



MARICOPA COUNTY

**LOCAL WORKFORCE
DEVELOPMENT AGENCY**
STRATEGIC PLAN
2016-2020



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EXECUTIVE SUMMARY

To fully comply with the rules and regulations under the Workforce Innovation and Opportunity Act (WIOA), **ARIZONA@WORK: Maricopa County** has compiled the following local strategic plan. This plan, once submitted and approved, will be in effect from 2016-2020. This plan is comprised of several sections designed to give the reader an in depth knowledge of the local workforce system of which **ARIZONA@WORK: Maricopa County** is a core partner. These sections include:

- @ An extensive analysis and overview of the local and regional economic landscape and the part Maricopa County plays in it.
- @ A section outlining the goals and strategies set by **ARIZONA@WORK: Maricopa County** in order to align with the mission and vision of WIOA.
- @ An overview of the workforce system in the region and the relationship between the core partners.
- @ An explanation of how **ARIZONA@WORK: Maricopa County** plans to provide services to eligible individuals, especially to those with barriers to employment (opportunity youth, veterans, justice involved individuals, homeless individuals, etc.)
- @ A section on business services and employer engagement.
- @ Program details and service delivery models.
- @ Performance metrics and a commitment to continuous improvement.
- @ Complaint and grievance procedures for clients.
- @ An explanation of the development of this plan and timeline for public comment, submission and approval.

ARIZONA@WORK: Maricopa County is committed to fully implementing WIOA and aligning its programs to meet the needs of the 21st century workforce. **ARIZONA@WORK: Maricopa County** recognizes the need to be as efficient as possible in order to serve the communities in which it operates. This plan will be continually reviewed to ensure that both job seekers and employers are served in the most effective ways possible.

A note on formatting and public comments: this draft is subject to change after input from the public. This draft of the plan will be available for public comment for 30 days beginning on September 28, 2016. Formatting of this document may also change.

SECTION 1: ANALYSIS (A-D)

a. Analysis of regional economic conditions

i. Counties covered; brief description of the characteristics of the local area and list of service access sites;

ARIZONA@WORK is Arizona's statewide workforce development network. **ARIZONA@WORK: Maricopa County** is one of the State's 12 regional Local Workforce Development Area (LWDA)'s which serves Maricopa County. Maricopa County located in south-central Arizona, spans 9,224 square miles, measuring 132 miles from east to west and 103 miles from north to south. The County's outer geographical boundaries were set in 1881 and have not changed since. Figure 1. outlines Maricopa County boundaries, and demonstrates the depth of service area access site locations. *A full list of access sites can be found on 110.*

Maricopa County, with 4.1 million residents, is the most populous county in Arizona and the fourth most populous county in the nation. Maricopa County makes up 59.7% of the State's total population: 6,392,017. Further, Maricopa County has the highest population per square mile in the state at 414.9 individuals per square mile with Pima County coming in second with 106.7 individuals per square mile. The County continues to recognize annual population growth, as demonstrated in Figure 2. In fact, according to U.S. Census Bureau data, Maricopa County has encountered constant growth above the national rate every year. Figure 2. reveals by 2017, Maricopa County's population is anticipated to increase by 1.9% or 80,000.

FIGURE 1. MARICOPA COUNTY BOUNDARY MAP

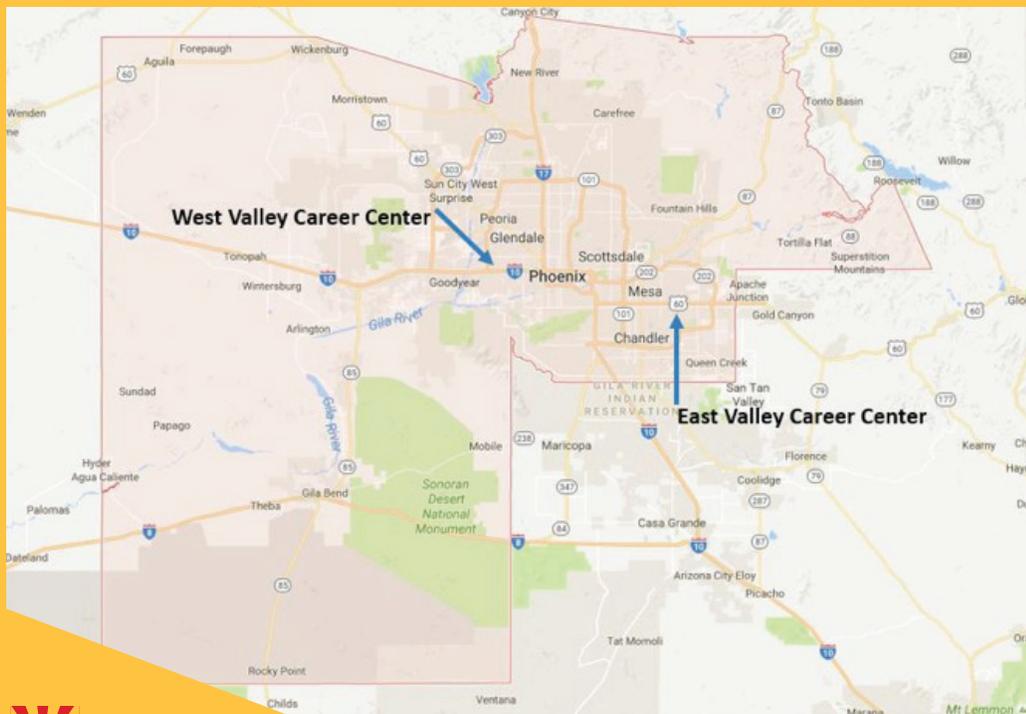
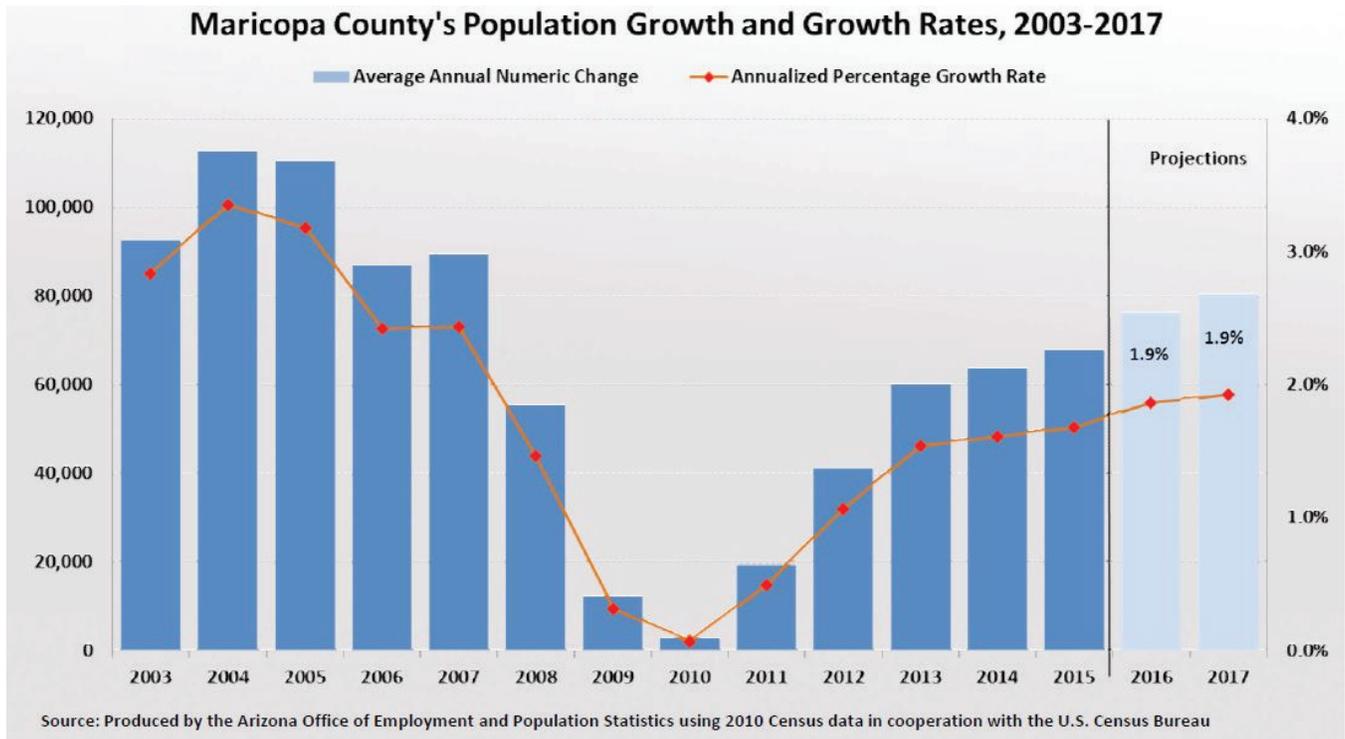


FIGURE 2. MARICOPA COUNTY'S POPULATION SNAPSHOT



Consisting of rural, urban and suburban communities, Maricopa County is a diverse region. Each community is served by one of five districts, shown in Figure 3. The five districts are led by elected Supervisors, shown in Figure 4., each bringing a specialized background and unique expertise to the County, and forming together as the Board of Supervisors (BOS).

FIGURE 3. BOARD OF SUPERVISORS DISTRICTS



FIGURE 4. MARICOPA COUNTY BOARD OF SUPERVISORS



Denny Barney
District 1 Supervisor



Steve Chucri
District 2 Supervisor



Andy Kunasek
District 3 Supervisor



Clint L. Hickman
District 4 Supervisor



Steve Gallardo
District 5 Supervisor

Chairman

To ensure Maricopa County is a great place for residents to live and work, county government funds positions to serve the public in 40 departments, including: public health and health care; transportation infrastructure construction and maintenance; flood control; law enforcement and courts; education; parks and recreation facilities; libraries; animal control; economic and community development; and elections. Because of the effectiveness to enhance services for residents and the innovation of the programs offered by these departments, Maricopa County has received 57 Achievement Awards from the National Association of Counties (NACo) for 2016.

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

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

ii. Existing and emerging in-demand industry sectors and occupations; and

As the population continues to grow and diversify, it drives exciting changes with the region’s economy. Maricopa County keeps up on trends and changes in the region through direct contact with multiple stakeholders, and through data. The Arizona Department of Administration’s Office of Employment and Population Statistics works directly with Maricopa County to ensure data is “living” and relevant.

To capture the landscape for the next four years, the Office of Employment and Population Statistics’ staff has produced lists to demonstrate existing and emerging in-demand industry sectors and occupations, in Maricopa County, using LAUS data in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics. The data identifies industries and occupations with favorable labor market traits that support long-term economic and workforce strategies. Favorable labor market traits include:

- @ Above-average employment and wage growth
- @ Projected long-term employment growth
- @ Competitive advantages in employment and wages

Existing and emerging demand industries were selected for the lists based on their overall performance in each labor market indicator category, and an overall ranking score was calculated and compared regionally, and nationally with a location quotient (LQ). Labor market variables were given different weights depending on the importance of each variable when defining existing and emerging demand industry requirements, as demonstrated in Figure 5.

FIGURE 5. LABOR MARKET VARIABLE RANKINGS TRANSPARENCY

Maricopa County							
Existing Demand Industry Detail				VARIABLE RANKINGS			
Overall Rank	3-Digit NAICS Industry	Average Employment Level	Average Weekly Wage Level	Employment Growth	Average Wage Growth	Employment Location Quotient	Wage Location Quotient
1	NAICS 621 Ambulatory health care services	1	7	6	5	4	3
2	NAICS 622 Hospitals	4	8	5	6	9	5
3	NAICS 524 Insurance carriers and related	6	6	1	9	3	8
4	NAICS 522 Credit intermediation and related	3	5	7	7	2	6

Existing demand industries were identified as industries with large employment bases, above-average wages, and high employment and wage location quotients. Exhibit 1. included in Appendix 1. outlines the nine highest ranked existing demand industries, including the respective top ranked occupations within those industries. The results reflect the growth and demand in the healthcare, financial, and professional services industries in Maricopa County; growth that is expected to continue. Table 1. highlights the top three industries with the top ranked respective occupations.

TABLE 1. EXISTING DEMAND INDUSTRIES - OCCUPATION HIGHLIGHTS

Rank	Existing Demand Industry	Rank	Occupations
1	Ambulatory health care services	1	Physicians Assistants
2	Hospitals	1	Pharmacists
3	Insurance carriers and related activities	1	Computer Systems Analysts

Arizona is a hotbed for entrepreneurs and innovative technology companies. These companies are typically cast as emerging demand industries; **emerging demand industries** were identified as industries with small employment levels and large short-term historic employment and wage growth. Exhibit 2. included in Appendix 1. outlines the 25 highest ranked emerging demand industries, including the respective top ranked occupations within those industries. The results reflect a wide range of emerging industries and occupations in Maricopa County. Figure 6. highlights the top three industries with the top ranked respective occupations.

TABLE 2. EMERGING DEMAND INDUSTRIES - OCCUPATION HIGHLIGHTS

Rank	Existing Demand Industry	Rank	Occupations
1	Securities, commodity contracts, investments	1	Personal Financial Advisors
2	Real Estate	1	Real Estate Sales Agents
3	Data processing, hosting and related services	1	Computer Network Architects

Emerging demand industries and occupations by their inherent nature to pop-up and grow rapidly over a short period of time can be a challenge for the workforce development system to quickly get up to speed on their unique operations and employment needs. Thus, leveraging the Maricopa Workforce Development Board’s expertise, and working with economic development partners, and the Office of Employment and Population Statistics is important for monitoring trends for ongoing strategic planning.

iii. The employment needs of employers in those industry sectors and occupations;

Employment needs of the region are just as dynamic as industry trends. There is consistent annual growth for a number of occupations, in multiple industries – providing a mixed-bag of opportunities for a pipeline of workers. Exhibit 3. and Exhibit 4. included in Appendix 1. reveal the projected annual growth rate for local demand occupations during the period of 2012-2022.

The top five highest projected growth occupations in the existing demand industries range in annual growth from 5.3% to 6.5%, and are shown in Table 3.

TABLE 3. EXISTING DEMAND INDUSTRIES – PROJECTED GROWTH

Occupation	Projected Growth
Computer Systems Analyst	6.5%
Physicians Assistants	6.3%
Computer and Information Systems Managers	5.6%
Industrial Machinery Mechanics	5.4%
Nurse Practitioners	5.3%

The top five highest projected growth occupations in the emerging demand industries range in annual growth from 5.4% to 7.2%, and are shown in Table 4.

TABLE 4. EMERGING DEMAND INDUSTRIES – PROJECTED GROWTH

Occupation	Projected Growth
Market Research Analysts and Marketing Specialists	7.2%
Computer numerically controlled machine tool programmers	6.4%
Cost Estimators	5.8%
Personal Financial Advisors	5.5%
Industrial Machinery Mechanics	5.4%

ARIZONA@WORK: Maricopa County’s business unit will be proactively reaching out to companies and employers with NAICS and SOC codes that align with the analysis.

iv. Proposed Lower Living Standard Income Level (LLSIL) percentages and description of how the local area will ensure that the LLSIL level is reflective of the current labor market information;

The State of Arizona and **ARIZONA@WORK: Maricopa County** aim to get as many residents “job-ready” to meet the needs of employers as possible; in turn, workers are self-sufficient and have valuable transferrable occupational skills. Using the demographic and labor market data, the agencies can focus specific efforts to build up quality pipelines, especially targeting low-income and underprepared individuals. Thus, the State and County use the Lower Living Standard Income Level (LLSIL) for determining eligibility for youth and adults for certain services, including Workforce Innovation and Opportunity Act (WIOA) funded programs and services.

In March 2016, the U.S. Department of Labor Employment and Training Administration (DOLETA) released an annual update to national LLSIL levels. Locally, the LLSIL is effective on July 1 of each fiscal year, or on an alternate approved date; 2016 levels are identified in Table 5.

**TABLE 5. INCOME MATRIX FOR 2016
ARIZONA DEPARTMENT OF ECONOMIC SECURITY
MARICOPA 70% LLSIL, 100% LLSIL AND SELF-SUFFICIENCY**

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

The LLSIL is used by **ARIZONA@WORK: Maricopa County** to assess self-sufficiency. Self-sufficiency is defined as the level of income needed to be financially self-sustaining without public assistance or other assistance, in Maricopa County. As demonstrated in Table 6., below, there is a saturation of individuals ages 0 to 13 and ages 25 to 54 living below 70% of the LLSIL.

**TABLE 6. POPULATION BELOW 70% OF THE LOWER LIVING STANDARD INCOME LEVEL (LLSIL)
LLSIL BY POPULATION AGE GROUP, 2013**

0 - 13 Years	14 & 15	16 to 21	22 to 24	25 to 54	55 to 64	65 to 72	73 and over	Total
214,770	24,445	82,675	33,700	212,685	32,520	14,450	20,075	635,320

WIOA allows Local Workforce Development Boards (LWDBs) to locally define self-sufficiency. WIOA mandates that self-sufficiency, at a minimum, must exceed 100% of the LLSIL. Even then, Adults and Dislocated Workers may access Maricopa County “self-help” services and WIOA core services regardless of their income level at the time of WIOA application.

The Maricopa County LLSIL reflects cost of living increases by calculating the percentage change in the most recent Consumer Price Index for All Urban Consumers (CPI-U) for Maricopa County and then applying this calculation to each of the previous year’s LLSIL figures. By analyzing regional position and wage information, a threshold was determined that would reflect the local labor market. The LWDB approved a self-sufficiency threshold of 450% of the current year’s LLSIL.

b. An analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations (an existing analysis may be used, per sec. 108(c) of WIOA);

To inform the ability of **ARIZONA@WORK: Maricopa County** to serve employers and workers, data is used to strategically plan training and education that aligns with open and growth occupations. The Office of Employment and Population Statistics conducted an analysis of knowledge, skills and abilities, and education levels required by employers in the region to fulfill occupation functions and expectations. Exhibit 5. and Exhibit 6. included in Appendix 1. identify the current job-specific requirements by Maricopa County employers. Based on the data:

- @ The majority of existing industries are seeking Customer and Personal Service knowledge; Reading Comprehension skills; and, Oral Comprehension abilities.
- @ The majority of emerging industries are seeking Computers and Electronics knowledge; Reading Comprehension skills; and, Oral Expression and Oral Comprehension abilities.

When reviewing educational attainment requirements, of the 124 emerging demand occupations, 54 occupations or 44% did not require college degrees; however, concurrently, 40 of 45, or 89%, of existing demand occupations require a college degree. The analysis identifies a trend in less educational attainment requirements, and more skill development and on-the-job training for employers hiring for emerging demand occupations. Those existing demand industry employers seeking higher educational attainment, require less work experience or on-the-job training giving significant weight to the higher education credential and skills learned through degree programs.

The data provides a great outlook and foundation for short-term and long-term workforce goals, including the need to develop communication skills trainings, and postsecondary credential opportunities. That said, **ARIZONA@WORK: Maricopa County's** strategies for 2016-2020 rely on data, and by building relationships with local employers which regional managers state is the best combination for yielding an understanding of the hiring trends and needs of local employers.

c. An analysis of the workforce in the region, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment;

ARIZONA@WORK: Maricopa County serves a large, populous and diverse region requiring significant resources and efficiency. Table 7. Provides a snapshot of various characteristics of Maricopa County's population, according to the 2014 American Community Survey (ACS).

TABLE 7. POPULATION CHARACTERISTICS AND DEMOGRAPHIC DATA

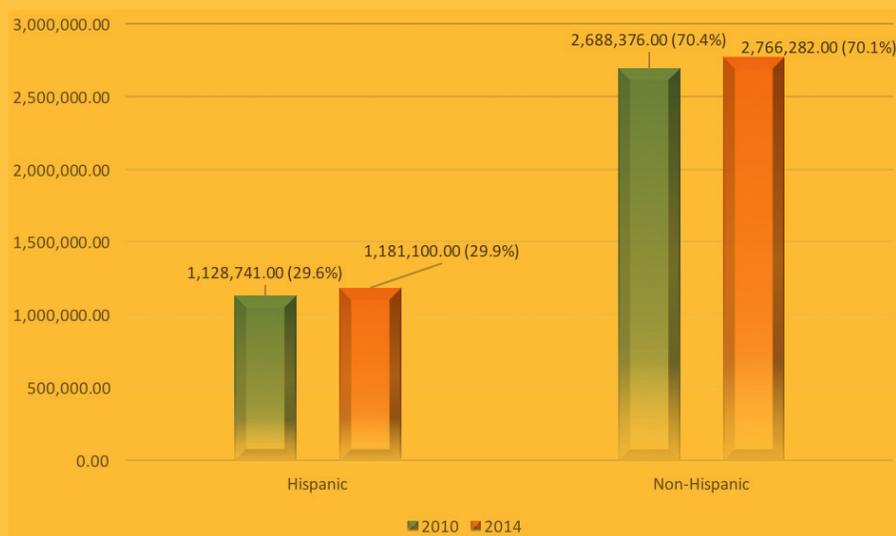
Population Dataset	Maricopa County	Arizona	United States
Median age	35.3	36.5	37.4
Individuals with a disability between 18-64	8.4%	9.9%	10.2%
Veterans	8.8%	10.0%	8.3%
Median household income	\$53,689	\$49,928	\$53,482
Persons in poverty	17.1%	18.2%	15.6%
Mean travel time to work	25:24	24:42	25:42
In civilian labor force, total, percent of	63.6%	59.7%	63.5%
Foreign born persons	14.9%	13.5%	13.1%

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

When comparing the County’s population characteristics to the state and nation (Table 7.), Maricopa County has a higher median household income of \$53,689; a lower median age of 35.3; and a higher civilian labor force participation rate of 63.6%. Maricopa County also has a higher poverty status rate of 17.1% compared to the nation’s rate of 15.6%, yet is lower than the state’s rate.

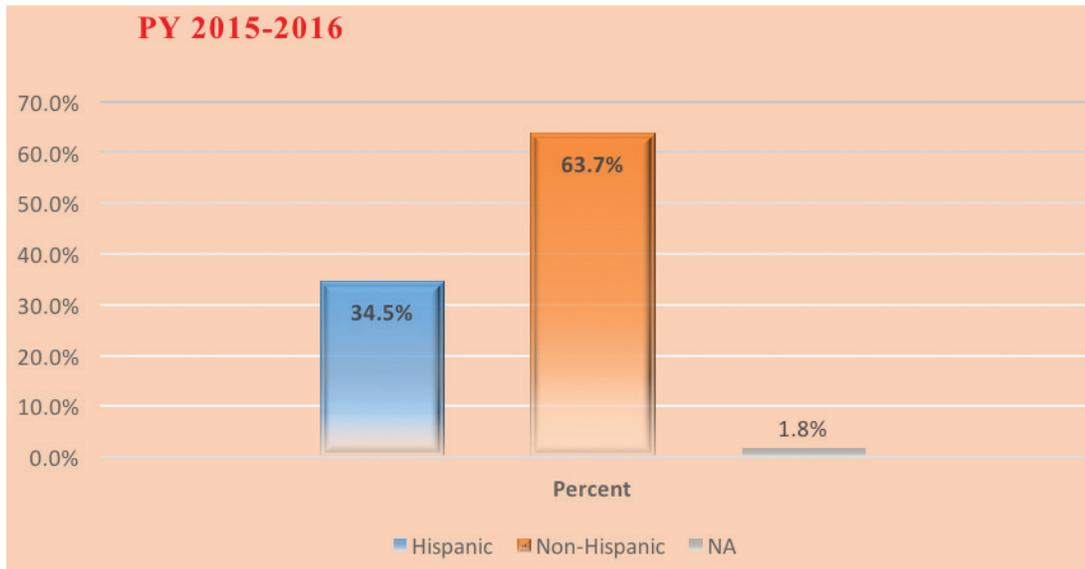
Further, both the 2010 Census and the 2014 ACS indicates Maricopa County’s Hispanic or Latino population, 29.6% and 29.9%, respectively, is greater than the national rate, 16.3% and 16.9%, respectively. In 2010, the Hispanic populace represented nearly one-third of Maricopa County’s total population. The side-by-side comparison, in Figure 6., of the 2010 Census data and the 2014 ACS data, reveals the rapid Hispanic growth trend in Maricopa County’s population. During the four-year comparison period, Figure 6. reveals a 4.4% increase in Hispanic residents, and a 2.8% increase in their non-Hispanic counterparts – the Hispanic population is growing faster.

TABLE 5. HISPANIC POPULATION COMPARISON



ARIZONA@WORK: Maricopa County’s Maricopa County demographic data for Program Year 2015-2016 suggests almost 35% of the 19,573 unduplicated clients served were Hispanic and an estimated 64% were non-Hispanic, as shown in Figure 7. Client data supports **ARIZONA@WORK:** Maricopa County staff efforts in successfully implementing strategies that reach Hispanics and non-Hispanics proportionate to their representation in the community.

