce area will face significant challenges in completely closing the skills gap due to limited resources and bandwidth and the ever-changing needs of industries. A targeted focus on certain sectors will enable the local area to invest in individuals and businesses to find employment in high-wage, high-skill jobs.

PWC and partners are committed to sector strategies which are economic and workforce development focused by local business leaders from strategic sectors. To date, PWC has launched a healthcare sector strategy and is supporting a statewide manufacturing sector strategy. Additional sector strategy approaches will be developed that could include information, energy, transportation, construction/skilled trades, and advanced business services. Economic and workforce opportunities are exposed using an industry-led sector strategy approach. These include leveraging targeted trainings (OJT, employed worker, customized, and cohort training), recruitments and assessments of the proposed and current workforce of the company, and expansion and retention opportunities.

A major opportunity to engage businesses and to close the skill gap comes by providing access to internships, OJTs, work experiences, job shadowing, volunteer opportunities, and tours of the company. An increased effort will be made to identify internship opportunities for all, but specifically for youth. Experience is the number one skills gap issue facing many job-seekers today. The local area will develop more access to job experience opportunities.

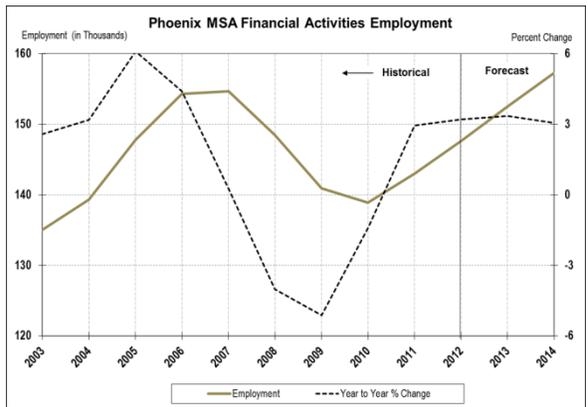
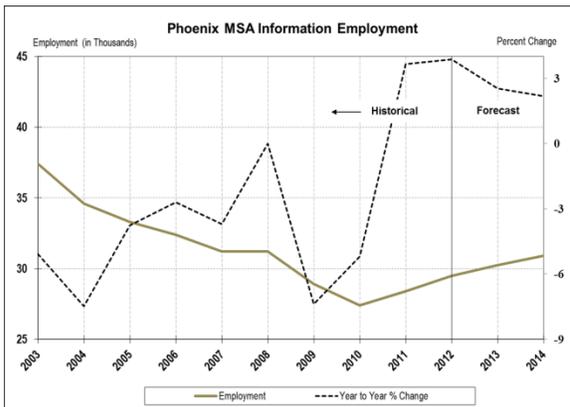
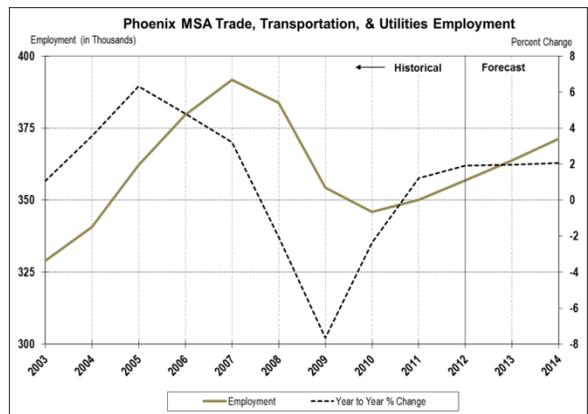
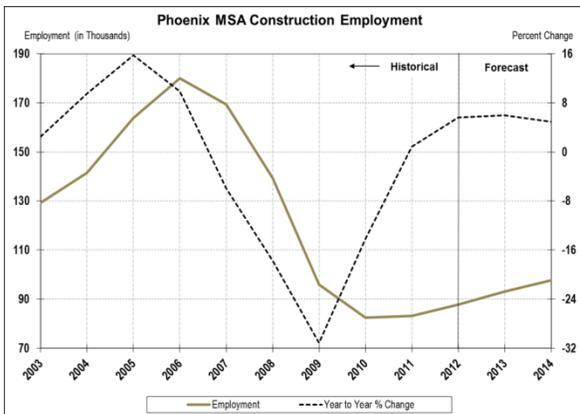
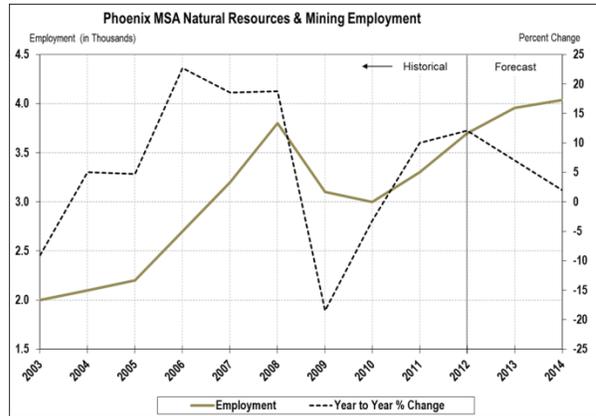
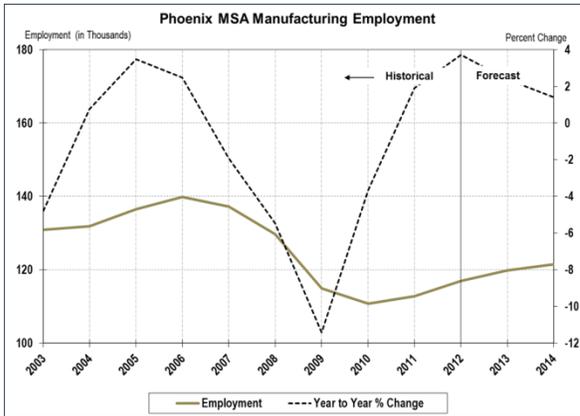
It is true that the majority of jobs expected to grow require a high school diploma or less. However, our focus is to put individuals onto a career path, not just a job. This requires a cradle to career approach to workforce development and calls for a greater discussion among business and community leaders to make this a reality. Continued dialogue at all levels of the system will continue.

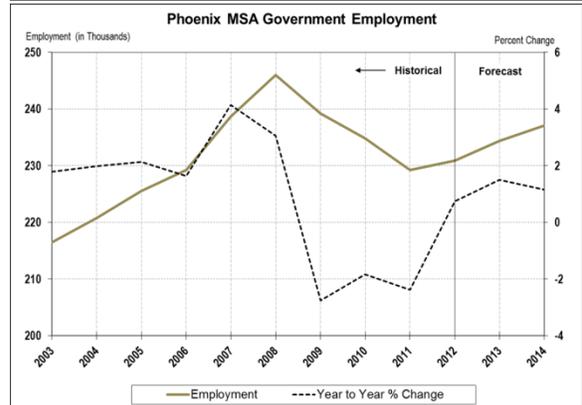
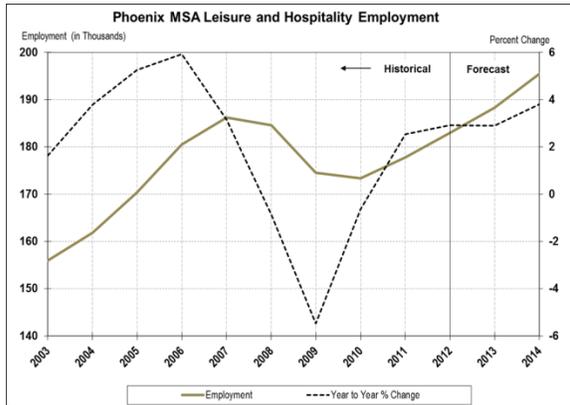
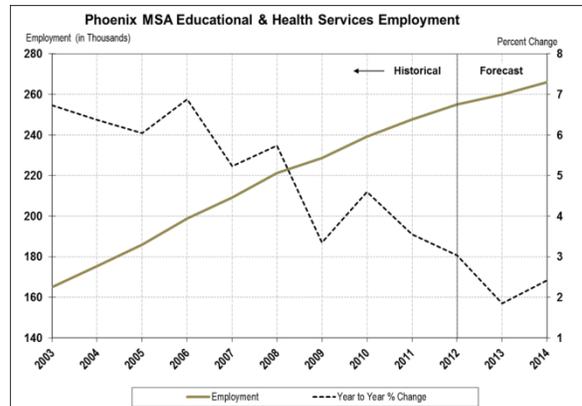
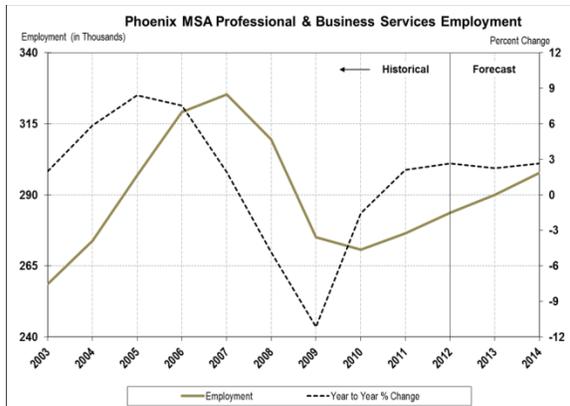
Training will play a key role in closing the skills gap. Connecting with our private and public training providers and referring business needs will assist company talent and retention. As an example, PWC has entered into a memorandum of understanding (MOU) with the Maricopa County Community College District Office to collaborate on labor market information and to assist businesses with training needs. Leveraging business solutions such as OJT and employed worker training funds can save businesses money, energy, and time while closing the skills gap.

Industries Growing and Declining

Most industry sectors are projected to grow in both the short and long-term projections (Figures 31-38). Healthcare, transportation, and financial industries are projected for substantial growth. Manufacturing and information will continue to grow but at a slower pace.

INDUSTRIES GROWING AND DECLINING (Figures 31-38, Source: ADOA)





Changes anticipated in the regional economy and the local workforce includes:

- **Retirements:** A significant percentage of the current workforce is eligible to retire now or within the next five years. The energy industry alone reports nearly 50% of their workforce is becoming eligible to retire in the next few years²². Government, education, healthcare, and other industries also have over 30% of their workforce eligible to retire. Workforce succession planning and obtaining additional business intelligence will be crucial for the local workforce system to respond to this unprecedented transition.
- **Technology:** As technology advances in every industry, additional training and certifications will be needed to ensure the local area has a robust, qualified workforce.
- **Labor Shortage:** Looking into the future, the local area is aware of the current growth rate, with the expectation retirements will increase, and could lead to a shortage of labor in the local area. Arizona is not immune to this problem.

²² Arizona Sun Corridor – Get Into Energy Consortium. www.az.getintoenergy.com

In fact, South Dakota and Utah have significantly lower unemployment rates and businesses are increasingly challenged to find talent. In the U.S. by 2020, there will be 55 million projected job vacancies, with 24 million of these net new and 31 million being replacement jobs²³.

Targeted industry sectors identified by the Phoenix Business and Workforce Development board and the Community and Economic Development Department are:

- Bio-Life Science – A healthcare sector strategy launched in 2013.
- Advanced Business Services
- Manufacturing–Local area supporting state wide manufacturing sector strategy.
- Sustainable Industries and Enterprises
- Higher Education
- World Business, Trade, and Foreign Direct Investment
- Established and Emerging Enterprises

Other industries we will continue to work with include construction, transportation and logistics, and energy.

One-Stop Career Centers are located in the north, west, and south sections within the city of Phoenix. Access points have also been established and are located through Phoenix and Maricopa County.

SECTION- G.1 - WAIVERS

The State approved waivers listed below will be incorporated into the PWC service delivery as applicable:

1. **Adult – Dislocated Worker Funds Transfer:** The PBWD Board typically approves a 30% transfer of funds from Dislocated Worker to Adult. This transfer allows flexibility to issue contracts with community-based organizations that serve targeted and often times hard-to-serve adult populations that are neighborhood specific. The transfer also allows the establishment of a set budget for business services such as on the job training and customized employed worker training. Budgets and service level goals are monitored monthly to ensure that the funding levels meet the needs of both adults and dislocated workers.
2. **Competitive Procurement of Youth Program Elements:** All City of Phoenix Youth Program elements are delivered through contracted providers. The PBWD Board uses a competitive Request for Proposal process to procure and fund all Youth Service Providers. There are no impacts from this waiver.

²³ Georgetown Public Policy Institute’s Center for Education and the Workforce (June 2013)

3. **Customized Training – Employer Concentration:** This waiver has been consistently applied when entering into Employed Worker Training contracts with small businesses. As noted in this business plan, the City of Phoenix business solutions team will be supporting small business employers in efforts to train a workforce that is skilled and flexible to meet the changing needs of businesses. An allocation is established each year for these contracts. Monthly monitoring will determine whether there is an increase in use based on the waiver.
4. **Eligible Program Performance and Cost for ETPL:** The City of Phoenix assigns ETP management as part of the duties of one staff member who reviews the requests from training providers to be approved for inclusion on the Arizona ETPL. After review, the Business and Workforce Development Division Deputy Director evaluates the requests and processes for approval from the PBWD Board. This waiver shifts the responsibility for managing and monitoring the performance of training providers to the local area. The full impact of this added responsibility will not be known until discussions are finalized with State WIA staff. It will possibly require additional staffing due to the number of training providers in the greater Phoenix area.
5. **Rapid Response – Incumbent Worker Layoff Aversion Waiver Request:** The waiver has not been used but it affords flexibility to train employed workers facing layoffs without the restrictions imposed by WIA performance and policy. The waiver may be used to support training of employees in small businesses where the streamlined funding and elimination of eligibility compliance does not reduce effectiveness. To ensure the maximum of 20% is not exceeded, budgets will be monitored monthly.
6. **City of Phoenix is not part of REPAC**
7. **City of Phoenix is not part of REPAC**
8. **City of Phoenix is not part of REPAC**
9. **Exclusive Use of Common Measures:** The City of Phoenix negotiated the 2013 Common Measures with the State of Arizona and will work closely with the Phoenix Workforce Connection staff and providers to monitor these activities to ensure compliance and achievement of desired outcomes.
10. **Required Activities – Incentive Grants:** This waiver will have little impact on the Phoenix Workforce Connection and will ensure delivery of the program activities most essential to the basic functions of the workforce investment act system.

SECTION- H.1 - WORKFORCE AREA PROGRAM ALIGNMENT

The recession left the workforce system in shambles. The sheer volume of individuals who were all in great need dictated that program staff resolved those issues with the greatest impact first. Thus, most of the focus was on how to ensure unemployment insurance benefits were initiated and continued. There were few job opportunities, so those who indicated an interest in training were immediately referred to WIA Title 1B staff without initial assessments or triage. In turn, WIA staff invested significant amounts of time and funds into occupational training with the hopes that a job might materialize before the end of training services. So much was done to provide hope and encouragement to our customers in such dismal economic times that no one had time for a shared or functional approach to work with individuals. It is important to recognize that, in hindsight, our system would have been more efficient and effective had functions been codified prior to the recession.

