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**Workforce Arizona Council** 

# ARIZONA@WORK | Local Area Workforce Development Plan 2024-2028

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#### **EXECUTIVE SUMMARY**

The Workforce Innovation and Opportunity Act (WIOA) serves as the federal legislation that governs the ARIZONA@WORK system in Arizona, aiming to integrate services that advance both businesses and job seekers through strategic collaborations across various sectors seamlessly. WIOA addresses the multifaceted needs of job seekers, encompassing access to employment, education, training, and a range of support services.

The Phoenix Business and Workforce Development Board (Board) is established and receives its authority in accordance with WIOA. In compliance with the requirements of WIOA and in partnership with the Mayor and Phoenix City Council, the Board is committed to performing the functions necessary and appropriate to implement WIOA, including setting policy and direction, oversight of employment and training programs, and convening a diverse range of stakeholders including employers, labor, education, and service providers to develop and implement proven or promising strategies for meeting the employment and skills needs of workers and employers.

The Board, in partnership with the chief local elected official (CEO), is required under WIOA to develop and submit a comprehensive four-year local plan to the Workforce Arizona Council (the Council) (20 CFR 679.560). The Board plays a leadership role in analyzing workforce trends, addressing regional labor market needs, and collaborating with a wide range of stakeholders to ensure that workforce development services align with local and state goals.

Additionally, local plans must be modified at the end of the first two-year period to reflect changes in labor. This plan is effective from 2024-2028.

# The City's Workforce Landscape is Changing

Phoenix is the fastest growing city in the United States, now ranking as the fifth-largest city in the United States. Phoenix's population grew from 1.4 million people in 2010 to 1.6 million in 2020 at a rate of 11.2 percent, according to the U.S. Department of Census data. This growth fosters economic stability, with residents purchasing homes, circulating dollars in the community through local shopping at grocery stores, restaurants, and entertainment venues.

Figure 1: Phoenix Population Growth and Decline, 2000-2023

Year	Population	Year on Year Change	Change in Percent
2000	1,327,196	-	-
2001	1,349,484	22,288	1.68%
2002	1,374,040	24,556	1.82%
2003	1,396,909	22,869	1.66%
2004	1,429,575	32,666	2.34%
2005	1,477,400	47,825	3.35%
2006	1,518,701	41,301	2.80%
2007	1,546,544	27,843	1.83%
2008	1,578,786	32,242	2.08%
2009	1,600,518	21,732	1.38%
2010	1,448,998	-151,520	-9.47%
2011	1,469,770	20,772	1.43%
2012	1,499,250	29,480	2.01%

Year	Population	Year on Year Change	Change in Percent
2013	1,526,505	27,255	1.82%
2014	1,555,485	28,980	1.90%
2015	1,583,760	28,275	1.82%
2016	1,612,303	28,543	1.80%
2017	1,633,704	21,401	1.33%
2018	1,655,082	21,378	1.31%
2019	1,682,933	27,851	1.68%
2020	1,612,459	-70,474	-4.19%
2021	1,625,187	12,728	0.79%
2022	1,643,899	18,712	1.15%
2023	1,650,070	6,171	0.38%

**Source:** Neilsberg Research (Phoenix Population Data)

Growth and expansion also bring increased job opportunities, particularly in in-demand and emerging industries in the City of Phoenix; however, a strong workforce depends on more than just job availability; access to good jobs, relevant training, and educational opportunities are equally essential for job seekers to thrive.

The Board is leading efforts to understand the current workforce, analyze data and trends that will shape the future, and identify key providers and partners who can work collegially and purposefully to tackle challenges and issues faced by job seekers, including youth, adults, and dislocated workers. The Board is also a convener, hosting and facilitating thoughtful conversations with City leadership, employers, entrepreneurs, job seekers, and a broad spectrum of organizations – from nonprofits to local community colleges and universities.

The City's workforce landscape is changing, and the Board has been listening. As a result, the Board launched a new strategic planning initiative which began with consultations with City, state, and local leaders and stakeholders. The process was designed to unfold over several months, fostering candid conversations before transitioning into the creation of the strategic plan.

As a result, the Board has implemented the 2023-2026 Strategic Plan, squarely focused on four key goals that are designed to approach workforce development intentionally and holistically. Each goal targets a specific area, but interconnects to create the kind of workforce Phoenix needs: job seekers who are well-prepared, employers eager to hire them, and robust training and resources to support the development of professional, technical, and innovative skills needed for today's economy. The Board began implementing the plan in July 2023 to guide progress and accountability.

A crucial directive for the Board is to ensure that Phoenix creates a new Local Workforce Development Plan, one that examines the current state of the workforce – including in-demand jobs, emerging occupations, and industries, and the challenges workers face during periods of growth and change - and establishes strategies to address economic and workforce needs throughout the life of the plan. During the process of researching, analyzing data, and envisioning Phoenix's workforce landscape over the next four years, thoughtful community outreach was a central component of the 2024-2028 Local Area Workforce Development Plan. In-person and virtual planning sessions connected ARIZONA@WORK partners, providers, and the Phoenix Workforce Coalition (PWC) - a Community of Practice bringing together providers, employers, and stakeholders to streamline workforce development and establish shared priorities, such as standards for workforce readiness and accessible career pathways. These discussions provided valuable insights on key areas, including certifications for job seekers, braided funding, and the right training for good jobs.

During the Wonderful Workforce event in August 2024, City residents shared feedback on innovative approaches for engaging youth workers and job seekers, the emerging impact of Artificial Intelligence (AI), and the growing semiconductor industry in Phoenix. Feedback from partners and residents has been thoughtfully woven into the Local Plan, particularly within the suggested considerations and recommendations in Appendix VII. While the City's workforce landscape is undoubtedly evolving, the Local Workforce Development Plan is a cornerstone in navigating those changes. Reflecting the Board's primary goal in its 2023-2026 strategic plan, it seeks to instill hope in job seekers by meeting them where they are and providing streamlined access to opportunities and services, through a single front door.

# Methodology

The 2024-2028 Local Area Workforce Development Plan is built upon extensive data analysis and projections concerning workforce trends in Phoenix. It encompasses data on current workforce trends - from in-demand industries and occupations to salaries by industry and educational attainment - and research on projected changes for the workforce. Additionally, it considers anticipated workforce changes that affect both employers' talent needs and job seekers' preparedness for career opportunities now and over the next four years.

Key sources of research include the federal data (U.S. Census Bureau, the U.S. Department of Labor, U.S. Bureau of Labor Statistics), state data (Arizona Office of Economic Opportunity, Arizona Department of Economic Security), and regional insights from the Maricopa Association of Governments. Numerous local organizations also contributed by providing data on workforce trends, housing costs, educational requirements, hiring patterns, employment analysis, and industry standards relevant to Phoenix.

In addition, there were multiple stakeholder outreach engagements that gathered feedback from the Workforce Ecosystem to develop the Local Plan, including the Board,

service providers, the Phoenix Workforce Coalition (PWC), employers of varying sizes, entrepreneurs, and residents representing diverse groups - adult, youth, and displaced job seekers.

# **Key Observations**

- **Upskilling Needs:** While many services focus on entry-level job placement, there is a significant need to upskill the existing workforce. Challenges include employees' hesitations around missing work, paying out of pocket for training, or juggling competing priorities.
- **Benefits Cliff:** The "Benefits Cliff" is a concern for people receiving assistance with housing and SNAP benefits, as income thresholds often leave them on the edge of poverty, limiting their progress.
- Braided Funding Necessity: Reduced funding due to lower unemployment rates requires innovative funding approaches, such as Braided Funding, to sustain services.
- Support for Specific Groups: There is a disconnection between workforce ecosystem stakeholders and those providing expertise and guidance on workforce strategies for adults and youth with disabilities, (including neurodivergent job seekers), Veterans, and military spouses.

#### **Potential Recommendations**

Based on findings, six (6) key recommendations are proposed for the Board to consider and potentially adopt in their strategic plan. Some of these recommendations are already being addressed through the current strategic plan implementation. Together, they aim to strengthen and support the Local Area Plan, enhancing its goals, objectives, and actions.

#### Recommendation #1:

Enhance and Expand workforce system outreach – Community Convening and Services - to eradicate barriers to employment.

#### Recommendation #2:

Re-imagine how "soft skills" are perceived and approached to align better with employer needs.

#### Recommendation #3:

Gain employer commitment to focus on upskilling the existing workforce.

#### Recommendation #4:

Champion for Apprenticeship Programs and On-the-Job Training to bridge skill gaps.

**Recommendation #5:** Engage Youth in the workforce and career planning process before high school and entry into the workforce.

**Recommendation #6**: Consider revising the criteria and parameters for In-Demand Industries to allow flexibility to incorporate industries that may not meet the 5% minimum projected growth threshold.

These proposed recommendations to the Board are a direct result of:

- **Research, review, and evaluation** of current Phoenix workforce trends, particularly in-demand industries, and occupations.
- Insight from stakeholders about how the City's changing workforce landscape
  is impacting current service providers and job seekers, including training
  requirements to keep pace with growing industries, training and education and
  funding concerns. Youth who shared feedback said that there's a gap between
  how youth are engaged in career-related services and how they would like to be
  engaged.
- Feedback gathered from various forums, such as partner planning sessions, the Wonderful Workforce happy hour, and discussions held with those who shared feedback during the open Public Comments period. This input overwhelmingly reflects the workforce ecosystem's desire for the Board to take a stronger role as a convener. There is a clear call for the Board to facilitate discussions around employer-related needs and training provider challenges, encouraging more strategic alignment among City workforce leaders, and colead initiatives aimed at overcoming job seeker barriers, especially for Veterans, military spouses, and youth. Recurring themes from the feedback focused on addressing transportation challenges improving access to appropriate networking events, and creating more opportunities for mentorship, apprenticeship, and job shadowing.