FIGURE 7. ARIZONA@WORK MARICOPA COUNTY CLIENTS – HISPANIC COMPARISON



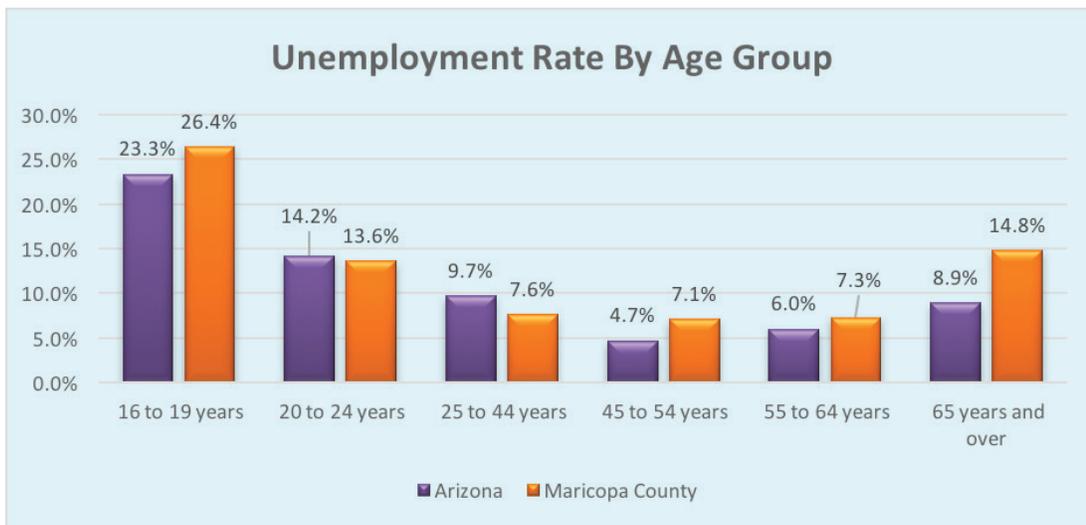
Another significant demographic group in Maricopa County is the youth population. Table 8. provides a summary of 2014 Maricopa County residents by age. For example, according to 2014 ACS data, 28.3% of the population is 19 and under which provides the region with a large target population for the future workforce pipeline. The challenges faced with this population include that the rate of disconnected youth - youth 16-24 years of age who do not go to school and who do not work - in Maricopa County (17.3%) is one of the highest in the nation, according to the *Measure of America* project; the national average is 13.8%. Further, the rate of disconnected Hispanic youth is a staggering 23.9%.

TABLE 8. MARICOPA COUNTY POPULATION BY AGE (ACS 2014)

Age Range	Frequency	Population %
19 and Under	1,117,572.00	28.3%
20-24	279,218.00	7.1%
25-34	558,791.00	14.2%
35-44	533,824.00	13.5%
45-54	516,327.00	13.1%
55-64	428,114.00	10.8%
Over 64	513,536.00	13.0%

ARIZONA@WORK: Maricopa County’s client data accounts for 43.2% of clients served being 25 – 44 years old. According to 2014 ACS data, in 2014, the 25 – 44 age range population in Maricopa County accounted for 27.7% of residents. For this same age group and year, Maricopa County’s unemployment was 7.6% which was below the state average of 9.7%. Hence, from the data, the conclusion can be made that this age group is effectively being reached through workforce services. Expanded youth age eligibility and program changes through new WIOA provisions will create opportunities to better reach and encourage young people to become connected and reconnected in the community, including support toward entering relevant career pathways..

FIGURE 8. UNEMPLOYMENT RATE BY AGE



Maricopa County’s unemployment rates also coincide with the population’s educational attainment levels. The snapshot of educational attainment, in Table 9., shows elevated educational levels for Maricopa County’s population over age 25; compared to the U.S., Maricopa County has higher levels of education attainment beyond high school, 38.3% for Maricopa County compared to 37.2% nationally.

TABLE 9. MARICOPA COUNTY HIGHEST EDUCATIONAL LEVEL ACHIEVED (POPULATION OVER 25, 2014)

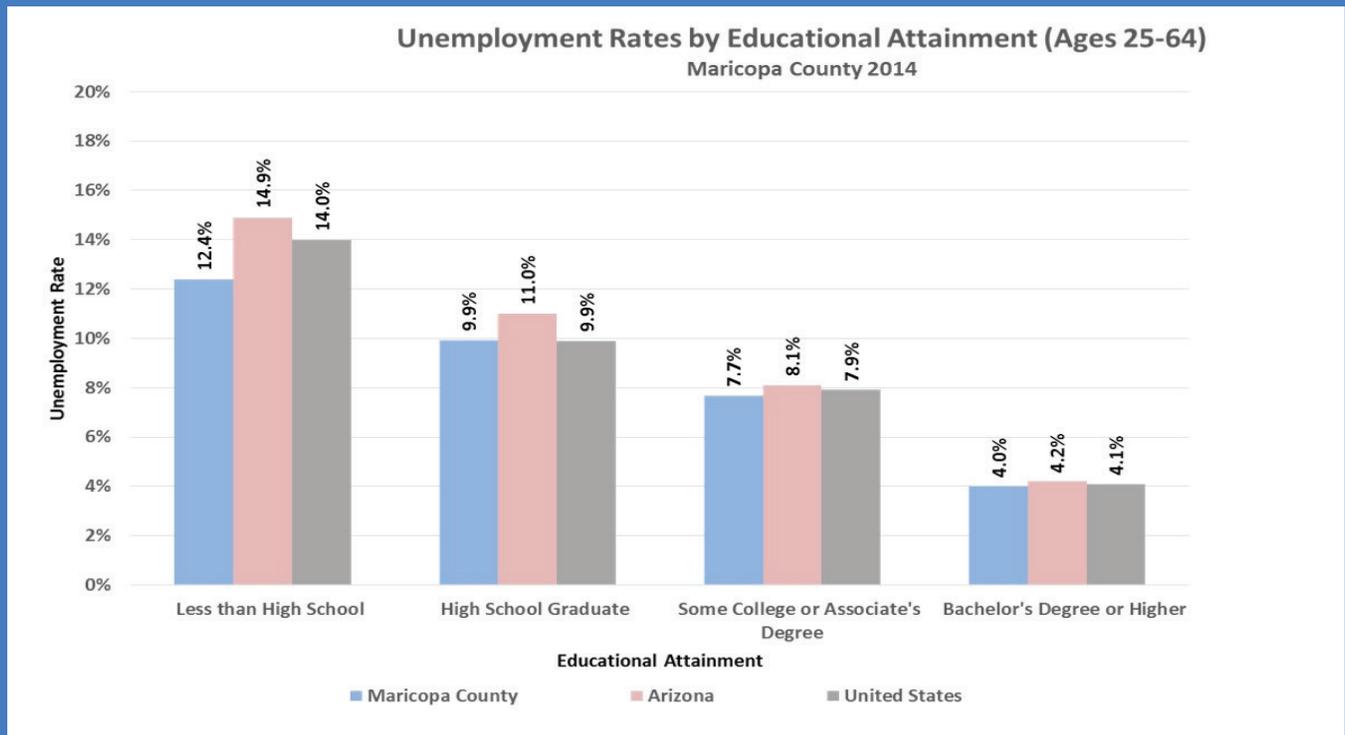
	Maricopa County	Arizona	United States
Less than High School	13.4%	14.1%	13.6%
High School Graduate (Includes equivalency)	48.3%	50.4%	49.2%
Associate's Degree	8.4%	8.4%	7.9%
Bachelor's Degree	19.2%	17.1%	18.3%
Graduate or Professional Degree	10.7%	10.0%	11.0%

Source: Produced by the Arizona Office of Employment and Population Statistics using 2014 ACS 5-Year Estimates (51501) in cooperation with the U.S. Census Bureau

In Figure 9., the data reveals how Maricopa County's elevated educational levels specifically impacts the unemployment rate which decreases with higher levels of education. Both Table 9. and Figure 9. indicate local companies have access to and are hiring a solid foundation of a skilled and knowledgeable workforce.



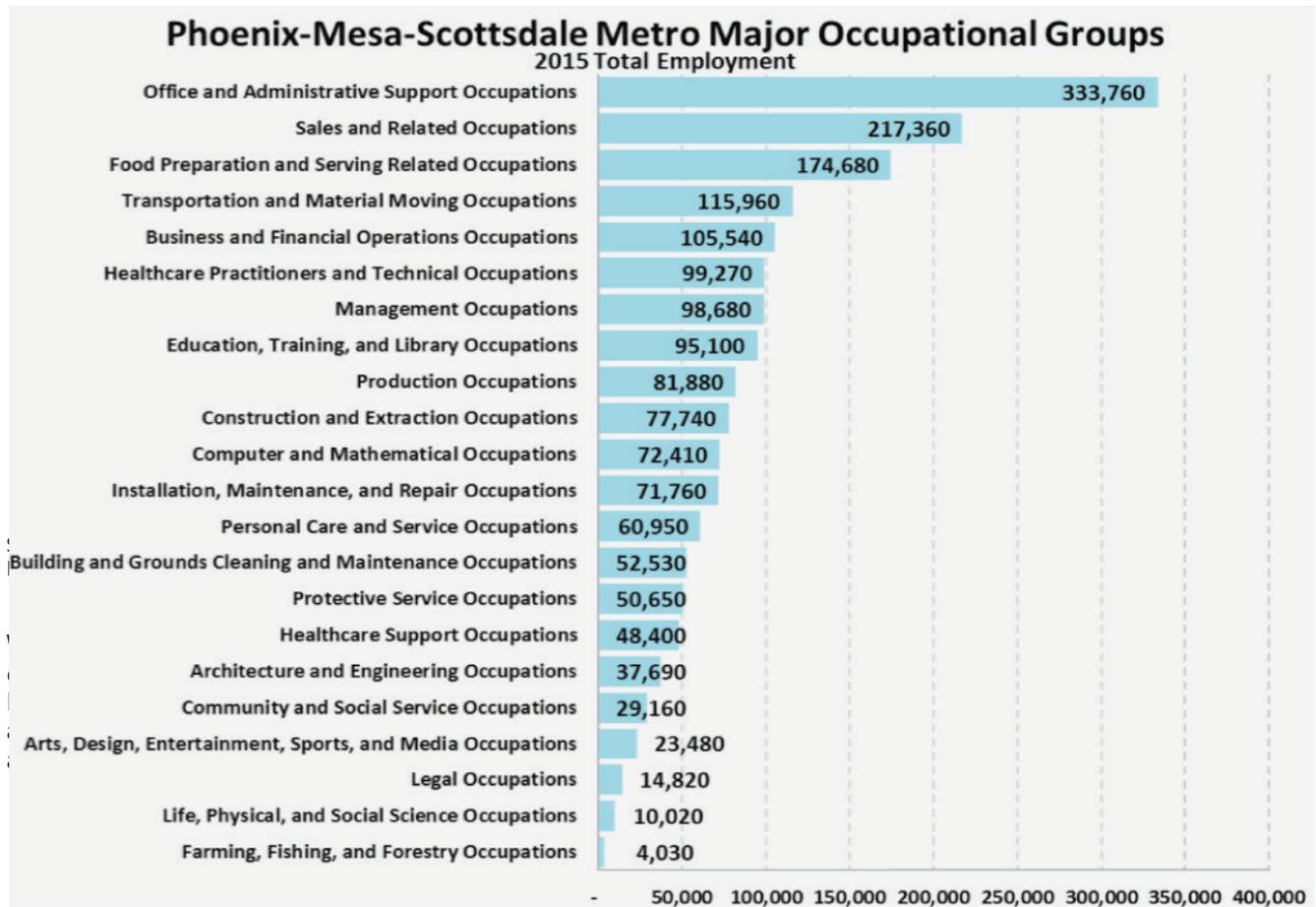
FIGURE 9. MARICOPA COUNTY UNEMPLOYMENT RATES BY EDUCATIONAL ATTAINMENT (AGES 25-64, 2014)



Source: Produced by the Arizona Office of Employment and Population Statistics using 2014 ACS 5-Year Estimates (B23006) in cooperation with the U.S. Census Bureau

As of November 2015, the U.S. Bureau of Labor Statistics stated the Region's workforce was approximately 2,180,500 people of which 5% (or 108,500) are unemployed. Data from 2015 reveals the workforce is spread out across a wide variety of occupations (Figure 10.) with a larger saturation in Office and Administrative Support, Sales and Related, and Food Preparation and Serving Related occupations.

FIGURE 10. MARICOPA COUNTY MAJOR OCCUPATIONAL GROUPS



Source: Produced by the Arizona Office of Employment and Population Statistics using 2014 ACS 5-Year Estimates (S1501) in cooperation with the U.S. Census Bureau

With a higher civilian labor force participation rate of 63.6% and a lower poverty rate as compared to the state rate, as previously mentioned, Table 10. shows Maricopa County Public Assistance Households, including TANF, SSI and SNAP, coincides with this as rates are below the state and national averages. Yet, Medicaid/AHCCCS participation is slightly above at 18% compared to 17.8% nationally while remaining below the state average.

TABLE 10. MARICOPA COUNTY PUBLIC ASSISTANCE HOUSEHOLDS

	Maricopa County	Arizona	United States
TANF (Temporary Assistance for Needy Families)	2.2%	2.5%	2.8%
SSI (Supplemental Security Income)	3.5%	4.2%	5.3%
SNAP (Supplemental Nutrition Assistance Program)	12.0%	13.6%	13.0%
Medicaid/AHCCCS (Arizona Health Care Cost Containment System)	18%	20%	17.8%

Exhibit Note: TANF, SSI, and SNAP proportions are based on households, while Medicaid/AHCCCS proportions are based on individuals.

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

The Maricopa County population depends on privately-provided health insurance compared to the state, although the rate is slightly less than the national rate. The Maricopa County uninsured rate of 16.5% is significantly higher than the national average of 14.2% and is slightly higher than the Arizona rate of 16.3%, as displayed in Table 11.

TABLE 11. MARICOPA COUNTY HEALTH INSURANCE SNAPSHOT

	Maricopa County	Arizona	United States
Private Coverage Only (Employer, Direct-Purchase, TRICARE)	50.7%	47.0%	52.7%
Public Coverage Only (Medicare, AHCCCS, Veteran’s Admin.)	19.3%	21.1%	17.6%
Both Private and Public Coverage (Some combination of the above, ex. TRICARE for Life and Medicare)	13.5%	15.6%	15.5%
Uninsured	16.5%	16.3%	14.2%

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

As outlined in the extant tables and figures, Maricopa County’s population has a wide array of needs, and whether it is unemployment, individuals with high-needs, or those in vulnerable and underserved populations, WIOA ensures access to enhanced workforce services. Maricopa County youth and adults with significant barriers to employment, including public benefits recipients, disconnected youth, Hispanic individuals, other low-income individuals, and those who are basic skills deficient, will be a priority for **ARIZONA@WORK: Maricopa County** workforce services and workforce development activities.

d. An analysis of the workforce development activities (including education and training) in the region, including an analysis of the strengths and weaknesses of such services, and the capacity to provide such services, to address the identified education and skill needs of the workforce and the employment needs of employers in the region.

Arizona is emerging as a national leader for business start-up and expansion. For example, Fast Company ranked Arizona No. 1 in the country for “entrepreneurial activity”, in 2015; and, Chief Executive ranked Arizona No. 6 in the country for “2016 best states for business”. Maricopa County is a main hub of this activity. According to the Bureau of Labor Statistics, the region’s job growth has been a steady 2.3%. This job growth highlights employers’ increased demand for a specialized and/or highly skilled workforce. In support of this, there is a wide variety of workforce development options and resources for local residents and employers:

- @ According to the National Center for Education Statistics (NCES), 92 of the state’s 134 public and private colleges (two-year, four-year and technical schools) are located in Maricopa County.
- @ Maricopa County is home to 58 school districts that serve over 700,000 Kindergarten through 12th grade students.
- @ According to NCES, there are 174 elementary and secondary private schools in Maricopa County.
- @ Local directories reflect hundreds of private and non-profit training providers, serving Maricopa County.
- @ There are 71 **ARIZONA@WORK** service access points in Maricopa County.

Among the public and private colleges are Arizona State University (ASU) and Maricopa County Community College District (MCCCD) campuses.

Arizona State University (ASU), a four-year institution, with a full-time equivalent enrollment of 72,072 students (IPEDS, 2014-2015), is one of the largest public universities in the nation. ASU is physically accessible with all four of its college campuses located in Maricopa County. Through both certificate and degree programs, ASU offers hundreds of accredited industry and globally recognized academic programs.

ASU ranks number one on U.S. News & World Report's "Most Innovative Schools" in America 2016 list. ASU ranked ahead of Stanford at number two and MIT at number three, and other notables such as well as Duke, Harvard and Cornell. The top rating was conferred by leading college officials across the country based on ASU's curriculum, faculty, students, campus life, technology and facilities. The investment for a top-ranked degree provided by a four-year institution, such as ASU, comes with tuition costs ranging from \$10,158 per year for in-state full-time tuition and fees to approximately \$25,000 per year including books, supplies, room and board, and other expenses (IPEDS, 2015-2016). These costs are not necessarily conducive to an unemployed individual or underemployed individual looking to increase their skill level or earn a degree for career advancement.

Maricopa County Community College District (MCCCD) is one of the nation's largest community college systems with ten college locations, two skill centers and numerous education centers; each college is individually accredited. The colleges provide approximately 954 occupational programs with affordable degrees and certificates, 31 academic certificates, and 9 academic associate degrees. Overall, MCCCD offers a total of 981 training programs and courses, many in high-demand occupational areas, and priority industry clusters that align with existing and emerging demand industry data. For example, MCCCD is the largest provider of health care workers and job training in Arizona, making the colleges a major resource for business and industry and the place to be for seeking education and job training. And, MCCCD has transfer agreements with public and private colleges and universities that enables a seamless transition to a four-year institution.

In 2014-2015, MCCCD served approximately 203,000 credit students and 27,000 special interest students. The characteristics, interests, and intent of MCCCD's student population are spread across the entire spectrum of higher education and include high school students, re-careering adults, students with a declared intent to transfer to a university, and those who wish to enter or advance in a specific job market. No matter a student's objective, courses are offered in multiple accessible formats, i.e. field based, hybrid, in person, independent study, Internet, mixed media, print based, private instruction, evening, weekend and open-entry/open-exit choices.

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

Although MCCCDC caters to both employers and individuals, some opportunities still exist. For example, classes that do not meet enrollment numbers are cancelled, which poses a challenge for individuals who need or have been waiting for the course/class; and, the colleges lack short-term workforce training programs. Further, and most pressing, the college system is facing its own operational challenges with the elimination of state funding. State funding for MCCCDC went from \$68.7 million in 2008 to \$6.9 million in 2012, and finally to \$0 in 2016 when the Arizona Legislature eliminated funding for the system from its budget.

Individuals or employers opting for local training providers versus higher education options have a wide gamut of groups to choose from. Because providers must also meet the demand of the local economy, financial, Microsoft, Sage, safety, trades, healthcare and leadership skills development are examples of sought after private training options, currently. Maricopa Corporate College (part of MCCCDC), Alliance Safety, the Arizona Builder's Alliance, Arizona Small Business Association, Ledgerwood Associates, New Horizons, to name a few, and several local union and trade associations specialize in these areas and serve Maricopa County. These organizations range in fees and requirements, vary in the type of credential and certificates offered, and in some cases require membership for participation.

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

Within the region, there is a significant range of needs to address through workforce development services, and an extensive menu of services to try and meet those needs. The individuals' representing those needs range from the incumbent worker needing to upgrade skills or who has experienced a layoff, to a person who is basic skills deficient and other individuals with WIOA defined barriers to employment. The range extends even further though because under WIOA all job seekers are required to have access to the workforce development system.

The breadth of workforce development services to meet these needs can be defined in two categories – Basic Career Services and Individualized Career Services.

- @ At a minimum, all individuals seeking workforce services must have access to Basic Career Services, which include (but are not limited to) program eligibility determination, initial skills assessment, job search, referral, and placement assistance, training provider information, and supportive services resources.
- @ Individualized Career Services are to be used on eligible program enrolled participants for those individuals to obtain or retain employment. The scope of Individualized Career Services entails such services as (but not limited to) case management, comprehensive and specialized assessments, individualized employment plans, paid work experience, paid education and skills trainings, and supportive services funding.

LWDA's, **ARIZONA@WORK: Maricopa County** and **ARIZONA@WORK** City of Phoenix both service the region. The City of Phoenix service area is in the center of Maricopa County; the County is responsible to serve the surrounding area. Even with the logistical complexities caused by the geographic boundaries, it is necessary for the County and the City to jointly and closely manage the services and needs throughout the region. Therefore, 71 service delivery locations have been established to provide job seekers (both adults and youth), as well as employers, access to workforce programs and services; each location provides a different level of services based on the type of site established. The locations consist of:

- @ Four comprehensive American Job Centers where all basic services from each of the WIOA core partner programs are available as well as access to the staff of these programs through co-location.
- @ Six Affiliate Sites throughout the region offer most basic services of the WIOA core partner programs, yet staff for these core programs maintain itinerate schedules.
- @ **ARIZONA@WORK: Maricopa County** and **ARIZONA@WORK** City of Phoenix have partnered with a total of 49 community and faith-based organizations to create Access Point locations throughout the region, so that individuals may access the workforce development system via computer and direct referrals in their own communities.
- @ Twelve Youth Sites in the region provide service to the WIOA Youth program participants; **ARIZONA@WORK: Maricopa County's** locations are managed directly by County staff whereas each of the **ARIZONA@WORK** City of Phoenix locations are subcontractors.

A tremendous amount of progress continues to occur in the region. This includes significant work and achievements in sector strategies, community profiles for local communities quantifying workforce progress, work to develop career pathways with the National Hotel and Restaurant Association, a pilot initiative for local apprentices, and the SMART Justice Program that is linking those involved in the criminal justice system to employment opportunities. Maricopa County works to convene partners on various projects, pilots, and activities, and to exchange information on a regular basis to build a stronger and more integrated regional workforce development system.

Even with great strides being made, there is always work to be done and ongoing continuous improvement to consider. During the 2016-2020 period, Maricopa County will build on progress and aim to lead the region to 1) achieve the true spirit of integrated workforce development service delivery and WIOA; and 2) address opportunities identified through an extensive multi-stakeholder needs assessment including:

- @ accessibility challenges serving such a large region;
- @ limited funds for such a populous target population;
- @ limited access to job seekers with moderate to advanced experience and proficiency in highly skilled industries;
- @ mismatch between preparing the workforce for the occupations based on labor market data versus what local employers are actually hiring to fill positions;
- @ limited, consistent post-secondary education collaboration;
- @ need for a formal, systemic workforce system collaboration.

The strategies for increasing access, enhancing and aligning services and addressing these opportunities is detailed in the following sections of the 2016-2020 Strategic Plan.

SECTION 2: GOALS AND STRATEGIES

a. A description of the local board’s strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), including goals relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) in order to support regional economic growth and economic self-sufficiency; and

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

Arizona Governor Doug Ducey has designated that the Maricopa County region be served by

two LWDA’s: Maricopa County and the City of Phoenix. **ARIZONA@WORK: Maricopa County** is led and directed by the Maricopa County Board of Supervisors (BOS) (Figure 4., page 7.), the County’s Chief Local Elected Official (CLEO); and, both the Maricopa County LWDA and the BOS are advised by the appointed Local Workforce Development Board (LWDB).

The Maricopa County Workforce Development Board (MWDB) is a 25-member board which represents all facets of the workforce system, including business and industry, youth, community, and government. The MWDB drives initiatives for an educated and skilled workforce in the region.

The Board members are appointed, and provide representation and knowledge of local cultures, climates, and critical issues, as well as provide insight for strategic and innovative solutions. The MWDB Executive Committee and the Full Board convene bi-monthly, with committees (i.e. Youth, Nominations, and Industry Sector) meeting at least monthly, to:

- @ collaborate on enhancing service delivery;
- @ advance youth programming;
- @ ensure continuous improvement;
- @ further the local mission; and
- @ achieve performance measures.



To understand the magnitude of their roles and learn workforce system functions firsthand, each board member participates in an annual orientation at one of the American Job Center locations.

The MWDB is committed to, and meaningfully involved in, strategic planning. As a result of new WIOA guidance, and a desire to build capacity as a system and a region, the MWDB has established six goals, outlined in Table 12. to work towards during 2016 and 2017.

TABLE 12. MARICOPA WORKFORCE DEVELOPMENT BOARD STRATEGIC GOALS

GOAL 1: Modify Existing Program Operations to Improve Regional Awareness & Access

GOAL 2: Establish Workforce Regional Planning Process to Ensure Coordinated and Efficient Service Delivery

GOAL 3: Implement Workforce Development Regional Plan and Procedures

GOAL 4: Design Regional Service Delivery Model for Youth Services Program with Priority for Disconnected Youth

GOAL 5: Redesign Business Services Unit to Improve Service Delivery to Employers

GOAL 6: Define and Coordinate Regional Function for Seamless Regional Continuity and Quality

The outcome of these goals will lead to a cohesive, quality workforce system that prepares more individuals for employment, especially those with barriers. Further, these goals are specifically designed to align with performance measures to ensure Maricopa County meets and exceeds benchmarks for employment placement, wages earned, job retention, etc.