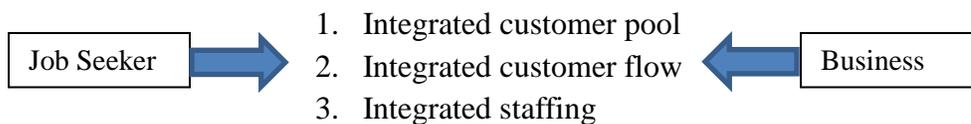
PWC has taken some small steps over the past couple of years to re-focus staff on shared customer needs as opposed to approaching customers from only a program perspective as was done during the recession. Flat screen TVs were installed at both comprehensive centers so that customers can view the menu of services as well as current events such as hiring opportunities occurring that day or in the near future. One-Stop Center “all” staff meetings, have been re-introduced to ensure monthly communication of collective needs. These are only small steps pointing to a willingness on staff’s part to shift focus from the “program I represent” to “here’s what’s happening in our center.”

As noted in Section D, Planning Development, the Phoenix City Council approved the Community and Economic Development Department Workforce Readiness Initiative. The initiative focuses on: 1) getting people back to work; 2) upgrading skills and ability of the workforce to meet immediate needs of business and industry; 3) providing high value-added workforce services to Phoenix businesses; 4) enhancing Phoenix’s competitive positions, and; 5) better integrating our economic and workforce development programs. The initiative was developed in consultation with the Phoenix Business and Workforce Development (PBWD) Board.

The recent actions of the Workforce Arizona Council to create a robust workforce system provide the Phoenix Workforce Connection (PWC) the leverage necessary to expand the intent of the initiative throughout the PWC network. PWC will be positioned to support the Governor’s efforts to be laser-focused on connecting citizens to paychecks and to offer businesses the workforce they desire that can fulfill every need.

The workforce system must ensure that every One-Stop Career Center customer leaves a better job candidate and customers are accessing value-added services they would not get from home or through other sources.

PWC will implement an integrated service delivery model utilizing the following three key focuses:



Both job seekers and businesses will be impacted by this streamlined and seamless approach. All One-Stop Center job seeking customers need skills and jobs; this model will enhance their access to what they need to get back to work. Businesses contact the workforce system for job candidates; this model connects businesses with better qualified workers and provides access to additional resources as Business Services is seamlessly connected and integrated with the on-site Employment team. This *functionally* integrated system model will be built around common customer functions instead of program requirements. Service integration is not program consolidation nor just co-location and partnerships. Through this system the following is achieved:

- ✓ Business are provided the skilled workers they need;
- ✓ Workers gain and expand skills in demand;
- ✓ The workforce delivery system is coordinated in a more efficient, cost-effective manner;
- ✓ Services for all customers are improved;
- ✓ “Case Management” is redefined as “Team or Service Management”
- ✓ The regional economy is considered as a driver for relevant program implementation.

Integrated Customer Pool Components

Every first-time customer to a One-Stop Center is a shared customer whose needs are not program-specific. Although the customer may indicate an immediate issue or question to be resolved that is a program service, there are other factors or conditions behind the initial inquiry not being indicated. PWC will:

1. Provide a one-on-one, staff-assisted welcome meeting to all first-time customers.
2. Co-enroll all customers simultaneously (whenever eligibility permits) in as many programs as possible, so customers may be served by all staff.

Integrated Customer Flow Components

An integrated customer flow will be developed and implemented that responds to customer need, not just to program requirements. Staff-assisted services will be emphasized and Center services will be continuously promoted and provided until the customer's goal of employment has been achieved. Staff will:

1. Provide an initial one-on-one welcome meeting with immediate access to a robust menu of skill enhancement products, called the Product Box (described later in this section).
2. Promote, recommend, and schedule the first service, either on the same day or in a return meeting.
3. Connect to other functions seamlessly.

Integrated Staffing Components

The integrated customer flow components will be fulfilled by integrated, cross-trained staff with functional leadership. The integrated functional teams will include both WIA Title 1B and Wagner-Peyser funded employees, and the focus will be on the assigned function, not just program requirements. Each function will have a team lead, who reports to the Site Manager.

1. **Welcome** – The Welcome team will greet the public, triage to services based on a one-on-one initial assessment dialogue, ensure system and program registrations are completed, provide staff expertise in the resource center area and refer customers to appropriate external service providers. A listing of One-Stop system services, “We can Help You” will be provided as part of the Welcome function greeting and triage. Customers will receive a personal orientation of available resources/services during the one-on-one meeting and will be offered an option to view a 15 minute video orientation in the computer lab or resource room.
2. **Skills and Career Development**– One-Stop customers will be referred to the Skills and Development team to receive career counseling and to participate in comprehensive assessments to identify skills development needs such as prevocational and occupational training. This team will assess need and recommend support services as well as provide other case management services. The Skills Development team members provide core service career assessments and job readiness evaluations to determine the customer's need for intensive level career development and occupational/pre-vocational skills upgrades. Both WIA Core and Intensive services are provided in this function. Training services will be funded by TAA and WIA programs.
3. **Employment** – The Employment team will respond to referrals from the Welcome function and provide customers with job information and leads as well as customized job search advice and skill matching to appropriate employment opportunities.

Job Clubs will be facilitated by the Employment team and offered weekly at the comprehensive One-Stop Career Centers. This function will help employers who contact the team utilize the AJC website to input job orders and search for job ready candidates.

Business Services will be contacted to assess employer needs for greater engagement and possible access to higher tiers of service.

4. **Business Services** – Tier one services are provided at the One-Stop Career Centers for businesses to coordinate hiring events and market the workforce system talent pool and training pipeline. Business Services will assess and determine employer needs for higher level tier services to include on-the-job training opportunities and business development/retention assistance. The Business team may also identify business employee development and skill set needs leading to WIA funded Employed Worker training.

A One-Stop job seeker and employer flow chart is being developed by the Integrated Service Delivery (ISD) Leadership team to identify functional area services/resources, referral, and tracking.

The Phoenix Workforce Connection office in north Phoenix will be undergoing a spacing reconfiguration throughout the building. The end result will be a floor plan that is re-built around functions. For example, staff whose function is skills and career development (WIA Title 1B, Trade Adjustment Assistance, and Veterans Services) will sit together. This will facilitate team management of customers versus today's model of individual program case management. Subsequently, efforts will soon be underway to create a functional physical environment at PWC in west Phoenix for effective implementation of the functions. Those pioneers of integrated service delivery have indicated loud and clear that integration of functions cannot occur unless *everyone* moves.

Integrated services through the three primary focuses of customer pool flow and staffing will also be implemented at the affiliate locations, although the physical environments will likely not be modified. In all locations, it is likely that staff will perform in more than one function throughout the day.

A key characteristic of One-Stop functional integration is the use of both functional and formal supervision of the members of the functional workgroups. Formal supervision refers to organizational structure and job classification as defined by each individual's employer. Formal supervisors have responsibilities such as approval of time and attendance, performance evaluations, processing of leave requests, employee recognition/discipline programs, etc. Functional supervision applies to the organizing, coordinating, and directing the day-to-day activities of individuals assigned to the team the functional supervisor oversees.

The comprehensive centers will each have two co-Site Managers, the DES Employment Service Manager and City of Phoenix WIA Site Supervisor. Each will provide functional leadership to two functions and will also provide formal supervision for their respective program staff. The roles and responsibilities will be developed as the functional areas are better defined.

The Site Managers from both centers will meet on a monthly basis as part of the Integrated Services Delivery Leadership Team until aspects of integration are fully implemented at expected levels of satisfaction. Thereafter, the Team will meet at least bi-monthly to sustain progress and introduce more efficient and effective strategies that enhance the experience of each customer.

Integrated Services Delivery Leadership Team

PWC is currently in the planning stages to develop and implement integrated services delivery at the two comprehensive One Stop Career Centers. The following comprehensive project plan addresses the staffing and workflow of each function as well as the training and operational procedures for the new delivery system.

CONSORTIUM: Develop framework of PWC integrated service plan; identify Leadership team roles and staffing; provide oversight and approval. Ensure implementation of the Workforce Advisory Council policies for certification, delivery system, and integration.

Kick-off meeting: 11/30/13

Task
1. Develop functional alignment strategy
2. Review roles and identify staff of Leadership team.
3. Approve and evaluate integrated service delivery process
4. Provide ongoing oversight to the PWC One-Stop integrated service operation

ONE-STOP PARTNERS: Define roles of One-Stop partners in the integrated service delivery model to include referral strategies and contribution to the Product Box.

Kick-off meeting: 1/24/2014

Task
1. Define partner program services and resources for the Product Box
2. Develop seamless referral for Product Box services
3. Discuss opportunities for partner program integration at the One-Stop

LEADERSHIP TEAM: Identify staff and provide leadership for all teams. Review/ implement Workforce Advisory Council policies. Approve, communicate, and evaluate the final integrated services processes for each functional area: Welcome, Skill Development, Employment, and Business Services. Ensure trained staff and seamless rollout.

Kick-off meeting: 02/21/2014 – meet weekly through 03/12/2014

Task
1. Plan and implement a communication strategy
2. Define the framework and service delivery role of each functional team
3. Develop functional area leadership roles to include Site Supervisor(s)
4. Identify and staff the Functional Development planning teams
5. Evaluate, redesign space and ensure needed tools
6. Identify Policies and Procedures team and Training team and roles
7. Create flow chart that connects service delivery between functions
8. Define the final Product Box and internal and external referral processes
9. Identify success indicators and performance metrics
10. Provide direction and leadership as needed for all teams

FUNCTIONAL DEVELOPMENT TEAM: Develop and recommend processes, job descriptions customer referral, product box usage and customer tracking for *each* functional area.

Kick-off meeting: 03/26/2014 – meet weekly through 04/30/2014

Task
1. Develop role and job descriptions for each member of the functional teams
2. Define tracking / referral process for customer flow – services / functions
3. Create a flow chart for function services and referrals
4. Identify technology for seamless provision of service, tracking and referral
5. Confirm functional area product box services

TRAINING TEAM: Meet with Leadership team to review integrated service functions and integrated service area roles to determine training needs and develop training plans.

Kick-off meeting: 5/15/14 – meet weekly through 6/30/14

Task
1. Create schedule and process for cross training -- WIA/WP – overview other partners
2. Develop curriculum and schedule for workshops: Customer service within integrated / functional delivery, soft skills, professional skills, team building
3. Develop training outline / PowerPoint to share with other CEDD Divisions

OPERATIONAL POLICY AND PROCEDURES TEAM: Evaluate current procedures, forms, technology for each program area and recommend operational need based upon new functional integration.

Kick-off meeting: 05/06/2014

Task
1. Document PWC One-Stop service delivery processes for Operation Manual
2. Recommend electronic tracking and identify obsolete/ required forms
3. Draft new policies for approval
4. Create mechanism for on-going review of policies and technology updates

PRODUCT BOX TEAM: Define those services / resources appropriate as referral sources to enhance One-Stop system value to job seekers and business

Kick-off meeting: TBD

Task
1. Identify existing and research additions to Product Box
2. Continue to enhance and populate the Product Box

Key managers and supervisors from the Arizona Department of Economic Security and City of Phoenix were identified to comprise the Integrated Services Delivery (ISD) Leadership Team. The role of the ISD Leadership Team is critical in providing overall leadership, guidance, and the framework for ISD. The Leadership Team sponsored seminars to introduce integrated service delivery through functional alignment in early October 2013. Forty-seven line staff, their supervisors and key One-Stop partners learned about the benefits and value of aligning services by function and shared their initial thoughts on how it could work. The leadership team (with line staff representation) convened again February 21, 2014 to set the guiding themes and rationale for integrated service delivery. The team also created the functional area framework and templates to guide the development of ISD at the two comprehensive One-Stop Career Centers.

Theme:

- Every Center customer will leave a better job candidate
- Customers will receive resources & services they cannot get at home
- All services will add value; a customer would pay for them.
- The customer will be immediately and continuously engaged
- 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?

The following planned outcomes were met by the Integrated Service Delivery Leadership Team during their initial 4 week meeting sessions:

Meeting	Date	Outcome
Mtg #1	2/20/14	<ul style="list-style-type: none"> • Highlight WAC policies • Define framework and service delivery role of PWC functional teams • Welcome: Process today/Integrated process
Mtg #2	2/27/14	<ul style="list-style-type: none"> • Skills Development-Process today/Integrated process • Talent Marketing-Process today/ Integrated process • Business Services- Process today/ Integrated process • Begin: Design templates for the Functional Development Teams (FDT) to guide planning and consistency
Mtg #3	3/5/14	<ul style="list-style-type: none"> • Continue: Design templates for the FDT to guide planning and consistency • Select FDT's
Mtg #4	3/12/14	<ul style="list-style-type: none"> • Appoint members of the Leadership team to each FDT as facilitators • Plan and implement a communication strategy

The initial focus of Integrated Service Delivery implementation will be with the Workforce Investment Act and Wagner-Peyser programs. As part of the ISD communication strategy, members of the PWC One-Stop Consortium and Leadership Team are presenting integrated service delivery updates at the two comprehensive centers “all staff” meetings (WIA/Wagner Peyter staff). Beginning in June, PWC will send weekly email updates to Center staff to keep them apprised of progress to ensure consistent, positive and accurate integrated services “start-up” information is communicated.

The Leadership Team identified Functional Development Teams (FDT) to continue the development and planning of each function area: Welcome, Skills Development, Employment and Business Services. The FDT members with oversight from ISD leadership were tasked to create primary functional job descriptions, customer flow/referral processes and to identify forms and technology needed to promote seamless provision of services, tracking, and referral, as identified below:

Integrated Service Delivery Project Plan

Meeting	Date	Outcome
Mtg #1	3/26/14	<ul style="list-style-type: none"> • Confirm meeting dates and locations. • Review function roles & responsibilities from Leadership Team. • Identify possible gaps. • Assign team members to job shadow each service that exists in some form that will be provided within the function. • Assign each member to explore product box referrals–internal/external.
Mtg #2	4/2/14	<ul style="list-style-type: none"> • Review job shadow reports. • Finalize the draft of all functional area services.

		<ul style="list-style-type: none"> • Identify jobs and begin to develop job descriptions. • Include Product Box services/resources within & outside the function. • Assign team members to finalize job descriptions.
Mtg #3	4/9/14	<ul style="list-style-type: none"> • Review and finalize the draft functional area services and job descriptions. • Create high level referral processes and tracking procedures that promote seamless customer flow between services. • Assign team to develop a draft visual to define customer flow.
Mtg #4	4/16/14	<ul style="list-style-type: none"> • Evaluate customer flow and referral processes against Lean Manufacturing principles. • Assign staff to amend the draft flow chart of services and referrals. • Identify forms / AJC / technology.
Mtg #5	4/23/14	<ul style="list-style-type: none"> • Identify and recommend AJC resources / forms / technology to promote seamless provision of services, tracking and referral. • Assign team to research cost and feasibility.
Mtg #6	4/30/14	<ul style="list-style-type: none"> • Review flow chart and tracking methods (forms / AJC / technology) to finalize the draft for Leadership Team approval.

In addition to developing and defining the framework for ISD, and managing the functional development planning process the Leadership Team will be responsible to:

- Map the customer flow expectations with key functions and function connectivity
- Create the ISD policies and procedures
- Identify, deploy, and train staff to functions
- Identify and create roles and responsibilities for One-Stop Center functional team leads
- Develop a functional organizational chart for each location
- Define the roles and responsibilities of each Center's Site Manager
- Define, populate, and resource the Product Box (described later)

Identifying Staff to Function

Once the functional job descriptions are completed, the ISD Team must determine which partners will staff the universal customer flow, which staff provides services through the Product Box, and which may be part of both. Each job description will include requisite competencies required to perform the role, so the functional expertise of each partner staff member must be assessed to determine fit and customer-focused training requirements. Job titles, roles and responsibilities of the One-Stop functional team members are being identified and developed but have not yet been vetted by the Leadership team.