The complete list of recommendations, with descriptions, is included in **Appendix VII** – the section titled *Suggested Considerations and Recommendations*.

#### Section 1 – Infrastructure

- a. Describe the ARIZONA@WORK system in the LWDA to include the following (20 CFR 679.560(b)(1)(i)):
  - i. Name of the county(ies), city, and/or tribes included in the LWDA

The Local Workforce Development Area (LWDA) includes the City of Phoenix, the capital of Arizona, which is located within Maricopa County. Maricopa County is situated in the south-central part of the state and spans 9,224 square miles. As of 2024, the county has an estimated population of more than 4,757,613, making it the largest in Arizona, according to the most recent Census data. The City of Phoenix itself covers 517.95 square miles and has an estimated population of 1,650,070.

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

The Chief Elected Official (CEO) for the City of Phoenix, in the context of the WIOA grant, is the Mayor. The Mayor is responsible for the overall oversight and direction of workforce development activities. However, the administration and implementation of the WIOA program, including the signing of all agreements and documents related to the grant, is carried out by the City Manager or their designee. The City Manager is responsible for the day-to-day operations and ensuring compliance with the requirements of the WIOA grant.

- iii. The names of the entities (e.g., county/city/tribe/non-profit/for profit) that provide the following WIOA functions:
- 1. Local fiscal agent (See 20CFR679.420 for functions);

In accordance with Section 107(d)(12)(B)(i)(III) of WIOA, the **City of Phoenix Human Services Department Management Services Division** serves as the **local fiscal agent** responsible for the accounting and funds management of WIOA funding. This designation is made under the authority of the **CEO** (the Mayor) and is in alignment with the governance structure of the **Phoenix Business and Workforce Development Board**. The selection and oversight of the fiscal agent are performed in collaboration with the Mayor and the City Manager, ensuring compliance with WIOA requirements and alignment with local workforce development strategies.

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

LaSetta Hogans is the Executive Director of the Phoenix Business and Workforce Development Board (Board), which serves as the Local Workforce Development Board (LWDB) for the City of Phoenix. Board staff are located within the City of Phoenix Community and Economic Development Department, Business and Workforce Division.

Key staff includes:

- Deb Furlong, Business and Workforce Operations Program Manager
- Laura Whitehead, Performance Compliance Manager
- Hayden Maynard, Board Liaison & Administrative Supervisor

Additional staff are on the following teams:

- Performance Compliance Team
- Workforce Operations Team

- Business Services Team
- Board and Administrative Support Team
- Data and IT

# 3. Provider(s) selected by the LWDB:

The ARIZONA@WORK City of Phoenix system is a comprehensive, integrated workforce development network designed to provide a wide range of employment-related services to job seekers and businesses in the local workforce development area (LWDA). The Phoenix Business and Workforce Development Board (Board) is responsible for selecting providers capable of offering a full range of services that meet local workforce needs and comply with WIOA guidelines. These services include:

- Work Readiness Training: Equipping job seekers with essential skills such as communication, problem-solving, and collaboration, which are necessary in today's job market.
- Career Preparation and Support: Offering career counseling, job search assistance, placement services, as well as access to job fairs and networking opportunities.
- Interviewing Skills and Job Search Assistance: Providing job seekers with guidance on resume writing, interview techniques, and strategies for securing employment.
- **Financial Fitness and Budgeting**: Helping individuals improve their financial literacy, manage personal finances, and build economic stability.
- Youth and Adult Services: Providing tailored services for both youth and adults, including training, internships, and work experience to help participants gain valuable skills and build career pathways.

The providers selected by the Board play a vital role in the ARIZONA@WORK City of Phoenix system, which connects individuals to opportunities that lead to meaningful careers and supports local businesses by providing skilled workers.

The Board ensures that these providers have the capacity to deliver quality, customercentered services that help job seekers find and sustain employment while also addressing the needs of local employers for a skilled workforce. This approach ensures that the ARIZONA@WORK City of Phoenix system supports long-term employment outcomes and strengthens the local economy.

The agreement governing WIOA Adult and Dislocated Worker services will expire on June 30, 2027. The WIOA Youth Services Provider contracts will expire on June 30, 2025. The One-Stop Operator Services contract will expire on June 30, 2025.

Below is an outline of the providers selected by the Board to deliver these essential workforce services:

- Adult and Dislocated Worker Services
- Youth Services
- One-Stop Operator Services
  - a. Adult Program;
- 1. ARIZONA@WORK City of Phoenix Human Services Department, Business and Workforce Development Division
  - b. Dislocated Worker Program; and
- 1. ARIZONA@WORK City of Phoenix Human Services Department, Business and Workforce Development Division
  - c. Youth Program (list the entities that provide design framework services and each of the fourteen elements); and
- 1. Chicanos Por La Causa
- 2. Jewish Family and Children's Services
- 3. Neighborhood Ministries
- 4. Valley of the Sun Maryvale YMCA
  - d. Identify the one-stop operator;
- 1. Equus Workforce Solutions
  - 4. Procured contracts or written agreements for subgrants or contractors (20 CFR 679.420(c)(1));

In compliance with WIOA requirements, the Board is responsible for selecting the onestop operator and providers for adult, dislocated worker, and youth services. In partnership with the CEO, the Board ensures that a sufficient number and variety of eligible service providers are selected, in alignment with the criteria established by the Governor and WIOA. All competitive awards and contracts will be publicly noticed as required by the Board's procurement policies located on the following website <a href="https://arizonaatwork.com/locations/city-phoenix/policies">https://arizonaatwork.com/locations/city-phoenix/policies</a>.

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

- b. Equal opportunity; and
- c. Programmatic (Title I-B, including eligible training providers);

The Board and staff on the Performance Compliance team ensure that WIOA-funded programs, including services provided by eligible training providers, comply with both fiscal and performance standards. The Board performs continuous quality assurance to ensure programs align with federal and state guidelines. The Board has established policies and practices to ensure the monitoring, auditing, and oversight of WIOA functions, promoting fiscal responsibility and stewardship. The Audit and Audits Resolution Policy applies to all subrecipients providing WIOA Title IB-funded workforce development services on behalf of the Board, as well as all contractor provided services paid with WIOA funds. This policy ensures that all federal funds are expended in accordance with applicable laws and regulations, defines "auditing" and "monitoring," and provides guidance on resolving findings under WIOA.

As a recipient of over \$750,000 in federal grant funds annually, the City is subject to the Single Audit Act and must undergo yearly audits by a third-party accounting firm or internal audits by the Phoenix City Auditor Department. The City conducts fiscal monitoring reviews of the Board's subrecipients and contractors to verify that proper policies, procedures, and practices are in place to meet fiscal requirements outlined within contracts and awards.

Fiscal monitoring reviews are completed to ensure the integrity, accuracy, and completeness of the financial data presented to the City by the Board's subrecipients and contractors. Additionally, the Arizona Department of Economic Security (ADES), WIOA Fiscal Unit conducts thorough monitoring of WIOA grant programs.

The City of Phoenix adheres to the State of Arizona's Methods of Administration (MOA) to ensure compliance with the nondiscrimination and equal opportunity requirements of WIOA, including the nine (9) required MOA elements:

Element 1: Designation of State-and local-level Equal Opportunity (EO) Officers (29 CFR 37.54(d)(1)(ii))

Element 2: Notice of Communication (29 CFR 37.54 (d) (1) (iii))

Element 3: Review Assurances, Job Training Plan, Contract, and Policies and Procedures (29

CFR 37.54 (d) (l) (i) and (d) (2) (i) (iii) and (iv))

Element 4: Universal Access (29 CFR 37.54 (d) (l) (vi))

Element 5: Compliance with Section 504 of the Rehabilitation Act of 1973, as amended, and 29 CFR Part 37 (29 CFR 37.54 (d) (2) (v))

Element 6: Data and Information Collection and Maintenance (29 CFR 37.54 (d) (l) (iv) and vi))

Element 7: Monitoring Recipients for Compliance (29 CFR 37.54 (d) (2) (ii))

Element 8: Complaint Processing Procedures (29 CFR 37.54 (d) (l) (vii))

Element 9: Corrective Actions/Sanctions Procedures (29 CFR 37.54 (d) (2) (vii))

#### **Nondiscrimination Policies**

The Phoenix Business and Workforce Development Board has developed comprehensive policies to ensure nondiscrimination compliance. All policies are available at https://arizonaatwork.com/locations/city-phoenix/local-board.

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

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

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

English Language Learners (LLS) Communication Policy. The Board provides information in languages other than English for clients with English Language Learners (ELL) to inform or enable those individuals to participate in core partner programs or activities. The guidance in serving ELL individuals is pursuant to Title IV of the Civil Rights Act of 1964 and Section 188 of the WIOA. The Board ensures that persons of Limited English-speaking abilities have equal and meaningful access equal to those who are proficient in English. The Board and partner programs must translate written program materials into the language in question and provide effective interpretation services to clients of the significant ELL group. The Arizona Department of Economic Security (ADES) makes available Language Line Solutions, which offers interpretation for 240 languages and video translation services for the deaf and hard of hearing.

# 6. (Optional but encouraged) Overall operations (Administration, fiscal operations, board membership)



The Phoenix Business and Workforce Development Board is composed of 25 members. Of these, 13 represent businesses in Phoenix, one member representing Title II providers, one member represents Title III providers, and one represents Title IV. At least two members represent labor, with one being a part of an organization with a Registered Apprenticeship Program. Other members represent community-based organizations, education and training providers, and economic development organizations.