The Board has charged a Joint Workforce Development Services Planning Committee (Planning Committee) to carry out the workforce system redesign. The Planning Committee consists of:

- @ **Patricia Wallace**, Maricopa County, Director of Workforce Development
- @ **Cynthia Spell Tweh**, City of Phoenix, Deputy Economic Development Director
- @ **Sheryl Hart**, Arizona Department of Adult Education, State Director
- @ **Kristen Mackey**, MS, CRC, Arizona Department of Economic Security, Policy and Support Unit Manager, Rehabilitation Services

The redesigned workplan is a roadmap for the transition consisting of action items and deliverables to achieve these goals as outlined in Goals and Strategies section b. The MWDB’s overarching aim is to shape and demonstrate a comprehensive, workforce system, as shown in the diagram in Figure 11. by the end of 2017, and emerge as a model for other workforce systems by 2020.

FIGURE 11. COMPREHENSIVE WORKFORCE DEVELOPMENT SYSTEM



b. Taking into account analyses described in subparagraphs (A) through (D), a strategy to work with the entities that carry out the core programs to align resources available to the local area, to achieve the strategic vision and goals described in subparagraph (E).

The data analysis in Analysis sections a. through d. provides detailed insight into Maricopa County's labor market and industries, and target population. It is an exciting time in the region - the economy is thriving with new companies emerging and existing companies expanding; and there are continued improvements in unemployment rates. There is growth in a number of occupations that pay high-wages and wages above self-sufficiency thresholds, as well as those that offer long-term employment and options for advancement. Additionally, data reveals employers are seeking a variety of education levels and knowledge requirements for positions.

Concurrently, **ARIZONA@WORK: Maricopa County** Regional Managers are able to inform the MWDB on areas not conveyed through data. For example, there can be a mismatch between the data and the actual "boots on the ground" actions when it comes to what positions companies and industries are hiring to fill, what positions are the best fit for and of interest to participants, and confusion of both in navigating the workforce system. Thus, it is critical for the MWDB to work closely with entities carrying out core programs.

To make the system more efficient and effective, and one that reflects new WIOA provisions, MWDB and **ARIZONA@WORK: Maricopa County** are reaching out to core partners to design and implement strategies to achieve the workforce system in Figure 11. Above.

To come to the table prepared for the transition, the MWDB supported **ARIZONA@WORK: Maricopa County** in two critical steps that would be the underpinnings for the paradigm shift:

- @ A comprehensive needs assessment was conducted that included extensive stakeholder feedback, a detailed review of data, and a transparent internal review of strengths and opportunities. A detailed report of the findings, and long-term and short-term strategies was developed and presented to the community and stakeholders.
- @ **ARIZONA@WORK: Maricopa County** launched the Integrated Service Delivery (ISD) model. ISD is a workforce system validated model specifically designed for organizations already in operation, looking for a new and improved way of doing business. The model integrates staff functions between multiple agencies with similar missions, mandates and cultures. When implemented successfully and with fidelity, ISD establishes a system that provides a broader range of workforce services available to a greater number of job seekers and employers.

To continue cultivating policy and procedural improvements and integration of services during 2016-2020, the Planning Committee is meeting bi-weekly. Inter-agency participation is encouraged at the meetings to leverage expertise, resources, best practices and lessons learned to plan strategies and activities to achieve the strategic plan goals. A workplan for this process is detailed in Table 13.

Goal 1		Modify Existing Program Operations to Improve Regional Awareness & Access
Strategic Outcomes 1.1	<ul style="list-style-type: none"> a. Refine and Improve Data Collection Methodologies b. Analyze Data to Streamline Process to Improve Outcomes c. Institute Targeted Program Plans to Increase Job Seeker Placements and Job Retention d. Evaluate Service Delivery Efficiency and Effectiveness 	
Key Activities 1.2	<ul style="list-style-type: none"> 1. Identify and capture pertinent data points on detailed dashboard 2. Use dashboard data to drive programmatic decisions 3. Develop and follow detailed spending plans 4. Digitized customer satisfaction surveys 	
Goal 2		Establish Workforce Regional Planning Process to Ensure Coordinated and Efficient Service Delivery
Strategic Outcomes 2.1	<ul style="list-style-type: none"> a. Conduct Regional Assessment on Workforce Delivery Methods and Policies with the CORE partners b. Identify and Implement Policy and Procedural Improvements c. Solicit Input and Inform Stakeholders on Regional Alignment of Workforce Activities 	
Key Activities 2.2	<ul style="list-style-type: none"> 1. Enter agreements as necessary 2. Bi-weekly meetings with key staff 3. Electronic survey 4. Convene Joint Workforce Development Services Planning Committee 	
Goal 3		Implement Workforce Development Regional Plan and Procedures
Strategic Outcomes 3.1	<ul style="list-style-type: none"> a. Create Regional Plan and Procedure Recommendations to Meet Updated Federal Requirements (WIOA) b. Engage County Manager and Board of Supervisors Approval for Plan and Procedures 	
Strategic Outcomes 3.2	<ul style="list-style-type: none"> 1. Craft new document that exceeds WIOA compliance 2. Chief of Staff briefings 	

Goal 4	Design Regional Service Delivery Model for Youth Services Program with Priority for Disconnected Youth
Strategic Outcomes 4.1	<ul style="list-style-type: none"> a. Align Program Development to Meet Updated Federal Requirements (WIOA) b. Define Method of Delivery for Required Program Services c. Determine Youth Recruitment Strategy d. Implement Program Delivery to Meet Targeted Expenditure Rate
Key Activities 4.2	<ul style="list-style-type: none"> 1. Program re-design that includes 14 WIOA elements 2. Annual RFP solicitation 3. Develop and follow detailed recruitment plan 4. Develop and follow detailed spending plan
Goal 5	Redesign Business Services Unit to Improve Service Delivery to Employers
Strategic Outcomes 5.1	<ul style="list-style-type: none"> a. Clearly Define Purpose, Roles, and Responsibilities of Business Services Unit b. Create and Implement Business Services Procedures and Processes c. Communicate Expectations and Deliver Services to Business Community
Key Activities 5.2	<ul style="list-style-type: none"> 1. Functional Re-design 2. Develop Strategic Plan
Goal 6	Define and Coordinate Regional Function for Seamless Regional Continuity and Quality
Strategic Outcomes 6.1	<ul style="list-style-type: none"> a. Clearly Define Purpose, Roles, and Responsibilities b. Create and Implement Regional Services Procedures and Processes c. Communicate Expectations and Deliver Regional Services
Strategic Outcomes 6.1	<ul style="list-style-type: none"> 1. Regional Re-design 2. Functional Re-design 3. Develop Strategic Plan

The workplan is revised at each meeting with status on task assignments, new action items, updates, and measurable progress, for achieving goals. By achieving these goals, MWDB and **ARIZONA@WORK: Maricopa County** will meet and exceed the following WIOA provisions:

- @ Prioritize services to out-of-school youth and vulnerable low-income adults
- @ Increase the focus on training across core programs to help participants access good jobs and advance in their careers
- @ Encourage career pathway approaches that support postsecondary education and training for youth and adults
- @ Align planning and accountability policies across core programs to support more unified approaches to serving low-income, low-skilled individuals.

A Memorandum of Understanding (MOU) will be established with each core partner clearly defining and formalizing roles, responsibilities and commitments of resources and infrastructure, toward these outcomes. At the time of this plan, there are no final, executed MOUs.



SECTION 3: WORKFORCE SYSTEM AND PARTNERS

A description of the workforce development system in the local area that identifies the programs that are included in that system and how the local Board will work with the entities carrying out core programs and other workforce development programs to support alignment to provide services.

ARIZONA'S WORKFORCE DEVELOPMENT SYSTEM

ARIZONA@WORK is the statewide workforce development network that helps employers of all sizes and types recruit, develop and retain the best employees that meet their needs. At the same time, **ARIZONA@WORK** provides services and resources to job seekers to pursue employment opportunities. By developing the state's workforce and matching employers with job seekers, Arizona's economy is strengthened. The statewide workforce development network consists of 12 geographic areas (includes 19 Tribal Nations), each known as a Local Workforce Development Area (LWDA). Arizona currently has 49 workforce development offices providing programs related to WIOA's six core programs, including:

- @ Adult, Youth, and Dislocated Worker (Title I);
- @ Adult Education and Literacy (Title II);
- @ Programs authorized under the Wagner-Peyser Act (Title III (Employment Service));
- @ Vocational Rehabilitation (Title IV);
- @ Career and technical education programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006;
- @ Employment and training activities carried out under the community Services Block Grant Act;
- @ Employment and training activities carried out by the Department of Housing and Urban Development;
- @ Jobs for Veterans State Grants programs authorized under chapter 41 of title 38, United States Code;
- @ Programs authorized under State unemployment compensation laws;
- @ Programs authorized under section 212 of the Second Chance Act of 2007;
- @ Programs authorized Part A of title IV of the Social Security Act;
- @ The Senior Community Services Employment Program authorized under Title V of the Older Americans Act of 1965; and
- @ Trade Adjustment Assistance activities authorized under chapter 2 of title II of the Trade Act of 1974.

Governor Doug Ducey has determined that Temporary Assistance for Needy Families (TANF) will not be a required partner in the State Plan.

MARICOPA COUNTY'S WORKFORCE DEVELOPMENT SYSTEM

ARIZONA@WORK: Maricopa County in collaboration with local community based organizations makes-up the current workforce network of business and employment-related service providers for the Maricopa County LWDA. The system is responsible for providing services

to 2.8 million residents within the 8,707 square mile area. The City of Phoenix, which jointly serves Maricopa County, serves nearly 1.5 million people within its 517 square mile boundary. Specifically, the **ARIZONA@WORK: Maricopa County** workforce development system consists of:

AMERICAN JOB CENTERS (2)

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

East Valley Career Center,
735 N. Gilbert Rd., Suite 134,
Gilbert, AZ 85234

West Valley Career Center,
1840 N 95th Ave., Suite 160,
Phoenix, AZ 85037

YOUTH SITES (4)

provide 14 service elements; services managed directly by Maricopa County staff.

Avondale,
124 S. 4th St.,
Avondale, AZ 85323

Mesa Library,
64 E. 1st St.,
Mesa, AZ 85201

Peoria Community Center,
8335 W. Jefferson St.,
Peoria, AZ 85346

Tempe Escalante Center,
2150 E. Orange St.,
Tempe, AZ 85281

AFFILIATE SITES (2)

provide most basic services from each of the WIOA core partner programs with staff available on itinerate schedules.

Arizona Department of Economic Security, Employment Services,
120 W. 1st Ave.,
Mesa, AZ 85210

Wickenburg Public Library,
164 E. Apache St.,
Wickenburg, AZ 85390

ACCESS POINTS (38)

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

A list of current Access Sites can be found in Appendix 2.

MARICOPA COUNTY WORKFORCE PROGRAMS AND SERVICES

Each of the services offered by **ARIZONA@WORK: Maricopa County** are categorized as part of four major WIOA Title IB programs, including:

THE ADULT PROGRAM provides workforce services that increase the employment, retention, earnings, and attainment of recognized post-secondary credentials for adults age 18 and older. As a result of these activities, the quality of the workforce will be improved, economic self-sufficiency will be increased and productivity enhanced in the region.

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

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

THE YOUTH PROGRAM provides a comprehensive array of services (i.e. occupational skills training, work experiences, basic academic skills education, adult mentoring, etc.). The goal is for youth program participants to obtain a job in a career pathway, enroll in post-secondary education, or register in an apprenticeship prior to the end of their participation in the program.

Adult, DW and RR programs offer career and training services to eligible adults and dislocated workers, and youth programs offer services to in-school and out-of-school youth, now expanded to ages 14-24.

INTEGRATED SERVICE DELIVERY MODEL

ARIZONA@WORK: Maricopa County is proactively implementing strategies toward a delivery model that more closely resonates with WIOA's Hallmarks of Excellence in that workforce services are directly aligned with the needs of the region's businesses and workers. These changes include implementing the priority of services criteria and eligibility governed by WIOA, as well as the ISD model. At its core, ISD means that American Job Center staff is organized by function into work teams, regardless of the resources that fund those staff. To this end, the County's workforce development system has transitioned to operate in three Functional Teams in comprehensive American Job Centers:

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

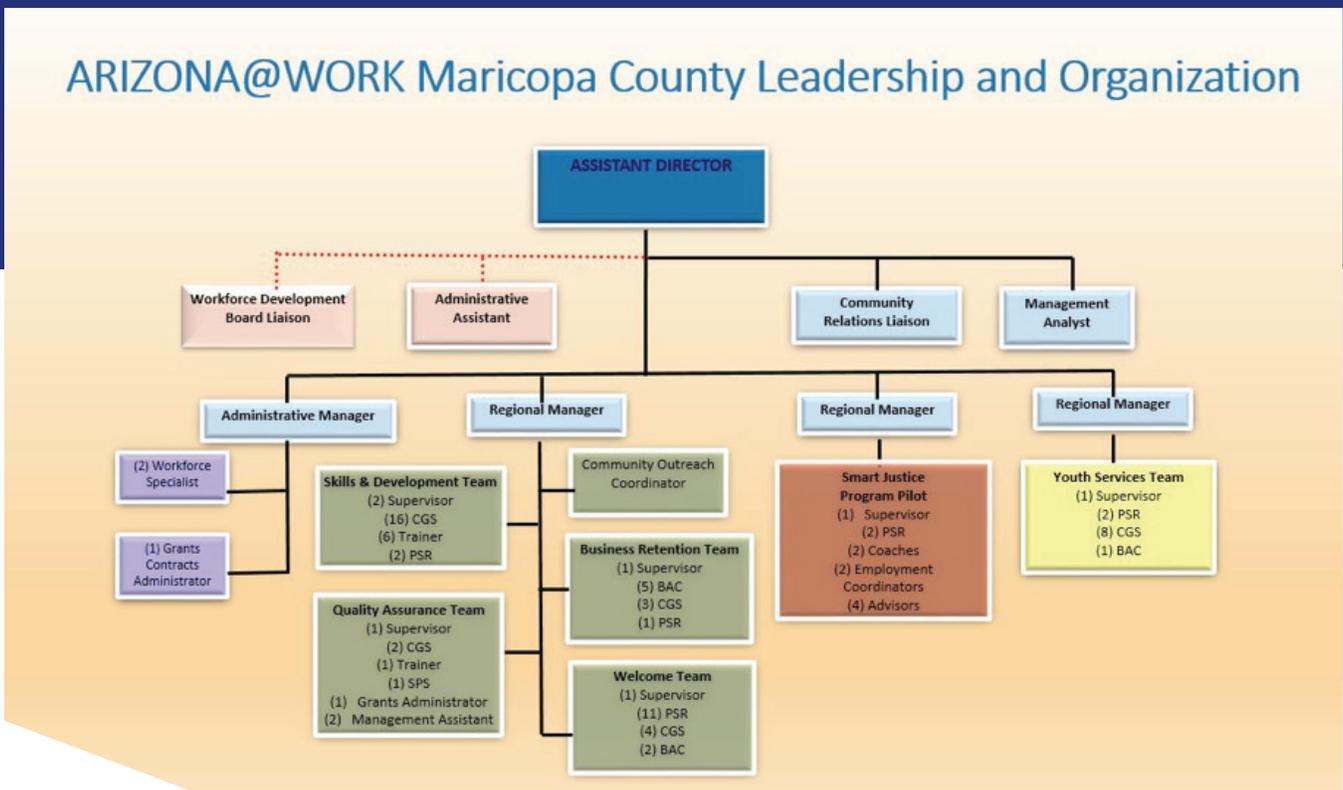
An operations manual was created and distributed to each staff member. The manual contains information on the purpose of ISD, a detailed description of the functions including the roles and responsibilities of staff, and other operational details critical to service delivery. To strengthen and sustain services, as a next step, each staff member will receive training, and professional development to achieve the expectations of their role. American Job Centers hold monthly meetings to review ISD experiences and continue to make improvements that benefit customers.



KEY WORKFORCE DEVELOPMENT PERSONNEL

Central to the success of the implementation of ISD and a seamless coordinated customer flow, Regional Managers and other key program staff are functional area champions. The genuine interest in helping others succeed and the experience of key personnel is a driving factor for the continued ability to meet and exceed performance measures, and in building relationships with businesses, individuals and partners. To build capacity in the organization, and support individuals' growth, Maricopa County is committed to regular team building events and staff development opportunities throughout the year. Figure 12. Provides a visual of **ARIZONA@WORK: Maricopa County's** leadership and organizational structure.

FIGURE 12. ARIZONA@WORK MARICOPA COUNTY LEADERSHIP AND ORGANIZATION



REGIONAL ALIGNMENT OF CORE SERVICES

WIOA requires LWDA to integrate with specific core programs to provide comprehensive and efficient services to more participants. The ISD model braids and aligns the local resources of participating partners to seamlessly address the training and employment needs of system customers, job seekers and businesses alike. With the model chosen, and functional leadership and teams determined, moving forward aligned as one system is the current redesign task at hand. Alignment will reduce duplicative and administrative activities in favor of a customer experience, allowing partners to use their resources for value-added services to ensure job seekers have the skills to access good jobs and advance in their careers. **ARIZONA@WORK: Maricopa County** will continue to make this transformation during the 2016-2020 period, with the following core partners and services:

1. Adult, dislocated worker and youth programs (WIOA Title I) managed and delivered by **ARIZONA@WORK** City of Phoenix;
2. Wagner-Peyser job search and placement services (WIOA Title III) administered by the Arizona Department of Economic Security (DES);
3. Adult education and family literacy programs (WIOA Title II) administered by Arizona Department of Education (ADE);
4. Vocational Rehabilitation (WIOA Title IV) administered by the Rehabilitation Services Administration (RSA), which is part of DES; and
5. Workforce policy and investment directed at the state level by DES.

Additionally, other partners required to provide access through the comprehensive American Job Center locations, such as Job Corps, YouthBuild, Career and Technical Education (CTE) programs, Veterans Employment and Training Services, and Unemployment Insurance services, have been invited to participate in planning meetings.

Redesigning policies, operations and administrative systems. Integration strategies as part of an overall system redesign will be methodical, research- and data-driven, and deliberate. As demonstration of such, Maricopa County and the City of Phoenix entered into an Intergovernmental Agreement (IGA) on July 1, 2015 to establish the Joint Regional Workforce Development planning process which established strategies for regional alignment, formalized in a Joint Regional Workforce Development Planning Report. The strategies are consistent with national and state calls for increased integrated service delivery within the workforce development system.

The County will leverage the knowledge, experience and collaboration from the Joint Regional Workforce Development planning process to carry forward this new endeavor, establishing policies, procedures, and processes. As the County convenes the multi-disciplinary Planning Committee with the key decision makers from each of the WIOA core partners, the collaborative will work towards achieving redesign Goals 1-6 through operational-level strategies, outlined in Table 14. The Planning Committee will ensure the fidelity of the implementation of new changes with WIOA provisions and hallmarks.

TABLE 14. ARIZONA@WORK MARICOPA COUNTY OPERATIONAL-LEVEL ALIGNMENT AND SERVICE DELIVERY STRATEGIES

Goal 1	Modify Existing Program Operations to Improve Regional Awareness & Access
WIOA Alignment	Accountability, Equal Access, Opportunity for All, Customer Service
Strategies 1.2	<ul style="list-style-type: none"> • Collect and use data points to drive programmatic decisions and outreach • Expand outreach and awareness to be more feasible to target population • Co-facilitate enrollment with core partners • Communicate value of services and achievements/progress to community • Develop and follow detailed spending plans • Evaluate service delivery through satisfaction surveys • Improve service and flow efficiency getting more individuals through the system • Utilize priority of services eligibility • Provide accommodations and technology for individuals with disabilities and other special needs
Goal 2	Establish Workforce Regional Planning Process to Ensure Coordinated and Efficient Service Delivery
WIOA Alignment	Accountability, Customer Service, Regional Economy
Strategies 2.1	<ul style="list-style-type: none"> • Regional assessments with core partners • Identify, refine and implement policy and procedural improvements • Establish feedback loop • Multi-disciplinary planning committee
Goal 3	Implement Workforce Development Regional Plan and Procedures
WIOA Alignment	Accountability, Customer Service, Regional Economy
Strategies 3.1	<ul style="list-style-type: none"> • Regional 4-year strategic plan that exceeds WIOA expectations • LWDB and BOS briefings and feedback • Form task forces and sub-committees as needed

Goal 4

Design Regional Service Delivery Model for Youth Services Program with Priority for Disconnected Youth

WIOA Alignment

Customer Service, Equal Access, Opportunity for All

Strategies 4.1

- Implement priority for disconnected youth
- Develop relevant career pathways for future workforce
- Retention team follow through with youth to build protective factors
- Redesign program with 14 WIOA elements
- Fill vacant staff positions
- Implement long term outcome tracking
- Develop and follow detailed diverse recruitment plan
- Develop and follow detailed spending plan

Goal 5

Redesign Business Services Unit to Improve Service Delivery to Employers

WIOA Alignment

Customer Service, Government Working at the Speed of Business, Economic Growth

Strategies 5.1

- Clearly define purpose, roles and responsibilities
- Functional redesign of processes and procedures
- Work with MWDB Industry Sector Committee to develop industry relationships, and solicit feedback/advisory
- Establish and communicate important targets and summative benchmarks

Goal 6

Define and Coordinate Regional Function for Seamless Regional Continuity and Quality

WIOA Alignment

Accountability, Regional Economy

Strategies 6.1

- Clearly define purpose, roles and responsibilities
- Functional redesign of processes and procedures
- Develop, update and continuously improve regional strategic plan
- Document lessons learned and best practices to support other systems in the state and nationally

The Planning Committee plays a critical role in removal of barriers and the successful deployment of service integration as they are liaisons between the MWDB and the state and they collaborate with all partners to make the integration of services a reality. Strategies will continue to evolve over the next four years as data distinguishes effective practices.

Employing a combination of “bottom-up leadership” and “top-down leadership”, the MWDB Executive Committee will meet with the Planning Committee and other regional leadership throughout July 2016- July 2017. In these meetings, strategies for the provision of workforce development services regionally will be reviewed as well as the implementation of regional methodologies. **ARIZONA@WORK: Maricopa County** will use the Strategic Plan workplan to document progress. As roles, resource commitments, strategies and performance goals are established, MOU’s will formally document alignment of core services for 2016-2020.

SELECTING AN AMERICAN JOB CENTER OPERATOR

American Job Centers serve as the State’s delivery centers. The MWDB will work to manage the American Job Center operator competitive process in the region, including certifying and designating operators. Once the criteria and guidance for this process has been developed at the state level, Maricopa County will move forward as required, including establishing any additional certification criteria and a timeline for bi-annual review and certification at least every three years.

a. An identification of the entity responsible for the disbursement of grant funds described in section 107(d)(12)(B)(i)(III), as determined by the chief elected official or the Governor under section 107(d)(12)(B)(i).

The State of Arizona receives WIOA formula grant program funding from the U.S. Department of Labor; the Arizona Department of Economic Security (DES) is the State’s WIOA administrator. In turn, DES grants WIOA funds to Governor designated LWDA’s based on specific formulas in each service category (Adult, Dislocated Worker, Rapid Response, and Youth).

To provide WIOA workforce development services for all of Maricopa County, there are multiple dimensions of governance, as shown in Figure 13. Maricopa County and the City of Phoenix LWDA’s each have their own governmental body that is provided an allocation of WIOA program funds.

The Board of Supervisors (BOS), identified in *Analysis* section a., are charged with the oversight of Maricopa County, and have expertise in a number of specialized and relevant industries. As the Chief Local Elected Official (CLEO), the Chairman of the Maricopa County Board of Supervisors bears the WIOA fiduciary and grant responsibilities.

FIGURE 13. GOVERNANCE STRUCTURE FOR ARIZONA@WORK MARICOPA COUNTY



b. A description of the **competitive process to be used to award the subgrants and contracts** in the local area for activities carried out under this title.

ARIZONA@WORK: Maricopa County, and its Regional Managers, are responsible for a majority of services and activities carried out under this title, directly or through core partners. For example, youth services are now managed and implemented directly by the County. However, specialized services and experiences for youth are still contracted out. If, and when, any services are contracted to external parties, County workforce staff works directly with the Maricopa County Office of Procurement Services (OPS), as the designated procurement authority by the BOS, to follow local, state and federal procurement policies. The OPS uses a strategic and systematic approach to procurement to ensure county agencies' needs are met in a manner that supports a fair and open process and achieves value for money.

Over the next four years, **ARIZONA@WORK: Maricopa County** will hold annual solicitations for any specialized services not handled internally, or by core partners. Depending on the value of services/products, there are different competitive processes that will be used to award contracts that include and are not limited to:

- @ Sole source or emergency procurements
- @ Request for Quotations
- @ Invitation for Bids
- @ Multi-step Sealed Bidding
- @ Request for Proposals
- @ Written quotes and bids
- @ Review of Qualifications



The various process descriptions and thresholds can be found in Appendix 3.