Implementation and Ongoing Staff Training

Utilizing information from the Leadership & Functional Development planning teams training will be developed.

It is anticipated that initial, face-to-face training sessions will focus on creating synergy among the team members and a high degree of focus on customer service from an integrated service delivery model perspective. This training cannot be a typical customer service training offered by most entities today. It must incorporate an understanding of each other's program offerings as they relate to the function and how the urge to represent only one program will be negated by customer-focused behaviors and actions.

The ISD Leadership Team will convene the training team on May 15, 2014 to begin the process of developing a training plan around the following:

- Program cross-training, initially between WIA Title 1B and Wagner-Peyser. Other partner staff will be invited to participate in job shadowing and information sessions focused on removing program silos to integrate the services. This inclusion will allow partners to make informed decisions/recommendations about their future engagement in integrated service delivery at the One-Stop Career Centers
- Customer-focused topics, such as seamless service, customer service, and communication
- Soft skills such as teamwork, problem solving, flexibility, and positive attitude
- Professional skills such as interviewing, listening, career coaching, and utilizing labor market and economic development information
- Formal assessments and analysis to determine staff work values and work styles to foster better interaction with team members

The ISD Team will seek out the training sources that meet the requirements. ISD will first access the training resources of the Training and Development Department of the Arizona Department of Economic Security and the City of Phoenix Employee Development Department. However, due to the nature of service integration by function, outside consultant resources are likely to be required for both initial and follow-up training sessions. It is anticipated that once implementation occurs, there will be quarterly mandatory training for all staff, as well as enhancement sessions and seminars for those who want to grow their professional skills. Once there is evidence of the expected degree of staff competency, the introduction of available on-line training resources can occur for retention of skill sets and competencies. Consistent training will be held to ensure staff skills and knowledge support the functional integration theme and rational.

Rewards & Recognition

The Rewards and Recognition Committee will be created to recognize employee excellence. The committee will celebrate Teams, Individuals and/or benchmark goals significant to the Pillars of Excellence mission, strategy, and service delivery.

Accomplishments can be linked to organizational impact, going above and beyond, or accomplishments significant and/or worthy of recognition. Representatives from all functions will participate in the committee. Pillars of Excellence include:

- ❖ Accountability and Dependability
- ❖ Communication
- ❖ Interpersonal Relationships
- ❖ Professionalism
- ❖ Problem Solving
- ❖ Leadership

The Product Box

The Product Box is the heart of a One-Stop Center; it is the reason for what the workforce system does. All Center staff continuously connects customers to Product Box services, regardless of agency or program affiliation. All services of the Product Box must be demand-driven (have to be popular, interesting, and needed), value-added (cannot get at home or online), and results producing (high quality jobs and high quality workers).

PWC is defining five product lines in the Product Box:

1. Job attaining and job readiness services
2. Skill development and improvement services
3. Occupational training services
4. Employer-sponsored services
5. Specialty program services

The ISD Leadership Team and frontline staff will use the following six questions to build and sustain a Product Box at every comprehensive and affiliate One-Stop Center to ensure that services are relevant and responsive to job seeking and business customers:

1. Who is responsible for the Product Box?
 - a. Ensuring demand-drive
 - b. Populating and expanding
 - c. Increasing use
 - d. Measuring success
 - e. Improving quality
2. What services are in our Product Box and what needs to be created or enhanced?
 - a. Economic conditions
 - b. Workforce intelligence
 - c. Employer demand
 - d. Job seeker needs and interests
 - e. Resources available
 - f. Contribution to performance

3. How will services in the Product Box be resourced and delivered?
 - a. Resourced by center staff, volunteers, or through partner agreements with seamless referral, contracted or procured, web-based and no-cost content.
 - b. Delivered at the center, community or partner location, or at home via online
4. How will customers be connected to services?
 - a. Continuous engagement with customers is key
 - b. Adding value
 - c. Satisfying customers
 - d. Achieving high performance outcomes
5. How will we promote and market Product Box services so more customers will take advantage of our services?
6. How will we continuously improve the quality of the Product Box services, including our workshops?

Staff with expertise in specific services within the Product Box will be identified. Through peer training, coaching, and development the Product Box will ensure a seamless referral to the next service. It is recognized and understood that not all staff will be able to become experts in all areas. However, staff must demonstrate some basic knowledge of multiple subject matters in order to be effective to deliver Product Box services. Staff services, roles and responsibilities include:

Job Attaining and Job Readiness Services

These include most core services described under WIA Title 1B, but also those provided by other workforce partners. Job finding skills; resume, interviewing, and online applications; job clubs, and networking opportunities are examples of core level services available in the Product Box. These are universal to most programs and also include the labor exchange, job matching service.

Skill Development and Improvement Services

These are intensive and prevocational services as defined by WIA Title 1B that will be available to enhance the existing skills and development of new skills to make job seekers more qualified to be hired and more competent on the job. Even with WIA priority of service in place, funds will only be limited for training services, not low-cost prevocational and other intensive services. Basic skills utilizing KeyTrain for National Career Readiness Certificates and basic computer and online skills training are part of the Product Box. Introductions and referrals to apprenticeship opportunities will be given to customers who assess with interest and skill sets that match the specific occupations represented by the programs.

Occupational Training Services

This service within the Product Box does not have to be all about the provision of funding for training. It can include workshops and other services that facilitate entry into occupational training whether funded by WIA, Trade, or other sources.

Employer-Sponsored Services

The top priority should be to populate the Product Box with such business services as work experience, on-the job training, customized training, customized recruitment events, business seminars, and job orders that reflect the Center's talent inventory in Arizona Job Connection. The City of Phoenix business solutions team and the business service team from the DES Employment Services will devise a plan of action for optimal business customer relationship management. The Maricopa Human Capital Collaborative (MHCC) Business team will expand the product box with employer services specific to the unique community and government programs represented in MHCC.

Specialty Program Services

The Product Box will also include another Product Box of specialty program services. These services are for targeted populations not specifically available at a One-Stop Career Center. Specialty programs will receive seamless referrals from the customer flow process to help their customers seamlessly access the services of the other Product Box. Examples may be TANF, Supplemental Nutrition Assistance, Adult Education, and programs that specialize with harder-to-serve populations.

SECTION- H.2 - BUSINESS SERVICES

The role of the business service representatives in the local workforce area can be drilled down to one word JOBS. Business services (or solutions) representatives are tasked with engaging and responding to business hiring needs. Talent acquisition services are the top priority of all business representatives. Talent acquisition translates to identifying and posting jobs on the statewide job platform, the Arizona Job Connection (AJC), educating employers and partners on how to maximize the tools and resources found in AJC, and promoting these jobs to the public through various communication methods in order to find appropriate applicants for the openings. Examples include: job fairs, hiring events, targeted recruitment events, employer workshops and mass marketing.

With the recruitment practices of industries continue to change more frequently, it is imperative the business representatives customize the services provided to maximize results to meet industry expectations. This is why the role of the business solution representatives will take on a greater responsibility now and in the future. Business solution representatives will conduct more outreach with a comprehensive approach of the system, rather than job-function.

This new way of conducting business development will result in an increased number of stronger business partnerships, relationships and key accounts for the Phoenix Workforce Connection (PWC) and partners. Continuous training, strategic planning and close coordination with business service representatives throughout the region will help define the new role of business service representatives. Representatives will be responsible for resourcing the employer sponsored services in the Product Box.

Other responsibilities of business solution representatives are to provide access to labor market information, screen resumes, and candidates as directed by businesses, provide space for hiring events, job fairs, workshops, interview and training at any of the One-Stop locations, the Phoenix Business and Workforce Development Center or an off-site location agreed upon by the employer. Business solution representatives will also be charged with facilitating Industry Forums by bringing in business leaders to share real-time labor market information with economic and workforce development professionals from across the region.

Business solutions staff will also assist with the City of Phoenix Business Attraction Team, the Arizona Commerce Authority, Greater Phoenix Economic Council and site selectors when discussing the labor market and workforce services.

Partnerships and Collaborations

Business solutions teams at the Department of Economic Security and the City of Phoenix have strong working relationships and collaborate to pursue job leads, post job opportunities on AJC, hold job fairs and hiring events, and seek assistance from each other when required. Leaders for each team communicate frequently about opportunities, processes and to resolve technical questions that arise.

One vehicle that is established to synthesize business solutions through many different agencies and organizations with similar missions is the Maricopa Human Capital Collaborative (MHCC). The collaborative meets quarterly to discuss labor market information, trends in economic and workforce development, and establishes communication which aligns service delivery through multiple partners to meet the needs of businesses. This group currently consists of 38 economic and workforce professionals, representing 29 different agencies or organizations. The MHCC will help coordinate and leverage business solutions in the following years by:

- Providing real time labor market information about local industry and talent pipeline
- Strategically coordinating events to reduce duplication and maximize partner resources
- Investing in industry supported training opportunities
- Leveraging resources in support of workforce development initiatives

- Supporting businesses by referring them to partner organizations with capacity to meet the employer needs

In addition to the MHCC, business solution team leaders will meet regularly to ensure business services are coordinated and effective.

Understanding that businesses are the primary customer of the One-Stop system is critical. PWC and the City of Phoenix Community and Economic Development Department (CEDD) have worked diligently to understand the needs of businesses. Outcomes from this outreach and planning have been to:

1. Integrate the workforce and economic development programs into one department (CEDD).
2. Move the business solutions team from the business and workforce development division to the business retention and expansion division.
3. Open a state-of-the-art Business and Workforce Development Center in the heart of downtown Phoenix to serve business.

The business solutions team, now based out of the new Business and Workforce Development Center will coordinate multiple programs, initiatives and partnerships in an integrated fashion to meet the needs of the business customer. Below are several initiatives that will continue or be launched within this business plan time frame.

Talent Acquisition – The business solutions team work closely to identify the needs of the business and to customize a recruitment plan.

Talent Acquisition services all at no-cost to the employer will include: job postings on azjobconnection.gov, promotion of job openings through community partners and social media, screening and assessment of resumes and candidates, schedule interviews, organize hiring events and offer recruitment space at the Business and Workforce Development Center.

Training and Development – Meeting the ever-growing training needs for businesses is key to the continued economic recovery and growth of our region. Through targeted and successful outreach, businesses will understand the tools and resources available to them to meet their training needs. These include but are not limited to:

- On-The-Job Training Funds (OJTs)
- Employed Worker Training Grants
- Customized Training
- Assessments and customized workshops for current employees
- High-value connections to higher education partners

Business Solutions – The business solutions team represents an extension of the businesses human resource team. Other services that will be provided to businesses include:

- Labor market information and presentations
- Business retention support
- Rapid Response – transition support with the business and workforce development division
- Economic development resources
- Meeting, training, and office space at the Business and Workforce Development Center
- Connections to other business, economic and workforce development professionals throughout the region

The Phoenix Business and Workforce Development Board made the strategic investment of opening a state-of-the-art business and workforce development center in the heart of downtown Phoenix.

This investment was specifically designed to serve the local and prospective business community by providing space and high-value services. It also houses many of the intensive services as part of the Product Box. In short, it is a place where businesses can connect talent.

The business solutions team will engage business and human resource leaders at the Center by offering employer workshops and training, led by private industry professionals. For example, a workforce succession planning workshop is scheduled to take place at the business center.

Training funds will also be used to engage business with the workforce system. On-the-Job Training (OJT) and the Employed Worker training grants offer cost-saving incentives as they grow their business or invest in advanced technology.

OJTs are proven to be an effective and appropriate use of WIA training. OJTs have been successfully completed in the local area, especially during the American Recovery and Reinvestment Act funding timeframe.

The local area plans to increase the number of OJTs every year of this business plan led by the business solutions team. OJT leads will be generated by conducting business retention and expansion visits and by general outreach and development with industry leaders from the targeted sectors, which include: healthcare, manufacturing, information technology, business services and skilled trades.

The business solutions team will work with employment specialists and career advisors to identify work-ready talent to then make an appropriate match with the employer.

In working with career advisors, the potential OJT participant would have gone through the SOAR program, an advanced job-readiness program with multiple assessments aimed at identifying career interests, skills, abilities and core competencies. This comprehensive job-readiness program assists the PWC nationally certified workforce development professionals with finding the right talent for each employer.

Reverse OJT referrals from businesses will also be developed and encouraged through increased employer engagement and development. The business solutions team, with support from the greater One-Stop system will assist employers with OJT set-up, applicant eligibility and clear set expectations for all parties involved for a seamless and successful delivery of services.

SECTION- H.3 - TRAINING SERVICES (Adult and Dislocated Workers)

The Phoenix Workforce Connection provides Individualized Training Accounts through a process of Occupational Training Authorization (OTA). OTA vouchers are awarded to individuals who have received core and intensive workforce services and have been unable to move forward to sustainable employment. OTA funds may also be used to help an employed worker receive the skill upgrades needed to retain or promote to higher wage employment.

Current OTA training voucher amounts have been approved by the local workforce board to cap at \$6,000 for occupations that fall within the targeted industry sectors identified by the Phoenix Business and Workforce Development (PBWD) Board. Other requests for training in demand occupations not represented by the targeted sectors will cap at \$4,000.

Actual OTA amounts have averaged \$3,200-\$3,500 during the past 2013-2014 Program Year. As noted, all individual OTA awards are issued for training that leads to occupations showing labor market industry (LMI) growth as verified by the 2010-2020 Phoenix-Mesa MSA Occupation Projections issued by the Arizona Department of Administration (ADOA), Commerce Authority and supported by real time local employment data. PWC also uses the occupational projections that ADOA issues approximately every two years. Current policy established in 2005 dictates that 70% of OTA funds must be expended within the targeted industry sectors approved by the PBWD Board. Training allocations are tracked by the Fiscal division on a monthly basis to ensure the targeted industries are appropriately represented. If OTA expenditures do not meet the 70% budget for the demand industries PWC will discontinue approved training in the non-targeted industries. PWC has consistently met the approved industry- related percentage expenditures for WIA funded occupational training.

The training fund maximum and basic approval processes related to applicant criteria and LMI factors are coordinated with the Maricopa Workforce Connections local area administration. This collaboration ensures a consistent approach for applicants seeking training assistance at One-Stop Centers throughout the region.

In order to receive approval for training an applicant will complete a series of career focused assessments through the PWC SOAR (Self-Assessment, Other Assessment, Active Research and Rewrite the Plan) methodology and match outcomes with both the applicant's current background/skills/education and growth occupations. All OTA's require supervisory and One-Stop management review and approval to verify the need for training, labor market demand, verification of Arizona ETPL registration and any other financial resources available to the applicant.

Proof of application or approval/denial for Pell Grants is submitted with the OTA packet and is case noted by a Career Advisor staff member. Training Providers are aware that Pell Grant awards must be applied to cover tuition costs before any funds are released to the WIA student. PWC staff participate in an annual Training Expo coordinated by ETPL approved training providers in the greater Phoenix area. The Expo provides a forum for PWC to present information/reminders about the process for approving training to include the policy that other available grant funds must be applied prior to expending WIA funds for training/education.