The Board's **Executive Leadership Committee** oversees the ongoing examination of WIOA performance measures agreed upon with the State (see Appendix I for negotiated performance metrics for the next two years), to assess progress in alignment with the Board's strategic plan. Attainment of the metrics is supported by Board staff who update the Executive Leadership Committee and the full Board on the application of financial and other resources dedicated to the achievement of programs and services that facilitate meeting or exceeding agreed upon metrics.

**Quarterly progress reports** are shared based on Arizona Job Connection (AJC) statewide case management system, which provides performance data. The Board, Board staff, and ARIZONA@WORK City of Phoenix staff collaborate to analyze the impact of resource expenditures in relation to the Board's strategic plan and performance measures, driving continuous improvement and ensuring that outcomes are achieved and with tangible results.

Program performance monitoring is also reinforced through ongoing quality assurance efforts, led by the Board staff on the Performance Compliance team in the Community

and Economic Development Department, Business and Workforce Division. The fiscal agent in the Human Service Department, Management Services Division ensures that expenditures are properly directed toward services designed to achieve the targeted performance metrics.

The Board, in partnership with the City Manager as the designated representative of the Mayor (CEO), collaborates on the maintenance of the Shared Local Governance Agreement (SLGA). This agreement outlines roles, responsibilities, and performance expectations for workforce development initiatives and is periodically reviewed and approved by the Mayor and Phoenix City Council to ensure it reflects current workforce needs and priorities.

The use of Memoranda of Understanding (MOUs) and Infrastructure Funding Agreements (IFAs) is essential in establishing and maintaining the ARIZONA@WORK City of Phoenix One-Stop delivery system. MOUs outline the roles, responsibilities, and services each partner provides to facilitate workforce development activities, while IFAs specifically address the shared funding arrangements necessary to support the infrastructure and operational costs of the One-Stop centers. Together, these agreements ensure a coordinated and efficient service delivery model, minimize duplication, and leverage resources across partner organizations.

In collaboration with the Phoenix City Manager, Mayor, City Council, and the Community and Economic Development Department (CEDD), the Board has developed its strategic plan to align with the State of Arizona's workforce development objectives. This plan promotes a systems-based approach that integrates the services of all partners and stakeholders within the local workforce development area. By coordinating responsibilities and aligning resources with the CEDD's strategic plan, the Board ensures a strong talent pipeline that meets the needs of employers across the City of Phoenix.

A commitment to board development is demonstrated in the strategic plan, which includes a clear focus on enriching the skills and knowledge of board members. Board development begins with a comprehensive onboarding process for new members, which introduces them to the Board's structure, key functions, and relevant policies. Board members participate in a range of ongoing training and development activities, including annual orientations covering the Board's platform for meetings and information, Open Meeting Law, and Robert's Rules of Order. They also receive regular program updates and have opportunities to interact with staff and partners to gain valuable insights. Additionally, board members are encouraged to attend national conferences such as those hosted by the National Association of Workforce Boards (NAWB) and participate in regional training opportunities offered through the Department of Labor's Employment and Training Administration (ETA) Region 6 and WorkforceGPS. Quarterly training sessions, facilitated by the One-Stop Operator, further ensure that board members stay informed and engaged with the broader workforce development system serving the City of Phoenix.

The Phoenix Business and Workforce Development Board plays an integral role in the creation, review, and updates of both the Local Area Workforce Development Plan and the Strategic Plan. The Board provides critical feedback throughout the planning process, participating in partner planning sessions and City of Phoenix workforce information sessions to ensure alignment with the needs of local businesses and job seekers.

In December 2022, the Board initiated a comprehensive update to its Strategic Plan, beginning with a needs assessment that involved interviews with 39 Board members, elected officials, City of Phoenix executives, state staff, and the one-stop operator. The Board also conducted a SWOT analysis to assess the strengths, weaknesses, opportunities, and threats identified from the needs and assets evaluation. This strategic planning process informed both the design and implementation of the new plan, which includes clear metrics and actions to support strategic goals. The updated plan is aligned with the mission of fulfilling the Six Purposes of the Workforce Innovation and Opportunity Act and is focused on advancing the vision of Phoenix as a city that provides an inclusive, world-class, and sustainable quality of life, offering opportunities for individuals, businesses, and communities to earn, learn, grow, and prosper.



The 2023-2026 Strategic Plan took effect on July 1, 2023, and focuses on four primary goals:

• **Goal # 1**: Instill hope in job seekers by meeting them where they are and providing access and opportunities through a single front door to services.

- Goal #2: Align investment in workforce services to stimulate, measure, and reward the earning of credentials, employment, retention, and economic prosperity.
- **Goal #3**: Create a socially conscious, entrepreneurial, and economic development- focused culture that empowers all stakeholders.
- **Goal #4**: Be the national model for creating positive economic mobility.
  - 7. (Optional but encouraged) The ARIZONA@WORK partner programs that are included in the ARIZONA@WORK system in the LWDA (e.g., core, required, and other partners). See Appendix IV for a list of partners this may include.

# **Core Partner Programs**

- A. **Title I**: Adult, Dislocated Worker, Youth, Native American programs, Job Corps, Youth Build
- B. **Title II**: Adult Education and Literacy
- C. Title III: Wagner-Peyser
- D. Title IV: Vocational Rehabilitation

# **Required Partners**

- A. Senior Community Service Employment Program (SCSEP)
- B. Career and Technical Education programs at the postsecondary level (CTE) under Perkins Career & Technical Education Act
- C. Trade Adjustment Assistance
- D. Jobs for Veterans State Grants
- E. Community Services Block Grant (CSBG) employment and training activities
- F. Housing and Urban Development
- G. State Unemployment Insurance
- H. Programs authorized under Section 212 of the Second Chance Act of 2007

The Board's strategic plan clarifies the system-wide commitment to continuous improvement of all stakeholders and partners in the delivery of workforce development services. Goal 2 of the strategic plan, Align Investment in workforce services to stimulate, measure, and reward the earning of credentials, employment, retention, and economic prosperity; emphasizes return on investment and incorporates actions supporting employment and retention of employees trained through the workforce development system. The proactive spirit of intention is foremost in the Board's recognition of integrated support of all parts of the workforce system to function in a

unified manner to support the mutual needs of employers and job seekers in the local area.

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

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

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

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

There are two guiding documents that establish relationships between those who provide vital workforce services on behalf of Board through the ARIZONA@WORK City of Phoenix system. These documents address shared resource agreements, performance expectations and measures, and financial management and expenditure of WIOA funds:

- Memorandum of Understanding (MOU), and
- Infrastructure Funding Agreement (IFA)
- b. The Governor has designated regions based on LWDA designation. Describe regional planning efforts if the LWDB is engaging in regional planning and/or coordination with other LWDAs (such as for sector strategies, coordination with education providers or other service planning activities). (See 20 CFR 679.540)

Include a description of any regional service strategies that include the use of cooperative service delivery agreements including the entities in which agreements are with.

The Maricopa and Pinal County Workforce Development Boards, along with the City of Phoenix Business and Workforce Development Board, have long recognized the imperative of regional collaboration to optimize workforce development services across Central Arizona. Building upon this commitment, a pivotal milestone was achieved in 2023 with the Central Arizona Regional Workforce Summit, organized in partnership with the Arizona Office of Economic Opportunity. This landmark event brought together leaders from economic development, education, and workforce sectors to forge a more cohesive and aligned approach to workforce initiatives in the region.

One tangible outcome of this collaboration was the establishment of the Regional Workforce Initiatives Committee by the Maricopa County Workforce Development Board, comprising representatives from all three entities alongside subject matter experts. This committee serves as a driving force behind efforts to align regional workforce strategies and foster deeper collaboration. Moreover, the Central Arizona Regional Workforce Forum hosted in September 2024 stands as a testament to the sustained momentum generated by the inaugural summit, poised to further cultivate relationships from the federal level down to the local workforce areas.

Beyond formalized structures, the spirit of collaboration permeates through reciprocal interactions between board members of these local workforce development boards. Issues such as data integration, service innovation, and mutual benefit opportunities for employers and job seekers have been focal points of discussion. Notably, initiatives like the Client Referral System exemplify the region's commitment to leveraging partnerships for enhanced service delivery. As the City of Phoenix, Maricopa, and Pinal County Boards continue to deepen their collaborative efforts, they remain steadfast in their dedication to strengthening the regional workforce ecosystem and driving positive outcomes for all stakeholders.

# Section 2 - Strategic Planning Elements Part A: Economic, Workforce, and Workforce Development Activities

- a. Economic Analysis (20CFR679.560(a)(1)): Include a regional analysis of the:
  - i. Economic conditions, including existing and emerging indemand industry sectors and occupations;
    - 1. In-Demand Industries and occupations details and explanation should be submitted in body of section two, with a full list provided in Appendix V. Please use the layout provided.
    - 2. Existing and emerging industries and occupations can be determined in a variety of ways (e.g., projections, employment share, etc.). For user convenience, the OEO Labor Market Information (LMI) Team has provided custom analysis for each

local workforce area. For more information, please see Appendix V.

#### Overview of Economic Growth in the City of Phoenix

The City of Phoenix has experienced robust economic growth between 2022 and 2024, building on a decade-long trend of population growth, business expansion, and increasing job creation. As the fifth-largest city in the United States, Phoenix has become a major hub for diverse industries and economic activity. The city's strategic location, relatively affordable cost of living, and business-friendly policies have attracted new residents and businesses, resulting in increased economic activity. The city's real estate market, infrastructure improvements, and technology investments have been significant drivers of this economic boom; however, with these opportunities also come challenges, including growing housing costs, workforce shortages, and inflationary pressures that require focused policy responses.