External parties awarded contracts must meet specific performance benchmarks, participate in quality assurance site visits or other observation, and are monitored through communication with, where appropriate, staff and core partners, participants and local business representatives. This process will continue to be used during 2016-2020, and will be clearly defined in each partner MOU, or vendor contract.

The Maricopa County Office of Procurement Services website, <http://www.maricopa.gov/procurement/>, includes published solicitations, guidelines, and other important procurement resources, including:

- @ A searchable database of contracts.
- @ A list of currently available solicitations issued by Maricopa County.
- @ A searchable copy of the Maricopa County Procurement Code.

c. A description of the roles and resource contributions of the one-stop partners;

For many years, American Job Centers (formerly one-stops) have had a silo mentality which is a barrier to a collaborative approach. Clear lines were drawn to separate funding sources, not to allow crossing even to accomplish a specific task or function. Thus, operations have been confusing to both internal and external clients, especially when there are redundant actions by more than one agency/partner.

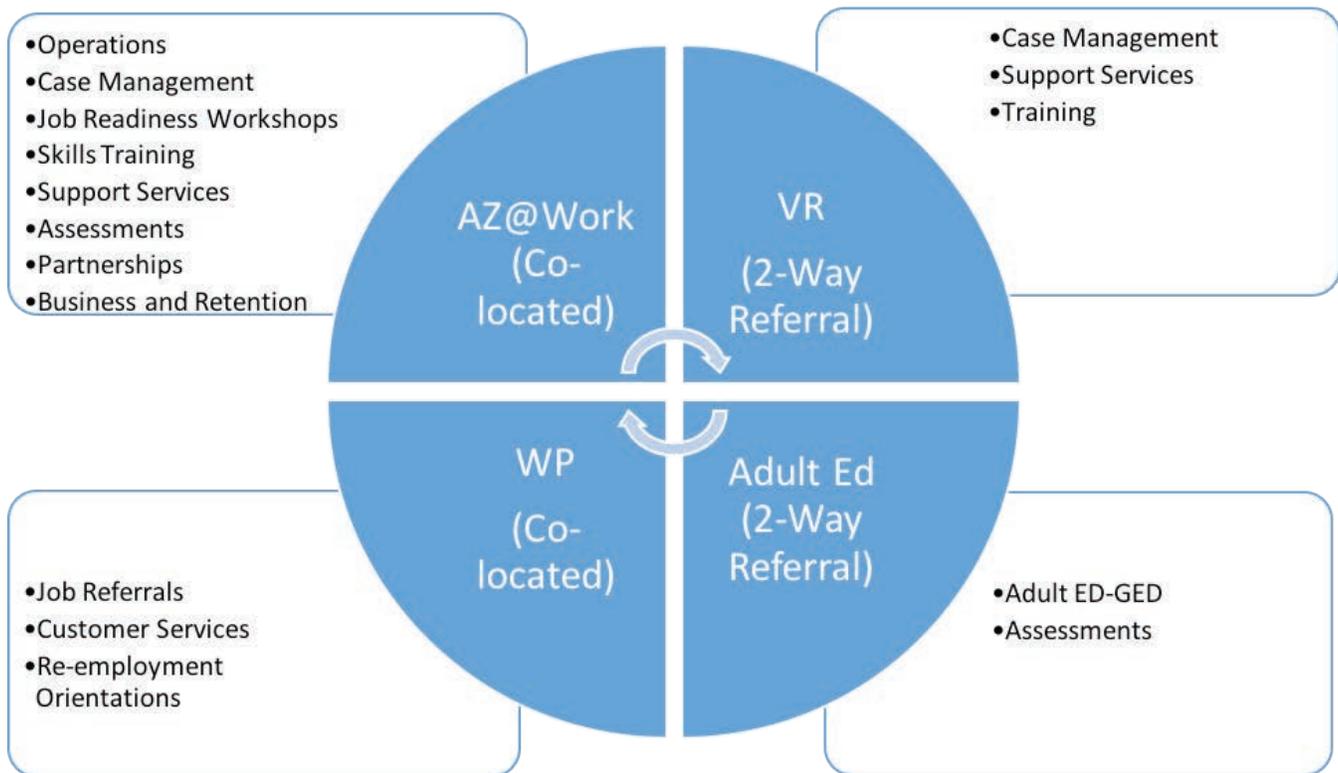
With years of operating this way, the transition is complex. Using a proven model, centers can make the transition to an integrated, efficient system with ISD functional teams, seamless referrals and common performance measures. A great deal of research and review of ISD led up to its selection. **ARIZONA@WORK: Maricopa County** not only conducted research on the efforts of agencies to integrate center services, but also conferred with and conducted site visits with agencies that have begun or completed the process of integrating services, such as Boston, Chicago, Denver, Los Angeles, New Orleans, Orlando and Philadelphia.

In the 2016-2020 strategic planning period, **ARIZONA@WORK: Maricopa County** is working toward all partners having clearly defined roles and responsibilities that leverage their expertise; and for all partners to share in the funding of services and infrastructure costs of, or provide an in-kind contribution for, the American Job Center delivery system, where appropriate. A renewed workforce system will consist of regional re-design, functional re-design and a regional strategic plan, with all core partners working together, taking ownership, and commendation, for common performance.

The multi-disciplinary Planning Committee is meeting every two weeks to drive integration forward. Specifically, partners seek to 1) increase the focus on training across core programs; 2) develop a system that offers career pathway approaches that support postsecondary education and training for youth and

adults; and 3) align planning and accountability policies, as prescribed by changes in WIOA. Progress towards defining American Job Center partners' roles for these objectives are outlined in Figure 14.

FIGURE 14. PARTNER ROLES



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

work with all core partners to deploy consistent function training and expectations. This will include training related to the six shared competencies identified for each partner agency: community resources and knowledge of partner programs, teamwork, career exploration, communication, WIOA laws and regulations for core programs, and customer service. DES is taking the lead in creating the training infrastructure. The State Council also identified activities to assist with workforce staff training.

d. Employment Service. A description of plans and strategies for, and assurances concerning, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) and services provided in the local area through the one-stop delivery system, to improve service delivery and avoid duplication of services.

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

Utilizing the ISD functional teams, the Welcome Team is the first exposure clients have with the workforce development system. WP services are already designed for a broad range of job seekers. The completion of functional re-design in 2017 will offer a high level of coordination in strategies, particularly those focused on delivering upfront job search and job readiness services, along with job development and placement functions that serve individuals across the core programs. The system will benefit from a common, upfront registration process and by sharing the staffing and financial resources needed to provide basic job search and readiness services.

A detailed training plan will be developed and implemented during 2017 to ensure WP staff deliver high quality welcome services, not just for WP, but for the benefit of the whole system; provide important documentation in shared systems; and understand and assign the appropriate next steps for clients. Electronic customer satisfaction surveys and bi-weekly core partner meetings will be used on an ongoing basis to steer additional training and fine tuning of service delivery.

e. Adult Education. A description of how the local Board will coordinate workforce investment activities carried out under this title in the local area with the provision of adult education and literacy activities under title II in the local area, including a description of how the local Board will carry out, consistent with subparagraphs (A) and (B)(i) of section 107(d)(11) and section 232, the review of local applications submitted under title II.

From the welcome function, participants and job seekers will transition into more customized services, including education and training. The MWDB will look to the Planning Committee to devise a plan for coordinating workforce development activities with Arizona Department of Education (ADE) Adult Education activities: adult education, literacy and English language skills. Adult Education programs in the region are very effective and well established, including the programs' continuous pipeline of participants. Education options in the region include in-person, online and hybrid options.

Maricopa County is already leveraging the visibility of the Adult Education programs, which can be an asset to the entire workforce system. During 2015-2016, **ARIZONA@WORK: Maricopa County** Title I case managers, especially youth case managers, established relationships with Adult Education activity program instructors and staff to provide outreach to, and recruit from, the client base. This pilot has been a fruitful means for reaching more youth. Title I staff have been successfully co-facilitating group enrollments with ADE. The partnership has yielded better completion rates for those participants versus other cohorts because the County can offer the wrap-around services, and case management, needed to support individuals - a full continuum of support exists. Subsequently, the County can offer training or education for a career path or certificate, once basic education goals are reached.

With new WIOA guidance, the MWDB would like to leverage Adult Education's exceptional assessments and assessment processes for other core services, in addition to exposure to their pipeline of individuals. The Test of Adult Basic Education (TABE) remains the most comprehensive and reliable academic assessment product in adult basic education. Thus, American Job Center staff are learning to implement these assessments, to improve program delivery across all core programs.

Additionally, Maricopa County and Adult Education plan to work together toward revamping the education activities to integrate or align with training for a transition to workforce and/or postsecondary education pathways. This is currently being successfully piloted as the Integrated Basic Education and Skills Training (IBEST) program. Participants work toward a High School Equivalency (HSE) diploma and get started in an occupational field at the same time. The combination improves an individual's employability in a specific area of study, especially with acquisition of industry recognized certificates. The length of each IBEST program is determined by each certificate program, but typically run from five months to nine months in length. Participants can receive support services and/or transportation assistance through the County, as well as an assigned career advisor.

Therefore, over the next four years, the Planning Committee and **ARIZONA@WORK: Maricopa County** will work to increase co-enrollment options; increase outreach and marketing to Adult Education clients; and, to re-design curriculum to be contextualized for seamless workforce entry and aligned with new WIOA guidelines.



f. **Vocational Rehabilitation.** A description of the replicated cooperative agreements (as defined in section 107(d)(11)) between the local Board or other local entities described in section 101(a)(11) (B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of such Act (29 U.S.C. 720 et seq.) (other than section 112 or part C of that title (29 U.S.C. 732, 741) and subject to section 121(f)) in accordance with section 101(a)(11) of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

The Rehabilitation Services Administration (RSA) assists with meeting the accessibility needs of individuals with disabilities. RSA is physically located in three Arizona DES locations. RSA is responsible for technical assistance and resources for individuals with disabilities; and for administering the Vocational Rehabilitation (VR) programs. WIOA provisions require VR to provide:

- @ Job exploration counseling
- @ Work based learning experiences
- @ Counseling on opportunities for enrollment in comprehensive transition or postsecondary educational program at institutions of higher education
- @ Workplace readiness training to develop social skills and independent living skills
- @ Instruction in self-advocacy

Additionally, WIOA authorizes VR to provide nine other service strategies.

Because of the extensive experience and expertise RSA has with working with and supporting individuals with disabilities, **ARIZONA@WORK: Maricopa County** will work with RSA to train American Job Center staff to better serving individuals with disabilities, as well as to establish processes for two-way referrals for services.

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

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

Concurrently, American Job Center staff will have additional resources and services for client referrals out for specialized services and training in order to better serve clients in reaching successful employment outcomes.

g. Programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.), that support the strategy identified in the State plan under section 102(b)(1)(E).

Local planning will reorient existing education and workforce services into an integrated system. The integrated system will have a greater focus on career pathways, industry credentials and workplace experiences. **ARIZONA@WORK: Maricopa County** will avidly work with Arizona Department of Education (ADE) to align workforce system services and Career and Technical Education (CTE) programs. Together, the agencies will use labor market data to review current programming and plan future integrated program development.

WIOA requires states and local areas to develop career pathways – a combination of education, training, career counseling, and support services that align with the skill needs of industries. In May 2016, the MWDB formed an Industry Sector Committee that will work to develop local and regional industry sector initiatives. Thus, part of the Committee’s role will be to build out career pathways with feedback from employers and in partnership with MCCCDC CTE centers.

Currently, each CTE program has its own advisory committee consisting of employers and college faculty charged with the responsibility to review and update curriculum to address local needs and relevancy. In an effort to identify opportunities to better align community college programs with the needs of industry sectors that have high demand for workers, MCCCDC’s Office of

Workforce Development (Workforce Development) has begun to create district- and region-wide Business and Industry Leadership Teams (BILTs) to look at the needs of the region as a whole in the highest demand areas of employment need and growth. As the local workforce leader, it will be instrumental for the region for the County to participate in these initiatives, and align them with the workforce system.

To ensure a healthy balance in developing sector strategies and building career pathways with short- and long-term needs of individuals, there will also be a significant level of development over the next four years to establish a full range of programs and processes for individuals, including those with disabilities and other barriers, to gain access to and attain industry-recognized credentials and work experiences. **ARIZONA@WORK: Maricopa County** will work with ADE and CTE’s to create education programs and training options that lead to a credential that is an industry-recognized certificate or certification, portable, and stackable or a recognized alternative. And, by working together, **ARIZONA@WORK: Maricopa County** and CTE services will complement one-another; for example, WIOA can help provide wrap-around support services for low-income postsecondary CTE students.

h. Secondary and Postsecondary Education. A description of how the local Board will coordinate education and workforce investment activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services.

As part of the planning and re-design process, **ARIZONA@WORK: Maricopa County** aims to improve communication and collaboration with both secondary and postsecondary education providers. For example, the County will work with MCCC and the Maricopa Corporate College, who on their own have made great progress with career pathways, to map out pathways and create curriculum that aligns with educational goals for each career path. Independently, there has been myriad disconnected programs. However, **ARIZONA@WORK: Maricopa County** will aim to convene the stakeholders to avoid duplication of efforts and create industry-informed, seamless articulation from secondary, to post-secondary education and workforce. Development of pathways and training will include differentiated instruction methods to help all youth and adults earn marketable credentials, engage in further education and employment, and achieve economic success.

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

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

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

sustainable pathways (CLASP, 2014). The Planning Committee and the Industry Sector Committee will communicate updates regularly to the full MWDB and **ARIZONA@WORK: Maricopa County** staff. The initiatives will be reviewed annually to highlight successes as well as revise strategies as necessary.

i. Transportation. A description of how the local Board will coordinate workforce investment activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area.

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

To ensure **ARIZONA@WORK: Maricopa County** reaches and enrolls more individuals, WIOA program service category (Adult, Dislocated Worker, Rapid Response,

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



SECTION 4: ACCESS

A description of how the local Board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals,

a. particularly eligible individuals with **barriers** to employment,

One of WIOA's main charges for workforce systems is to break down barriers, expanding access to programs and services. **ARIZONA@WORK: Maricopa County** is well-positioned to expand access to services for eligible individuals, particularly those with barriers to employment. In fact, Maricopa County aims to stand-out by effectively practicing this through innovative, outside-of-the-box, targeted pilots and activities, including:

- @ Shared satellite site pilot with a Workforce Development Coordinator (WDC) that targets **remote and rural locations**;
- @ SMART Justice Program which targets individuals involved with the **justice system**;
- @ Strengthening Working Families Initiative (SWFI) pilot aimed at reaching individuals and families living in **poverty**;
- @ The Maryvale Revitalization Project designed to reach a high saturation of **unemployed** individuals;
- @ Skillful events to reach **Veterans**; and
- @ Training bootcamp to train volunteers to increase the **volume** served at access locations.

Over the next four years **ARIZONA@WORK: Maricopa County** will build on to, enhance and duplicate successful aspects of these programs. Additionally, the County and the core partners, together, as one workforce system, will look at other means to serve the region's most vulnerable workers – low-income or underprepared adults and youth. As advised by the MWDB, the system will implement strategies to achieve re-design Goals 1-6, and specifically, related to access, Goal 1: Modify Existing Program Operations to Improve Regional Awareness & Access; and, Goal 2: Establish Workforce Regional Planning Process to Ensure Coordinated and Efficient Service Delivery.

To this end, the core partners will implement the following strategies during 2016-2020, to strategically expand access while maintaining quality services:

- @ Utilize ISD functional teams and statewide training task force to create a system that serves a participant consistently with a customer-centered flow, no matter where an individual enters the system, in order to receive customized services and supports.
- @ Leverage awareness of high visibility events and programs to increase enrollment, including hard to reach individuals (i.e. Adult Education enrollments, community college events).
- @ Expand eligibility to serve more vulnerable youth.
- @ Implement Priority of Service eligibility guidelines to provide services to all, and to give priority and support services to those most in need, regardless of available funding.
- @ Create more touch-points with businesses to keep a constant cycle of cohorts getting trained and employed and to open up resources for new cohorts.
- @ Share formative, real-time data reports to drive resources and outreach into specific areas.
- @ Work towards common performance measures through shared goals and multi-agency collaboration and support.
- @ Implement a Community Outreach Coordinator who is responsible for promoting and coordinating activities, initiatives and services.

ARIZONA@WORK: Maricopa County and core partners will track clients served by subpopulations so that the MWDB can report specific breakdowns on the individuals served.

b. A description of how the local Board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the **use of technology and through other means;**

Workforce development locations are strategically positioned – geographically or targeted needs – throughout the region. However, with such a large and diverse service area, access to services for individuals in remote and rural areas may be hindered. To facilitate access to services, Maricopa County will utilize such strategies as:

- @ Meeting individuals where they are at;
- @ Access Point sites;
- @ Satellite and shared locations; and
- @ Leveraging technology.



MEETING PEOPLE WHERE THEY ARE AT

ARIZONA@WORK: Maricopa County staff will implement strategies to meet people in their communities, to facilitate access to services. This means staff will drive to locations or hold events in specific areas of need, whether it is one individual or for groups. Once individuals are enrolled in services, they may be eligible for additional transportation assistance, bridging any transportation and distance gaps.

ACCESS POINT SITES

Another strategy Maricopa County is enhancing and growing are Access Point sites. Additional partnerships with faith- and community-based organizations will be fostered to increase Access Points in the County. **ARIZONA@WORK: Maricopa County** will look to partner with agencies that share a common workforce mission or vision, or that can provide direct access to a vulnerable or hard-to-reach population. Access Point staff and volunteers will be trained to provide a consistent system of tiered service delivery. For example, tiers would range from basic information and material to occasional assistance with job search to full service operations which would include hosted job fairs. The needs of each community and faith-based partner will also be evaluated to determine the tier of service delivery to be established at a specific Access Point. These different levels of services will be clearly defined with each community and faith-based partner as well as with job seekers. The Community Outreach Coordinator is responsible for managing all access points. County Regional Managers will hold regular meetings with Access Point partners to promote consistency, provide partners with additional workforce service delivery training, and share best practices.

SATELLITE AND SHARED LOCATIONS

A model that the MWDB and **ARIZONA@WORK: Maricopa County** plans to replicate at more locations is the satellite site with a Workforce Development Coordinator (WDC) that targets remote and rural locations. The model has been warmly embraced by the community and there has been a high level of interest in the pilot, by other Maricopa County communities.

ARIZONA@WORK: Maricopa County holds an Intergovernmental Agreement (IGA) with the Town of Wickenburg (Wickenburg). The purpose of the collaborative relationship is, on a smaller scale, to replicate the wide spectrum of services offered at a local Arizona Job Center, in Wickenburg. A WDC has been assigned to serve the Wickenburg community, exclusively. The workspace area has been designated at the Wickenburg Library, including computer stations dedicated for the sole use of Job Seekers.

With the inception of the initiative spearheading in June 2016, in two short months, staff has interfaced with 160 Job Seekers. This success is based on establishing community partnerships with organizations such as Goodwill who has sponsored community events in Wickenburg.

Moving forward, the WDC is establishing a training calendar for Job Seekers and beginning to establish collaborative relationships with local employers. For instance, Wickenburg Ranch, a Shea Homes affiliate, offers a wide menu of employment opportunities including and not limited to: hospitality, landscaping, food services, spa/wellness services, and construction. The Town of Wickenburg, Wickenburg Community Hospital and Wickenburg Unified School District are long standing employers in this rural community. Lastly, tourism offers seasonal employment opportunities. Hence, establishing a cadre of local employers as part of the model is key in connecting Job Seekers with local employers.

LEVERAGING TECHNOLOGY

The use of technology will be explored to provide virtual Access Points to job seekers who cannot access in-person assistance due to various barriers, including work schedules and proximity to any workforce physical location. These virtual Access Points would provide one-on-one immediate assistance online to job seekers. Additionally, as part of a comprehensive 21st century integration, **ARIZONA@WORK: Maricopa County** will work to cultivate technology throughout the centers, including: launching online recruitments for the benefit of employers and job seekers alike; developing mobile technology to increase staff's connectivity outside of Career Center locations; facilitating job seeker online real-time and self-paced workforce trainings that can be accessed conveniently with limited barriers; and transitioning to a standard tool, WorkKeys, as the primary assessment tool for measuring basic foundational skills for all Adult and Dislocated Worker participants in the region.

c. A description of how entities within the one-stop delivery system, including one-stop operators and the **ARIZONA@WORK** partners, will comply with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities;

WIOA strengthens the non-discrimination requirements of Section 188 and other applicable provisions of the ADA, and requires American Job Centers and Affiliate sites to provide physical and programmatic accessibility to individuals with disabilities. **ARIZONA@WORK: Maricopa County** takes accessibility seriously and will continue to ensure programmatic and physical access to services, and appropriate staff training on providing supports for, accommodations to, and finding employment opportunities for individuals with disabilities.

Individuals with a disability are registered on the WIOA registration website. Staff are trained to make appropriate notes in case files, that are not inappropriate, subjective, or against regulations. Each individual registered for workforce services signs a copy of the *Equal Opportunity is the Law* notice, which is retained in their respective file.

ARIZONA@WORK: Maricopa County offers and provides a broad range of assistive technology services and devices provided to individuals with disabilities at each stage of their participation in workforce development activities. American Job Centers, access, affiliate and youth service provider sites are equipped with some assistive technology options, including closed captioning, book holders, enlarged print materials, and screen readers. Further, a statewide network of qualified contractors is available as a resource for additional options. The State employs a Statewide Assistive Technology Coordinator who is available to provide consultation and technical assistance to counselors, staff, and contractors, if needed.

Employment opportunities that engage and utilize the potential of individuals with disabilities is just as important as accommodations and assistive technology during training and education programs. Case managers and business services staff are mindful of finding and matching employment for individuals with disabilities, as well as to ensure any special needs are met to fulfill job functions.

ARIZONA@WORK: Maricopa County conducts bi-annual quality assurance visits to verify physical and programmatic compliance.

Further, during 2016-2020, **ARIZONA@WORK: Maricopa County** will communicate with DES on new research, best practices and lessons learned from a diverse partnership base with expertise in ADA compliance. This communication will inform efforts to expand and improve services to individuals with disabilities, and identify potential assistive technology needs in the region. As per the State Unified Plan, DES/Rehabilitation Services will maintain cooperative agreements and contracts with the following entities:

- @ Division of Behavioral Health Services;
- @ Tribal entities, including the Native American 121 programs;
- @ Division of Developmental Disabilities;
- @ Veterans Administration Vocational Rehabilitation program;
- @ Arizona Department of Education;
- @ Spinal and Head Injury Council; and
- @ Community Rehabilitation Programs.

i. Describe a system that includes compliance with Workforce Innovation & Opportunity Act (WIOA) 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 (MOA);

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

ii. *Reference policies in process;*

ARIZONA@WORK: Maricopa County has up-to-date and current policies to reflect WIOA mandates and standards.

AFFIRMATIVE ACTION POLICY

In compliance with the WIOA Section 188(a)(1),(2),(4), and (5), the MWDB has an Affirmative Action Policy which ensures that no individual shall be excluded from participation in, denied benefit of, subjected to discrimination under, or denied employment in the administration of, or in connection with any such program under the title. The EO Officer monitors files on a quarterly basis to ensure that **ARIZONA@WORK: Maricopa County** and all youth service providers adhere to the Affirmative Action Policy.

AMERICANS WITH DISABILITIES ACT

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

EQUAL OPPORTUNITY EMPLOYMENT POLICY

The MWDB has an Equal Opportunity Employment Policy in compliance with Section 188(a) (1) and (2) which ensures that no individual shall be subjected to discrimination relating to employment in the administration of or in connection with any such program under this title. The MWDB works closely with its various partners to ensure that services are delivered on a non-discriminatory basis. No person shall be discriminated against on the grounds of age, gender, disability religion, race, color, national origin, citizenship and participation.

iii. *Describe how each access site identified in the plan will ensure compliance with all elements in the State's MOA (i.e., Equal Opportunity and Americans with Disabilities Act requirements, including meeting LEP communication requirements);*

Every two years the State of Arizona updates the MOA to provide a reasonable guarantee of the compliance of WIOA Section 188. As mentioned, bi-annual site visits are conducted at each access site to ensure compliance with all elements in the State's MOA. Specific compliance methods and actions for each of the State's nine MOE elements are provided in Appendix 4.

iv. *Provide contact information and identification of the local, state, and federal EO Officers. Explain how it's available in all facilities that are used to conduct WIOA Title I funded activities or trainings;*

The contact information and identification of the current local, state and federal EO Officers is provided in Appendix 5. **ARIZONA@WORK: Maricopa County** has EEO notices posted in every American Job Center, Affiliate and Access site and youth service provider site in both English and Spanish. Additionally, the notice is available in digital form on the County's website: <http://www.arizonaatwork.com/maricopa/>.

v. Include a discrimination complaint process that ensures that no individual is excluded from participation in or with a WIOA Title I funded activity, training or employment for any reason.