Phoenix Workforce Connection has a Grievance Policy (Customer Complaint) utilized at One-Stop Career Centers to address customer complaints related to service delivery. Customer complaints prompted by a denial of training would follow a 3 step process: Step 1) the complaint is reviewed and resolutions attempted by a staff member, Step 2) the Supervisor schedules a meeting with the complainant within three working days and attempt resolution, Step 3) the "Hearing Office" appointed by the Business and Workforce Development Deputy Director schedules an appointment to hear the complaint within two working days from receipt of the customer complaint. Grievance training is scheduled a minimum of once a year for Phoenix Workforce Connection staff. As an example, in October 2013, a training titled "Good Grievance! – Understanding and Preventing the Grievance Process." included line staff from all comprehensive, satellite, and Access Point sites.

Access to training and alignment to workforce need has increased through targeted industry recruitments for customized training programs. The CEDD Business Solutions team compiles workforce intelligence to map and identify required talent pipelines. PWC staff collaborate with education institutions to identify training programs and fill the talent pipelines with job seekers who have been recruited through targeted skills advertisements and outreach efforts. This methodology of developing and scheduling targeted recruitments for cohort training in line with the hiring needs of businesses is expected to be a primary source of WIA occupational training fund expenditures. Occupations within the following industry sectors have been identified as drivers of employment growth in the Phoenix area.

- Bio-Life Sciences
- Advanced Business Services
- Manufacturing

- Sustainable Industries and Enterprises, including Clean Technology
- Higher Education
- Established/ Emerging Enterprises

SECTION- H.4 - TRAINING SERVICES (Eligible Training Providers)

Phoenix Workforce Connection (PWC) utilizes the Eligible Training Provider List (ETPL) System to solicit potential training providers, which include, but are not exclusive to, Post-secondary Educational Institutions, Vocational Education Institutions, Community-based Organizations, and professional, industry, or employer organization that provide occupational training and registered Apprenticeship Programs. PWC Staff have the opportunity to outreach to various training providers via involvement in Training Expos and coordination with our Business Services team to identify means of in-demand training offered throughout Arizona.

The requirements for inclusion on ETPL stipulate education and training curricula offered through vendor programs relate to in demand occupations in the Greater Phoenix area which results in industry-recognized credentials for the graduates. To further ensure the needs of business and industry are accomplished, PWC requires and verifies through azstats.gov, that all approved curricula offer the level of training needed for job seekers to compete in the Phoenix labor market.

Upon the training provider registering on azjobconnection.gov, an initial evaluation and collection of documentation is conducted by the Department of Economic Security, State ETPL Coordinator. Once the training provider is approved by the State ETPL Coordinator, individual training programs are then submitted and evaluated by the local area ETPL Coordinator. PWC evaluates all training programs within the City of Phoenix based on pre-established and agreed upon ZIP Code designation.

Within thirty days of receiving the application, the PWC ETPL Coordinator reviews each incoming training program to ensure specific criteria are met, including:

- ❑ Accreditation and/or certification by appropriate licensing boards
- ❑ Training program content including length of training, established benchmarks, certificates of completion
- ❑ Established training provider's refund policy
- ❑ Comparability to other statewide available training
- ❑ Training program costs
- ❑ Job placement statistics
- ❑ Labor market information (AZSTATS.gov)
- ❑ Job placement assistance
- ❑ Performance information
- ❑ Qualified instructors

- ❑ Links to business and industry
- ❑ Whether training has a physical presence in the local area
- ❑ Alignment with PWC Sector Strategy

Approval of Training programs must meet the following definition of a credentialed program:

- ❑ Educational Diplomas, Certificates, and Degrees
- ❑ Apprenticeships Certifications or Certificates
- ❑ Personal Certifications
- ❑ Occupational Licenses
- ❑ Other Skill Certificates

In addition, training programs must meet one or more of the following credential attributes:

- ❑ Industry Recognized
- ❑ Stackable
- ❑ Portable
- ❑ Accredited

Definitions of each of these credentials and their attributes can be found on WIA-1031A FORFF (10-13) Training Credential Checklist.

Use of additional training programs through reciprocal agreements:

The State of Arizona currently has reciprocal agreements with several other states. As a result, PWC customers have access to other training programs through state ETPL systems. Currently the states that have established reciprocal agreements include:

- ❑ Nevada
- ❑ Utah
- ❑ New Mexico

Upon submission of the completed program application, Training Program Credential Checklist and other supporting documentation, the Local Area ETPL Coordinator submits all documentation to the Phoenix Business and Workforce Development Deputy Director for approval or denial of each program.

If an application is approved by the local area, the vendor's application is then reviewed by the Arizona Department of Economic Security Employment Administration for approval and inclusion on the Arizona statewide ETPL. The PBWD Board is apprised of ETPL applications at regularly scheduled full board meetings. The Board approved this process to ensure a streamlined approval method to meet the needs of job training applicants. In the event of a situation warranting termination of a program, the City of Phoenix records justification for this action through the www.azjobconnection system. Prior to program removal, communication is made with the AZ Department of Economic Security for legitimacy and verification.

The decision to deny or remove a training provider from the statewide list is a serious one. The Phoenix Workforce Connection Board and the Arizona Department of Economic Security will be in agreement about non-placement or removal. The denial of a training program is being sent to the provider by email via the AJC web site.

A Training program may be denied or removed from the statewide list for the following reasons:

- ❑ The application is not complete or not submitted within an appropriate time frame. Programs from providers that do not submit required documentation within 30 days of request will be removed.
- ❑ The program does not meet the definition of WIA training services.
- ❑ Performance data is not included with the application or does not meet the minimum performance standard. As some training providers will not have this information, this requirement may be waived for the year of initial eligibility in order to give the training provider time to develop a data system.
- ❑ Training program does not support the demand occupations for the area.
- ❑ The training provider is out of compliance with the Act, regulations, or any agreement executed under WIA.
- ❑ The training provider is not accredited, licensed or certified by the proper agency overseeing training by the organization or loses its accreditation, license or certifications.
- ❑ In the event it is determined that the training provider intentionally supplied inaccurate information.
- ❑ The training provider substantially violated any requirement under WIA.
- ❑ The training provider misrepresented WIA or PWC in any capacity.

City of Phoenix Provider Denial Appeal Process:

The procedure applies only to the appeals of training providers to City of Phoenix Workforce Board, based on the denial of a provider's application for initial listing on the Statewide ETPL.

1. A provider requesting to appeal a decision rendered by City of Phoenix Workforce Connection; PWC staff representative, must submit an appeal to the LWIB within thirty (30) days of the issuance of the denial notice. The appeal must be in writing and include a statement of the desire to appeal, specification of the program in question, the reason(s) for the appeal (i.e. ground), and the signature of the appropriate provider official.
2. Upon receipt of appeal letter from the provider, the designated PWC approval authority will schedule a meeting with the appealing provider.
3. The scheduled meeting will allow both parties; PWC representative and the appealing provider to present information to support their position and to request documents relevant to the issue(s) and to be represented. A final decision will not be made at this time.
4. A final decision will be provided to the provider within 60 days of the receipt of the appeal.

Maintenance of the ETPL is ongoing and conducted collaboratively by State and local ETPL Coordinators. Subsequent ETPL eligibility reviews are required annually through the azjobconnection.gov system, which encompasses the bulk of ETPL maintenance. Part of this Subsequent eligibility consists of performance data collection for each training provider. Through monthly ETPL conference calls, PWC has been coordinating plans for performance collection, statewide ETPL policy and performance standards, along with future monitoring of providers, but is still in the planning stages with these efforts. PWC and MWC ETPL coordinators share many of the same training providers and by working collaboratively this ensures ETPL content is current and accurate. Communication is currently taking place with schools to update existing programs on the ETPL or removal from the ETPL.

SECTION- I.1 - PRIORITY OF SERVICE

The Phoenix Business and Workforce Development Board declares there are sufficient funds available within the local area to serve adults needing workforce services; thus, funds are determined to be “unlimited.” During the past three program years, WIA adult funds have not reached a 75% expenditure threshold in the program year of allocation, and the current expenditure rate does not indicate the threshold will be reached during this program year.

When the annual allocation of adult funds has reached a 75% expenditure threshold of the existing year’s allocation, the local area will declare funds as “limited.” When determined “limited,” a priority system for intensive and training services to determine the most in need will be implemented. *First priority* shall be given to recipients of public assistance or other low-income individuals who are veterans, eligible spouses or other covered individuals as defined in Title 20, CFR Section 1010.200, if they otherwise meet program eligibility requirements. The term “low income individuals” is defined in WIA Section 101(25).

Second priority is given to other eligible veterans, eligible spouses, and other covered persons. *Third priority* is given to eligible adults whose household income is below the self-sufficiency level but possess one or more substantial barriers to employment. Such barriers include limited English proficiency, individual with a documented disability, older worker (age 55 and over), long-term unemployed (27 or more weeks), and limited education or occupational skills (lack of high school diploma, lack of transferable skills, lack of or outdated educational credentials, lacks minimum skill requirements of occupation). Barriers must be clearly documented in the case management system and verified by support documentation if appropriate.

Based on expenditure rates and unobligated balances in the adult funding category, the Board has delegated responsibility to the Business and Workforce Development Division staff to determine when priority of service is required.

The Business and Workforce Development (BWD) Division convenes regular meetings of the Maricopa Human Capital Collaborative (MHCC), a body of regional workforce development entities whose focus is developing funding strategies, partnerships, and collaborative initiatives. Participating agencies, whose commitment is demonstrated by a signed Memorandum of Understanding with the Phoenix Business and Workforce Development Board, represent all facets of the targeted populations who seek services through the PWC workforce system. These include agencies that provide adult literacy and English Language Learner classes; services to the homeless, refugees, ex-offenders, victims of domestic violence, and displaced homemakers; access to secondary and postsecondary educational resources; and behavioral health services.

Through this comprehensive network, One-Stop Center staff has the ability to refer Center customers to an agency matching their immediate and longer-term needs that cannot be addressed through the Product Box of services available at the comprehensive and affiliate One-Stop Centers. The establishment of the MHCC by the BWD Division staff arose out of the need to position the local workforce system network to be more competitive in leveraging resources due to reduced public funds and to create a more unified regional network to seek out additional resources.

SECTION- I.2 - DISLOCATED WORKERS

Uniform service delivery for dislocated worker and adults

Services are consistent for both dislocated and adult workers. Individuals entering a One-Stop Career Center are greeted at the Welcome Center and provided an individualized assessment and referral to the appropriate Product Box services. A WIA program orientation is provided if the individual is interested or could benefit from career development. Next an appointment is scheduled with staff from the Skills and Career Development Team for the customer to determine whether to move forward with WIA program registration.

WIA program services for adult and dislocated workers provide a pathway of personalized assessments, labor market review and career counseling to achieve career direction and employability. The SOAR (Self-assessment, Other-assessment, Active research and Rewrite career plan) series of workshops has been developed to support this service delivery.

Current economic conditions require unique and innovative approaches to ensuring the availability of a skilled workforce whose skills align with business needs. No longer is the completion of a training program or a series of 20th century employability workshops producing the type of worker who gets noticed in this economy. Flexibility, critical thinking, basic foundational skills such as reading and applied math, problem solving, and basic computer skills have replaced the standard soft skills required in previous economies. These concepts are taught to both adult and dislocated workers in the two week series of employment readiness and assessments and carryover into every aspect of the customer's job search. At the end of this series, job seekers are prepared to discuss next steps with a Career Advisor leading to either referral to the employment team or training research guided by the Skills Development Team. 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 development for adults and dislocated workers to limit barriers to successful outcomes in the customer's employment plan.

Unique WIA program referral and recruitment of dislocated workers

Recruitment of dislocated workers has proven more difficult since the upturn of the economy in 2012. The number of dislocated workers served and funds expended continue to fall below the planned outcomes. There is an open pipeline to dislocated workers through the One-Stop delivery system. TAA eligible laid off workers are enrolled into WIA to primarily assist with career assessment and supportive services. Reemployment and Eligibility Assessment (REA) and Emergency Unemployment Compensation (EUC) sessions are conducted at One-Stop Centers. Job seekers are referred to the Skills and Career Development Team leading to participation in WIA.

Several additional outreach efforts are in place to expand the WIA customer base of dislocated workers:

- A link to receive information about possible training opportunities has been added to the Unemployment Insurance website on the screen accessed by laid off workers to report weekly claims.
- Information Sessions to recruit laid-off workers and displaced homemakers into the WIA program are scheduled and advertised throughout the Valley through local media, flyers and community based email alerts. These sessions present labor market reviews of industry and local business hiring requirements and share the WIA program resources available to help job seekers attain certifications and other skills upgrades to match the needs and increase employability.
- Opportunities to offer cohort training for dislocated workers in occupations within targeted industry sectors are being reviewed with the community colleges and hiring needs validated by business. Cohort training criteria for interested dislocated workers is established to ensure those responding to outreach and recruitment are suited for the training and will be good future candidates for the employment pipeline.
- Staff training will be conducted to promote awareness and recruitment of displaced homemakers as dislocated workers. Career Advisors are encouraged to ask questions during a laid off worker initial assessment to determine if the customer's former employment was the primary source of family income resulting in a "displaced homemaker" candidate in the household. Initial assessment questions also are directed to determine if the customer is requesting program services to transition to work due to a loss of support by the primary income earner.
- Since the receipt of new directives regarding dislocated worker veteran eligibility, more focus has occurred to register within this funding stream.

Strategies to identify and enroll eligible veterans have been implemented and will continue to be researched to increase WIA registrations:

- The City of Phoenix H.E.R.O. initiative team of veteran serving stakeholders is connected to the Phoenix Workforce Connection in providing targeted industry recruitment Hiring Events. This expanded network of veteran programs has increased access to dislocated worker veterans who can benefit from the WIA training and education funds to aid in their successful transition back to civilian employment.
- Job seekers are jointly served by representatives of Veteran Services programs and WIA in the Skill and Career Development Team thus increasing referrals leading to WIA program registration.
- A strong partnership with the Luke Air Force base Transitional Assistance Program (TAP) for military personnel separating from active service has developed with WIA staff at the West Phoenix One-Stop Career Center. WIA career advisor staff attend the final TAP sessions to share opportunities for career development and training. Time is allocated on-site at Luke to meet with interested (soon to be separated) military personnel to provide an initial assessment of WIA program eligibility/suitability and connection to the SOAR series of workshops to help determine need for training/certifications.

This past year, 30 referrals to WIA have been made through this partnership with the TAP program at Luke.

- One outcome of this partnership has been to work with the pilots separating from military service who were assigned to fly the F16 planes that have now been replaced by the F35 model. Twelve pilots have received WIA funded training to receive the Airplane Transfer Pilot (ATP) certifications and 737 type licenses making them eligible and approved through FAA to fly civilian aircraft. There are currently more pilots in the pipeline for this training as the job market demand for pilots has recently increased. A start up project to assist transitioning F16 airplane mechanics is also underway to fund training to prepare for tests to acquire FAA Airplane and Power Plant Mechanic certifications. Collaboration and co-case management between Luke Air Force Base, Disabled Veterans Outreach Program and WIA staff has opened these opportunities for separating military pilots and mechanics to seamlessly transition to civilian employment.

SECTION- I.3 - RAPID RESPONSE

The City of Phoenix has an assigned local Rapid Response Coordinator (RRC) who initiates the rapid response 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. Information about a potential layoff may also be received through media or unofficial word of downsizing from employees, employer, colleagues or other sources. The RRC has received non-WARN requests for services from referrals from businesses that received rapid response services from Phoenix Workforce Connection and were pleased with the assistance provided to transition employees to future employment opportunities.