Identifying the industries and occupations that are in-demand can help employers plan workforce and staffing needs, inform job seekers if they need to pursue topical training and certification, and provide a short and long-term forecast of the jobs that are available to current residents and those who may be relocating to the area in the future.

The figures below highlight the area's employment and unemployment rates, weekly wages, spending, and benefits. In the City of Phoenix, the unemployment rate grew slightly from 3.8% to 3.9% from July 2023 through July 2024. When comparing the unemployment rates in July 2024, for example, the Phoenix has a lower unemployment rate than the State of Arizona (4.4%) and the United States (4.5%).

The 12-month change in employment payroll by major industry sectors, from July 2023 to July 2024, grew from just over 2% to 2.5% in the Phoenix metro area. By comparison employment payroll for the United States dipped from 2.0% in July 2023 to 1.8% in July 2024. Three major industry sectors in the Phoenix area experienced significant growth in the number of employees from July 2023 to July 2024: Mining and Lodging (8.3%), Education and Health Services (6.0%), and Professional and Business Services (3.9%).

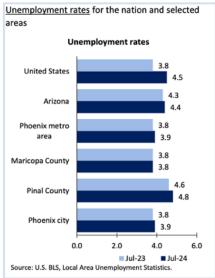
In terms of pay, average weekly wages in Maricopa County, which includes the City of Phoenix, are \$1,383, \$52 less than the United States national average. In general, the occupations for the major industries earn slightly less when compared with the United States average. For example, Registered Nurses in the Phoenix area make an average of \$44.49, versus the U.S. average of \$45.42 for the same position. Conversely, some Phoenix area positions, like Chefs and Head Cooks, earn more than the national average. Phoenix chefs make \$34.92 per hour, which is \$4.80 more than the U.S. average.

# FIGURES 2 AND 3: Local Area Economic Summary

# **Phoenix Area Economic Summary**

#### Updated August 29, 2024

This summary presents a sampling of economic information for the area; supplemental data are provided for regions and the nation. Subjects include unemployment, employment, wages, prices, spending, and benefits. All data are not seasonally adjusted and some may be subject to revision. Area definitions may differ by subject. For more area summaries and geographic definitions, see www.bls.gov/regions/economic-summaries.htm.





Over-the-year changes in employment on nonfarm payrolls and employment by major industry sector 12-month percent changes in employment 9.0 8.0 7.0 6.0 5.0 4.0 3.0 2.0 1.0 0.0 Jul-23 Phoenix metro area ---- United States Source: U.S. BLS. Current Employment Statistics.

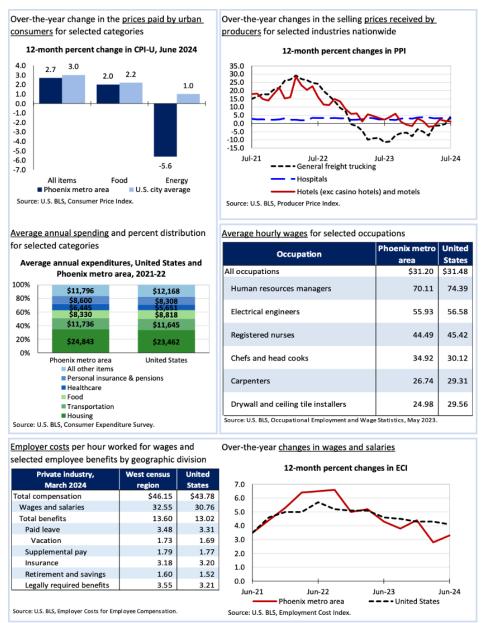
Phoenix metro area employment (number in thousands)	Jul. 2024	Change from Jul. 2023 to Jul. 2024	
(number in thousands)		Number	Percent
Total nonfarm	2,413.3	61.6	2.6
Mining and logging	3.9	0.3	8.3
Construction	173.0	4.7	2.8
Manufacturing	148.1	-1.1	-0.7
Trade, transportation, and utilities	473.9	9.2	2.0
Information	40.8	-1.7	-4.0
Financial activities	213.4	3.2	1.5
Professional and business services	393.5	14.7	3.9
Education and health services	409.2	23.2	6.0
Leisure and hospitality	242.3	-1.8	-0.7
Other services	78.9	3.0	4.0
Government	7.9	3.5	

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**Note**: These figures show data for the Greater Phoenix area as compared with the United States as a whole. Local data is divided into, and listed separately, by the State of Arizona, Phoenix Metro Area, Maricopa County, Pinal County, and the City of Phoenix (listed as Phoenix city in the figure). **Source:** U.S. Bureau of Labor Statistics, August 29, 2024.

# **Economic Challenges**

Despite its overall economic strength, the City of Phoenix faces several challenges that could hinder long-term growth and prosperity, impacting current and future workforce needs, resources, and talent to fill open positions:

#### **Workforce Development**

While Phoenix continues to attract new residents, there is a growing need to ensure that the workforce is adequately skilled to meet the demands of emerging industries like advanced manufacturing, renewable energy, and artificial intelligence. Many businesses report a lack of qualified candidates for specialized roles, signaling a need for enhanced vocational training, apprenticeships, and collaboration with educational institutions to prepare workers for future job opportunities.

#### Infrastructure Strain

Rapid population growth has put pressure on the city's transportation and public infrastructure. Traffic congestion, urban sprawl, and aging infrastructure systems require significant investment to maintain the quality of life and ensure Phoenix can sustain its economic expansion.



One major step in alleviating transportation issues is the <u>South Central</u> <u>Extension/Downtown Transportation Project</u>. In 2016, the Phoenix City Council approved advancing the opening date of the extension from 2034 to 2023. The advancement is funded through <u>Transportation 2050</u>, a 35-year, multi-modal transportation plan approved by Phoenix voters, and is expected to open for operations in 2025. The light rail hub will connect with the current light rail system

in downtown Phoenix and operate south to Baseline Road. The project also includes a hub in downtown Phoenix, new stations, and public art. The expansion is anticipated to create jobs, benefit commuters, and preserve the environment and ease traffic congestion, while serving more than 45,000 riders who rely on the light rail service each day.

#### **Economic Inequality**

As Phoenix's economy grows, there is a widening gap between high-wage earners in industries like technology and finance and lower-wage workers in sectors such as retail and hospitality. Economic inequality is compounded by rising living costs, and addressing this divide is a key challenge for city policymakers.

According to salary.com, an employee and employer compensation data research company, the cost of living in Phoenix is 7.7% higher than the national average. In the past year, prices have risen 2.2%. The highest increases were in transportation, food and housing.

In mid 2022, inflation in Phoenix on all items – food, energy costs, commodities, services, and shelter – had a 12.5 % increase in over-the-year percentage change. While inflation has declined to just above a 2% change at the start of 2024, inflation inched up again during the middle of the year, according to data from the University of Arizona's Economic and Business Research Center.

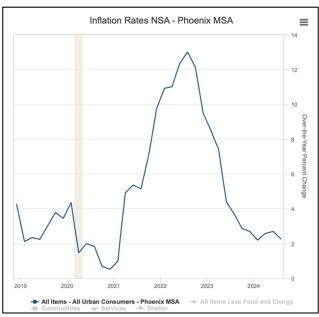


Figure 4: Inflation in Phoenix

Source: University of Arizona's Economic and Business Research Center

# **Housing Affordability**

Phoenix's rapid population growth has significantly increased demand for housing, pushing home prices and rents to record highs. The lack of affordable housing options is a growing concern, particularly for low- and middle-income households. Rising housing costs have made it difficult for many workers to live in the city, contributing to increased commute times and potential talent shortages in key sectors.

According to data from Rocket Homes, the median cost of Phoenix, AZ homes purchased is \$450,026 (\$285/sq. ft.). The difference in median home purchase price has risen by \$25,029, representing a 5.9% increase in the last 12 months. The median cost for a two-bedroom home purchased in August 2024, for example, was \$332,700, a 4.1% increase during the same timeframe in 2023.

Unlike increasing housing costs, rental prices have plateaued. Zillow Rentals reports that houses in Phoenix rent between \$450 - \$22,500 each month, with a median rent of \$1,981 (as of September 2024). Noting that all bedroom sizes and property types are included in the data analysis, the median rent price in Phoenix is \$104 less than September 2023. By comparison, the monthly cost to rent houses in Phoenix is less than some surrounding areas like Glendale (\$2,068), Scottsdale (\$3,100), and Peoria (\$2,300). Phoenix rentals cost \$119 less than the national median. As of September 2024, there are 4,131 rentals available in Phoenix, AZ.

Median Sold Price Key Takeaway \$450,026 Based on all homes sold in the last 12 DI Homes in Phoenix have +\$25,029 (+5.9%) 1 sold for 5.9% more \$1,981 -\$34 -\$104 4,131 than they did a year Summary: The median home sold price in Phoenix was \$450,026 in August 2024, up 5.9% from last year, and the median price per square foot was \$285. Price Range Median Rental Price over Time 0 Median Sold Price By Bedroom Count # BEDROOMS AUG 2023 AUG 2024 CHANGE \$250K \$2,080 \$2,015 +4.1% ^ \$319.7K \$332.7K 2 Bedrooms \$414.9K \$434K 3 Bedrooms +4.6% 1 ■ This year (2024) ■ Last year (2023) \$544.4K 4 Bedrooms 5+ Bedrooms \$733.9K \$821.4K +11.9% 1 Summary: Phosnix housing prices by bedroom type for August 2024 compared to the previous year. The home price of 1 bedroom homes increased by 84, 2 bedroom homes increased by 4,1%, 3 bedroom homes increased by 4,6%, 4 bedroom homes increased by 11,9%.