Section 188 of the Workforce Innovation and Opportunity Act (WIOA) prohibits discrimination on the grounds of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and for beneficiaries only, citizenship or participation in a WIOA Title I-financially assisted program or activity, or 29 CFR Code Of Federal Regulations Part 37 which implements Section 188 of WIOA. **ARIZONA@WORK: Maricopa County** strives to serve all individuals, equally. Yet, any person who believes that he/she, or any specific class of individuals, has been or is being subjected to discrimination may file a written complaint, either by him/herself or through a representative.

A complainant may file a discrimination complaint with Maricopa County Workforce Division, the State of Arizona WIOA Office, or with the United States Department of Labor Civil Rights Center (CRC).

A complaint must be filed within 180 days of the alleged discrimination. The time limits for complaints are measured in calendar weeks. Time limits begin upon receipt of a written complaint whether or not the complaint received has insufficient information. Should a complainant neglect to adhere to the time requirements, the complainant is considered to have abandoned his/her complaint and the matter shall be considered resolved. In turn, failure by management to render a decision within the allotted time at any step constitutes denial and the complainant may proceed to the next step.

Complaints must be submitted in writing. The Workforce Development Division Discrimination Complaint form is available at Career Centers or available on the website: <http://www.arizonaatwork.com/maricopa/about/>. Completed forms may be dropped off, faxed, mailed or emailed to the EO Officer.

The discrimination complaint form contains, but is not limited to the following information:

- @ The complainant's name and address (or another means of contacting the complainant);
- @ The identity of the respondent (the individual or entity that the complainant alleges is responsible for the discrimination);
- @ The complainant's signature or the signature of the complainant's authorized representative; and
- @ A description of the complainant's allegations must include enough detail to allow the WIOA Equal Opportunity Officer to determine whether he/she has jurisdiction over the complaint; whether the complaint was filed within 180 days of the alleged discrimination; and if the complaint has apparent merit.

Upon receipt of a discrimination complaint form, the WIOA Equal Opportunity officer will: Send the complainant a written acknowledgement of receipt of the complaint within five (5) days of receipt of the complaint with the following information; notice that the complainant has the right to be represented in the complaint process; and a statement of the specific issue(s) raised in the complaint. The complainant will be issued a written notice within 14 calendar days of receipt of the complaint with the following information: whether the local workforce area will accept the issue(s) for investigation or reject the issue(s), and the reasons for each rejection; establish a period for fact finding or investigation of the circumstances underlying the complaint; and determine if the complainant is willing to mediate using Alternative Dispute Resolution (ADR) procedures in an attempt to resolve the complaint. The EO Officer will provide a written Notice of Final Action within 90 days of the date the complaint was filed.

INTIMIDATION AND RETALIATION PROHIBITED

It is prohibited to discharge, intimidate, retaliate, threaten, coerce or discriminate against any person for filing a complaint alleging a violation of WIOA or the regulations or involved in the investigation of a complaint.

CONFIDENTIALITY

All information related to the complaint will be kept confidential to the maximum extent possible, consistent with applicable law and fair determination of the complaint. The identity of the complainant will only be disclosed to individuals providing information or assistance in the investigation of the complaint to the extent necessary to investigate and fairly determine the issues raised in the complaint.



SECTION 5: EMPLOYER ENGAGEMENT/ COORDINATION WITH ECONOMIC DEVELOPMENT

Provide a description of how the local Board/local area will:

a. Coordinate workforce investment activities carried out in the local area with **economic development activities** carried out in the region in which the local area is located (or planning region)

The BOS has established the MWDB to represent a wide variety of individuals, businesses, and organizations throughout Maricopa County. The MWDB serves as a strategic convener to promote and broker effective relationships between the County and economic, education, and workforce partners. Economic development, education and workforce development are each an important component when working towards community and economic growth. To stay abreast of and participate in economic development initiatives, the MWDB and **ARIZONA@WORK: Maricopa County** work with a number of agencies in the local area, including, and not limited to:

- @ Arizona Association for Economic Developers;
- @ Arizona Commerce Authority;
- @ Arizona Nurses Association;
- @ Arizona Public Service and Salt River Project Economic Development Teams;
- @ Arizona State Board;
- @ East Valley Partnership;
- @ Greater Phoenix Economic Council;
- @ Maricopa County Community College District Economic Development/Workforce Development Team;
- @ Phoenix Chamber;
- @ Valley Partnership (coalition of construction and site developers);
- @ Valley Young Professional Group; and
- @ Westmarc.

Additionally, Maricopa County works with economic development teams from each of its 23 municipalities.

All these partner agencies support business attraction, business re-location and expansion, advocacy, resources, and support and incentives services, based on industry sectors or geographic locations. Maricopa County does not have a specific economic development department. Businesses work with the Business Retention Team related specifically to workforce development needs. Hence, partnerships with these agencies are vital for a comprehensive workforce system. **ARIZONA@WORK: Maricopa County** has shared data and trends, participated in events, and been connected with businesses via these local partners.

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

The partnership with ACA is a natural fit for and strengthens business expansion and relocation projects, in Maricopa County. Thus, ACA prepares an overview of the project, and an **ARIZONA@WORK: Maricopa County** Regional Manager customizes resources that may fit the respective business' needs (i.e. job fairs, recruitment, labor market and demographic information). Over the next four years, this partnership will be cultivated as additional joint endeavors arise.

The MWDB will not only continue to explore economic development initiatives at the local level, but with partners on statewide initiatives and policies, as well. This will include working closely with the Economic Opportunity Office (EEO). To better coordinate the statewide economic development efforts, in 2016, under the directive of Governor Ducey, the State of Arizona is implementing the EEO. The goal of this office is to align multiple agencies to advance the State's sales and marketing efforts with workforce and business development while streamlining regulations, including compliance with WIOA.

The EEO will consolidate and improve analytic capacity with the goal of identifying the State's economic advantages and deficiencies. Through rigorous evaluation and benchmarking, EEO will continuously provide state leaders the data to drive down regulatory burdens, increase tax competitiveness and streamline the State's workforce programs. To boost communication of competitive advantages EEO identifies, the ACA, Arizona Office of Tourism and the Arizona-Mexico Commission will co-locate, increasing collaboration and alignment when promoting the state to each of their core audiences. **ARIZONA@WORK: Maricopa County's** Director will work with the EEO office to collaborate on economic development initiatives and streamlining programs, as well as to review analytics for economic conditions and participant characteristics that will impact local performance expectations, levels and assessments.

b. Focus on **sector strategies** (include a description); include statewide sectors that exist in the local area plus local area specific sectors;

WIOA highlights sector partnerships as a key strategy for meeting the needs of employers, workers, and jobseekers. A sector partnership organizes multiple employers and key stakeholders in an industry cluster into a working group that collectively focuses on the common opportunities and challenges. Businesses are connected with workforce, education, and economic development partners. Critical factors include employment opportunities, wage levels, and the economic impact of the industry.

The State of Arizona provides guidance on how regions and local areas can identify key sectors, including the expectation that they will use the Arizona Sector Selection Tool. The Tool assesses sectors based on employment size and concentration, recent and projected growth, worker earnings, and business growth patterns. Thus, **ARIZONA@WORK: Maricopa County** sectors are determined using the State’s Tool. Table 15. identifies current statewide sectors, and local area sectors. These sectors can be changed as the economic outlook changes and under the direction of the MWDB.

TABLE 15. STATEWIDE AND LOCAL SECTOR STRATEGIES

Sector	Statewide Sector	Maricopa County Sector
Advanced Business Services	X	X
Advanced Manufacturing	X	X
Aerospace and Defense	X	X
Bioscience and Healthcare	X	X
Construction and Trades		X
Information Technology	X	X
Optics/Photonics	X	
Renewable Energy	X	
Transportation and Logistics		X

Of the nine sectors outlined, six, or 67%, are recognized statewide and locally. Please refer to *Analysis* sections a.ii. and a.iii, and the related tables in Appendix 1., which provide an in-depth look at trends in emerging and existing industries and occupations.



c. Facilitate **engagement of employers**, including small employers and employers in indemand industry sectors and occupations, in workforce development programs;

ARIZONA@WORK: Maricopa County proactively identifies, leverages and convenes key players in each focus sector through events and meetings and fosters other channels of communications. The Business Retention Team works either directly or through business intermediaries to establish and maintain ongoing relationships with employers within the sectors. And, the diverse membership of the MWDB provides direct access to a number of local employers and organizations. Through these opportunities, **ARIZONA@WORK: Maricopa County** employs specific processes to support a healthy workforce system and pipeline, including:

- @ Determine sector/employer pain points;
- @ Analyze labor market information and employer input;
- @ Create and execute strategies, initiatives, programs, etc. that maximize employment opportunities and business growth in sectors;
- @ Lead in career pathways - connect pathways back to job seekers and special populations;
- @ Measure and report performance results within sectors and for each intervention invested in; and
- @ Make adjustments as needed.

Table 16. identifies local sector/employer challenges; and, outlines respective active strategies to support each sector.

TABLE 16. IDENTIFIES LOCAL SECTOR/EMPLOYER CHALLENGES; AND, OUTLINES RESPECTIVE ACTIVE STRATEGIES TO SUPPORT EACH SECTOR.

Advanced Manufacturing and Aerospace Defense

Challenges Shortage of experienced skilled machinists.

Strategies Engage Industry leaders through: Associations, Economic Development partners, business forums, and Rapid Response projects. Provide community education to young adults.

Construction / Trades

Challenges Lack of a talent pool of qualified workers.

Strategies Create a sustainable talent pipeline through work-training programs (apprenticeships, youth programs, on-the-job training).

Transportation, Logistics and Warehouse

Challenges Lack of a talent pool for experienced drivers OTR & local.

Strategies Bringing industry partnerships together, create customized solutions for the Transportation, Warehouse, and Logistics industry, promote the competitiveness of industries, and advance the employment of low- and middle-income workers.

Bio-Science & Healthcare

Challenges Shortage of RN/BSN positions.

Strategies Continue to build/strengthen relationships with Associations and Employers bridging the training and years of experience component employers are requiring for RN's and BSN positions.

To further develop capabilities to engage employers, during 2016-2020, **ARIZONA@WORK: Maricopa County** will implement the following strategies:

- @ Upgrade the capabilities of Business Services and MWDB members to lead in business engagement and career pathway initiatives, including building capacity in MWDB's Industry Sector Committee;
- @ Work with the State of Arizona, City of Phoenix, and educational partners to create a true regional approach connecting via the industry sectors;
- @ Track level of performance with employers through online surveys and County dashboard;
- @ Operationalize a continuous process of identifying sector/employer needs, deploying interventions, and measuring results/ROI; and,
- @ Leverage technology to help in the execution of strategy, processes, and specific interventions.

d. Support a local workforce development system that meets the needs of businesses in the local area;

ARIZONA@WORK: Maricopa County's Business Retention Team is constantly in contact with local businesses in an effort to be the linchpin for connecting employers with qualified employee candidates. The Team maintains a high level of understanding of the region and the State's recruiting trends and economy, as well as those of related competing regions throughout the U.S. Contact with local businesses is made through phone calls, site visits, social media, Wanted Analytics market information, and other targeted events.



ARIZONA@WORK: Maricopa County's Business Retention Team is constantly in contact with local businesses in an effort to be the linchpin for connecting employers with qualified employee candidates. The Team maintains a high level of understanding of the region and the State's recruiting trends and economy, as well as those of related competing regions throughout the U.S. Contact with local businesses is made through phone calls, site visits, social media, Wanted Analytics market information, and other targeted events.

Even with specific expectations for contacts and number of individuals enrolled and placed, the Business Retention Team is driven by building solid relationships with local employers. As a result, the workforce system reflects the needs of the area's businesses, and will continue to benefit from efforts of the Business Retention Team such as to:

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

The work of the Business Retention Team is tracked in **ARIZONA@WORK: Maricopa** County's contact management database, as well as through regular employer surveys.

Over the next four years, the Business Retention Team will strive to build more meaningful relationships with small and large, local employers. Further, the Team will expand the County's capabilities and services to employers, become more efficient regionally, and exceed employee placement expectations. Strategies to do this include:

- @ Increase sharing contact information, performance indicators, and outcomes, between local partners to ensure duplication of effort is not occurring;
- @ Develop a regional message to communicate with employers;
- @ Business Retention staff will receive specific training on communication techniques, marketing, and project management to better serve employers;
- @ Utilize new methods to increase the talent pool from hosting targeted talent events based on population or employer needs to hosting virtual recruitments and social meet-ups;
- @ Determine if the WorkKeys National Career Readiness Certificate provides value to businesses in validating the basic foundational skill sets of job applicants; and
- @ Establish quality standards and requirements for the participation of job fairs to ensure event quality is maintained.

e. That may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies, designed to meet the needs of employers in the corresponding region in support of the strategy described in paragraph (1)(F).

WIOA puts more emphasis on service to individuals with barriers as well as alternative training and education models. Many of these are not currently offered and will be considered to obtain better results. For example, work-based training, such as on-the-job training, internships, and apprenticeships are effective training options for individuals with barriers. Currently, the County works with business intermediaries and training programs to supplement **ARIZONA@WORK: Maricopa County's** offerings, including:

- @ ARIZONA TRUCKING ASSOCIATION** - committed to promoting, advocating and defending Arizona's trucking industry;
- @ ARIZONA TRANSIT AUTHORITY** - statewide organization that provides leadership in the funding, advocacy and education for public transportation services throughout Arizona;
- @ WESTERN APPRENTICESHIP COORDINATORS ASSOCIATION OF ARIZONA** - administrators and training coordinators of apprenticeship training programs registered with the State of Arizona. The Association also promotes and educates the community about the value and benefits of careers through apprenticeship;
- @ HONORHEALTH** - MA program through Estrella Mountain Community College that allows candidates to be trained and hired through HonorHealth directly;
- @ ABBOTT** - candidates needing training/education will be referred to Manpower and then will be hired by Abbott;
- @ ARIZONA BUILDERS ASSOCIATION** - committed to apprenticeships and other work-training programs;
- @ WEST-MEC** - offers two-years of hands-on training in various industries (including construction, auto body repair, veterinary medicine, and welding) for high-school students. Students are employable upon graduation;
- @ INDEPENDENT ELECTRICAL CONTRACTORS ASSOCIATION** - represents Journeyman Electricians, Apprentices, Suppliers and Distributors; and
- @ EAST VALLEY INSTITUTE OF TECHNOLOGY** - provides a career and college preparatory training experience that produces a qualified workforce, meeting the market-driven needs of business and industry.

ARIZONA@WORK: Maricopa County and the MWDB will look at other alternative training and education models as the system works toward redesign Goal 5: Redesign Business Retention Team to Improve Service Delivery to Employers.

f. Strengthen linkages between the one-stop delivery system and unemployment insurance programs;

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

SECTION 6: PROGRAMS AND SERVICE DELIVERY

A description of how the local Board and partners will make available programs and Services

In Program Year 2015 (7/1/2015 - 6/30/2016), **ARIZONA@WORK: Maricopa County** made programs and services available to 20,122 individuals. Of those individuals, 3298 were officially enrolled in the workforce system. An individual's employment and 6 month wage information is not counted until that individual exits from the program, which occurs 90 days after services have ended. Of the 3298 who were enrolled, 1165 individuals exited during this time frame. Therefore, those clients that became employed within 6 months of utilizing center services totaled 883. With 883 individuals employed at exit, Maricopa County has a 75% success rate with an average six month earnings of \$17,839.86. The strategic planning the County and its partners are doing over the next four years will only improve these results.

The MWDB's strategic planning, oversight, and evaluation of the LWDA ensures **ARIZONA@WORK: Maricopa County** has diverse perspectives and resources to provide comprehensive workforce development services. WIOA provisions have catalyzed a renewed focus on what truly drives the workforce system – matching employers with job seekers. Through integrated service delivery, Maricopa County is redesigning and aligning programs and service delivery, in collaboration with core partners, to increase access to and improve the journey for potential clients and clients. During 2016-2017, the Planning Committee will continue to design and implement strategies towards achieving redesign Goals 2, 4 and 5:

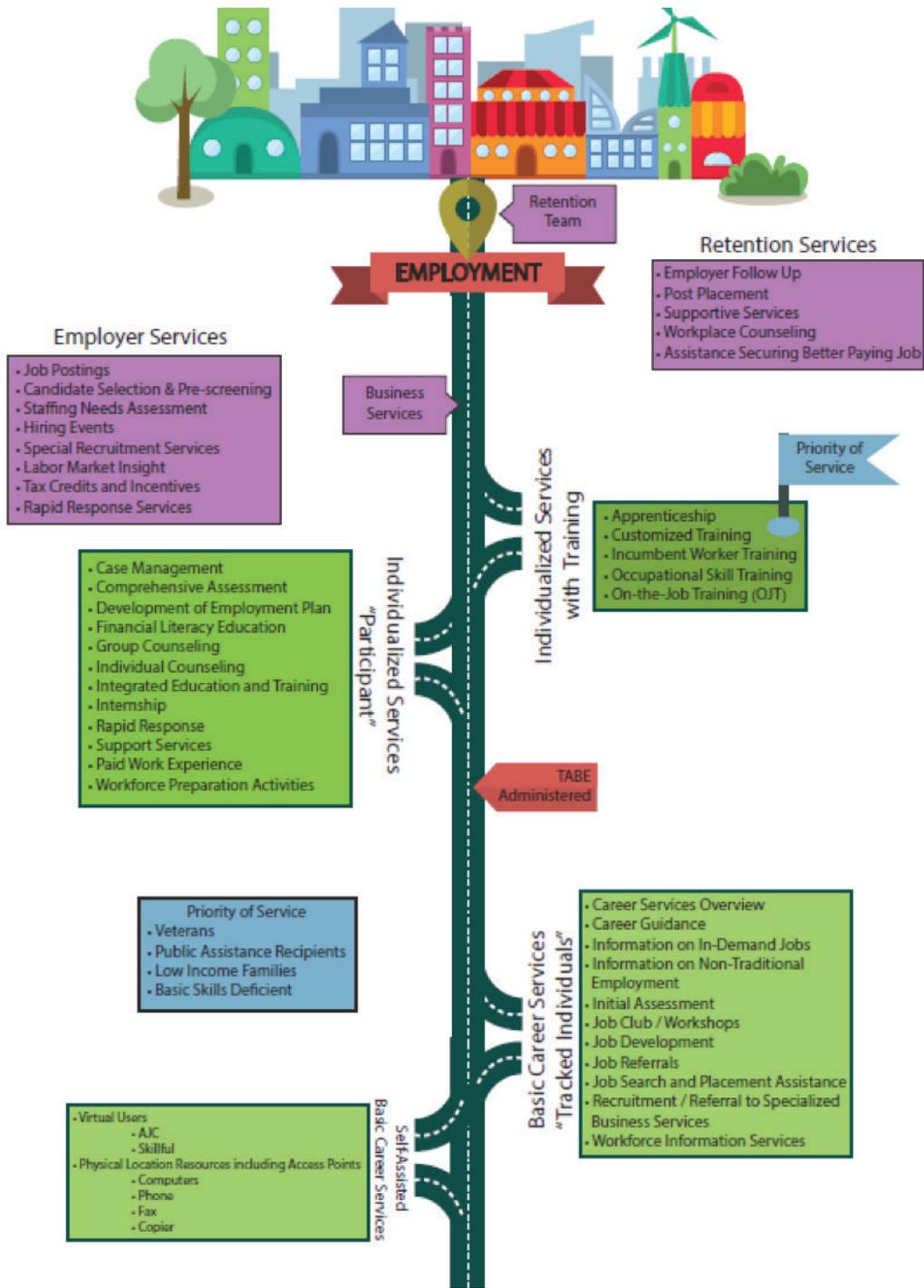
GOAL 2: Establish Workforce Regional Planning Process to Ensure Coordinated and Efficient Service Delivery

GOAL 4: Design Regional Service Delivery Model for Youth Services Program with Priority for Disconnected Youth

GOAL 5: Redesign Business Retention Team to Improve Service Delivery to Employers.

The journey and program service delivery flow **ARIZONA@WORK: Maricopa County** and core partners are implementing, enhancing and refining is outlined in Figure 15. The image includes a variety of supports, options and priorities. Yet, the graphic specifically omits identifying the service provider in order to demonstrate a cohesive, integrated system working toward shared outcomes.

FIGURE 15. ARIZONA@WORK MARICOPA COUNTY PROGRAMS AND SERVICE DELIVERY FLOW



Workforce Development Division Roadmap
Your Journey to Employment Starts Here

a. A description and assessment of the type and availability of adult and **dislocated worker employment** and training activities in the local area.

At any of the employment and training locations, the Welcome Team engages each customer immediately. An initial greeting by staff is followed by a one-to-one, 15- to 20-minute welcome meeting to educate them about the system's high-value resources and products. The Welcome Team administers internal or external referrals, depending on the individual's needs and Priority of Services eligibility.

An individual can then participate in self-assisted Basic Career Services or Individualized Career Services and Training Services/Occupational Training. For individuals that are best served through Individualized Services, the next step is for the individual to work with the Skills and Career Development Team. The Skills and Career Development Team is responsible for completing a skills analysis, facilitating assessments and testing, identifying support needs, providing career guidance, arranging for soft skills training, and for making referrals to program specific occupational training.

Assessments that are administered through Individualized Services include:

- @ O*Net My Next Move - Interest Profiler;
- @ Arizona Career Information System (AZCIS) - Interest and Skills Profiler;
- @ Myers & Briggs - Career Assessment;
- @ Office Proficiency Assessment & Certification (OPAC) - Office Proficiency Exams;
- @ Test of Adult Basic Education (TABE) - Grade level equivalency assessment;
- @ Choices - Interest and Skills Assessment;
- @ CareerOneStop - Skills Profiler (used for the *Skillful Program*)

Assessments that are administered specifically for the *SMART Justice Program* participants include:

- @ Proxy - Risk to Recidivate Score administered by MCSO Jail Classification Specialist
- @ Offender Screening Tool (OST)/ Field Reassessment Offender Screening Tool (FROST) administered by Maricopa County Adult Probation to assess risk to reoffend and criminogenic needs
- @ Public Safety Assessment (PSA) administered by Public Defense Offices
- @ Barriers to Employment Success Inventory (BESI)

Based on needs, assessments and interests, a customized plan of action is established for each individual. Follow-up and regular touch-points are instituted to encourage and engage individuals to build resilience and work towards their goals. The extensive menu of Employment and training activities are outlined in Figure 15., above.

ARIZONA@WORK: Maricopa County's expansive service offerings go beyond the menu of Basic Career and Individualized Career services. The County strives to be a leader and an innovator when it comes to recognizing an area of need and launching a program to address it. Maricopa County utilizes labor market data, model program research findings, local needs assessment data, and pure innovation as the foundation for pilot initiatives. The MWDB members, BOS and workforce staff have extensive experience and forward-thinking abilities which are instrumental during this process. Thus, the workforce system has successfully launched a number of pilots, and subsequently instituted many as programs. These programs are designed to meet underserved needs of local communities and to reach underrepresented subgroups of individuals.

Examples of **ARIZONA@WORK: Maricopa County's** innovative adult and dislocated worker programs include, and are not limited to:

SMART JUSTICE PROGRAM

In order to address the needs of individuals involved in the justice system and the barriers they encounter, **ARIZONA@WORK: Maricopa County** partnered with other Maricopa County departments (Maricopa County Sheriff's Office (MCSO), Maricopa County Adult Probation (MCAPD), and Public Defense Offices), to implement a workforce re-entry service model, at the local level. To initiate the program, in 2014, **ARIZONA@WORK: Maricopa County** created the *SMART Justice Employment Program (SMART Justice)* and allocated funds from their U.S. Department of Labor Workforce Investment Act grant, to provide services to individuals involved in the justice system that face barriers to employment and education.

SMART Justice has assigned staff to provide intensive case management and employment services to include: career guidance services; coordination of specific services to assist in meeting the needs of the individuals enrolled in the program. Staff also connects with local businesses for On-the-Job training opportunities and eventual job placement of program participants. *SMART Justice Team* staff work to create a friendly labor market for participants, and continues to define pathways and occupations that are accepting to this population. Staff currently meets with program participants at three MCAPD Education Centers in Mesa, Phoenix and Glendale.

CLEAN START

The *Clean Start Program* is one of the Maricopa County Justice Council (McJustice) and **ARIZONA@WORK: Maricopa County** strategic initiatives to reduce recidivism; it is one of several new initiatives under *SMART Justice* program. People on probation often struggle to gain basic job skills and successfully re-enter the workforce and re-integrate into the community. With that in mind, Maricopa County initiated *Clean Start* in March 2016.

The County's Adult Probation Department recommends up to 30 female probationers to work in the jail laundry operation for 13 weeks. They are paid for 40 hours a week while gaining access to occupational skills training, cognitive behavioral change training, career guidance, and job placement services. Participants gain transferable skills such as appearing for work on time, time management and getting along with co-workers. They also learn how to operate industrial equipment and utilize shipping and inventory systems.