Upon notification, the local Rapid Response Coordinator will make contact with 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 Phoenix Workforce Connection. A menu of services appropriate to meet the unique needs of the business and impacted employees will be discussed. Opportunities to coordinate and fund lay-off aversion skills enhancement training will be reviewed in an effort to reduce the impact of existing or to prevent future downsizing within the company. The RRC will secure and coordinate the provision of the Rapid Response 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 by collaboration and partnership with the Maricopa Workforce Connections.

The Phoenix Workforce Connection Outplacement and Career Transitioning Team (Rapid Response stakeholders and integrated partners) consist at a minimum of the City of Phoenix RRC lead, Senior Workforce Development Specialist, and the Arizona Department of Economic Security (DES) Employment Services and Unemployment Insurance representatives. When applicable, a representative from the DES Trade Adjustment Assistance (TAA) will be part of the team. Bi-lingual Spanish representatives will also be included as needed. City of Phoenix Business Solutions Team and DES Business Services staff will be engaged to assist the team if specialized recruitments and job fairs are included in the menu of service provision.

Rapid Response basic services include an orientation of PWC services provided by the team. A PowerPoint presentation has been developed by each primary stakeholder (City of Phoenix/DES) and consolidated to represent all service resources/ delivery. Services can be extended and enhanced to offer seminars focused on career assessments, labor market information, job search/ matching techniques, developing a personal value statement and networking to include LinkedIn training. The City of Phoenix has in-house and contracted providers to present a variety of workshops and offer professional resumes and cover letters to the laid-off workers.

Personal on-site assessment of laid off workers by PWC career advisor staff have been coordinated to determine suitability/eligibility for WIA Adult and Dislocated Worker programs or a connection to other PWC and community resources and support services.

Typically these staff interactions are more effective when delivered at the One-Stop Career Centers. Sign-in sheets to capture name and contact information are provided at each Orientation Session with an area for each affected worker to indicate preferred One-Stop locations. Staff is assigned to contact the laid off workers after their lay-off date to extend a personal invitation to visit and take advantage of all Career Center services.

Rapid Response services are typically provided at the business's location but can be arranged at other locations.

The minimum threshold number of affected workers approved through the LWIB for the provision of orientations, job fairs, and workshops has been identified at 15 laid off workers. However, Rapid Response informational handouts can be provided regardless of the size of the layoff.

SECTION- I.4 - APPRENTICESHIP PROGRAM

Registered Apprenticeship includes on-the-job learning from an assigned mentor combined with technical training provided by apprenticeship training centers, technical schools, community colleges, and institutions employing distance and computer-based learning systems. At the end of the apprenticeship, all apprentices receive a nationally recognized credential.

Phoenix Workforce Connection (PWC) is dedicated to working with registered apprenticeship programs located within and around the city of Phoenix. PWC recognizes that registered apprenticeship programs provide on-the-job training along with educational opportunities that provide a valuable and necessary workforce within Phoenix. PWC has a staff member that is an active member of the Arizona Apprenticeship Advisory Committee (AAAC), which is staffed by the State Apprenticeship Program. The staff member provides coordination with apprenticeship training directors by offering information on the Workforce Investment Act program and other system initiatives that apprenticeships might be able to engage and participate.

PWC has and will be providing business forums to educate workforce development professionals in the system with the benefits of apprenticeship programs. Business forums are designed to inform workforce professionals with detailed knowledge of what an apprenticeship program is including: labor market information, description of minimum qualifications, testing /assessment information, and minimum educational levels. The sessions will introduce individual apprenticeship programs to workforce professionals to assist in the appropriate referrals of youth and adult participants.

PWC recognizes that in order for workforce and apprenticeship programs to work in partnership, communication must be provided for each entity to understand completely expectations and outcomes. PWC is dedicated to developing an appropriate pipeline of talent for future apprentices to access apprenticeship programs.

Along with business forums for workforce professionals, PWC will also provide Industry Forums for job seekers to increase the public's knowledge and benefits of apprenticeship programs. The Industry Forums will provide the platform for outreach, recruitment and positive enrollments into apprenticeship programs.

Currently PWC provides assistance to the Arizona Heat and Frost Insulators Apprenticeship Program where appropriate apprentices are enrolled into WIA to assist during the first year of the apprenticeship program, the highest year for dropping out.

The apprentices are provided with an orientation at the One-Stop Career Centers of the services offered and additional resources to assist them while participating in the apprenticeship program to prevent dropping out. Apprentices eligible for WIA services have met the eligibility terms prescribed by PWC policies. PWC staff maintains regular contact with the apprentice and the apprenticeship training coordinator, or designee, who is responsible for oversight of each apprentice during the first year by providing progress reports, employment status and additional information on the apprentice progress through the first year.

PWC future plans with apprenticeship programs include working with pre-apprenticeship programs to educate the job seekers of opportunities. PWC will also be working with apprenticeship training coordinators regarding utilizing One-Stop Career Center assessments (WorkKeys) as a resource for screening, analyzing skill levels, and making appropriate referrals of potential applicants.

SECTION- I.5 - TRADE ADJUSTMENT ASSISTANCE

Seamless Delivery of Services/ TAA-WIA

The Trade Adjustment Act (TAA) eligible laid-off worker/customer will schedule an initial meeting with the TAA representative at the One-Stop location of choice to access benefits. In most cases, TAA customers will have a determination letter advising that the lay-off they are experiencing qualifies for TAA assistance. The role of the TAA representative is to be the primary counselor for the TAA customer.

The TAA representative is part of the Skills and Development Team at the One-Stop in partnership with the WIA Career Advisor staff.

As a result of the Jabil plant closure that resulted in the lay-off of over 400 TAA eligible employees a WIA/TAA joint service delivery and referral procedure was developed and reviewed during a joint meeting with the State TAA Director and the local area WIA and TAA representatives and supervisors. The process flow verbally approved at the joint meeting ensures all TAA participants are enrolled into the Dislocated Worker Program. A future meeting is planned to formalize the agreed upon process.

After the initial TAA meeting, the customer will be referred to an orientation of the WIA assessment and career development services to include the SOAR (Self-assessment, Other Assessment, Active Research and Rewrite Career Plan) series of workshops that will help determine if training or job search is the next step in services

The TAA customer will be registered into the WIA program as a dislocated worker and attend SOAR to participate in assessments (basic work skills, computer literacy and career interests/values), labor market and occupational exploration and workshops dedicated to resume, interview, and job search techniques. LinkedIn and soft skills training are also part of the SOAR package.

Ideally, upon completion of SOAR, WIA, and TAA meet jointly with the customer to share and discuss the assessment results. However, it is recognized that this joint meeting may not always be possible. If training is an outcome of the SOAR labor market review and assessment results, further occupational and education provider research will take place. Either the TAA representative or Career Advisor can be the point of contact for this process of case management. Regardless, it is the TAA Representative's responsibility to approve the customer's employment and training decisions, develop the Individual Employment Plan (IEP) and process paperwork to fund the training related expenses.

As part of the Skills and Career Development Team, the continuing role of the WIA Career Advisor in partnership with TAA is to provide the customer with support services, additional career guidance, and when appropriate, access to WIA training services and funds. At the point of job readiness the TAA/WIA customer will work with the One-Stop Career Center Employment team to receive one-on-one job search coaching, employment leads, and referrals to participate in job clubs and networking groups.

TAA Program Benefits and Services Training

Allowable types of training include: classroom training, on the-job training, customized training designed to meet the needs of a specific employer or group of employers, apprenticeship programs, post-secondary education, prerequisite education or coursework and remedial education, which may include General Educational Development preparation, literacy training, basic math, or English as a Second Language. The cost of training is paid to the training provider by the State with Trade Adjustment Act Program funds.

Training may be approved on a full-time or part-time basis, although full-time training is required in order to meet income support eligibility requirements. Workers covered by a certification may enroll in a Trade Adjustment Act-approved training program when they are still working but have been threatened with a lay-off.

Income Support (TRA)

A Trade Readjustment Allowance is available to continue to provide income support while an individual is participating in Trade Adjustment Act approved training and attending training full-time. The amount of each weekly Trade Readjustment Allowance payment is based on the weekly unemployment insurance benefit amount the person has already received. A Trade Adjustment Act participant must have been entitled to receive UI benefits before they may receive Trade Readjustment Allowance and must have exhausted their UI entitlement.

Reemployment Trade Adjustment Assistance (RTAA)

These benefits are available if a Trade Adjustment Act participant is age 50 or older and obtains a new job which does not pay more than \$50,000.00 annually and is paying less than the job the participant was laid-off from. Participation in Reemployment Trade Adjustment Assistance allows a person to receive a wage supplement.

Reemployment Trade Adjustment Assistance payments may total 50% of the difference between the old and new wages, with a maximum of \$10,000.00 paid over a period of up to two years.

An individual, who is receiving Reemployment Trade Adjustment Assistance, is also entitled to receive employment and case management services and may be eligible to enroll in Trade Adjustment Act-approved training. Workers may qualify for Reemployment Trade Adjustment Assistance while employed full-time, or when working part-time, employed at least 20 hours a week, and participating in a Trade Adjustment Act-approved training program.

TAA Job Search and Relocation Allowances

The Job Search monetary benefit is available to cover expenses incurred while seeking employment outside a person's normal commuting area. The TAA Relocation Allowance is a monetary benefit available to reimburse a customer for approved expenses when an individual obtains employment outside their normal commuting area and must relocate their household.

SECTION- I.6 - REEMPLOYMENT SERVICES

Reemployment services are provided to Unemployment Insurance claimants to maximize resources and enhance the workers' opportunities to return to the workforce. Claimants are selected each week to meet one-on-one with an Employment Services staff member to assess their employability status. Core services are provided to all claimants to include full registration in Arizona Job Connection.

Arizona is participating in the Unemployment Insurance Reemployment and Eligibility Assessment Initiative. The program is designed to get Unemployment Insurance claimants into the One-Stop Career Centers for the purpose of:

- 1) Reviewing their eligibility for unemployment compensation;
- 2) Developing a reemployment plan that connects them to One-Stop Career Center services.

There are five components included in the Reemployment and Eligibility Assessment model:

1. The claimant must receive an Unemployment Insurance eligibility assessment;
2. The claimant must physically report to the One-Stop Career Center;
3. The claimant must receive labor market information;
 1. The claimant must receive assistance in developing a reemployment plan that includes work search activities; and
5. There must be feedback from the One-Stop back to the Unemployment Insurance system regarding the claimant's receipt of services, which are a condition of eligibility.

Claimants that are selected for Reemployment Eligibility Assessment services are in the ninth (9th) week of benefits and are identified as likely to exhaust Unemployment Insurance benefits. They are notified to report to the local One-Stop facility for a one-on-one in-person assessment. Claimants are required to provide their work search log and a copy of their resume for review and discussion. During the one-on-one assessment potential barriers are identified through the use of the Layoff-to-Employment Action Planner (LEAP) and appropriate referrals to support services are made and included in their reemployment plan.

SECTION- I.7 - MIGRANT SEASONAL FARMWORKER

The Migrant Seasonal Farmworkers Program was established by a US District Court Judge, Charles R. Richey, in August, 1975, mandating specific actions be taken to correct inequities that were going on in early 1970 against Migrant Seasonal Farmworkers. Among the charges were discriminatory and unequal treatment and services by State Employment Security agencies and Department Of Labor officials were not effectively enforcing the law and Department Of Labor regulations.

By issuing this court order, Civil Action No. 2010-72, it was established that all State Employment Service agencies and all local offices, regardless of (agricultural) activity level, to provide Migrant Seasonal Farmworkers the full range of employment services, benefits and protections.

To promote the economic well-being of workers and their families, help them share in the American dream through rising wages, pensions, health benefits and expanded economic opportunities, and foster safe and healthy workplaces that are free from discrimination, the Phoenix Workforce Connection is committed to advancing the goals set for in Executive Order 13166 “Improving Access to Services for Persons with Limited English Proficiency”. To improve access to programs and activities by Limited English Proficiency (LEP) individuals, who are often among the most disenfranchised workers in the United States, the Phoenix Workforce Connection has implemented a comprehensive, effective and meaningful LEP Policy.

The dedicated Migrant Seasonal Farmworkers staff person in Phoenix will provide outreach services to any Agricultural Employer in the area on an as-needed basis. Coordination and communication with career center staff will be maintained regularly to enhance service delivery performance.

SECTION- I.8 - SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM

Phoenix Workforce Connection partners with the Senior Community Service Employment Program (SCSEP) to enhance the employability of low-income mature workers. Opportunities for part-time work experience coupled with access to One-Stop Career Center resources and services promote opportunities to develop new job skills and learn 21st century job search techniques. Currently, the PWC SCSEP service provider is AARP. Title V trainees are scheduled for work experience services at the North (3 currently onsite) and West (6 currently onsite) comprehensive One-Stop Career Centers. These numbers vary depending on the fund allocation for Title V and the availability of the AARP enrollees to meet the basic customer service and computer skills requirements for the required for the work experience positions at PWC.

The primary SCSEP job duties at the PWC One-Stop are assigned within the Welcome Center. These duties are all consistent with the Community Service Assignment description. SCSEP workers greet and refer customers to welcome functions, staff the Resource Room and provide workshop and appointment reminder calls. PWC One-Stop staff provide training to ensure the SCSEP worker can integrate within the Welcome Team to provide job seekers with skilled support to include creating email addresses, completing on-line applications and attaching resumes, accessing Arizona Job Connection and other employment search engines and providing informed referrals to One-Stop and community resources and events.

SCSEP workers are provided opportunities to attend a variety of workshops, job fairs, targeted employment recruitments and other events held at the One-Stop Career Centers. In addition SCSEP may meet with members of the Skills and Career Development Team to explore career options and possible enrollment in WIA to participate in assessments and labor market review to determine if current skills meet employer hiring needs.

Last fiscal year PWC West WIA Career Advisors registered 4 Title V trainees into the program. Each attended the full SOAR series of workshop enrolled in occupational training activities.

Employment is the goal of the work experience training for SCSEP workers at the One-Stop Career Centers. PWC strives to move in sync with this goal and has helped several SCSEP workers find unsubsidized employment through provision of job leads and one-on-one assistance with resume and interview techniques.

AARP Job Developers are offered space in the Phoenix Workforce Connection lobby to recruit and enroll mature worker customers into the Title V program. All Center staff are trained to refer customers to AARP who meet the Title V eligibility requirements and would benefit from the program services and resources.

SECTION- I.9 - YOUTH SERVICES

Each Local Workforce Investment Area (LWIA) coordinates with community partners to offer services to youth, especially youth with significant barriers to employment. In collaboration with their partners, strategies are developed by the LWIAs to provide initial intake, objective assessment, case management and individual service strategies and eligibility assessment.

Comprehensive College and Career Blueprints (CCB), also known as Individual Service Strategy (ISS), renamed to reinforce the goal of college and career readiness in all youth participants, 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 as the youth's needs change and adjust.

Alternative Secondary School

When appropriate, the opportunity to attend an alternate education program must be made available to youth. This may be conducted in or outside of the public school system and include Charter Schools that offer alternative formats of strategies or equivalency preparation classes.

Summer Employment

Summer employment opportunities are intended to be part of a comprehensive array of services that are linked directly to academic and occupational learning programs.