FIGURE 5: Housing Prices and Rental Market Summary in Phoenix

**Note:** The figure contains the most recent data on housing sold (August 2024). **Source:** Redfin, and the figure contains the most recent rental housing data (September 2024). **Source:** Zillow Rentals Data.

# **Water Scarcity**

Phoenix's ongoing challenge of water scarcity remains a critical issue for the city's long-term sustainability. With Arizona experiencing prolonged drought conditions and relying on water from the Colorado River, future economic growth could be constrained by water availability. This is particularly concerning for industries such as agriculture and semiconductor manufacturing, both of which are heavy water users.

The City of Phoenix continues to work with companies to ensure industries are aware of its <u>Sustainability Initiative</u>, which includes two areas that impact water accessibility and scarcity, sustainable living incentives and the climate action plan, so that companies operating locally are not unduly contributing to water scarcity. In addition, the Sustainability Initiative hosts information sessions to share guidance and updates with local employers. A newsletter is published regularly through the City of Phoenix Office of Sustainability, with information about how residents and employers can be good stewards of the City's natural resources.

An example of a local company incorporating safeguards against water scarcity is the Taiwan Semiconductor Manufacturing Company (TSMC), which has established Water Management and Conservation strategies. The company implements the world's only sustainable water management standard established by the Alliance for Water Stewardship (AWS) and has received AWS "Platinum" certification, receiving the highest scores for two consecutive years. At startup, approximately 65% of the water used in the Arizona operation will come from TSMC's in-house water recycling systems. The company is also building an advanced water treatment facility (Industrial Water Reclamation Plant) at its Phoenix operation with a design goal of achieving "Near Zero Liquid Discharge." This means the fabs will be capable of using nearly every drop of water back into the facility. (TSMC Arizona).

#### **In-Demand Industries and Occupations**

The Arizona Office of Economic Opportunity (AZ OEO) analyzes workforce data and tracks in-demand industries and occupations for the City of Phoenix. Identifying indemand industries and occupations, in part, helps determine:

- The allocation of training resources for WIOA program participants;
- Local workforce board membership;
- Business service engagement efforts;
- Targeted career pathways for WIOA program participants; and,
- Educational program approval for the eligible workforce training providers

AZ OEO assigns a ratings system for existing occupations in Arizona. This rating system was used to inform in-demand industries and occupations in Phoenix. The star ranking methodology is as follows:

- 1. Occupations are assigned a star ranking, from one to five, with five representing the highest rating.
- 2. Star ratings are based on employment level, projected employment growth and average wage level over a two-year period.
- 3. Occupational ratings include educational requirements, allowing comparisons amongst jobs with similar educational requirements.
- 4. The top occupations within each education requirement category received a star rating of five, while the bottom occupations received a star rating of one.
- Only occupations associated with an in-demand industry were considered for "indemand" status.

# **Existing In-Demand Industries in Phoenix** In-Demand Industries in the City of Phoenix

- 1. Construction
- 2. Manufacturing
- 3. Healthcare and Social Assistance
- 4. Information Technology (IT)
- 5. Professional Services

#### **In-Demand Industries**

Phoenix's economy is highly diversified, with several key industries serving as anchors for the city and regional continued growth. The following in-demand industries are the primary drivers of the local economy:

#### Construction

Phoenix's population boom has fueled a strong demand for housing, commercial developments, and infrastructure. Construction continues to be a major industry, as the city and its suburbs expand to accommodate new residents. Large-scale projects, including mixed-use developments and commercial real estate ventures, are propelling job growth in this sector. However, rising material costs and labor shortages have posed challenges to the industry.

#### Manufacturing

Manufacturing, particularly advanced manufacturing in areas such as aerospace and electronics, is a vital part of Phoenix's economy. Major players like Boeing, Raytheon, and Honeywell have established strong manufacturing bases in the region. Additionally, the production of electric vehicles (EVs) has seen growth, with companies like Lucid Motors setting up manufacturing facilities nearby. With the expansion of semiconductors, this segment of manufacturing is poised to continue growth opportunities for job seekers and companies that provide services as subcontractors or joint ventures.

In 2022, the announcement of major investments in semiconductor manufacturing, such as the Taiwan Semiconductor Manufacturing Company (TSMC) plant and ON Semiconductor, are poised to have a long-term impact on the Phoenix job market, due to the recruitment, hiring, and retention of employees to fill the manufacturing needs, further positioning Phoenix as a critical player in the global tech supply chain.

This emerging industry can play a pivotal role in providing entry-level apprenticeship opportunities for Phoenix jobseekers, with a potential pipeline to more opportunities within the company through professional development, education and training from service providers, and internal company promotion.

#### Healthcare

The healthcare industry has seen rapid expansion, with demand for medical professionals, facilities, and services on the rise due to population growth. Key employers in the sector include Banner Health, Dignity Health, and HonorHealth. Additionally, research institutions like the Mayo Clinic and Arizona State University's (ASU) BioDesign Institute are driving innovations in healthcare and medical technology.

# **Technology and Innovation**

Phoenix has emerged as a growing tech hub, with companies in software development, data centers, and cybersecurity. The presence of major tech companies like Intel, GoDaddy, and Zoom has made the city an attractive location for startups and tech talent. The tech industry cross-pollinates Phoenix's tech-focused workforce in that it often works alongside manufacturing, specifically with the recent increase in the semiconductor business.

#### **Professional Services**

Financial services, an industry within professional services, has been a cornerstone of Phoenix's economy, with several large firms, including Wells Fargo, Charles Schwab, and USAA, maintaining significant operations in the area. Phoenix's affordable real estate and cost of living, combined with a well-educated workforce, make it a desirable location for back-office operations and financial services.

**Table 1: Change in Employment and Wages** 

In-Demand Industry	3-Year Employment Change (Q3 20-23)	Average Wage Change (Q3 20-23)	Projected Job Growth (23-25)
Construction	5.5%	7.0%	3.7%
Manufacturing	5.5%	5.8%	9.0%
Healthcare and social assistance	4.6%	3.6%	3.4%
Professional Services	0.1%	5.4%	-0.01%
Information Technology	-17.2%	2.7%	15.0%

#### **Supportive Industries**

The City of Phoenix is experiencing growth in other industries that aren't considered In-Demand using the Board's standards; however, they are gaining traction as growing industries to watch in the City of Phoenix:

# **Tourism and Hospitality**

Phoenix remains a top destination for tourism, driven by its favorable climate, golf courses, resorts, and proximity to natural attractions like the

Grand Canyon and Sedona. The industry rebounded strongly from the pandemic downturn, with increasing domestic and international visitors boosting employment in hospitality and related services.

While the tourism and hospitality industries may lag in wages behind some of the other industries, like technology and manufacturing, occupations in this industry are often good entry jobs that have fewer educational attainment requirements.

According to career and salary research firm, Glassdoor, estimates that the total pay for a Hospitality worker is \$51,175 per year in the Phoenix, AZ area, with an average salary of \$39,074 per year. These numbers represent the median, which is the midpoint of the ranges from Glassdoor's proprietary Total Pay Estimate model and based on salaries collected from their users. The estimated additional pay is \$12,100 per year and can include cash bonuses, commission, tips, and profit sharing. The "Most Likely Range" represents values that exist within the 25th and 75th percentile of all pay data available for this role. The range in pay can depend on the company and specific function.

# Arts, Entertainment, and Recreation Industry

In the Arts, Entertainment, and Recreation industry, average weekly wages for 3rd Quarter 2023 were \$1,293, reflecting a 3.1% wage increase between 2020 and 2023. During the same timeframe, 11,615 people were employed in this industry, which is expected to grow by 30.4% between 2023 and 2025.

#### Wholesale Trade

The Wholesale Trade industry in Phoenix has seen a 3-year employment growth rate of 6.8% over the past three years, and a 4.9% average annual wage increase during the same period. Skills needed to meet this growing industry include customer service, and client relations skills. Experience in pricing strategy, and inventory strategy – knowledge of supply chain logistics, warehouse management systems (WMS), and demand forecasting – and strong data analysis, dissecting market trends and customer behaviors, and experience in inventory flow are highly sought after skills.

**TABLE 2: Educational and Certification Requirements for In-Demand Industries** 

Industry	Common Entry- Level Positions	Certifications	Educational Requirements
Construction	Construction     Laborer     Carpenter     Apprentice     Electrician Helper	<ul> <li>OSHA 10 or OSHA 30 Certification</li> <li>CPR/First Aid</li> <li>NCCER (Construction)</li> <li>Apprentice Certifications (specific trades)</li> </ul>	<ul> <li>High School Diploma or Equivalent</li> <li>Trade School</li> <li>Apprenticeship (optional, but preferred for certain trades)</li> </ul>
Manufacturing	Production     Worker     Machine Operator     Quality Control     Inspector	<ul> <li>OSHA 10 or 30         Certification     </li> <li>Forklift Operator         Certification (for material handlers)     </li> <li>Certified Production Technician (CPT)</li> </ul>	<ul> <li>High School Diploma or Equivalent</li> <li>Vocational training or apprenticeship (preferred, but not always required)</li> </ul>
Healthcare and Social Assistance	1. Certified Nursing Assistant (CAN) 2. Medical Assistant 3. Home Health Aide (HHA)	<ul> <li>Certified Nursing Assistant (CNA)</li> <li>Basic Life Support (BLS) Certification</li> <li>CPR Certification</li> <li>Medical Assistant (MA) Certification</li> <li>Home Health Aide (HHA) Certification- State Specific Requirement</li> </ul>	<ul> <li>High School Diploma or Equivalent</li> <li>Completion of accredited CNA/MA/HHA programs</li> </ul>
Information Technology	1. Computer Hardware Engineers 2. Computer Software Quality Assurance Analysts and Testers 3. Computer Numerically Controlled Tool Operators	<ul> <li>Microsoft Office Specialist (MOS) Certification</li> <li>CompTIA A+ (for IT support)</li> <li>Google IT Support Professional Certification</li> </ul>	<ul> <li>High School Diploma or Equivalent</li> <li>Bachelor's Degree</li> </ul>
Professional and Technical Services	<ol> <li>Administrative</li> <li>Assistant</li> <li>IT Support</li> <li>Specialist</li> <li>Data Entry Clerk</li> </ol>	<ul> <li>Microsoft Office Specialist (MOS) Certification</li> <li>CompTIA A+ (for IT support)</li> <li>Google IT Support Professional Certification</li> </ul>	<ul> <li>High School Diploma or Equivalent</li> <li>Associate degree or vocational training (preferred for IT roles)</li> </ul>