Workers that complete the program gain confidence in their abilities to hold full-time jobs, and learn the skills necessary to prove to their next employers that they are prepared for the rigors of employment. As a full continuum of services **ARIZONA@WORK: Maricopa County's** SMART Justice Team works with employers to help participants secure permanent employment.

THINKING FOR A CHANGE

Thinking for a Change (T4C) is an integrated, cognitive behavioral change program for ex-offenders that includes: cognitive restructuring, social skills development, and development of problem solving skills. Designed for delivery to small groups in 25 lessons, the T4C program can be expanded to meet the needs of specific participant groups. Participants can include adults and youth or males and females. The program is used as part of a continuum of interventions and education to address the needs of offender populations.

STRENGTHENING WORKING FAMILIES INITIATIVE

The *Strengthening Working Families Initiative* (SWFI) is a new multi-agency collaborative partnership funded by the U.S. Department of Labor, and lead by the City of Phoenix.

SWFI will recruit, train and assist low income parents with dependent children who qualify for Head Start, Temporary Assistance for Needy Families and/or WIOA programs in securing and retaining employment in targeted middle to high skilled H-1B occupations. H-1B occupations are occupations in which U.S. companies typically hire foreign workers to fill the unique skill requirements; SWFI targets Healthcare, Information Technology and Business H-1B occupations.

Low income families with young children residing in the City of Mesa to the east and in the community of Maryvale to the west are prioritized under this partnership. However, Maricopa County communities are eligible as well. Utilizing a coordinated co-case management approach, the project aims to achieve sustainable systemic change by implementing and improving system coordination between city and county workforce, Head Start, TANF and child care organizations. The project will work to remove barriers to training encountered by low income parents, specifically access to quality child care and support services that lead to job placement with livable wages.

MARYVALE COMMUNITY DEVELOPMENT PROGRAM

The Maryvale Community Development Program is a revitalization project in Maryvale that aims to develop strategies that build on the community's uniqueness. Maryvale population accounts for 20% of Maricopa County's poverty rate (2014 ACS). The community is home to: a saturation of Maricopa County's unemployed population, with an unemployment rate of 14.3%; a large population of County residents that "speak English less than well" (14%); and, a high rate of disabled individuals ages 0-64 (8%). Multiple agencies and businesses are participating in brainstorming sessions to collaboratively design programs and services to meet the needs of the Maryvale Community. Thus, **ARIZONA@WORK: Maricopa County** plans to support the project in moving forward by: identifying high wage, high growth occupations within top industries with an emphasis on career advancement; identifying gaps between the current skill set of potential workforce and the required skill set for desired occupations; identifying occupations within each educational level offering high return on educational investments; and, identifying current employers and their desired employee attributes. Additional services will be developed as more planning sessions ensue.

SKILLFUL

Skillful is a new skills-based platform that values people's skills, not just degrees. Skillful is geared toward middle-skill job seekers and supports lifelong learning in today's rapidly changing economy.

Skillful is a network of online tools and on-the-ground resources that connects job seekers to fast growing and well-paying jobs and to the educators who can help them get training, acquire new skills, and advance their careers. The blended learning format meets job seekers where they are and provides job seekers access to career navigators who can help guide them through their job search. Concurrently, Skillful works with employers to offer innovative tools and advisors to broaden the talent pipeline by helping employers create skills-based job descriptions and to hire workers based on the core skills needed for the job.

Skillful is a collaboration of partners like LinkedIn, edX, Arizona State University, the City of Phoenix, Maricopa County, Arizona Manufacturing Partnership, Arizona Technology Council, and Arizona Commerce Authority. The collaborative also includes anchor navigators such as Maricopa Community College District, Goodwill of Central Arizona and **ARIZONA@WORK** to expand paths for job seekers to advance their careers.

To ensure adequate resources are devoted to the array of Adult and Dislocated Worker workforce programs, **ARIZONA@WORK: Maricopa County** has established two Regional Managers charged with their oversight of two key areas: Adult and Dislocated Worker training and education; and, the SMART Justice initiatives.

b. A description of how the local Board will coordinate workforce investment activities carried out in the local area with statewide **rapid response** activities, as described in section 134(a)(2) (A).

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

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

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

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

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

To be more coordinated and efficient at the local level, over the next four years, ARIZONA@WORK Maricopa County will employ a comprehensive set of strategies, including to:

- @ Work with the City of Phoenix to perform RR events ensuring both agencies are informed with RR notifications, and can jointly establish a 48-hour response time;
- @ Utilize a standardized format for RR sessions throughout the region, which will include a checklist for procedures, prioritization of larger entities, and will require job descriptions and updated resumes for those workers experiencing a layoff or termination; and
- @ Lead RR sessions in which the State provides the UI and benefits presentations, and invite other partners, as applicable, to take part in the process;
- @ Tailor RR sessions to the workers affected with potential employers hiring in the same field invited to potentially mitigate the affected workers' time unemployed.

c. A description and assessment of the type and availability of **youth** workforce investment activities in the local area, including activities for youth who are individuals with disabilities, which description and assessment shall include an identification of successful models of such youth workforce investment activities. Please indicate which youth services are provided through competitively secured providers, sole sourcing, or other means. Describe the process for selecting youth providers on a competitive basis, including criteria used to identify youth providers (see WIOA sec. 123, draft regulations 681.400, and the WIOA State Plan section VI.c.). Include a list of services and providers in the appendix.

Over the past year, **ARIZONA@WORK: Maricopa County** Youth Services has made significant changes to the operations and services offered to local youth. Changes have not only been driven by new WIOA rule-making, but also as a result of building internal capacity for more efficient and effective services and outcomes.

In January 2016, Maricopa County launched a new Youth Services model. Over a year in the making, **ARIZONA@WORK: Maricopa County** developed an internal team to provide recruitment, enrollment and case management. Prior to the new model, all youth services were subcontracted out to other organizations. Previously, organizations responded to the RFP process, awards were administered, and funding was provided in advance of work. Now, only specialized services (i.e. work experiences, leadership, financial literacy, etc.) are subcontracted out. A list of the services and providers is included in Appendix 6.

A competitive RFP process is still used to select service providers. However, a vendor can provide one or all of the scope of work elements in order to apply, opening the competition up to a more diverse group, including small organizations that may have an expert niche. Please find the provider selection criteria used in the 2015-2016 competitive Youth Services Selection Criteria in Appendix 7. And, once awarded and contracted with Maricopa County, vendors' funds are allocated as performance goals are met. This new process gives ARIZONA@WORK Maricopa County more control over quality of services and the ability to ensure performance goals are aligned with Maricopa County goals.

Much of the first part of 2016 has entailed staffing the Youth Services Team, and employing new ways to find and reach disconnected youth. For example, Youth Services is visiting and networking with Adult Education programs to inform and recruit participants. Formative results thus far are mainly qualitative. Maricopa County youth are recognizing that they are receiving services from **ARIZONA@WORK: Maricopa County**. Before, youth had no idea that the origin of their services was the County. Feedback from families and the community is positive, and the Youth Services Team feels much closer to what is going on.

The new Youth Services model is accessible through four Youth Services Hubs, each located in Maricopa County. The following 14 elements are available to youth program participants:

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

A specific Case Manager has been assigned to work with youth who are individuals with disabilities.

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

PROGRAM SERVICE REPRESENTATIVES are responsible for greeting customers at Youth Hubs and introducing customers to services – much like the Welcome Team for Adult and Dislocated Worker programs. Further, the Program Service Representatives assist with customer sign-in, registration and enrollment data entry, as well as assist customers in the resource lab.

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

BUSINESS ACCOUNT COORDINATOR (BAC)'S are responsible for performing employer outreach to develop job leads for participants, ages 14-24. Additionally, BAC's coordinate Youth Services job fairs; promote Youth Services at partner job fairs; cultivate relationships with employers to develop short-term, subsidized Work Experience opportunities as well as opportunities for long-term, unsubsidized employment.

Over the next four years, **ARIZONA@WORK: Maricopa County** aims to create a consistency in overall program delivery, in the region. Redesign Goal 4: Design Regional Service Delivery Model for Youth Services Program with Priority for Disconnected Youth, is reflective of such. An important part of this process will be to review and update individual policies and procedures that have an overall impact on the provision of Youth services. Plans to achieve Goal 4 consist of the following strategies:

REVISE the occupational training funding caps for youth participants to provide a funding range available for youth participants' entire enrollment period;

Revise the various Individual Service Strategy forms (to capture participant's goals and challenges) to create a form which best meets the needs of the youth participants in the region;

BUILD on the use of the Test of Adult Basic Education (TABE) for a youth participant's basic skills assessment, and review the different options (e.g. AZCIS and ONET Interest Profiler) to assess a participant's work skills and interests;

SHARE resources between local agencies regarding available youth resources throughout the region to ensure all youth participants are knowledgeable about all services;

IMPLEMENT a Youth Forum to present services available and participant eligibility information to the workforce development network and other youth service providers to inform, collaborate, and increase the number partnerships;

UTILIZE labor market information to make more data-driven decisions regarding relevant job skills and preparation for available careers; and

TRAIN regional youth program staff and subcontractors quarterly on best practices to ensure programs are consistent with consistent messages.

The new direction for Maricopa County will prompt Youth Services to actively participate in regional coordination (i.e. planning, service delivery, data collection, and outcome reporting) through the Opportunities for Youth Board. **Opportunities for Youth** is a Maricopa County-wide collaborative of over 120 agencies committed to harnessing the power of cross-sector collaboration to create a comprehensive system of opportunity that re-engages the Valley's disconnected youth age 16-24 who are not working or in school. A 42-member Board of Directors has committed to organize for action around five components: 1) A **common agenda**; 2) Agreed upon **shared measurements**; 3) **Mutually reinforcing activities**; 4) **Continuous Communication**; and 5) Support from a **backbone entity**. Maricopa County Education Service Agency (MCESA) & Tri-Caucus Board Development Association have been chosen to jointly provide Backbone services.

To document the progress of the transition and inform the MWDB and stakeholders on regional partnerships, **ARIZONA@WORK: Maricopa County** will prepare reports on the impact made on youth in the region through the new model and redesigned program delivery. Reports will include the number of enrolled participants, the number accessing training, the number employed, and the average wage at employment.

d. A description of how training services under chapter 3 of subtitle B will be provided in accordance with section 134(c)(3)(G), including, if contracts for the training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter and how the local Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.

As per DES WIOA Training Services Policy, targeted training prepares individuals with the in-demand skills that meet employers' needs based on labor market information, LWDA and tribal entity sector strategies, career pathways, and business outreach. In accordance with Chapter 3, B, 134(c)(3)(G) – Use of Individual Training Accounts, eligible WIOA adult or dislocated worker participants may take advantage of training opportunities offered through the American Job Center delivery system based on needs identified on their Individual Employment Plan (IEP).

Participant issued an Individual Training Account (ITA) must establish an ITA Plan which will outline: total cost of the training program; other funding streams that will offset the training cost; Pell Grants; duration of the ITA Plan; IEP to document the participant's ability to complete the training; and labor market information relevant to the training. ITAs may also support program participants in pre-apprenticeship training including tuition for the Registered Apprenticeship program to the training provider and for related supportive services.

Contracts for services provide another option for training when:

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

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

e. How the local Board will facilitate **co-enrollment**, as appropriate, in core programs.

In Maricopa County, co-enrollment previously meant out of school youth between the ages of 18 - 21 could be enrolled in youth programming and concurrently in adult workforce programs. Federal regulations allow co-enrollment of youth who meet the eligibility requirements of the adult and dislocated worker program, and can benefit by a combination of services from different funding streams. For example, an individual may receive wrap-around youth development services to complement the more employment-related adult and dislocated worker services.



With new WIOA rules, co-enrollment has been expanded. To remove barriers across programs, when a customer qualifies for two or more services, the programs will work together to create one common menu of options for determining how skill gains will be measured that is based on each individual participant's starting point, not their funding source. Creating a common menu of options, rather than using separate definitions, will encourage co-enrollment across the core programs for youth and adults, as well as create opportunities for contextualized learning. For example, co-enrollment of an individual who is eligible to receive Adult services and VR services will expand vocational training and employment options and resources, allowing both programs to achieve a greater impact, stretch limited funds, and avoid duplication in effort, benefitting all clients served.

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

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

f. A description of how the local area will promote entrepreneurial skills training and microenterprise services.

Currently, Maricopa County's business support menu of services includes resources such as labor market insight, recruitment services, information and expertise on tax credits and incentives, and rapid response services. There are myriad training options available, and being developed, for employers, workers and job seekers. While there are no specific entrepreneurial skills trainings at this time, **ARIZONA@WORK: Maricopa County** will work with economic development partners and the MWDB Industry Sector Committee to develop and promote entrepreneurship and microenterprise services. In the meantime, the Maricopa Small Business Development Center Network (SBDC) provides advising, training, online courses and resources for start-up, new and existing businesses throughout eight locations in the valley. Part of the SBDC's services to start-ups is a Business 101 workshop with subsequent counseling, at no cost to the individual.

g. How the local Board will facilitate the development of **career pathways**.

As stated in the Arizona State Plan:

Arizona has successfully piloted career pathway models for adult learner cohorts for several years. Under WIOA, Arizona recognizes the need to expand opportunities statewide and develop robust career pathways that allow individuals with barriers and disabilities to participate and gain industry recognized credentials. Arizona will develop career pathways that include multiple aligned programs with funding by a variety of sources and driven by industry needs as defined through sector strategies and partnerships.

Local planning will reorient existing education and workforce services into an integrated system which will have a greater focus on career pathways, industry credentials and workplace experiences. The MWDB's Industry Sector Committee will work with the Planning Committee to lead this charge.

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

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

Each individual, youth and adults, will have an Individual Employment Plan identifying career pathways to obtain career objectives.

ARIZONA@WORK: Maricopa County will focus on specific industries that offer employment opportunities at various levels, and clear pathways with multiple entry points that lead to progressively higher skill wage levels within a specific industry. Career pathways in existing and emerging demand occupations will begin at lower educational attainment levels to provide opportunities for individuals with barriers and disabilities. To do this, Maricopa County will need to engage the business community to inform training development. Further, pathways will be designed in a manner that clearly identifies industry-recognized credentials. The goal is to create pathways for job seekers to ultimately access and attain good jobs, wages, and careers.

ARIZONA@WORK: Maricopa County will utilize the resources selected by the State during design and development. These resources consist of the U.S. Department of Labor's Career Pathways Toolkit and the Shared Vision, Strong Systems Framework (CLASP, June 2014). Recognizing and evaluating career pathways programs will align with the processes determined by the State.

h. How the local Board will improve access to activities leading to a recognized post-secondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).

Workers with higher levels of education consistently fare better in the labor market; they experience lower rates and shorter durations of unemployment and earn higher incomes (CLASP, 2014). This research is reflected in *Analysis* section c. which demonstrates that Maricopa County's unemployment rates coincide with the population's educational attainment levels. Therefore, there will be a significant level of development over the next four years to establish a full range of programs and processes for individuals, including those with disabilities and other barriers (i.e. English Learners), to gain access to and attain industry-recognized credentials. Maricopa County will collaborate with local education agencies, institutes of higher education, local industry representatives and education policymakers to design articulation strategies and goals. As a result, industry-recognized credentials will be transferrable, portable and stackable.

As career pathways are developed, the MWDB's Industry Sector Committee and the Planning Committee will ensure each consists of progressive levels of education, training, credentials, and support services for locally relevant occupations. Individuals will be immersed in contextualized education that coincides with the workplace; and work experiences and occupational training will be learning experiences that allow for practical application of knowledge gained. This strategy will benefit and encourage participation of individuals with varying levels of abilities and needs. Upon completion, individuals should have a seamless transition into employment, without the need for remediation (i.e. skill gap training).

SECTION 7: PERFORMANCE AND CONTINUOUS IMPROVEMENT

a. A description of the local **levels of performance** negotiated with the Governor and chief elected official pursuant to section 116(c), to be used to measure the performance of the local area and to be used by the local Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under subtitle B, and the one-stop delivery system, in the local area.

The MWDB was established to assist the BOS in strategic planning, oversight, and evaluation of the LWDA, and is committed to promoting effective outcomes consistent with statewide goals, objectives, and negotiated local performance.

In order to assess **ARIZONA@WORK: Maricopa County's** performance, and continuously improve services and the MWDB's ability to achieve its vision and mission, the MWDB, ARIZONA@WORK Maricopa County, the BOS and Governor Ducey negotiate local performance and accountability measures. These measures include employment placement, job retention, average earning, and attainment of a diploma or a training certificate. By establishing, tracking, and reporting on formative and summative measures, the State can deliver a consistent level of quality service to stakeholders throughout the Maricopa County region.

Each **ARIZONA@WORK: Maricopa County** Regional Manager - Youth, Adult and Dislocated Worker, and Felony Offender Adult and Dislocated Worker - can review the: 1) service performance; and 2) Wanted Analytics real-time workforce data, during weekly, monthly and quarterly intervals. Subsequently, Regional Managers can work with Quality Assurance staff to launch remedial strategies, additional outreach, training, etc., where and when it is needed. The MWDB reviews performance measures and progress towards measures during Full Board meetings making recommendations as needed to fine tune delivery or processes, which may even include assigning a task force.

Maricopa County's data driven process is effective as evident by the continued ability to meet or exceed workforce performance goals, as demonstrated below in Table 17.



TABLE 12. MARICOPA WORKFORCE DEVELOPMENT BOARD STRATEGIC GOALS

Performance Measure	Maricopa County PY2014 Annual Report	State PY2014 Annual Report	Maricopa County PY2015 QE 3/31/2016	State PY2015 QE 3/31/2016
Youth (14 – 21)				
Placement in Employment/ Education	Exceed	Exceed	Exceed	Exceed
Attainment of Degree/Certificate	Met	Exceed	Met	Exceed
Literacy/Numeracy Gains	Exceed	Exceed	Exceed	Exceed
Entered Employment				
Adult	Exceed	Exceed	Exceed	Exceed
Dislocated Worker	Exceed	Exceed	Exceed	Met 90%
Wagner-Peyser	N/A	N/A	Exceed	Exceed
TAA	N/A	N/A	Met	Exceed
Employment Retention				
Adult	Exceed	Exceed	Exceed	Met 90%
Dislocated Worker	Exceed	Met 90%	Exceed	Met 90%
Wagner-Peyser	N/A	N/A	Exceed	Met 90%
TAA	N/A	N/A	Met	Met 90%
Average Earnings				
Adults	Exceed	Exceed	Exceed	Exceed
Dislocated Workers	Met	Met 90%	Exceed	Exceed
Wagner-Peyser	N/A	N/A	Exceed	Met 90%
TAA	N/A	N/A	Met	Met 90%

During 2016, new accountability processes across all core programs will be developed and disseminated by Governor Ducey. Governor Ducey will collaborate/negotiate with the MWDB and BOS during development. Negotiations must reach an agreement on local targets and adjusted levels of performance prior to the start of each program year. According to WIOA rules, this process will include applying a statistical adjustment model. The model must be run at the beginning of a program year and at the end of the program year to revise adjusted levels of performance based on actual conditions experienced and the characteristics of participants. Additionally, the MWDB will have the authority to establish performance targets for service providers in a Maricopa County to help evaluate and manage the performance of service providers.

In preparation for negotiations of common performance goals and measures for program years 2016-2020 for the Adult, Dislocated Worker, Youth, Wagner-Peyser, Adult Education, and Rehabilitation Services programs, each of the core partners will compile data consisting of the program outcomes for the last three years. Statewide, partners will look at the trends for those outcomes, review the Government Performance and Results Act goals and any statistical models that the U.S. Department of Labor has prepared for the States to use. In addition to reviewing the past three years, the programs will conduct research, collect baseline data and create additional tracking means to document and monitor WIOA's expanded performance criteria (i.e. skill gains, credential attainment, employer measures, economic factors etc.). Common and expanded performance measures establish a performance accountability system that serves all core programs and their targeted populations in a manner that is customer-focused and that supports an integrated service design and delivery model.

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

b. A description of the actions the local Board will take toward becoming or remaining a high-performing Board, consistent with the factors developed by the State Board pursuant to section 101(d)(6).

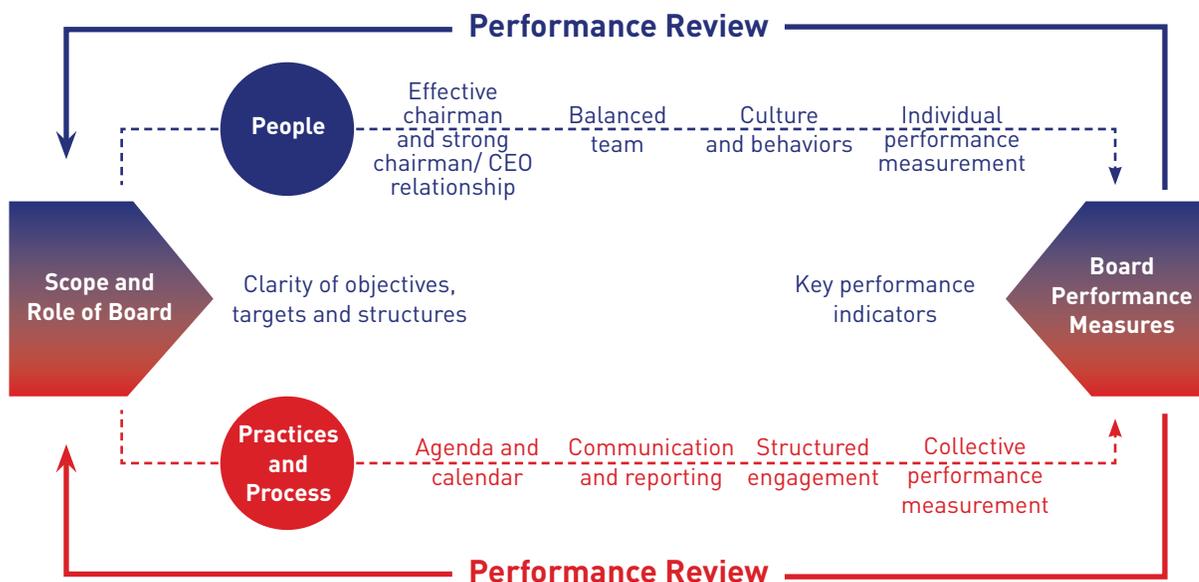
Creating a high performing board takes time, focus and dedication. **ARIZONA@WORK: Maricopa County** is committed to crafting effective and efficient structures, communication and leadership to drive the catalytic work of WIOA for the Phoenix region.

Successful high performing boards have certain characteristics. Many of these characteristics can be tied to three pillars of maturation: governance, engagement and convening. These pillars represent the foundation on which the work of the WDB will be based in order to ensure that WIOA is implemented, integrated and advanced to the fullest extent possible for Phoenix and the state of Arizona.

ARIZONA@WORK: Maricopa County is organizing itself to become a high performing board through the following work:

GOVERNANCE:

- @ Strong focus on performance, results and measures of success
- @ Clear, effective bylaws that are referenced frequently to create a healthy culture
- @ Focus on talent and active committees
- @ Performance management and continual process improvement



ENGAGEMENT:

- @ Interactive and thorough onboarding process of new members
- @ Regular, proactive communication with MWDB members and stakeholders
- @ Committee assignments: helping members connect with areas that matter to them
- @ Regular one on one meetings between board members and Workforce Director
- @ MWDB professional development to help members grow, learn and excel



CONVENING:

- @ Lead regional focus/strategy
- @ Focus on sector strategies
- @ Conduct rigorous research, best practice evaluation and proof concepts/model scaling
- @ Connector of local/national resources/opportunities to advance WIOA for Phoenix and Arizona



ARIZONA@WORK: Maricopa County's WDB is excited and fully committed to working towards achieving that status of a high performing workforce development board. It is the goal of this board to be a champion of innovation, management and implementation for the Phoenix region and the state of Arizona as we fully launch WIOA.

c. A description of how the local Board will ensure the **continuous improvement of eligible providers of services** through the system and ensure that such providers meet the employment needs of local employers, and workers and jobseekers.

ARIZONA@WORK: Maricopa County has established policy and procedures that delineate processes for conducting on-going quality assurance administrative and programmatic reviews to ensure continuous improvement and compliance within its program. **ARIZONA@WORK: Maricopa County** negotiates and regularly reviews an MOU with every American Job Center partner to describe operations, services provided and coordinated, funding, and referrals. MOUs are reviewed semi-annually. Furthermore, **ARIZONA@WORK: Maricopa County** will certify American Job Centers every three years, using criteria written by DES that covers effectiveness, programmatic and physical accessibility, and continuous improvement.

On-site quality assurance reviews include and are not limited to review of a randomly selected ten percent file sample. The random sample is comprised of active and follow-up files. Using a standardized process, each component of the file is scored with findings and concerns captured in the Quality Assurance File Review Form.