Youth program service providers are encouraged to consider the intensity of the services provided and the needs of the youth in determining the appropriate level of follow-up services. Summer employment also focuses on occupational, work maturity, and citizenship skills, which improve the quality of the youth's role in the community and society.

Paid and unpaid work experience (WEX)

WEX is a planned and structured learning activity that takes place in a workplace environment for a limited period of time. WEX may be paid/ unpaid, or may be subsidized /unsubsidized. WEX may be assigned in the private for-profit sector and/or non-profit sector, or the public sector. The purpose of the WEX is to provide the youth with the opportunities for career exploration and skill development. It is designed to enable youth to gain exposure to the working world and its requirements. Participation in work experience activities will help youth acquire the personal attributes, knowledge, and skills needed to obtain and retain a job and advance in employment. Benefit to the employer is not a goal of work experience, although the employer may, in fact benefit from the activities performed by the youth.

The following elements will be incorporated in the work experience activities: exposure to various aspects of an industry, progressively more complex tasks; internships and job shadowing; job readiness training; entrepreneurship; the integration of basic academic skills into work activities (adult education and literacy activities provided in combination with other programs services); skills to obtain work-readiness skills for skill attainment and/or career explorations.

Occupational Skills Training

Training services are designed to equip youth to enter the workforce and retain employment. At a minimum, the youth must be provided individual counseling and career planning for the development of a College and Career Blueprint (CCB) before receiving training services. Other recommendations for training in the area of positive social behaviors include the following items activities to promote: maintaining healthy lifestyles, including being drug and alcohol free, maintaining positive relationships with responsible adults and peers, contributing to the well-being of one's community, voting, being committed to learning and academic success, remaining non-delinquent, postponed and responsible parenting.

Leadership Development

Leadership development services shall be incorporated into program activities and may include the following: exposure to local community college services and other postsecondary educational opportunities; community and service learning projects to encourage responsibility and other positive social behaviors during non-school hours; peer centered activities to develop rapport and friendship with other youth to provide opportunities to understand and accept diversity to include peer mentoring and tutoring; organizational and teamwork training with opportunities to assume leadership roles in the team environment; training in decision-making with an emphasis on establishing priorities in the youth's school, work and personal life; citizenship training to include life skills workshops such as budgeting of resources, effective parenting, etc.;

employability skills to include training on employer expectations in the workplace; positive social behaviors or soft skills that focus on the importance of maintaining a positive attitude, self-esteem building, cultural diversity training and work simulation activities.

Adult Mentoring

Programs that encourage positive relationships with adults to serve as role models and mentors to youth shall be provided to youth enrolled in PWC Youth Programs. The goal of a mentoring relationship is to help the youth retain employment and prepare for future promotional opportunities. Mentoring activities excludes WIA case management. Activities may be work-based or non-work based, depending on the needs of the youth. Mentors shall maintain regular contact with the youth, which may include: tutoring to assist with the completion of educational, occupational and basic skills goals; coaching in the areas of work ethics, job specific skills and college and career development skills; post-secondary guidance; and guiding youth's progress in achievement of personal and program related goals. Youth should receive adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months.

Support Services

Support services are services necessary to remove barriers to participation in PWC Youth Program activities. Youth program service providers are encouraged to coordinate services with other partner agencies.

Examples include but are not limited to the following support services: referrals to medical, behavioral health, and dental services; assistance with professional and other required work attire and work-related tool costs, including such items as eyeglasses and protective gear; assistance with childcare and dependent care costs; assistance with transportation costs; assistance with housing costs; provision of certificates and assistance with testing and licensing costs; and incentives or needs related payments/stipends consistent with the college and career blueprint.

Follow-up Services

All PWC Youth Program youth will receive frequent, systematic follow-up services for not less than 12 months following exit. Youth program service providers will consider the intensity and needs of the youth in determining the appropriate level of follow up services; however, a minimum of one follow-up service per month will be the providers' practice. There are two purposes for conducting follow-up services: tracking, documenting, and reporting for performance outcomes; identifying services and activities after placement in a job or enrollment/continuation in an educational program to facilitate retention.

Follow-up services for youth may include but are not limited to the following services: transportation; child care or dependent care; housing; referrals to other community resources; referrals to medical services; assistance with uniforms or other work attire and work related tools; tracking progress on the job;

work related peer group support; assistance securing better paying job, career development and further education; adult mentoring; assistance with work related problems; tutoring; leadership development; and other services as appropriate.

Comprehensive Guidance and Counseling

Referrals to counseling and guidance services are based on each youth's objective assessment and CCB and may include but are not limited to the following services: career guidance and vocational counseling; drug and alcohol abuse counseling; and behavioral health.

Job Placement and Retention

Job placement is provided to youth when the CCB goal is employment. Youth providers will utilize other entities in the system to provide sustainable and age-appropriate employment opportunities and ensure that youth remain on their targeted career path.

Retention services will be provided to optimize job success. Job performance, punctuality/attendance, and employment related soft skills will be addressed to assist youth retain employment. Youth program service providers will continually evaluate the need for post-employment supportive services that may be required to remove barriers to job retention. Employment may be used for work readiness skills 7-12 prior to exit.

Active youth engagement leads to positive outcomes. As a result of the thorough objective assessment process, the youth learns more about his/her skills, knowledge, and abilities in relation to secondary and postsecondary school education goals, vocational training goals, and/or career goals. The youth program service provider also learns about the youth's educational levels; work readiness and prior work experience strengths and abilities; barriers that may hinder returning/remaining in school to complete basic education, hinder occupational skills training or hinder obtaining/retaining employment.

An objective assessment of skill levels and service needs of each youth is completed with all youth and includes an examination of basic skills, occupational skills, educational background, prior work experience, employability, interests, aptitudes, attitudes towards work, motivation, behavioral patterns affecting employment potential, supportive service needs, developmental needs, leadership needs, and family situation. The assessment includes an evaluation of the youth's barriers to employment including financial resources and supportive service needs. The assessment is used by youth program service providers to develop a College and Career Blueprint (CCB), which is the same as an individual service strategy (ISS), to identify and provide a blueprint to obtain college and career goals and outcomes.

The objective assessment is a client-centered, diagnostic approach to evaluate the needs of the youth without regard to services or training programs available.

It includes a full array of options including structured interviews, career guidance instruments, basic skills tests, and behavioral observations. The process includes structured interviews, written tests, performance tests (i.e., skills and/or work samples including those that measure interest and capability to train in nontraditional employment), behavior observations, interest and/or attitude inventories, career guidance instruments, aptitude test, and basic skills test. This examination of the capabilities, vocational potential, barriers to employment, and supportive service needs of a youth is to be used to develop a realistic employment goal and a service strategy. The objective assessment is an ongoing process and is not viewed as a one-time event. The objective assessment is to be revised regularly when additional needs are identified or goals achieved.

Youth will be assessed using standardized evaluation tools for deficiencies in basic, occupational and work readiness skills to establish goals for the Workforce Investment Act (WIA) Skills Attainment. An assessment to determine presumptive need and pre-assessment tools for each skill attainment category are available in Arizona's Skill Attainment System manual. The pre-assessment and skill attainment must be included in the hard copy file. The youth program service provider will set a minimum of one skill attainment goal per year, and may determine whether the youth can achieve more than one goal in the same period.

Youth will also be assessed with a focus on college and career readiness. Barriers to employment and training are evaluated and take into account youth's family situation, work history, education, occupational skills, interests, attitudes toward work, motivation, behavior patterns affecting employment potential, financial resources, supportive service needs, and personal employment information as it relates to the local labor market.

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

- Youth offenders/youth of incarcerated parents, which include but not limited to successfully complete secondary and/or postsecondary education, participate in accountability classes, and participate in behavior modification activities.
- Youth with disabilities, which include but not limited to successfully complete secondary and/or postsecondary education and receive reasonable accommodations including assistive technology relevant to increasing self-sufficiency.
- Youth drop outs, which include but not limited to re-enroll and successfully completed secondary and/or postsecondary education, participate in accountability classes, and participate in behavior modification activities.
- Homeless youth objectives, which include but not limited to successfully complete secondary and/or postsecondary education, receive basic living skills training, and return to family or stable living conditions.

- Foster care youth objectives, which include but not limited to successfully complete secondary and/or postsecondary education, receive basic living skills training and return to family or stable living conditions.
- Pregnant and parenting youth, which include but not limited 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) 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. Career goals for younger youth are age appropriate and will identify a career interest that can be developed into a career goal. Goals may change as a youth ages and interests broaden as a result of participation in workforce development activities, which must be reflected in CCB revision and appropriately documented. Skill attainment goals will also be established for all youth needing basic skills, work readiness skills and/or occupational skills training.

The CCB is the basis for the entire case management strategy to achieve goals in education and workforce training.

The CCB will be developed in partnership (mutually agreed) with the youth and reflect the needs indicated by the objective assessment and the expressed interests and desires of the youth. The CCB is the framework for justifying decisions concerning the appropriate service mix and sequence of services. A plan of action is developed as part of the CCB for the following:

- Identify academic competencies to be achieved, i.e. preparation for postsecondary educational opportunities)
- Determine the type of occupational and basic skills training to be provided, i.e. strong linkages between academic and occupational learning)
- Identify employment opportunities (including nontraditional employment in appropriate circumstances)
- Determine the provision of support services
- Preparation for unsubsidized employment
- Identify a minimum of one of the eleven required program elements

The CCB is reviewed and updated periodically to reflect the youth's progress in meeting the objectives of the CCB including progress in acquiring basic and occupational skills and the adequacy of the supportive services provided.

Phoenix Workforce Connection (PWC) WIA Youth Program developed processes to build a youth-serving system to meet the needs of all disadvantaged, disengaged youth within the city of Phoenix. The goal was to create partnerships within the community to engage education and business professionals in the implementation of programs that offer career pathway training in high-demand and cluster occupation.

Phoenix Workforce Connection is committed to creating avenues for all disengaged and disadvantaged youth. PWC youth service providers work to provide services to youth with disabilities by providing appropriate accommodations as needed and discussed during the development of their CCB. PWC youth service providers are aware that the harder to serve youth, like those with disabilities, require additional time, assistance, advocacy, and resources to attain positive outcomes, so strategies are developed to promote longer-term services for these youth to prepare them for college and career pathways.

Program partners provide youth with disabilities with college and career training opportunities in high demand and targeted cluster occupations. The youth are offered the opportunity to receive educational training, which included secondary and postsecondary education. Depending on initial assessments, youth are referred to program activities based on interest and educational levels. Youth 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.

The program's overall goal is to provide occupational training in high-demand and cluster occupations, while at the same time providing meaningful employment opportunities for youth to reach self-sufficiency.

Degree Phoenix, a partnership of the Maricopa Community College District, Phoenix Union High School District, City of Phoenix, the Raul H. Castro Institute and Valley of the Sun United Way, is intended to increase educational attainment, degree completion, and opportunities for high wage jobs for Latino youth through sustainable, collaborative system-wide innovation.

This will be accomplished through a collaborative effort of youth, both in and out of formal educational system, that will create college-going culture, raise awareness of what it takes to attain college completion, use of common language and terminology throughout the system, creating a seamless student experience and operate in multiple places in Phoenix. It is anticipated that the outcomes will be a 20% increase in the number of students earning a post-secondary credential during the projects four-year time frame. PWC is an active member of the partnership and has incorporated new methodologies into the WIA youth program that will assist with the overall goal of increasing the number of students earning post-secondary credentials. All youth seeking assistance for occupational skills training will be provided in-depth assistance with Free Application for Federal Student Aid (FAFSA), additional grants and other resources the youth can use to further their college and career goals.

PWC is currently engaging the Phoenix Job Corps Center in activities. Due to changes in management at Phoenix Job Corps Center, some of the partnerships that had been developed ended. A Phoenix Job Corps representative is currently sitting on the Phoenix Business and Workforce Development Board and attends the Youth Initiatives Committee meetings to keep engaged. PWC will continue building relationships and partnerships with the Phoenix Job Corps Center.

The additional 5% Non-Economically Disadvantaged Youth Barrier can be one of the following:

- A. Over age and under credited
- B. Deficient in at least 5 of the 12 work readiness skills
- C. Occupational skills deficient
- D. Individual with a disability
- E. Limited English speaking
- F. Other individuals defined as “at risk” by the Local Education Agency

All non-low income youth must be counted in the 5% window category at the end of each month of enrollment and continuing each month/year until exited from the program. PWC established a procedure and reporting mechanism to track youth enrollment and active youth. Each youth contractor is required to submit monthly reports indicating the youth eligibility status. PWC validates the reports using Arizona Job Connection system and addresses any discrepancies.

PWC 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. PWC tracks out-of-school youth enrollment to ensure youth service contractors are meeting contract requirements.

City of Phoenix youth staff review Arizona Job Connection and Excel trackers submitted from youth providers and submit to City of Phoenix fiscal staff on a monthly basis. Fiscal then processes the monthly expenditure reports accordingly.

The PWC Youth Initiatives Committee has determined that any one of the following may be utilized as the 6th criteria for youth eligibility.

- A. Over age and under credited
- B. Deficient in at least 5 of the 12 work readiness skills
- C. Occupational skills deficient
- D. Individual with a Disability
- E. Limited English speaking
- F. Other individuals defined as “at-risk” by the Local Education Agency

Phoenix Workforce Connection already actively recruits out-of-school youth and will continue to reach out to youth who are disengaged from school, dropped out or who might have received a diploma but are basic skills deficient, unemployed or underemployed. PWC youth providers will develop the CCB together with the youth and ensure the youth is setting reachable skills achievement goals. Youth and youth providers will discuss options and guide the youth in making informed choices about what programs and services are the appropriate blueprint for success, highlighting the assets youth already possess. The youth providers will ensure the youth are engaged in program activities and services by providing active, hands-on learning activities and instruction that is authentic and relevant in context to reach goals. Assessments provided to the youth must be standardized including standard administration and scoring procedures. The youth provider will use the same instrument for the pre- and post-test assessment. Youth will continue to receive remediation until they are no longer basic skills deficient. Youth providers will be trained to understand the performance measure and how to explain to the youth what is expected of them and the positive outcomes that this performance measure can provide to the youth's college and career success.

All PWC Youth Program providers are monitored once annually, at a minimum. A ten-percent (10%) sample of active participant files and five-percent (5%) of exited participant files are monitored using two methods. The first method consists of verifying data that has been entered in the Arizona Jobs Connection (AJC) system by both the client/participant and the Case Manager assigned to the participant. This method is called a "desk review." The second method is termed "on-site" client/participant file monitoring.

On-site monitoring involves verification of the presence of hard copy or "source" documentation in the client's/participant's file that is located at the physical site from which services have been provided.

Both methods are components of programmatic monitoring and aim to determine the rate of accuracy of system staff's compliance with local, State, and federal rules, regulations, policies, procedures, and documented practices.

PWC staff also provides Americans with Disabilities Act (ADA) and Equal Opportunity (EO) monitoring which entails verifying written receipt of their legal rights regarding the aforementioned legislation and interviewing clients/participants regarding their experiences in the delivery of WIA services to determine compliance with non-discrimination laws.

A standard checklist is used by monitoring staff to review Youth Programs. Program providers have been provided with the checklist upon contract award or renewal.