# **Key Observations**

- **Certifications**: Certifications, like OSHA 10 or 30, CPR, and industry-specific certifications, are highly common across industries like construction, healthcare, and manufacturing. These certifications enhance safety and operational knowledge for entry-level employees and provide a foundation for career advancement, when coupled with experience.
- Educational Requirements: A high school diploma or GED is the
  minimum educational requirement across most industries. In technical and
  healthcare fields, additional vocational training, certifications, or associate
  degrees may be preferred or required by employers.
- Apprenticeships and Vocational Training: For certain roles, particularly
  in construction and manufacturing, entry-level workers may benefit from or
  be required to complete apprenticeship programs or vocational school to
  advance into higher-skilled positions.

# **Existing In-Demand Occupations in Phoenix**

In-Demand Occupations in the City of Phoenix

- 1. Semiconductor Processing Technician
- 2. Industrial Machinery Mechanics
- 3. Medical Assistants
- 4. Grinding and Polishing Workers, Hand
- 5. Dental Assistants
- 6. Helpers Pipelayers, Plumbers, Pipefitters, and Steamfitters
- 7. Occupational Therapy Assistants
- 8. Computer Hardware Engineers
- 9. Software Quality Assurance Analysts and Testers
- 10. Electrical and Electronic Engineering Technologists and Technicians
- 11. Solar Photovoltaic Installers

# **In-Demand Occupations**

Existing In-Demand Occupations are key in helping local employers anticipate staffing, recruiting, hiring goals to build a talent pipeline. Adult and youth job seekers can use the data for career planning, including skills and training needed and required and desirable credentials to prepare for and compete in the City of Phoenix workforce.

# **Career Pathways with Opportunities for Growth**

The In-Demand occupations provide an opportunity for growth in annual wages, career advancement, and skills development to be prepared for and meet the needs of local employers within the in-demand industries in the City of Phoenix. Education attainment levels for in-demand occupations are as follows:

#### No Formal Educational Credential

Grinding and Polishing Workers, Hand

#### **High School Diploma or Equivalent**

- Semiconductor Processing Technicians
- Industrial Machinery Mechanics
- Solar Photovoltaic Installers
- Helpers--Pipelayers, Plumbers, Pipefitters, and Steamfitters

# **Post-Secondary Nondegree Award**

- Medical Assistants
- Dental Assistants

#### Associate's Degree

- Occupational Therapy Assistants
- Electrical and Electronic Engineering Technologists and Technicians

#### **Bachelor's Degree**

- Computer Hardware Engineers
- Software Quality Assurance Analysts and Testers

TABLE 3: Occupations by Educational Attainment, Wages and Projected Change

SOC Code	Job Title	Average Annual Wages (2022)	Employment (Q2 2023)	Projected Annual Employment Change, 2023– 2025	Annual Projected Openings, 2023– 2025	Education Level
51- 9141	Semiconductor Processing Technicians	\$48,220	928	40.1%	593	High School Diploma
49- 9041	Industrial Machinery Mechanics	\$63,614	1,295	9.1%	231	High School Diploma
31- 9092	Medical Assistants	\$41,510	6,553	5.1%	1,222	Postsecondary Nondegree Award
51- 9022	Grinding and Polishing Workers, Hand	\$41,378	156	9.8%	33	No Formal Education
31- 9091	Dental Assistants	\$45,636	3,149	4.6%	600	Postsecondary Nondegree Award
47- 3015	Helpers – Pipelayers, Plumbers, Pipefitters, and Steamfitters	\$37,157	405	4.1%	63	High School Diploma
31- 2011	Occupational Therapy Assistants	\$59,337	392	5.7%	79	Associate's Degree
17- 3023	Electrical and Electronic Engineering Technologies and Technicians	\$74,252	676	21.6%	242	Associate's Degree
47- 2231	Solar Photovoltaic Installers	\$48,789	287	5.8%	43	High School Diploma
51- 9162	Computer Systems Analysts	\$104,057	5,405	1.8%	421	Bachelor's Degree

Source: Job Rankings | Arizona Office of Economic Opportunity

#### **Online Job Advertisements**

In Phoenix, AZ, the job market has seen significant demand for positions across several key industries from 2022 to 2023. Following is a listing of frequently advertised positions by industry:

- Healthcare: Registered nurses, medical assistants, and personal care aides remain highly sought after as the healthcare sector grows, driven by an aging population and expanding medical facilities. Other in-demand roles include licensed practical nurses (LPNs) and home health aides (<u>Randstad</u> and the <u>Arizona Office of Economic Opportunity</u>).
- Information Technology: With Phoenix developing as a tech hub, demand for IT professionals has surged. Software developers, network administrators, and IT support specialists are among the top roles being posted. Cybersecurity professionals, especially those with certifications, are also highly sought after to fill positions in this industry (ARIZONA@WORK).
- 3. **Construction**: The city's rapid growth has driven high demand for construction labor, with positions such as electricians, carpenters, plumbers, and general laborers topping local job postings (ARIZONA@WORK).
- Manufacturing: There is growing demand for roles such as CNC machine operators, maintenance technicians, and assembly line workers. As Phoenix continues to develop its advanced manufacturing capabilities, skilled trades in this sector remain essential (<u>Randstad</u> and the <u>Arizona Office of Economic</u> <u>Opportunity</u>).
- Professional and Technical Services: This includes roles such as accountants, project managers, and administrative professionals. With Phoenix becoming more attractive to corporations, the demand for these professionals has increased (Randstad and the Arizona Office of Economic Opportunity).

TABLE 4: Phoenix Online Job Postings by Industry and Occupation

Industry	Top Positions Advertised
Healthcare	<ul> <li>Registered Nurses</li> <li>Medical Assistants</li> <li>Personal Care Aides</li> <li>Licensed Practical Nurses (LPNs)</li> <li>Home Health Aides</li> </ul>
Information Technology	<ul> <li>Software Developers</li> <li>Network Administrators</li> <li>IT Support Specialists</li> <li>Cybersecurity Professionals</li> </ul>
Construction	<ul><li>Electricians</li><li>Carpenters</li><li>Plumbers</li><li>General Laborers</li></ul>
Manufacturing	<ul><li>CNC Machine Operators</li><li>Maintenance Technicians</li><li>Assembly Line Workers</li></ul>
Professional and Technical Services	<ul><li>Accountants</li><li>Project Managers</li><li>Administrative Professionals</li></ul>

These sectors highlight the diverse needs of Phoenix's labor market, driven by rapid urban development, an expanding tech presence, and a growing healthcare infrastructure.

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

# **Highest Paying Occupations in Phoenix, AZ**

Following are the top 10 highest-paying occupations based on online job postings in Phoenix, for 2022-2023, and categorized by industry:

#### 1. Healthcare:

Oral and Maxillofacial Surgeons: \$118,780

Nurse Midwives: \$108,050

Medical and Health Services Managers: \$102,120

Radiation Therapists: \$92,350

# 2. Information Technology & Cybersecurity:

Software Developers: \$111,730

Information Security Analysts: \$109,770

Database Administrators: \$106,760

Data Scientists: \$103,890

# 3. Construction & Engineering:

Industrial Engineers: \$101,850
 Construction Managers: \$103,430
 Electrical Engineers: \$97,250

# 4. Management:

Sales Managers: \$105,240

Advertising and Promotions Managers: \$111,460

#### 5. Professional Services:

Actuaries: \$109,740

Financial Risk Specialists: \$93,850

These positions highlight key sectors such as healthcare, IT, construction, and management, which offer the most lucrative roles in Phoenix. The healthcare sector stands out with a variety of top-paying positions like oral surgeons and nurse midwives, while tech roles like software development and cybersecurity continue to offer competitive salaries, as well.

These figures reflect an active and growing job market in Phoenix with diverse high-paying opportunities across industries (<u>ARIZONA@WORK</u>, <u>Randstad</u>, and <u>USA Wage</u>).

In the Greater Phoenix region, there is a strong demand for workforce training in sectors such as **advanced manufacturing**, **healthcare**, **information technology (IT) and cybersecurity**, **and clean energy**. These areas have been highlighted due to rapid industry growth, creating opportunities for job seekers with the right skill sets.

- Advanced Manufacturing and Construction Trades: There is a need to increase skills for workers in high-tech manufacturing and construction to meet the demands of Arizona's booming industrial sectors, particularly aerospace and defense industries, according to the <u>Arizona Office of Economic Opportunity</u> and <u>Arizona Department of Economic Security</u>.
- 2. **Healthcare**: The Greater Phoenix Chamber Foundation reports that with ongoing growth in the Healthcare sector, there's an increasing need for training across the medical fields, particularly in nursing, elder care, and specialized health services.