The review process may include interviewing worksite supervisors, training providers, and employers. Feedback from interviews with staff and participants offers insight as to the quality of customer service, the need for additional resources and training to improve the effectiveness of service delivery. Work Experience and OJT on-site monitoring ensure compliance with:

- @ WIOA Public Law and regulations;
- @ Child Labor Laws;
- @ Worksite safety;
- @ Review of Worksite Agreement or OJT contract for consistency with job duties, dates of employment, wages, hours, benefits, and supervisor information;
- @ Review of payroll and time/ attendance records;
- @ Participant's need for support services are being addressed by the vendor;
- @ Ensure that employer is not displacing or laying off workers in the same occupation;
- @ Equal Opportunity Compliance; and
- @ Satisfaction level from worksite supervisor and youth participant.

Desktop review may be conducted to address performance issues, timely data entry, and overall program compliance. The Quality Assurance Team compiles and summarizes the findings. As needed, Corrective Action Reports are offered to assist contractors to move towards compliance. In this capacity, **ARIZONA@WORK: Maricopa County** supports contractors by providing technical assistance, training and/or other recognized best practices.

d. A description of how one-stop centers are implementing and transitioning to an **integrated, technology-enabled intake and case management information system** for programs carried out under this Act and programs carried out by one-stop partners.

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

Due to its limitations, **ARIZONA@WORK: Maricopa County** has had to supplement AJC with an internal database, as well as by keeping hard copy files. Additionally, there is no connectivity between LWDA systems, which complicates Arizona's ability to diminish overlap and effectively communicate. Compounding the issue, AJC is part of a multi-state consortium, and approval by the consortium for systemic technological changes creates unnecessary barriers.

The State and each of the LWDA's will align investments to explore and grow technological infrastructure for efficient and effective data collection and reporting for participants and service delivery. Extensive vetting, including demonstrations and evidence of effectiveness, and analysis of not only the infrastructure needs, but also of a variety of software solutions, etc. will precede a viable selection. The desired mechanism will be accessible fluidly by each organization, one-stop centers and one-stop partners, and utilized to improve service delivery, reduce redundancy and support accurate financial planning/reporting. Further, the technology will have the capability to grow and adapt more easily to meet future needs.

Currently, representatives from **ARIZONA@WORK: Maricopa County** are participating in a variety of technology conferences (i.e. NAB Show®, Close it, and International Conference on Data Management Technologies and Applications (DATA)), to explore technology options. The information gathered will be shared with the Planning Committee and the MWDB, for further review.

SECTION 8: COMPLAINT GRIEVANCE PROCEDURE FOR CLIENTS

ARIZONA@WORK: Maricopa County strives to provide opportunity for all by making sure quality services are available to individuals who need them, no matter what barriers they face. However, if WIOA training services are denied to a participant, it is the responsibility of their Career Guidance Specialist (CGS) to inform the participant of the reason(s) for denial of services and inform them of their right for a higher review with the WIOA Program Supervisor.

Participants requesting a higher review must inform their CGS or in the absence of their CGS, the WIOA Program Supervisor within seven working days of the date service(s) was denied. The CGS will provide the participant with written contact information for the WIOA Program Supervisor and will document such in the case file. It is the responsibility of the participant to contact the WIOA Program Supervisor to schedule a higher review.

The WIOA Program Supervisor will meet with the participant within seven working days of request for higher review. At the conclusion of the meeting, the Program Supervisor will inform the participant that a written determination will be provided within seven working days. The determination letter will contain the following information:

- @ Nature of the complaint (i.e. denial of training request)
- @ Reason(s) for denial of service(s)
- @ Participant's recourse

The Program Supervisor will place a copy of the determination letter in the case file and document the meeting and all pertinent information in the case notes. If the participant desires to appeal the decision, after receipt of the determination letter, the participant must complete the "Appeal Request" form. This form and information / documentation related to the complaint will be forwarded by the Program Supervisor to the Assistant Director for Workforce Development for review within seven working days. The Assistant Director, at his/her discretion may meet with the participant if she/he determines it is necessary to make an informed decision.

Once the Assistant Director has reviewed the case she/he will issue a final and binding written determination to the participant within ten working days of the review. A copy will be placed in the participant's case file with any other relevant information. The decision of the Assistant Director is final.

Only complaints of a discriminatory nature may be aggrieved to the DES WIOA Section EEO Officer if the participant disagrees with the determination made by **ARIZONA@WORK: Maricopa County's** EEO Officer.

SECTION 9: PLAN DEVELOPMENT

a. Describe the involvement of the Chief Local Elected official (CLEO), the Local Workforce Investment Board (LWIB) and the stakeholders in the development of the plan.

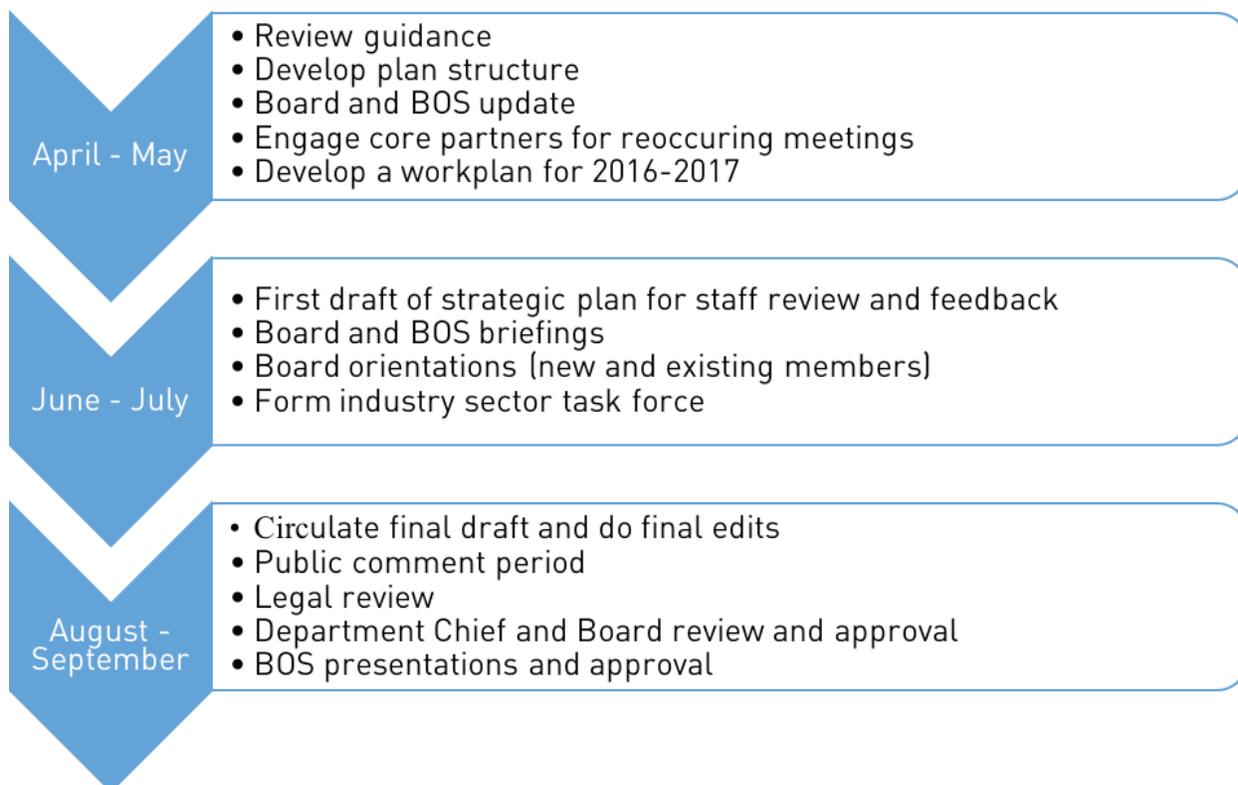
The MWDB and **ARIZONA@WORK: Maricopa County** have worked together, and through the Planning Committee, to create the road map for the workforce system to capitalize on its strengths, identify and address obstacles, and promote continuous improvement of services through actionable recommendations and guidance. A planning process was chosen that was interactive and focused on input from a variety of stakeholders across the region to ensure buy-in and ownership from those who will share responsibility for implementing the plan's strategies.

The extensive planning process began in 2015 between the region's workforce development system staff, partners and other stakeholders. The planning consisted of: 12 bi-weekly meetings from September 2015 to March 2016, stakeholder surveys, workforce

partner forums, and a culmination report reflecting findings and strategies.

Building on this progress, a timeline was developed, as shown in Figure 16., for the development of the Strategic Plan, and a workplan was developed, as shown in Goals and Strategies Section 2.b. Table 13., for implementing new strategies, WIOA provisions and integrating core services. The MWDB, stakeholders and core partners have been meaningfully involved in the development of the plan through meetings, action items and deliverables, and through a continuous feedback loop. The CLEO was briefed at specific accomplishments and milestones to remain active in the process.

FIGURE 16. STRATEGIC PLAN TIMELINE, 2016 KEY DATES



After receiving approval by the Director and the Department Chief, the Strategic Plan was distributed to the LWDB and presented at the LWDB's Chief of Staff meeting for final approval. The Plan was then presented to the BOS for the CLEO's final review and approval. A final copy of the approved Strategic Plan will be shared with all interested partners, as well as the distribution list members.

NEXT STEPS

Even though goals and strategies have been identified, the planning process is not complete. The CLEO and MWDB will continue to work with **ARIZONA@WORK: Maricopa County** to continue to coordinate and fine-tune integrated service delivery, develop lessons learned and best practices, communicate with other systems to build communities of effective practices, and to organize strategic planning subcommittees to define strategies and activities for new innovations and addressing challenges.

b. A description of the process used by the local Board, consistent with subsection (d), to provide an opportunity for public comment, including comment by representatives of businesses and comment by representatives of labor organizations, and input into the development of the local plan, prior to submission of the plan.

Because workers, employers and the Maricopa County communities drive workforce solutions, their input to **ARIZONA@WORK: Maricopa County's** Strategic Plan was a critical step for transparency and validity. To solicit feedback from diverse constituents and stakeholders, the public was given a 30-day review period to examine and provide feedback regarding the Strategic Plan contents, as well as the ability to address the criteria and WIOA's new tenets. To ensure equitable access, **ARIZONA@WORK: Maricopa County** distributed the Strategic Plan via proven established methods: email delivery, hard copy review and on the website for download. Specific instructions for the public to provide feedback were included. A copy of the published notice is included in Appendix 8.

This distribution list, included in Appendix 9, consists of more than 300 partners and vendors, other local **ARIZONA@WORK** agencies, employer representatives, educational institution representatives, consultants, service participants and interested community members.

At the conclusion of the 30-day review period, **ARIZONA@WORK: Maricopa County's** Planning Committee staff compiled the comments, suggestions and recommendations for consideration in the development of a final Strategic Plan. Recommendations and/or comments in disagreement are included in Appendix 10.

Legal review was conducted of the feedback and the Strategic Plan by Maricopa County's legal counsel. Then, the constructive input provided was incorporated into a final Strategic Plan, as deemed appropriate by the Director of Workforce Development, regional managers and legal counsel.

APPENDICES

The background of the page is a vibrant red color. It features a series of radiating lines that originate from a point at the bottom center and extend towards the top corners. These lines are in various shades of red and orange, creating a dynamic, sunburst-like effect. The lines are spaced out, creating a sense of movement and energy.

APPENDIX 1 – DEMAND INDUSTRIES AND OCCUPATIONS TABLES

The following tables, referenced in the Strategic Plan *Analysis* section were compiled by the Arizona Department of Administration’s Office of Employment and Population Statistics and reflect Maricopa County labor marking information.

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Exhibit 1. Existing Demand Industries and Occupations

Existing Industry Rank	NAICS Title	Occupation Rank	SOC Title	SOC Code
1	NAICS 621 Ambulatory health care services	1	Physician assistants	29-1071
		2	Dental hygienists	29-2021
		3	Physical Therapists	29-1123
		4	Nurse practitioners	29-1171
		5	Medical and Health Services Managers	11-9111
2	NAICS 622 Hospitals	1	Pharmacists	29-1051
		2	Diagnostic Medical Sonographers	29-2032
		3	Nurse practitioners	29-1171
		3	Registered Nurses	29-1141
		5	Medical and Health Services Managers	11-9111
3	NAICS 524 Insurance carriers and related activities	1	Computer Systems Analysts	15-1121
		2	Computer and Information Systems Managers	11-3021
		3	Business Operations Specialists, All Other	13-1199
		4	Sales Managers	11-2022
		5	Financial Managers	11-3031

4	NAICS 522 Credit intermediation and related activities	1	Computer Systems Analysts	15-1121
		2	Financial Managers	11-3031
		3	Loan officers	13-2072
		3	Personal Financial Advisors	13-2052
		5	General and Operations Managers	11-1021
5	NAICS 441 Motor vehicle and parts dealers	1	Sales Managers	11-2022
		2	Automotive Body and Related Repairers	49-3021
		3	Financial Managers	11-3031
		4	Sales representatives, services, all other	41-3099
		5	First-Line Supervisors of Mechanics, Installers, and Repairers	49-1011
6	NAICS 334 Computer and electronic product manufacturing	1	Computer hardware engineers	17-2061
		2	Architectural and Engineering Managers	11-9041
		3	Software Developers, Systems Software	15-1133
		4	Electrical Engineers	17-2071
		5	Electronics Engineers, Except Computer	17-2072
7	NAICS 541 Professional and technical services	1	Software Developers, Applications	15-1132
		2	Civil engineers	17-2051
		3	Architectural and Engineering Managers	11-9041
		4	Software Developers, Systems Software	15-1133
		5	Accountants and Auditors	13-2011
8	NAICS 551 Management of companies and enterprises	1	Marketing Managers	11-2021
		2	Computer Systems Analysts	15-1121
		3	Human Resources Managers	11-3121
		3	Pharmacists	29-1051
		5	Operations Research Analysts	15-2031
9	NAICS 423 Merchant wholesalers, durable goods	1	Software Developers, Applications	15-1132
		2	Sales Managers	11-2022
		3	Industrial Machinery Mechanics	49-9041
		4	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	41-4011
		5	Marketing Managers	11-2021

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

Exhibit 2. Emerging Demand Industries and Occupations

Emerging Industry Rank	NAICS Title	Occupation Rank	SOC Title	SOC Code
1	NAICS 523 Securities,	1	Personal Financial Advisors	13-2052

	commodity contracts, investments	2	Securities, commodities, and financial services sales agents	41-3031
		3	Accountants and Auditors	13-2011
		4	Financial Managers	11-3031
		5	Computer Systems Analysts	15-1121
2	NAICS 531 Real estate	1	Real estate sales agents	41-9022
		2	Market Research Analysts and Marketing Specialists	13-1161
		3	Accountants and Auditors	13-2011
		4	Sales Managers	11-2022
		5	Financial Managers	11-3031
3	NAICS 518 Data processing, hosting and related services	1	Computer Network Architects	15-1143
		2	Software Developers, Applications	15-1132
		3	Computer Systems Analysts	15-1121
		4	Software Developers, Systems Software	15-1133
		5	General and Operations Managers	11-1021
4	NAICS 711 Performing arts and spectator sports	1	General and Operations Managers	11-1021
		2	Audio and Video Equipment Technicians	27-4011
		3	Producers and Directors	27-2012
		4	Meeting, Convention, and Event Planners	13-1121
		5	Security Guards	33-9032
5	NAICS 213 Support activities for mining	1	First-Line Supervisors of Construction Trades and Extraction Workers	47-1011
6	NAICS 481 Air transportation	1	Transportation inspectors	53-6051
		2	First-Line Supervisors of Office and Administrative Support Workers	43-1011
		3	Aircraft cargo handling supervisors	53-1011
		3	General and Operations Managers	11-1021
		3	Reservation and Transportation Ticket Agents and Travel Clerks	43-4181
7	NAICS 454 Nonstore retailers	1	Market Research Analysts and Marketing Specialists	13-1161
		2	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	43-6014
		3	Network and Computer Systems Administrators	15-1142
		3	Wholesale and Retail Buyers, Except Farm Products	13-1022
		5	First-Line Supervisors of Office and Administrative Support Workers	43-1011
		5	Laborers and Freight, Stock, and Material Movers, Hand	53-7062

		5	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	41-4012
8	NAICS 562 Waste management and remediation services	1	First-Line Supervisors of Construction Trades and Extraction Workers	47-1011
		2	Sales Representatives, Services, All Other	41-3099
		3	First-Line Supervisors of Office and Administrative Support Workers	43-1011
		4	Bus and Truck Mechanics and Diesel Engine Specialists	49-3031
		5	Administrative Services Managers	11-3011
9	NAICS 517 Telecommunications	1	Electronics Engineers, Except Computer	17-2072
		2	Software Developers, Systems Software	15-1133
		3	Sales Representatives, Services, All Other	41-3099
		4	Computer Systems Analysts	15-1121
		5	Sales Managers	11-2022
10	NAICS 488 Support activities for transportation	1	Aircraft Mechanics and Service Technicians	49-3011
		2	Logisticians	13-1081
		3	Cargo and Freight Agents	43-5011
		4	Financial Managers	11-3031
		5	Transportation inspectors	53-6051
11	NAICS 511 Publishing industries, except internet	1	Editors	27-3041
		2	Advertising sales agents	41-3011
		3	Software Developers, Systems Software	15-1133
		4	General and Operations Managers	11-1021
		5	Software Developers, Applications	15-1132
12	NAICS 327 Nonmetallic mineral product manufacturing	1	First-Line Supervisors of Production and Operating Workers	51-1011
		1	General and Operations Managers	11-1021
		3	Industrial Machinery Mechanics	49-9041
		3	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	41-4012
		5	Industrial Production Managers	11-3051
13	NAICS 333 Machinery manufacturing	1	Mechanical Engineers	17-2141
		2	Machinists	51-4041
		3	Tool and Die Makers	51-4111
		4	Computer-Controlled Machine Tool Operators, Metal and Plastic	51-4011
		5	Industrial Production Managers	11-3051

14	NAICS 221 Utilities	1	Architectural and engineering managers	11-9041
		1	First-Line Supervisors of Construction Trades and Extraction Workers	47-1011
		3	First-Line Supervisors of Office and Administrative Support Workers	43-1011
		4	General and Operations Managers	11-1021
		5	Construction and building inspectors	47-4011
15	NAICS 519 Other information services	1	General and Operations Managers	11-1021
		2	Software Developers, Applications	15-1132
		3	Customer Service Representatives	43-4051
		3	First-Line Supervisors of Non-Retail Sales Workers	41-1012
		5	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	41-4012
16	NAICS 236 Construction of buildings	1	Construction Managers	11-9021
		1	Cost Estimators	13-1051
		3	First-Line Supervisors of Construction Trades and Extraction Workers	47-1011
		4	Architectural and engineering managers	11-9041
		4	Civil engineers	17-2051
		4	General and Operations Managers	11-1021
		4	Market Research Analysts and Marketing Specialists	13-1161
17	NAICS 332 Fabricated metal product manufacturing	1	Machinists	51-4041
		2	General and Operations Managers	11-1021
		3	Computer-Controlled Machine Tool Operators, Metal and Plastic	51-4011
		3	Computer numerically controlled machine tool programmers, metal and plastic	51-4012
		5	Sales Managers	11-2022
18	NAICS 425 Electronic markets and agents and brokers	1	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	41-4012
		2	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	41-4011
19	NAICS 533 Lessors of nonfinancial intangible assets		not available	not available
20	NAICS 212 Mining, except oil and gas	1	First-Line Supervisors of Construction Trades and Extraction Workers	47-1011
		2	General and Operations Managers	11-1021
		3	Industrial Production Managers	11-3051
		4	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	41-4012
		5	First-Line Supervisors of Office and Administrative Support Workers	43-1011

		5	Maintenance and Repair Workers, General	49-9071
21	NAICS 336 Transportation equipment manufacturing	1	Industrial Engineers	17-2112
		2	Logisticians	13-1081
		3	Architectural and engineering managers	11-9041
		4	Aerospace engineers	17-2011
		5	General and Operations Managers	11-1021
22	NAICS 515 Broadcasting, except internet	1	Producers and Directors	27-2012
		2	General and Operations Managers	11-1021
		3	Sales Managers	11-2022
		3	Reporters and correspondents	27-3022
		5	Editors	27-3041
		5	Photographers	27-4021
23	NAICS 339 Miscellaneous manufacturing	1	Industrial Production Managers	11-3051
		2	Sales Managers	11-2022
		3	Dental laboratory technicians	51-9081
		4	Assemblers and Fabricators, All Other	51-2099
		5	Bookkeeping, Accounting, and Auditing Clerks	43-3031
		5	First-Line Supervisors of Production and Operating Workers	51-1011
		5	Light Truck or Delivery Services Drivers	53-3033
		5	Market Research Analysts and Marketing Specialists	13-1161
		5	Medical appliance technicians	51-9082
24	NAICS 335 Electrical equipment and appliance mfg.	1	Industrial Production Managers	11-3051
		1	Financial Managers	11-3031
		3	Mechanical Engineers	17-2141
		4	Electrical and Electronic Equipment Assemblers	51-2022
		5	Team Assemblers	51-2092
25	NAICS 237 Heavy and civil engineering construction	1	First-Line Supervisors of Construction Trades and Extraction Workers	47-1011
		2	Cost Estimators	13-1051
		3	Construction Managers	11-9021
		4	General and Operations Managers	11-1021
		5	Financial Managers	11-3031

Exhibit 3. Existing Demand Industries and Occupations Projected Growth

Existing Industry Rank	NAICS Title	Occupation Rank	SOC Title	Projected Annual Growth Rate (2012-2022)
1	NAICS 621 Ambulatory health care services	1	Physician assistants	6.3%
		2	Dental hygienists	4.9%
		3	Physical Therapists	4.6%
		4	Nurse practitioners	5.3%
		5	Medical and Health Services Managers	4.4%
2	NAICS 622 Hospitals	1	Pharmacists	3.4%
		2	Diagnostic Medical Sonographers	4.8%
		3	Nurse practitioners	2.9%
		3	Registered Nurses	2.4%
		5	Medical and Health Services Managers	2.3%
3	NAICS 524 Insurance carriers and related activities	1	Computer Systems Analysts	6.5%
		2	Computer and Information Systems Managers	5.6%
		3	Business Operations Specialists, All Other	4.3%
		4	Sales Managers	4.2%
		5	Financial Managers	4.2%
4	NAICS 522 Credit intermediation and related activities	1	Computer Systems Analysts	3.3%
		2	Financial Managers	2.2%
		3	Loan officers	2.3%
		3	Personal Financial Advisors	3.1%
		5	General and Operations Managers	2.3%
5	NAICS 441 Motor vehicle and parts dealers	1	Sales Managers	2.3%
		2	Automotive Body and Related Repairers	2.3%
		3	Financial Managers	2.3%
		4	Sales representatives, services, all other	2.3%
		5	First-Line Supervisors of Mechanics, Installers, and Repairers	2.3%
6	NAICS 334 Computer and	1	Computer hardware engineers	-0.3%

electronic product manufacturing	2	Architectural and Engineering Managers	-0.4%
	3	Software Developers, Systems Software	0.0%
	4	Electrical Engineers	-0.7%
	5	Electronics Engineers, Except Computer	-0.5%
7 NAICS 541 Professional and technical services	1	Software Developers, Applications	2.8%
	2	Civil engineers	3.3%
	3	Architectural and Engineering Managers	2.5%
	4	Software Developers, Systems Software	2.7%
	5	Accountants and Auditors	3.0%
8 NAICS 551 Management of companies and enterprises	1	Marketing Managers	2.2%
	2	Computer Systems Analysts	1.6%
	3	Human Resources Managers	3.2%
	3	Pharmacists	0.6%
	5	Operations Research Analysts	2.2%
9 NAICS 423 Merchant wholesalers, durable goods	1	Software Developers, Applications	3.1%
	2	Sales Managers	3.1%
	3	Industrial Machinery Mechanics	5.4%
	4	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	3.0%
	5	Marketing Managers	3.1%

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

Exhibit 4. Emerging Demand Industries and Occupations Projected Growth

Emerging Industry Rank	NAICS Title	Occupation Rank	SOC Title	Projected Annual Growth Rate (2012-2022)
1	NAICS 523 Securities, commodity contracts, investments	1	Personal Financial Advisors	5.5%
		2	Securities, commodities, and financial services sales agents	3.7%
		3	Accountants and Auditors	3.8%
		4	Financial Managers	3.5%
		5	Computer Systems Analysts	5.2%
2		1	Real estate sales agents	3.4%