If there are updates to the checklist, providers are provided the updated tool. PWC monitoring staff extracts a list from the AJC system of all participants served by a specific provider. From the list of total participants, a random sample as described above is extrapolated. The final list represents clients/participants who will be selected for compliance monitoring/data validation in the AJC system. After the desk reviews have been completed, the list of selected clients/participants is sent to providers so that they can provide access to the corresponding, hard copy, client/participant files, and a minimum of three days prior to on-site monitoring.

PWC monitoring staff arranges site visits with providers and subsequently conduct on-site reviews of files for compliance. At the end of on-site reviews, monitoring staff will discuss with the agency a short-term timeline for: completion of the results of the monitoring visit; a date in which results will be released; the date of a technical visit to discuss results; and due date for responses to Recommendations and Corrective Actions, if any exist.

On an as-needed basis, PWC program monitoring staff provides program technical assistance to Youth Program providers' staff. In many cases, the technical assistance is determined by the outcomes of desk reviews and/or on-site reviews. Requests for technical assistance are encouraged to prevent future compliance issues.

Youth Program providers are required to develop and manage a work plan each program year. The work plan is based on goals and objectives established by the city's Business and Workforce Development Division and support the successful completion of the Division Plan.

The Division Plan, in turn, supports the PBWD Workforce Investment Board (WIB) and Community and Economic Development Department's initiatives.

In addition to the work plan, each Youth Program provider is evaluated by the Youth Program-Workforce Development Supervisor on a quarterly basis on seven (7) other criteria:

Attainment of Federal Performance Measures; Expenditures; Service Levels; Program Monitoring Outcomes; Fiscal Monitoring Outcomes; Monthly and Quarterly Reports; and Submission of Weekly Reports. For each provider, the aforementioned criteria are reviewed and scored quarterly against established benchmarks. The scores are largely based upon a provider's progress toward the established quarterly measurements.

Phoenix Workforce Connection (PWC) administration provides staff development, policy and procedure training, and "brown bag" series training quarterly, with a system-wide training event facilitated annually. Topics for the training are determined after review of program monitoring outcomes, suggestions from staff, work plan or performance deficiencies, and other observations.

SECTION- I.10 - VETERANS

Veterans and eligible spouses of veterans are screened when they come into the comprehensive center by the welcoming team. If the person is a veteran or eligible spouse of a veteran they are given priority of service materials to complete and they are given a veteran priority of service badge to wear while in the comprehensive center.

Priority of Service is the right of an eligible "**Covered Person**" to be given priority of service over an eligible non-covered person for the receipt of employment, training and placement services, notwithstanding other provisions of the law. Covered persons take precedence over non-covered persons in obtaining services and shall receive access to services and resources earlier in time than a non-covered person. If services or resources are limited, the covered person receives access instead of or before the non-covered person.

You are a "**Covered Person**" and are entitled to Priority of Service if:

- You served in the military or air service, were discharged or released under conditions other than dishonorable as specified in 38 U.S.C 101(2);
- Active service includes full time National Guard or a Reserve component, other than full time duty for training or you are the spouse of:
 - Any veteran that died of a service connected disability or
 - Any member of the armed forces service on active duty who, at the time of application for the priority, is listed as one or more of the following categories and has been so listed a total of more than 90 days
 - Missing In Action,
 - Captured in line of duty by a hostile force,
 - Forcibly detained or interned in the line of duty by a foreign government.
 - Any veteran who has a total disability resulting from a service connected disability, as evaluated by the Veterans Administration,
 - Any veteran who died and a total disability (service connected), as evaluated by the Department of Veteran Affairs, was in existence.

All veterans and/or eligible spouses of veterans will be referred within the One-Stop integrated service delivery process. Veterans with barriers to employment will be referred to Product Box services to include case management by the Disabled Veterans Outreach Program specialist and/or Local Veteran's Employment representative.

Disabled Veterans Outreach Program and Local Veterans Employment Representative staff will assist eligible spouses with employment needs and/or appropriate referrals.

The City of Phoenix H.E.R.O. Initiative (Hire Educate Recruit Organize) was formed to address the exceptionally high unemployment rate among veterans. City of Phoenix is not only making hiring qualified veterans a priority, but are also working with top Valley companies to encourage a commitment to hiring veterans. The city is partnering with a broad coalition of community stakeholders to host bi-annual “H.E.R.O. Hiring events.” Primary stakeholders and active team members include the Phoenix Workforce Connection Business Solutions, Veterans Advocates and WIA staff.

The H.E.R.O. events are much different than typical job fairs. They are smaller, more personal, and extensive groundwork is done in advance of the events to “pre-match” veteran job seekers and employers to ensure greater job placement. Also, prior to each hiring event, a series of workshops are conducted for veteran participants to assist them with resume translation from military language to civilian, interview skills, and general career readiness.

Employer receptions and education sessions are held at our City of Phoenix Business and Workforce Development Center to educate participating employers on the benefits and misconceptions associated with hiring veterans. As an example, the most recent HERO Hiring event was held September 26, 2013 at the Shrine auditorium. Over 300 veterans registered online to provide contact information and employment background/goals, 133 completed an extensive online assessment and received a 23 page talent profile, and participants were provided the opportunity to be connected to H.E.R.O. event employer job openings.

The website database has captured a segment of the veteran talent pool and will provide a resource to help ensure veterans and employers invited to recruit at future events are a good match. 226 veterans attended the September HERO event and over 150 received job interviews on-site or were moved forward to interview at the employer location. Feedback from both veterans and employers was very positive and will promote further development of this job matching concept. Pre-event workshops were attended by over 100 veterans.

The Phoenix Business and Workforce Development Board delegates the responsibility to negotiate the federal performance measures for WIA Title 1B to the Business and Workforce Development Division’s Deputy Director. The Deputy Director engages the assistance of the workforce development supervisors for both the youth and adult/dislocated worker programs for background and trend data to develop proposed levels of performance in preparation for negotiations with State staff.

Following are the agreed upon measures and standards for Program Year 2013:

Performance Measures	PY 2013 Negotiated Level
Adult	
Entered Employment	74.0%
Employment Retention	84.0%
Average Earnings	\$13,500
Dislocated Worker	
Entered Employment	82.0%
Employment Retention	88.0%
Average Earnings	\$17,000
Youth	
Placement in Employment/Education	62.5%
Attainment of Degree/Certification	60.5%
Literacy/Numeracy Gains	43.0%

The Board has not established any additional indicators or system measures beyond those required by authorizing statutes. The Board, however, recently approved a 3-year strategic plan which focuses on the workforce development system beyond the Workforce Investment Act (WIA) programs. It will view its mission and work through a systemic lens – one that includes workforce development, economic development and education partners and their services. With the implementation of integrated service delivery, there will be additional measures established to gauge customer satisfaction and other impacts to the value of and the ease in which one can access the services in the Product Box to achieve employment goals. Other workforce partner programs will be required to participate in the reporting and collection of this data per their Memorandum of Understanding.

Likewise, the Board will measure and track progress on the balanced scorecard measures adopted by the Workforce Arizona Council. The Board supports the implementation of measures that demonstrate the impact and value that the workforce system brings to the business community.

The state required data management system is the Arizona Job Connection (AJC), which is the primary case management and federal reporting system utilized by the City of Phoenix Local Workforce Investment Area. Adult/Dislocated worker and youth program operators enter all required data for eligibility, data validation, and performance reporting according to State guidance. Because the system is integrated, other partners programs with access to AJC can access the universal information that is created by the individual or staff member. At this time, Employment Service and Trade Adjustment Assistance use the universal information to create program applications and service plans. Because all staff can access this integrated information, team management can occur. In addition, City of Phoenix Business Solutions staff has been trained and is permitted to create employer accounts and job orders. Many times, the Business Solutions staff requests to remain the primary point of contact for a particular job order through completion, which AJC allows and informal agreements with our Employment Service partners endorses.

Workforce development supervisors have created tools and provided training to assist line staff and Center supervisors for all programs to employ the reporting features in AJC to manage daily caseload work, troubleshoot performance impacts, and ensure quality data entry.

Technology plays a large role in program management. For the outcome data that AJC does not provide, city and provider staff has created parallel systems to track elements and produce information necessary for more in-depth management. For example, it is critical for City of Phoenix WIA programs to be able to easily identify job-ready talent, as well as a pipeline for talent, in order for the Business Solutions Team to be able to answer business' questions regarding the available and future talent. The City WIA programs define available talent as those who have demonstrated their employability through participation in WIA-funded intensive and training services and actively participate in their employment planning. Because they are part of WIA case management, their skill sets have been identified, refined and validated. This requires a separate database that was custom built for this purpose; there is duplication of data entry and effort, but it is necessary for workforce to remain a critical economic development tool. One report can provide data on the job-ready talent, their occupational goal, and any certifications or credentials they possess. The talent pipeline report shows the program of study, occupational goal, intended credential/certification and the timeline for completion. This helps with businesses that have projected workforce needs in the future.

Phoenix Workforce Connection (PWC) customers can provide customer satisfaction feedback through the website <http://phoenix.gov/econdev/phxwc>. Placards have been created and are available at all PWC locations in resource and other common areas to drive our customers to provide online feedback. PWC has a target of 90% customer satisfaction. Feedback is utilized on a regular basis to address deficiencies in service delivery, facility issues, timeliness of service, and to make improvement on future events and activities. Hard copy surveys are utilized for planned events such as job fairs, workshops, and industry forums.

The System

The local system is known as Phoenix Workforce Connection (PWC) and the delivery of One-Stop services is through a network of mandated partner programs composed of state, county, city, community, education, and private sector organizations. PWC is comprised of comprehensive centers, satellite, and affiliate sites operated throughout the city of Phoenix. Through a Request for Proposal (RFP) procurement process, entities selected representing community and faith based organizations provide direct services for WIA youth and adult services. In addition the City of Phoenix provides adult and dislocated worker direct services out of the two comprehensive One-Stop centers. Depending on the site category of comprehensive, satellite or affiliate One-Stop centers, the range of services offered provides individuals and business access to the core services of all mandated One-Stop partner programs or have full access to self-directed core services and referral access to the other partner services.

In addition to on-site services, businesses and job seekers can utilize on-line services through the PWC website, as well as the internet-based workforce development system (Arizona Job Connection) managed by the Department of Economic Security. Both job seekers and businesses are made aware of the on-line resources through flyers, job fairs, in person and phone consultations, and other sources of contact. Literally, any location with internet service can be an electronic access location; most PWC one-stop partners have local on-line resources bookmarked on agency and resource area computers.

Within the past year, the Board supported the opening of a new Business and Workforce Development Center to serve as a critical resource for recruitment and training. Most services offered at the center are at no cost to businesses and include talent acquisition strategies, training and development, and business solutions such as employer seminars and space for business and workforce development events.

Assurances and Agreements

Part of the Phoenix Business and Workforce Development Board's responsibility is oversight of the local workforce delivery system. The agreements governing 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 Memorandums of Understanding (MOU) and Resource Sharing Agreements (RSA) provide the accountability structures for ensuring prescribed responsibilities are outlined for each entity.

It is the responsibility of the Board and the Chief Local Elected Official to ensure One-Stop Operator Agreements will be adhered to and institutional controls are implemented, followed, and monitored per the agreement roles and responsibilities of each entity comprising the One-Stop system. The overarching agreement between the Chief Local Elected Official and the Board, Sections 2-402.01 and 2-402.02, of the Phoenix City Code, establishes the Board's membership, powers and duties.

Under this local workforce business plan, the designation of the operating entity will be through a consortium of entities representing the WIA adult and dislocated worker service provider, Wagner-Peyser, and the community college district. The consortium agreement is currently being developed and will be finalized as part of the final draft submission of the local business plan certification.

All MOU and RSA agreements pertaining to One-Stop partners are currently being reviewed and updated as a part of this local workforce business plan development and will be submitted for final review and approval to be adopted as required.

Monitoring Process

A standard checklist is used by monitoring staff to review WIA programs. Program providers were provided with the checklist upon contract award or renewal. If there are updates to the checklist, providers are given an updated checklist tool. PWC monitoring staff extracts a list from the AJC system of all participants served by a specific provider. From the list of total participants, a random sample as described above is extrapolated. The final list represents clients/participants who will be selected for compliance monitoring/data validation in the AJC system. After the desk reviews have been completed, the list of selected clients/participants is sent to providers. A minimum of three days' notice prior to on-site monitoring is given to the providers to allow providers to pull files for staff to review.

PWC monitoring staff arranges site visits with providers and subsequently conduct on-site reviews of files for compliance. At the end of on-site reviews, monitoring staff will discuss with the agency a short-term timeline for: completion of the results of the monitoring visit; a date in which results will be released; the date of a technical visit to discuss results; and due date for responses to Recommendations and Corrective Actions, if any exist.

On an as-needed basis, PWC program monitoring staff provides program technical assistance to WIA Program providers. In many cases, the technical assistance is determined by the outcomes of desk reviews and/or on-site reviews. Requests for technical assistance are encouraged to prevent future compliance issues.

Assessing for Improvement

The Phoenix Business and Workforce Development (PBWD) Division assesses needs for improvements in a number of ways. The primary way in which the division determines areas of needed improvement is through the use of its progress tracking instruments. The division charts its goals and objectives prior to the start of a new program year using Work Plans and Project Status Reports. The goals and objectives have been extrapolated from larger, departmental and state-approved strategic plans. A specialized (stop-light) report captures the agreed-upon goals and objectives and is updated on a quarterly basis to illustrate progress towards the established goals.

A sub-report (project status report) is subsequently created weekly to capture the division's progress on the individual objectives that support each overarching goal. All weekly reports are compiled into a single, specialized (stop-light) report and are packaged quarterly for consumption by key stakeholders. However, staff dedicated to constructing and maintaining the reports are able to convey to management, in real-time, any phenomena that may indicate an area of challenge. Indicators of the report signal to staff and management areas of performance deficiencies and performance success. This is an invaluable tool in identifying needed areas of improvement in a timely fashion.

Secondarily, programmatic and fiscal monitoring (coupled with technical assistance visits) provides substantial information regarding areas of challenge and growth opportunity for the division. Monitoring activities occur once to twice annually. Technical assistance visits are scheduled on both "as-needed" and "as-requested" basis. With a high degree of precision, these combined activities identify the areas in which compliance and performance may be compromised. They also reveal areas in which additional or new training should be provided. Both state and federal agencies provide periodic monitoring, as well. Results of these activities help to further identify areas of opportunities and inform policy changes, procedural/processes modifications, and training plans.

Another way in which the division assessed areas of needed improvement is through its training activities. Training events provide an excellent opportunity to directly engage participants and allow them to personally convey their views of their unique challenges. System-wide, staff development training is facilitated quarterly and is always accompanied by evaluations that question the effectiveness of the training and the need for future opportunities. Annually, various stakeholders participate in scheduled planning meetings to identify areas of needed programmatic and administrative improvements in preparation for the division's mandatory, system-wide, Annual Compliance Training event. System staff and other stakeholders are asked to contribute topics for training throughout the year.



DEPARTMENT OF ECONOMIC SECURITY
Your Partner for A Stronger Arizona

INTERGOVERNMENTAL AGREEMENT (IGA) 136587-0

Contract between the Arizona Department of Economic Security ("ADES" or "Department") and the City of Phoenix ("Contractor").