- 3. **Cybersecurity and IT**: Given the rise in digital infrastructure, cybersecurity, software development, and IT skills are increasingly in demand, making training in these areas crucial for job seekers, according to the <u>Arizona Office of Economic Opportunity Arizona Department of Economic Security</u>.
- 4. **Clean Energy**: Training in sustainable energy, including solar and other renewable sources, is becoming more relevant as Arizona focuses on transitioning to cleaner energy sources, reports the <u>Center for the Future of Arizona</u>.

Programs like **Talent Ready Arizona** and **ElevateEdAZ** are specifically designed to connect individuals with these industries by providing tailored training and education paths, as tracked and reported by the <u>Greater Phoenix Chamber Foundation</u> and <u>Center for the Future of Arizona</u>. Additionally, the **Arizona Eligible Training Provider List (ETPL)** offers a variety of certified training programs to help job seekers access high-demand skills and can be found on the <u>Arizona Department of Economic Security</u>.

- iii. LWDBs may utilize an existing analysis previously commissioned by the LWDB as long as it is within a year of final submission. LWDBs are encouraged to use the economic conditions reports provided by the OEO and additional data tools available at www.laborstats.az.gov/special-reports.
- b. Workforce Analysis (20CFR679.560(a)(2)-(3)): Include a current analysis of:
  - i. The knowledge and skills needed to meet the employment needs of the businesses in the region, including employment needs in indemand industry sectors and occupations.

# Employee Skill Sets Needed by In-Demand Industries in Phoenix, AZ

The <u>Maricopa Association of Governments</u> tracks and reports on workforce data that impact job seekers in the Greater Phoenix Region. For the City of Phoenix, the association reports the common skill sets needed for employment in the following indemand industries:

#### 1. Construction

**Technical Skills**: Blueprint reading, carpentry, electrical work, and project management.

**Safety Certifications**: OSHA compliance, risk management, and on-site safety protocols.

**Technology**: Increasing demand for skills in Building Information Modeling (BIM) and use of drones for surveying.

# 2. Manufacturing

**Machinery Operation**: Understanding of CNC machinery, robotics, and automation.

**Quality Control**: Skills in quality assurance, testing, and compliance with industry standards.

**Technical Certifications**: Lean manufacturing, Six Sigma, and CAD (computer-aided design) knowledge.

#### 3. Healthcare and Social Assistance

**Clinical Skills**: Nursing, patient care, medical coding, and emergency response. **Technical Proficiency**: Knowledge of healthcare management software (e.g., EHR systems).

**Soft Skills**: Communication, empathy, and teamwork to interact with patients and staff.

#### 4. Professional and Technical Services

**Project Management**: Skills in Agile, Scrum, or traditional project management. **Consulting Expertise**: Specialized knowledge in legal, financial, or IT consulting.

# 5. **Technology**

**IT Skills**: Use of warehouse automation, RFID technology, and inventory tracking systems.

**Data Skills**: Research and data analysis, software development, and cybersecurity are essential.

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

# **Labor Force Employment and Unemployment Data**

Prior to the pandemic (2017-2019), the City of Phoenix had an average labor force level of 2,255,828 and an average unemployment level of 97,315 people. In 2021, the City of Phoenix's labor force level increased from an annual average of 2,513,869 to an annual average of 2,579,911. Throughout 2022, the average unemployment rate in the City of Phoenix was 3.4 percent, lower than the average unemployment rate of 4.6 in 2021.

Since September 2021, the Phoenix unemployment rate has been under 4.0%, fluctuating between 2.8% - 3.9%. With low rates of unemployment, it is increasingly important that the job seekers with barriers to employment are engaged and trained, so they can obtain the skills to fill open positions in high-demand industries. The following data show average employment by year-over-year rate change (figure 5) and unemployment rates (figure 6), which track the ratings from 2012 through 2022.

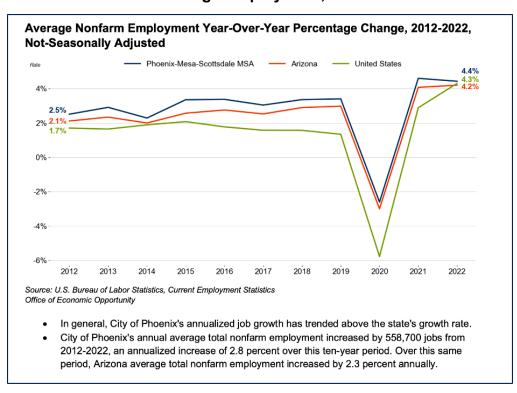
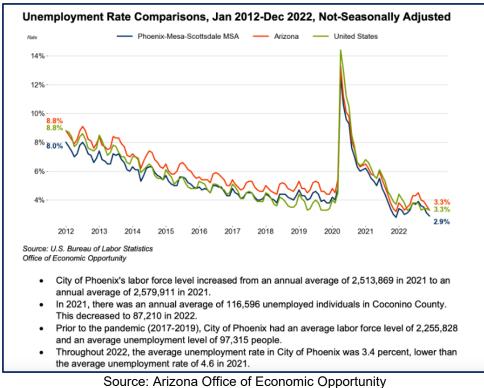


FIGURE 6: Average Employment, Year-Over-Year

Source: Arizona Office of Economic Opportunity



**FIGURE 7: Unemployment Rate Comparisons** 

- c. Workforce Development, Education, and Training Activities (20 CFR679.560(a)(4)): Include a current analysis of:
- Workforce development activities, including education and training activities in the region.

# **Training and Education**

The ARIZONA@WORK City of Phoenix delivers training and education programming for Adult, Dislocated Workers, and Youth in Phoenix. Providers offer training, education, and coaching. In addition, the Phoenix Business and Workforce Development Board has convened the Phoenix Workforce Coalition (PWC), a community of practice, comprised of workforce service providers, training providers, and Board members.

The Phoenix Workforce Coalition (PWC) conducted a survey of Phoenix workforce service providers to gauge the workforce services offered throughout the Phoenix workforce development system, to identify service gaps and redundancies.

Workforce preparation services available through the ARIZONA@WORK City of Phoenix workforce system and workforce partners in Phoenix include:

# Job-Seeking and Preparation

- Resume and cover letter writing services
- Interview skills
- Professional attire
- Filling out applications
- Social Media: LinkedIn
- Job searches
- Career exploration
- Hiring events
- Professional Skills badge
- Work Based Learning
- Career Transition Services

# Personal Finance

- Financial fitness and budgeting
- Understanding your paycheck

# Soft Skills and Interpersonal Skills

- Teamwork and collaboration
- Networking
- Branding
- Self-directed learning
- Empathy
- Verbal communication skills
- Critical thinking
- Resilience
- Intercultural fluency
- Creative problem-solving

## Technology and Certifications

- Comp TIA A+
- IT for Techs
- Cybersecurity Title II IET in IT Fundamentals+
- CNA
- Grow with Google certifications a 3-month program with wrap around services (professional development, employment services and financial wellness, communication, etc.)

Apprenticeship programs, on-the-job training programs in collaboration with local universities, community colleges, and technical schools are offered for Adult, Dislocated Workers, and Youth.

The Arizona Career Pathways provides career navigation, financial support, and job search assistance to low-income students pursuing high demand career fields at the Maricopa Community Colleges. Arouet Foundation holds the CASE Academy and collaborates with workforce partners to connect CASE graduates with entry-level jobs. The Boys and Girls Club of the Valley of the Sun offers paid internship opportunities for in school teens ages 16-19. The Center for the Future of Arizona offers a Workforce Leadership Academy that brings leaders – recognized as Fellows of the Academy – from the local workforce together for a multi-month professional development series. Collectively, these providers are an integral part of the City's holistic workforce system. In addition, they are all members of the Phoenix Workforce Coalition (PWC).

Title II Adult Education programs in the City of Phoenix local workforce development area, including Arizona Center for Youth Resources, Friendly House, Literacy Volunteers of Maricopa County, and Rio Salado Community College, offer adult education and skills development programs that accelerate achievement of diplomas and credentials among American workers, including immigrants and individuals with limited English language skills. Title II funds can be used for activities assisting eligible adults (16 years of age and older) with obtaining postsecondary education, training, or employment. Specifically, the funds serve people with barriers to employment, including English language learners, low-income individuals, and immigrants.

Programs offered by Rio Salado Community College align with 4 of the 9 interests of Maricopa County Community College District. Programs are aligned with the following industries:

#### Applied Technology

Carpentry and framing, plumbing, electrical, semiconductor manufacturing, and welding

#### Business, Entrepreneurialism, and Management

Business Entrepreneurship, Retail Fundamentals, Warehouse, Inventory & Logistics, Risk Management & Insurance, and General Business)

# Computer and Information Technology

Microsoft Office Specialist, Desktop Support, Cybersecurity Fundamentals, and iOS/Android App Development.

#### **Health Sciences**

Medical Administrative Assisting

## **High School Equivalency to Combat Barriers to Employment**

The lack of education attainment, including not obtaining a high school equivalency, presents a significant barrier to employment for job seekers. Title II education and Youth services providers can assist participants in obtaining a high school equivalency, which enables them to pursue opportunities.

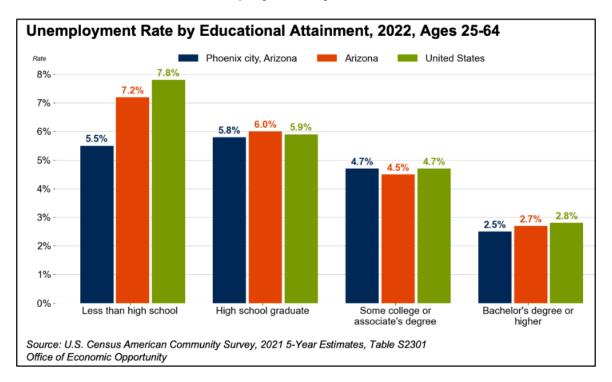


FIGURE 8: Unemployment by Education Attainment

# **Sector-Based Strategies:**

Industry-specific initiatives, focusing on high-growth sectors like advanced manufacturing, healthcare, and renewable energy.