	NAICS 531 Real estate	2	Market Research Analysts and Marketing Specialists	5.3%
		3	Accountants and Auditors	3.4%
		4	Sales Managers	3.4%
		5	Financial Managers	3.4%
3	NAICS 518 Data processing, hosting and related services	1	Computer Network Architects	4.1%
		2	Software Developers, Applications	1.8%
		3	Computer Systems Analysts	1.8%
		4	Software Developers, Systems Software	1.7%
		5	General and Operations Managers	1.8%
4	NAICS 711 Performing arts and spectator sports	1	General and Operations Managers	2.0%
		2	Audio and Video Equipment Technicians	2.5%
		3	Producers and Directors	1.9%
		4	Meeting, Convention, and Event Planners	4.5%
		5	Security Guards	2.0%
5	NAICS 213 Support activities for mining	1	First-Line Supervisors of Construction Trades and Extraction Workers	1.3%
6	NAICS 481 Air transportation	1	Transportation inspectors	1.7%
		2	First-Line Supervisors of Office and Administrative Support Workers	0.6%
		3	Aircraft cargo handling supervisors	0.6%
		3	General and Operations Managers	1.0%
		3	Reservation and Transportation Ticket Agents and Travel Clerks	-0.5%
7	NAICS 454 Nonstore retailers	1	Market Research Analysts and Marketing Specialists	2.7%
		2	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1.6%
		3	Network and Computer Systems Administrators	1.5%
		3	Wholesale and Retail Buyers, Except Farm Products	1.4%
		5	First-Line Supervisors of Office and Administrative Support Workers	1.3%
		5	Laborers and Freight, Stock, and Material Movers, Hand	1.4%
		5	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1.3%
8	NAICS 562 Waste management and remediation services	1	First-Line Supervisors of Construction Trades and Extraction Workers	3.9%
		2	Sales Representatives, Services, All Other	3.3%
		3	First-Line Supervisors of Office and Administrative Support Workers	3.8%
		4	Bus and Truck Mechanics and Diesel Engine Specialists	3.3%
		5	Administrative Services Managers	3.3%
9	NAICS 517 Telecommunications	1	Electronics Engineers, Except Computer	1.4%
		2	Software Developers, Systems Software	0.5%
		3	Sales Representatives, Services, All Other	1.4%

		4	Computer Systems Analysts	1.3%
		5	Sales Managers	0.3%
10	NAICS 488 Support activities for transportation	1	Aircraft Mechanics and Service Technicians	2.9%
		2	Logisticians	4.3%
		3	Cargo and Freight Agents	2.6%
		4	Financial Managers	2.6%
		5	Transportation inspectors	2.9%
		1	Editors	2.8%
11	NAICS 511 Publishing industries, except internet	2	Advertising sales agents	2.3%
		3	Software Developers, Systems Software	1.6%
		4	General and Operations Managers	1.6%
		5	Software Developers, Applications	1.5%
		1	First-Line Supervisors of Production and Operating Workers	3.1%
12	NAICS 327 Nonmetallic mineral product manufacturing	1	General and Operations Managers	3.1%
		3	Industrial Machinery Mechanics	5.4%
		3	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	3.1%
		5	Industrial Production Managers	3.1%
		1	Mechanical Engineers	3.5%
13	NAICS 333 Machinery manufacturing	2	Machinists	3.8%
		3	Tool and Die Makers	3.4%
		4	Computer-Controlled Machine Tool Operators, Metal and Plastic	5.1%
		5	Industrial Production Managers	3.0%
		1	Architectural and engineering managers	0.0%
14	NAICS 221 Utilities	1	First-Line Supervisors of Construction Trades and Extraction Workers	0.4%
		3	First-Line Supervisors of Office and Administrative Support Workers	0.0%
		4	General and Operations Managers	-0.1%
		5	Construction and building inspectors	0.0%
		1	General and Operations Managers	1.3%
15	NAICS 519 Other information services	2	Software Developers, Applications	4.1%
		3	Customer Service Representatives	1.3%
		3	First-Line Supervisors of Non-Retail Sales Workers	1.3%
		5	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1.1%
		1	Construction Managers	5.0%
16	NAICS 236 Construction of buildings	1	Cost Estimators	5.8%
		3	First-Line Supervisors of Construction Trades and Extraction Workers	4.9%
		4	Architectural and engineering managers	4.7%
		4	Civil engineers	4.7%
		4	General and Operations Managers	4.6%

		4	Market Research Analysts and Marketing Specialists	7.2%
17	NAICS 332 Fabricated metal product manufacturing	1	Machinists	4.0%
		2	General and Operations Managers	2.9%
		3	Computer-Controlled Machine Tool Operators, Metal and Plastic	4.8%
		3	Computer numerically controlled machine tool programmers, metal and plastic	6.4%
		5	Sales Managers	3.1%
18	NAICS 425 Electronic markets and agents and brokers	1	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	3.0%
		2	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	3.0%
19	NAICS 533 Lessors of nonfinancial intangible assets		not available	not available
20	NAICS 212 Mining, except oil and gas	1	First-Line Supervisors of Construction Trades and Extraction Workers	1.0%
		2	General and Operations Managers	0.7%
		3	Industrial Production Managers	0.7%
		4	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	0.6%
		5	First-Line Supervisors of Office and Administrative Support Workers	0.6%
		5	Maintenance and Repair Workers, General	0.5%
21	NAICS 336 Transportation equipment manufacturing	1	Industrial Engineers	1.4%
		2	Logisticians	3.3%
		3	Architectural and engineering managers	1.2%
		4	Aerospace engineers	0.6%
		5	General and Operations Managers	0.5%
22	NAICS 515 Broadcasting, except internet	1	Producers and Directors	1.7%
		2	General and Operations Managers	1.4%
		3	Sales Managers	1.4%
		3	Reporters and correspondents	1.8%
		5	Editors	1.8%
		5	Photographers	2.1%
23	NAICS 339 Miscellaneous manufacturing	1	Industrial Production Managers	3.3%
		2	Sales Managers	3.5%
		3	Dental laboratory technicians	3.1%
		4	Assemblers and Fabricators, All Other	3.2%
		5	Bookkeeping, Accounting, and Auditing Clerks	3.0%
		5	First-Line Supervisors of Production and Operating Workers	2.9%
		5	Light Truck or Delivery Services Drivers	3.1%
		5	Market Research Analysts and Marketing Specialists	4.7%
		5	Medical appliance technicians	3.0%

24	NAICS 335 Electrical equipment and appliance mfg.	1	Industrial Production Managers	3.6%
		1	Financial Managers	3.8%
		3	Mechanical Engineers	2.9%
		4	Electrical and Electronic Equipment Assemblers	3.2%
		5	Team Assemblers	3.2%
25	NAICS 237 Heavy and civil engineering construction	1	First-Line Supervisors of Construction Trades and Extraction Workers	5.3%
		2	Cost Estimators	5.7%
		3	Construction Managers	5.0%
		4	General and Operations Managers	4.9%
		5	Financial Managers	4.9%

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

Exhibit 5. Leading Occupations within the Top Five Existing Industries in Maricopa County – Employment Needs

Employment Needs: Knowledge, Skills and Abilities				
SOC Code	Occupation Title	Knowledge	Skills	Abilities
49-3021	Automotive Body and Related Repairers	Mechanical	Repairing	Visual Color Discrimination
11-3021	Computer and Information Systems Managers	Computers and Electronics	Monitoring	Oral Expression
15-1121	Computer Systems Analysts	Computers and Electronics	Critical Thinking	Written Comprehension
29-2021	Dental hygienists	Customer and Personal Service	Active Listening	Oral Comprehension
29-2032	Diagnostic Medical Sonographers	Customer and Personal Service	Active Listening	Near Vision
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	Mechanical	Monitoring	Oral Comprehension
11-1021	General and Operations Managers	Customer and Personal Service	Coordination	Oral Comprehension
13-2072	Loan officers	Customer and Personal Service	Active Listening	Near Vision
11-9111	Medical and Health Services Managers	Administration and Management	Coordination	Oral Comprehension
29-1171	Nurse practitioners	Psychology	Reading Comprehension	Problem Sensitivity
13-2052	Personal Financial Advisors	Customer and Personal Service	Reading Comprehension	Oral Expression
29-1051	Pharmacists	Customer and Personal Service	Reading Comprehension	Oral Comprehension
29-1123	Physical Therapists	Education and Training	Reading Comprehension	Oral Expression
29-1071	Physician assistants	Medicine and Dentistry	Reading Comprehension	Oral Comprehension
29-1141	Registered Nurses	Psychology	Social Perceptiveness	Problem Sensitivity
11-2022	Sales Managers	Sales and Marketing	Monitoring	Oral Comprehension

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

Exhibit 6. Leading Occupations within the Top Five Emerging Industries in Maricopa County – Employment Needs

Employment Needs: Knowledge, Skills and Abilities				
SOC Code	Occupation Title	Knowledge	Skills	Abilities
15-1121	Computer Systems Analysts	Computers and Electronics	Critical Thinking	Written Comprehension
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	Customer and Personal Service	Active Listening	Oral Expression
11-1021	General and Operations Managers	Customer and Personal Service	Coordination	Oral Expression
13-1161	Market Research Analysts and Marketing Specialists	English Language	Reading Comprehension	Oral Expression
13-2052	Personal Financial Advisors	Customer and Personal Service	Reading Comprehension	Oral Expression
41-9022	Real estate sales agents	Customer and Personal Service	Persuasion	Near Vision
11-2022	Sales Managers	Sales and Marketing	Monitoring	Oral Comprehension
15-1132	Software Developers, Applications	Computers and Electronics	Troubleshooting	Deductive Reasoning
15-1133	Software Developers, Systems Software	Computers and Electronics	Reading Comprehension	Oral Comprehension
33-9032	Security Guards	Public Safety and Security	Active Listening	Oral Comprehension
15-1143	Computer Network Architects	Computers and Electronics	Operations Analysis	Oral Comprehension
13-1121	Meeting, Convention, and Event Planners	Customer and Personal Service	Reading Comprehension	Oral Comprehension
27-4011	Audio and Video Equipment Technicians	Computers and Electronics	Reading Comprehension	Oral Comprehension

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

APPENDIX 2 – ACCESS SITE LOCATIONS

List of Access Sites (Page Referenced in Strategic Plan: 5 and Page 34)

<u>ANTHEM:</u>	<u>GLENDALE</u>	<u>PHOENIX:</u>
North Valley Regional Library 40410 N. Gavilan Peak Pwky. Anthem, AZ 85086 602-652-3000	Faith House (Shelter Residents Only) Glendale, AZ 85032 480-733-3019	Arizona Housing Inc. 9601 N. 17th Ave Phoenix, AZ 85021 602-256-6945
<u>AVONDALE:</u> Estrella Mtn. Community College (Career Center) 3000 N. Dysart Rd. Avondale, AZ 85392 623-935-8949	Glendale Community College (Career Center) 6000 W. Olive Ave. Glendale, 85302 623-845-3283	Arizona Coalition For Military Families (Military and Veterans Only) 480-889-0718 or Employment@arizonacoalition.org
Rose Terrace Apartments 525 E. Harrison St. Avondale, AZ 85323 623-925-0770	Lutheran Social Services of the Southwest 7205 N. 51st Ave. Glendale, AZ 85301 480-654-4539 Contact: Robert Sanders	Arizona OIC Opp. Industrialization Center 39 E. Jackson St. Phoenix, AZ 85004 602-254-5081
<u>BUCKEYE:</u> Buckeye Outreach for Social Services 501 E. Mahoney St. Buckeye, AZ 85326 623-386-6365	<u>GOODYEAR:</u> Homeless Youth Connections 500 N. Bullard Ave., Ste. 28 Goodyear, AZ 85338 623-374-3747	AZ Common Ground (Ex-Offender Service) 2406 S. 24th St. Ste. E116 Phoenix, AZ 85034 602-914-9000
<u>CHANDLER:</u> City of Chandler Library 22 S. Delaware St. Chandler, AZ 85225 480-782-2800	<u>MESA:</u> East Valley Men's Center Mesa, AZ 85201 480-610-6722	DK Advocates 2106 N. 24th St. Phoenix, AZ 85008 602-277-5787
San Tan Regional Court Center 201 E. Chicago St. Chandler, AZ 85225 602-372-3400	House of Refuge Center (Shelter Residents only) Mesa, AZ 85212 480-988-9242	FIBCO Family Services Inc. 1141 E. Jefferson St. Phoenix, AZ 85034 602-385-3900 Contact: James Harris
<u>GILA BEND:</u> Gila Bend Resource Center 303 E. Pima St. Gila Bend, 85337 928-683-6502	Lutheran Social Services of the Southwest 5946 E. University Dr. Mesa, AZ 85205 480-654-4539 Contact: Robert Sanders	
	La Mesita Apartments (Residents Only) Mesa AZ 85201 480-733-3016	
	Mesa Community College (Career Services) 1833 W. Southern Ave. Mesa, AZ 85202 480-461-7592	

PHOENIX CONT:

First New Life Missionary Baptist Church
1902 W. Roeser Rd.
Phoenix, AZ 85041
602-276-4085,
Contact: Melonie Miller

First Pentecostal Church And Community Center
2709 E. Marguerite Ave.
Phoenix, AZ 85040
602-323-2930

Gateway Community College (Career Center)
108 N. 40th St. Bldg. IE 1234
Phoenix, 85034
602-286-8500

Greater Phoenix Urban League
1402 S. 7th Ave.
Phoenix, AZ 85007
602-254-5611

Hope's Crossing
830 N. 1st Avenue, Ste 212
Phoenix, AZ 85003
602-795-8098
Contact: Laura Bulluck

International Rescue Committee
4425 W. Olive #400
Phoenix, AZ 85014
602-433-2440
Contact: Azur Priganica

Labors Community Service Agency
3117 N. 16th St., Suite. 100
Phoenix, AZ 85016
602-263-5741

Maryvale YMCA
3825 N. 67th Ave.
Phoenix, AZ 85033
623-873-9622

Neighborhood Ministries
1918 W. Van Buren St.
Phoenix, AZ 85009
602-718-1173
Contact: Manuela Sheehan

Ocotillo Library and Workforce Literacy Center
102 W. Southern Ave.
Phoenix, AZ 85041
602-256-5683

Paradise Valley Community College (Career Center)
18401 N. 32nd St.
Phoenix, AZ 85032
602-787-7073

Phoenix Indian Center
4520 N. Central Ave., Suite 250
Phoenix, AZ 85012
(602) 264-6768

Recovery Empowerment Network (Program Participants Only)
212 E. Osborn Rd
Phoenix, AZ 85012
(602) 248-0368

Recovery Innovations (Program Participants Only)
2701 N. 16th St., Suite 316
Phoenix, AZ 85006
(602) 650-1212

Rio Vista Community Center
1431 E. Southern Ave
Phoenix, AZ 85040
602-689-7457
Contact: Debbie Allen

Somali American United Council
2425 E. Thomas Rd., Suite 11/12
Phoenix, AZ 85016
602-522-2100
Contact: Mohamed Abukar

Southwest Human Development
1300 N. 48th St.
Phoenix, AZ 85008
602-845-4200

St. Joseph the Worker
1125 W. Jackson St.
Phoenix, AZ 85007
602-417-9854

Zion Institute
1614 E. Wood St.
Phoenix, AZ 85040
602-276-1951

SCOTTSDALE:

Vista Del Camino Community Center
7700 E. Roosevelt St.
Scottsdale, AZ 85257
480-312-0058

SURPRISE

Surprise Resource Center
12425 W. Bell Rd., Suite 124
Surprise, AZ 85378
623-222-1600

TEMPE:

East Valley Veterans Education Center (Military and Veterans Only)
3320 S. Price Rd.
Tempe, AZ 85282
480-384-9850

Tempe Comm. Action Agency
2150 E. Orange St.
Tempe, AZ 85281
480-350-5890

TOLLESON:

City of Tolleson Library
9555 W. Van Buren
Tolleson, AZ 85353
623-936-2746

TOWN OF GUADALUPE:

Guadalupe Branch Library
9241 S. Avenida Del Yaqui
Guadalupe, AZ 85283
602-652-3000

APPENDIX 3 – PROCUREMENT METHOD THRESHOLDS

Subcontract and subgrant process (Page Referenced in Strategic Plan: 43)

Primary Procurement Methods

- ✓ Request for Quotations. An informal solicitation process, either verbal or written, used for purchase of less than \$100,000, and determined by the dollar value of the purchase.
- ✓ Invitation of Bids (IFB) (MC1-316). A formal solicitation method where price is the determining factor after it has been determined the bidder offer meets the minimum specifications of the solicitation and the bid is both responsive and responsible.
- ✓ Multi-step Sealed Bidding (MSB) (MC1-325). A multi-step formal solicitation method where phase I entails the evaluation of technical proposals to meet minimum specifications and only those meeting the minimum specifications are invited to participate in a phase II price competition.
- ✓ Request for Proposals (RFP) (MC1-330). A formal solicitation method where price is not the primary consideration in determining an award. RFP's are used when it is advantageous to Maricopa County to conduct oral or written negotiations with vendors or to permit vendors to modify or revise their offers.
- ✓ Invitation to Negotiate (ITN) (MC1-344). A formal solicitation method used when it is determined it is advantageous to Maricopa County to conduct oral or written negotiations with vendors to obtain "best value."
- ✓ Review of Qualifications (ROQ) (MC1-351). A formal procurement method which is limited for use to professional services uses the qualifications of the vendor as the primary selection criteria and price is negotiated.

Procurement Thresholds

- ✓ \$100,000 and Greater – Statutory for bid limit. Procurements with an aggregate value of \$100,000 and greater, not available on an approved County contract, are required to be formally solicited using one of the approved procurement methods, except for approved sole source or emergency procurements.
- ✓ \$50,000 or Greater but not Exceeding \$100,000. Purchases shall be made by soliciting written quotations from a minimum of five vendors, if possible, identified as being capable for providing the commodity or service required.
- ✓ \$25,000 or Greater but not Exceeding \$50,000. Purchases shall be made by soliciting written quotations from a minimum of three vendors, if possible, identified as being capable of providing the commodity or service required.
- ✓ \$5,000 or Greater but not Exceeding \$25,000. Purchases shall be made through soliciting verbal or written quotations from a minimum of three vendors, if possible, identified as being capable of providing the commodity or service required.
- ✓ Less than \$5,000 (Nominal Value). Purchases shall be made with adequate and reasonable competition in the judgment of the CAPA or Procurement Officer.

APPENDIX 4 – ADDRESSING THE MOA ELEMENTS

MOA Elements (Page Referenced in Strategic Plan: 56)

MOA Element	Compliance
Element One – Designation of Local Level Equal Opportunity (EO) Officers	A local EO Officer is assigned.
Element Two – Notice and Communication	<p>The Equal Opportunity (EO) tagline is included on all emails, the website: http://www.arizonaatwork.com/maricopa/about/, and all recruitment brochures and other materials that are ordinarily distributed or communicated in written and/or oral form, electronically and or on paper, to staff, clients, or the public at large.</p> <p>The “Equal Opportunity is the Law” notice is posted in each office and is available on the website: http://www.arizonaatwork.com/maricopa/about/.</p> <p>The Limited English Proficiency Policy (LEP) and procedures are posted at each office, and on the website: http://www.arizonaatwork.com/maricopa/about/. Staff at Maricopa Workforce Center(s) shall provide at no cost accurate and timely language assistance and effective communication to persons with limited English proficiency. These language services will be provided to current and prospective customers of our services, and other interested persons to ensure them equal access to our services.</p>
Element Three – Review Assurances, Job Training Plans, Contracts and Policies and Procedures	<p>Maricopa County includes the required equal opportunity assurance, and other WIOA assurances/policies, in the submission of the Local Business Plan and all contracts, grant and cooperative agreements.</p> <p>Further, policies regarding non-discrimination and equal opportunity are updated to adhere to federal and state policy modifications.</p>
Element Four – Universal Access	All forms, policies and notices are available in English and Spanish, this includes the Limited English Proficiency policy notice, Reasonable Accommodation notice, EO is the Law notice, the WIOA Discrimination Complaint Form, etc.
Element Five – Compliance with Section 504 of the Rehabilitation Act of 1973	<p>Maricopa County has a Reasonable Accommodation & Modification Policy which is posted at each office, and on the website: http://www.arizonaatwork.com/maricopa/about/.</p> <p>Workforce centers provide accommodations for the visually and hearing impaired clients, including large print, American Sign Language Interpreters, computer screen readers, adjusted chair height, test modifications, etc. Customers complete a “Reasonable Accommodation Request Card” and return it to the front desk. As needed, customers are referred to the Assistive Technology Lab.</p> <p>The facility and program accessibility is monitored by the EO, biannually.</p>
Element Six – Data and Information Collection and Maintenance	<p>ARIZONA@WORK Maricopa County collects and maintains electronic and hard files on each customer. Data entry into the statewide Arizona Job Connection (AJC) is completed in adherence with the State Timely Data Entry policy issued in February 2014 and the recent Adult/Dislocated Worker/Youth policies revised April 2016.</p> <p>All participant information is kept confidential and staff lock their file drawers at the close of each business day.</p> <p>The EO representative maintains a discrimination complaint log and forwards the log on a quarterly basis to the State EO Officer. The LWDA EO representative informs the State EO Officer of any discrimination complaints filed in accordance with the Civil Rights Center time frames and deadlines.</p> <p>Participant record retention is for a period of three years and is disposed of in accordance with State standards.</p>
Element Seven – Monitoring Recipients for Compliance	The EO Officer conducts bi-annual site visits to observe and document compliance. A compliance monitoring form is completed for each visit, at each site.
Element Eight – Complaint Processing Procedures	Maricopa County has a process for a participant to express a program complaint or a discriminatory complaint. Each client signs a notice of their rights to file a complaint if they feel discrimination has occurred.
Element Nine – Corrective Actions/Sanctions	<p>ARIZONA@WORK Maricopa County abides by any corrective actions/sanctions received in relation to any violation of Section 188 of WIOA. Correction is done immediately and policies are revised to ensure violations are not repetitive.</p> <p>Corrective actions/sanctions are issued to subcontractors who, during on-site monitoring, are found to be in violation of Section 188 of WIOA.</p>

APPENDIX 5 – EO OFFICERS

EO Officer Contact Information and Identification (Page Referenced in Strategic Plan: 57)

EO Officers	Contact Information and Identification
Maricopa County (local)	<p>Diana Shepherd EO Officer Maricopa County Workforce Development Division. 735 N Gilbert Rd. Ste. 134 Gilbert, Arizona 85234 Phone: (602) 372-9700 Fax: (602) 372-9794 TTY/TTD: (602) 372-9792 dshepherd@mail.maricopa.gov</p>
State of Arizona (state)	<p>Lynn A. Nedella State WIOA EO Officer Employment Administration / WIOA Section Arizona Department of Economic Security 1789 West Jefferson (Site Code 920Z) Phoenix, AZ 85007 Phone: (602) 542-3957 Fax: (602) 542-2491 TTY/TTD 711 WIAStateEOOfficer@azdes.gov</p>
Federal	<p>Naomi M. Barry-Perez Director Civil Rights Center (CRC) U.S. Department of Labor 200 Constitution Avenue NW, Room N-4123 Washington, DC 20210 Phone: (202) 693-6500 Fax: (202) 693-6505 TTY: (202) 693-6516</p>

APPENDIX 6 – YOUTH PROVIDER LIST

Youth Provider List for Each Element (Page Referenced in Strategic Plan: 76)

#	Element Description	Arizona Call a Teen Youth Resources (ACYR)	Maricopa Regional Schools District	Chicanos por la Causa	ResCare	Worthy Institute	Year up	Maricopa County
1	Tutoring, study skills training, instruction, dropout prevention and recovery	X	X	X				
2	Alternative secondary school services or dropout recovery services	X	X					
3	Paid and Unpaid Work Experience (summer employment, pre-apprenticeship, internships, job shadowing, on-the-job training)	X	X		X			
4	Occupational skill training	X	X					
5	Education offered concurrently with workforce preparation activities for a specific occupation or cluster	X	X				X	
6	Leadership development (community service, peer centered activities)	X						

7	Supportive Services	X	X		X		X	X
8	Adult mentoring for not less than 12 months	X						
9	Follow-up Services - 12 months	X		X				X
10	Comprehensive guidance and counseling (drug and alcohol counseling and referral)							X (Received waiver from state to use county vendors)
11	Financial Literacy education	X	X					
12	Entrepreneurial Skills training	X				X		
13	Labor Market Information and Career Exploration							X (Received waiver from state for WDD to provide)
14	Activities to help youth transition to postsecondary education and training	X						

APPENDIX 7 – YOUTH SERVICES SELECTION CRITERIA

Youth Services Criteria to Identify Providers (Page Referenced in Strategic Plan: 76)

An annual Request for Proposal (RFP) is used to competitively solicit proposals and select Youth Services providers for the service elements mandated under WIOA. Providers may submit proposals for one or more service elements.

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

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

Service Providers will be responsible for the following:

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

A Proposal Evaluation Committee, chaired by the Procurement Officer, evaluates each Youth Services proposal. Proposals for the 2015-2016 RFP were evaluated on the following criteria which are listed descending order of importance.

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

APPENDIX 8 – COPY OF THE PUBLISHED NOTICE FOR PUBLIC COMMENT

Public Notice (Page Referenced in Strategic Plan: 94)

APPENDIX 9 – DISTRIBUTION LIST

Distribution list of key stakeholders (Page Referenced in Strategic Plan: 94)

APPENDIX 10 – PUBLIC NOTICE RESPONSE COMMENTS

Comments received as a result of the public notice (Page Referenced in Strategic Plan: 94)