WHEREAS the Department is duly authorized to execute and administer contracts under A.R.S. § 41-1854; and

WHEREAS the Contractor is duly authorized to execute and administer contracts under A.R.S. §11-952 and the City of Phoenix Ordinance S-37125; and

WHEREAS the Department and the Contractor are authorized by A.R.S. § 11-952 et seq. to enter into agreements for joint or cooperative action to contract for the services specified in this contract;

WHEREAS, the Department and Contractor agree to abide by all the terms and conditions set forth in this Contract.

NOW THEREFORE, in consideration of the mutual undertakings herein contained, the Parties agree as follows:

BY SIGNING THIS FORM ON BEHALF OF THE CONTRACTOR, THE SIGNATORY CERTIFIES HE/SHE HAS THE AUTHORITY TO BIND THE CONTRACTOR TO THIS CONTRACT.

FOR AND ON BEHALF OF THE ARIZONA DEPARTMENT OF ECONOMIC SECURITY:

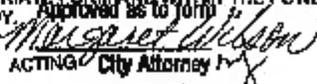
FOR AND ON BEHALF OF THE City of Phoenix a municipal corporation
David Cavazos, City Manager

	
Procurement Officer Signature	Signature
Steven L. Paulson GATHIE G. RODMAN	John M. Chan
Printed Name	Printed Name
PROCUREMENT MANAGER	Community and Economic Development Director
Title	Title
August 7, 2013	7-3-13
Date	Date
ADES 14-052744	 CITY CLERK
ADES Contract Number	Contract Number

IN ACCORDANCE WITH A.R.S. §11-952 THIS CONTRACT HAS BEEN REVIEWED BY THE UNDERSIGNED WHO HAVE DETERMINED THAT THIS CONTRACT IS IN APPROPRIATE FORM AND WITHIN THE POWERS AND AUTHORITY GRANTED TO EACH RESPECTIVE PUBLIC BODY.

ARIZONA ATTORNEY GENERAL'S OFFICE

By: 
Assistant Attorney General
Date: 7/31/13

By: 
Margaret Wilson
ACTING City Attorney
Date: 7-3-13
Public Agency Legal Counsel

ORDINANCE S-39889

AN ORDINANCE AUTHORIZING AN INTERGOVERNMENTAL AGREEMENT WITH ARIZONA DEPARTMENT OF ECONOMIC SECURITY FOR WORKFORCE INVESTMENT ACT (WIA) FUNDS FOR PROGRAM YEAR 2013-14; AND AUTHORIZING THE CITY CONTROLLER TO ACCEPT AND DISBURSE WIA FUNDS.

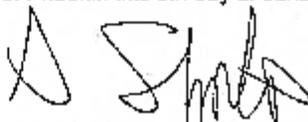
BE IT ORDAINED BY THE COUNCIL OF THE CITY OF PHOENIX as follows:

SECTION 1. That the City Manager or the City Manager's designee is authorized to enter into an intergovernmental agreement with the Arizona Department of Economic Security (DES) to accept Workforce Investment Act (WIA) funding from DES in the amount of up to Twelve Million Dollars (\$12,000,000) for program year 2013-14, which funds will be used to provide adult, youth, dislocated worker and rapid response services.

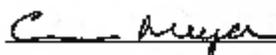
SECTION 2. That the City Controller is authorized to accept and disburse the WIA funds described in Section 1.

PASSED by the Council of the City of Phoenix this 5th day of June, 2013.

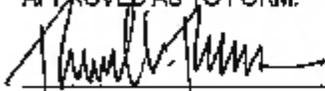



MAYOR

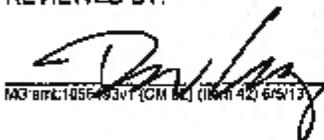
ATTEST:

 City Clerk

APPROVED AS TO FORM:

 Acting City Attorney

REVIEWED BY:

 City Manager
M33 BPL:1056-93v1 (CM 02) (Rev 4/2 6/5/13)

CITY OF PHOENIX
COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT
INSTRUCTION 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 One-Stop Career 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—Phoenix Workforce Connection One-Stop System 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—Phoenix Workforce Connection One-Stop System 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 office, 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 WIA or the regulations;
- Opposed practice prohibited by the nondiscrimination and equal opportunity provisions of WIA 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 WIA or the regulations; or
- Exercised authority under or privileges secured by the nondiscrimination and equal opportunity provisions of WIA or the regulations.

The sanctions and penalties contained in Public Law 105-220 dated August 7, 1998, Section 188(b) of WIA will be imposed against any local workforce investment 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 Krista Rippee, (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.

PHOENIX WORKFORCE CONNECTION CUSTOMER COMPLAINT FORM

Date of Incident:

Customer's Name:

Customer'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:

Findings:

Conclusion:

APPENDIX

APPENDIX 1-Public Notice

November 1, 2013

PUBLIC NOTICE

The Workforce Investment Act (WIA) of 1998 is comprehensive reform that supersedes the Job Training Partnership Act (JTPA). The goals of the national strategic direction for the workforce investment system include: increased state and local flexibility, increased integration for a stronger One-Stop system, streamlined governance leading to greater efficiencies, and increased access to post-secondary education.

Under the Workforce Investment Act (WIA) of 1998, each Local Workforce Investment Board (LWIB), in partnership with the chief local elected official, is required to submit a Local Workforce Investment Area Business Plan for WIA Title 1B Adult, Youth and Dislocated Worker Programs for program years 2014 – 2016. The Governor has designated the City of Phoenix as a Local Workforce Investment area and as such, the law requires that the City submit a Local Business Plan. To view and download a copy of the City of Phoenix Local Workforce Investment Area Workforce Investment Business Plan for Program Years 2014 and 2016, go to phoenix.gov/econdev/index.html.

Anyone wishing to comment on the plan may do so during a public comment period, from November 1, 2013 through November 30, 2013. There will be a variety of ways to comment on the Local Plan during this period. Comments will be accepted at/by:

- 1) BWD Board Meeting being held on:
November 14, 2013
8:30am until 10:00am
Phoenix Business and Workforce Development Center
302 N. 1st Ave., 6th floor
Phoenix, Arizona 85003
- 2) E-mail:
onestop@phoenix.gov
- 3) faxing: 602-534-3915
Local Plan Coordinator
Plan: PY 2014-2016
- 4) <http://phoenix.gov/econdev/index.html>

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

Respectfully,



Cynthia Spell Twen
Deputy Community and Economic Development Director
Business and Workforce Development Division

APPENDIX 2: Distribution List of LWIA Stakeholders

All workforce investment systems are dependent on the development of committed partnerships and sincere collaboration at all levels and among diverse stakeholders. The Phoenix Business and Workforce Development Board dedicate time, financial and human resources to developing a strong collaboration of stakeholders. Our stakeholders include: secondary and post-secondary educational entities, charter schools, community-based organizations (both small and large), faith-based organizations, public social service organizations, employers, business associations/networks, post-secondary education and training institutions, parents and youth. It is imperative input is received from all stakeholders and the public at each stage of the development of Local Workforce Area Business Partners. Thus, the Phoenix Business and Workforce Development staff has engaged stakeholders in the development and review of this business plan. The list of Phoenix Business and Workforce Development Division stakeholders includes:

STAKEHOLDERS

WIA Title 1B Adult and Youth Subcontractors

S.H.A.R.E. Access Points

Arizona Commerce Authority

Arizona Counties

WIB Board Members

Local Workforce Area Business

Community-Based Organizations

Economic Development Organizations

Faith-Based Organizations

Maricopa County Community College District and Private Post-Secondary Institutions

One-Stop Partners (Employment Service, Unemployment Insurance, Adult Literacy, Apprenticeship Program, Senior Community Service Employment, Trade Adjustment Assistance, Veteran Services, Vocational Rehabilitation, Welfare-to-Work)

Phoenix Job Corps

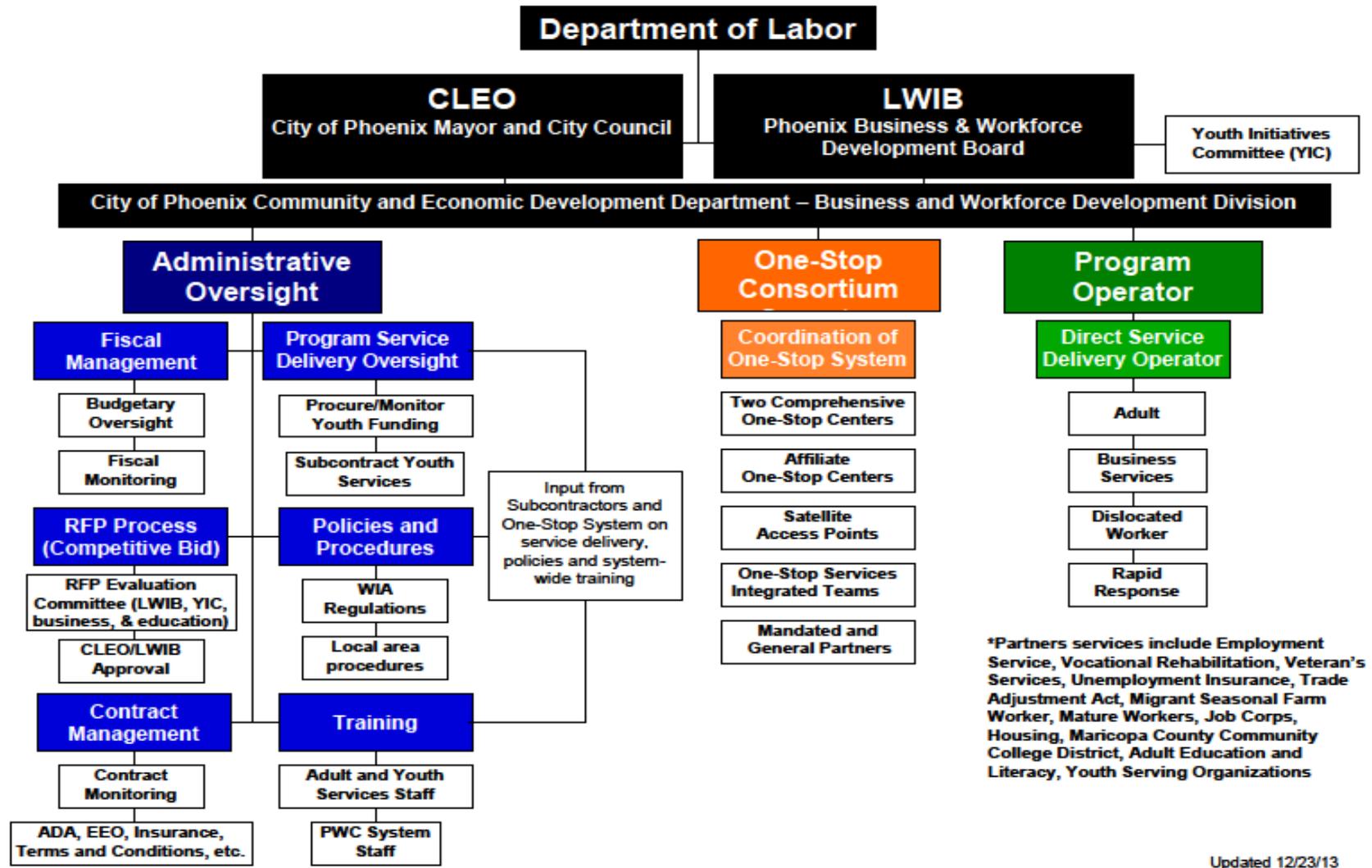
State of Arizona (various agencies)

APPENDIX 3-Public Comments

No public comment to date.

APPENDIX 4-Organizational Chart

Phoenix Workforce Connection



APPENDIX 5-One-Stop Operator Agreement

The One-Stop Operator Agreement is in the process of development and approval.

APPENDIX 6-Local Plan Assurances

Local Business Plan Assurances

Program Year 2014 - 2016

As a condition to the award of Workforce Investment Act funds, the local grant recipient assures that it will comply fully with the provisions of the following:

- 1) That it will establish, in accordance with Section 184 of the Workforce Investment Act (WIA), fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for funds paid to the local area through the allotments made under Sections 128 and 133.
- 2) That veterans will be afforded employment and training activities authorized in Section 134 of the Workforce Investment Act, to the extent practicable. (112(b)(17)(B).
- 3) That it will comply with the confidentiality requirements of Section 136(±)(3).
- 4) That no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing (Section 181 (b)(7).)
- 5) That it will comply with the nondiscrimination provisions of Section 188, including compliance with the State Methods of Administration (Section 188.).
- 6) That it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of Section 188 (Section 185.)
- 7) That it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at Section 189(c) of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will specify the required terms and conditions and assurances and certification, including, but not limited to, the following:
 - a) General Administrative Requirements:
 - 29 CFR part 97 - Uniform Administrative Requirements for State and Local Governments (as amended by the Act)
 - 29 CFR part 96 (as amended by OMB Circular A-133)- Single Audit Act
 - OMB Circular A-87- Cost Principles (as amended by the Act)
 - b) Assurances and Certifications:
 - SF 424 B- Assurances for Non-construction Programs
 - 29 CFR part 31, 32 - Nondiscrimination and Equal Opportunity Assurance (and regulation)
 - CFR part 93- Certification Regarding Lobbying (and regulation)
 - 29 CFR part 98 - Drug Free Workplace and Debarment and Suspension Certifications (and regulations)
 - c) Special Clauses/Provisions:

Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.

- 8) That veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
- 9) That it developed, and will continue to develop, this Plan in consultation with local elected officials, the local workforce board, the business community, labor organizations and other partners.
- 10) That it will meet the regulatory requirements to procure youth services by a competitive process as outlined in the WIA regulations and State Youth Procurement Guidelines.
- 11) That the LWIB will meet a minimum of four times per year, or once each quarter.
- 12) That all L WIB business will be conducted in accordance with the Arizona Open Meeting Law.
- 13) That it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:
 - Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I financially assisted program or activity;
 - Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color, and national origin;
 - Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
 - The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
 - Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs. The grant recipient also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant recipient's operation of the WIA Title I – financially assisted program or activity, and to all agreements the grant recipient makes to carry out the WIA Title I - financially assisted program or activity. The grant recipient understands that the United States has the right to seek judicial enforcement of this assurance.

That program services will be provided and funds will be spent in accordance with the Workforce Investment Act and Wagner-Peyser Act legislation, regulations, written Department of Labor and State of Arizona guidance, and all other applicable Federal and State laws. Local business plan contents cannot override the legislative and regulatory requirements of the Workforce Investment Act and/or the Wagner-Peyser Act.

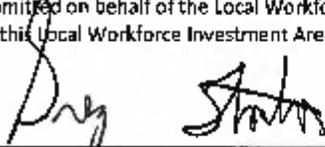
APPENDIX 7-Signature Page

Local Business Plan Signature Page Program Year 2014 through Program Year 2016 WIA Title 1B

We, the undersigned, do hereby approve and submit this Local Plan for the Workforce Investment Act (WIA) Title 1B Programs for the:

City of Phoenix
Local Workforce Investment Area (LWIA)

Submitted on behalf of the Local Workforce Investment Board (LWIB) and Chief Local Elected Official(s) for this Local Workforce Investment Area.



Signature – Chief Local Elected Official

12/10/13

Date

Greg J. Stanton, Mayor
Name and Title

N/A
Signature – Chief Local Elected Official

Date

N/A
Name and Title



Signature Local Workforce Board Chair

12/10/13

Date

Darrell T. Rich, Chairman
Name and Title

Approved on behalf of the State of Arizona:

Signature – Chair
Workforce Arizona Council

Date