The City of Phoenix has launched its Sustainability initiative, advancing the renewable energy sector. With a focus on <u>incentives for sustainable living</u>, through its climate action plan, ESG reporting, and engaging a skilled workforce for this innovative industry, the Sustainable Initiative has ambitious goals of zero carbon, zero waste, clean air, a 100-year water supply and parks and transit in every neighborhood (and near-term goals of a 50% reduction in carbon by 2030). Phoenix is investing in infrastructure to achieve its vision. In the last 7 years, Phoenix has spent over \$700M in sustainability projects including:

- \$25M biogas facility
- \$15M state-of-the-art compost facility
- \$18M in hydrogen and electric buses
- \$30M LED streetlight project
- \$530M in transit investments providing extended bus operating hours and frequency

In addition to these recent investments, many new projects are underway for 2030:

\$16M in tree and shade projects to help reach 200 miles of cool corridors

#### ARIZONA@WORK | Local Area Workforce Development Plan 2024-2028

- 200 new electric vehicles as part of the City fleet
- Dozens of new solar projects at city facilities to reach 30MW of new solar
- Light Rail extensions to the south, west and north Phoenix
- and 100 Miles of cool pavement.

These current and projected investments require a skilled and prepared workforce to fulfill the goals of the ambitious initiative, providing innovative new jobs that are integral to meet the Environmental, Sustainability, and Governance Goals (ESG), like Energy Analysts (annual salary range of \$60,000 to \$95,000), Sustainability Program Management (annual salary range of \$72,000 to \$94,000), and Data Analysts (annual salary range of \$70,000 to \$76,000).

Within the healthcare industry, a major initiative has been launched to meet the need for doctors, nurses, behavior health and allied health professionals. <u>AZ Healthy Tomorrow</u> is one of the initiatives, launched by the State of Arizona's Board of Regents, to meet the growing demand for healthcare professionals across the state, including the City of Phoenix.

Partnering with state and local leaders for the initiative, three educational institutions have aligned to address those needs: Arizona State University, University of Arizona and Northern Arizona University.

Arizona's need for doctors, nurses, behavioral health, and allied health professions is growing sharply. The Office of Strategic Initiatives is working with its partners and state leaders to meet these needs. Each university is working to educate and prepare more healthcare professionals, including a planned expansion of medical schools in Phoenix. Governor Katie Hobbs has invested a total of \$72M in these programs.

A trained and prepared healthcare workforce includes the following occupations: Healthcare Data Engineer (annual salary range of \$105,900 to \$137,300), Allied Health Professional (annual salary range of \$81,000 to \$103,000), and Healthcare Coordinator (annual salary range of \$55,100 to \$69,100).

- ii. Strengths and weaknesses of the workforce development activities to address the education and skill needs of the workforce, including:
  - 1. Individuals with barriers to employment, and
  - 2. The employment needs of businesses.

In Phoenix, AZ, there are several barriers that individuals face when seeking employment. Research and analyses were conducted on data provided by the Arizona Department of Economic Security and Center for the Future of Arizona on the primary challenges in the employment process. These challenges vary by industry, demographic, and socioeconomic status, but some common barriers include:

# 1. Lack of Access to Education and Training

- Cost of Training Programs: Many job seekers cannot afford the necessary education or certifications required for in-demand jobs, particularly in fields like healthcare, IT, and advanced manufacturing (<u>AZ Department of Economic Security</u>).
- **Limited Training Opportunities**: Certain sectors, like cybersecurity and clean energy, require specialized training that may not be widely available or accessible in the Phoenix area (Future AZ).

# 2. Housing and Transportation

- **Affordable Housing Shortage**: Phoenix has experienced a rapid rise in housing costs, making it difficult for lower-income individuals to live close to job opportunities, particularly in central business districts (City of Phoenix).
- **Public Transportation Limitations**: Many parts of the Greater Phoenix area are not well-served by public transportation (AZ Department of Economic Security).

# 3. Childcare and Family Responsibilities

- **Cost and Availability of Childcare**: The high cost of childcare is a significant barrier, particularly for single parents or families with limited incomes.
- Lack of Flexible Work Options: Many industries in Phoenix, such as manufacturing or healthcare, do not offer flexible hours, making it difficult for parents or caregivers to balance work and family responsibilities.

# 4. Skill Gaps

- Mismatch Between Skills and Job Requirements: As Phoenix's economy evolves with more high-tech and advanced industries, many job seekers do not have the necessary skills, such as proficiency in digital tools, automation, or specific technical expertise (AZ Future).
- **Underdeveloped Soft Skills**: Employers across industries report that soft skills like communication, problem-solving, and teamwork are often lacking among job applicants (AZ Department of Economic Security).

# 5. Limited Networking Opportunities

 Lack of Professional Networks: Many job seekers, especially recent graduates, those from low-income backgrounds, or immigrants, may not have established professional networks that can help them find employment opportunities (<u>Future AZ</u>).

#### 6. Discrimination and Bias

- Age Discrimination: Older workers in Phoenix, particularly those transitioning careers, face challenges in finding employment due to biases regarding their age and assumed technological inexperience.
- Racial and Gender Bias: Some minority groups and women continue to face employment barriers due to discriminatory hiring practices and biases within certain industries.

# 7. Legal and Immigration Status

 Work Authorization Issues: Many immigrants in Phoenix face challenges securing legal work authorization, limiting their ability to seek stable, long-term employment. Additionally, individuals with criminal records often struggle to find employment due to legal and employer restrictions.

# **Top Occupations by Education Attainment**

In Phoenix, the top occupations by educational attainment from 2022 to 2023 span various industries. There's a clear correlation between higher levels of education and increased job opportunities and earnings for the city's workforce.

# Key findings:

- High School Diploma or Equivalent: Common roles for individuals with a high school diploma include jobs in construction, transportation, and warehousing. These positions often offer on-the-job training but may have lower median earnings compared to positions where the applicant has more educational attainment.
- Some College or Associate's Degree: Applicants for positions in healthcare, such as medical assistants and technicians, and manufacturing possess an Associate's degree or have some college. These jobs typically require specific technical training or certification and offer competitive wages.
- 3. **Bachelor's Degree**: Occupations in Advanced Business Services professional services, IT, and engineering are dominated by incumbents who possess at least a Bachelor's degree. High-demand roles include software developers, financial analysts, and marketing managers, with median earnings substantially higher than roles requiring less education attainment.
- 4. **Master's Degree or Higher**: Higher educational attainment opens doors to executive positions, senior roles in healthcare (like nurse practitioners), and

advanced IT fields, including cybersecurity. These jobs tend to be the most lucrative, with wages significantly surpassing lower educational attainment levels.

This pattern of higher salaries corresponding to educational attainment underscores the growing importance of education and specialized training for securing high-paying jobs in Phoenix. Sectors like healthcare, IT, and professional services show a strong preference for candidates with higher degrees, reflecting national trends (<u>Census.gov</u>, <u>Census.gov</u>, and <u>National Center for Education Statistics</u>).

# **Industry-Specific Challenges for Phoenix Job Seekers**

Job seekers face challenges when pursuing workforce training or certification in five high-demand sectors: Advanced Manufacturing, Healthcare, Information Technology (IT), Cybersecurity, and Clean Energy. These sectors are critical for the local economy, but barriers such as cost, accessibility, and educational alignment hinder individuals seeking entry or advancement.

# <u>Advanced Manufacturing Challenges</u>

- Skill Gaps and Technological Change: Rapid technological advancements in robotics and automation have created a widening skills gap. Job seekers often lack access to training that matches industry standards (<u>AZ Department of</u> <u>Economic Security</u>).
- Cost of Training Programs: Specialized certifications in manufacturing technologies are expensive, and many programs are not covered by financial aid, creating a barrier for low-income individuals (<u>Greater Phoenix Chamber</u> <u>Foundation</u>).
- Limited Awareness: Many potential workers are unaware of the growing opportunities in advanced manufacturing, leading to a low influx of candidates (Office of Economic Opportunity).

# **Clean Energy Challenges**

- Access to Training: There is a lack of widespread, affordable programs for renewable energy training, such as in solar and wind technologies.
- Geographic Disparity: Many clean energy training programs are located outside Greater Phoenix, making it hard for urban job seekers to access these opportunities.

 Limited Employer Engagement: Many renewable energy companies are not partnering with local education providers, limiting internship and placement opportunities.

# **Healthcare Challenges**

- High Cost of Certification: Healthcare certifications, especially in nursing, medical assistance, and elder care, are costly, with many students struggling to afford the tuition without significant financial aid (AZ Department of Economic Security and Greater Phoenix Chamber Foundation).
- Long Training Periods: Programs for healthcare careers can take years to complete, discouraging workers who need immediate employment (Greater Phoenix Chamber Foundation).
- Workforce Shortages: Despite the high demand, insufficient educational capacity and clinical training sites are leading to bottlenecks in training new healthcare workers (<u>Greater Phoenix Chamber Foundation</u> and <u>AZ Department of Economic Security</u>).
- Stackable Credentials: Stacking credentials is the approach by healthcare workers new to the field, or in entry-level positions, in obtaining healthcare qualifications over time to build up skill sets. Certifications, such as Certified Professional Coder, Medical Coder and Biller Certification, Certified Coding Specialist Physician based, can be stacked with niche skills, to boost applicant competitiveness when applying for jobs. This approach to gaining skill-based certifications can help job applicants' resumes stand out to potential employers, widen opportunities, and increase salaries. Stacked credentials can benefit various occupations within the healthcare industry, like technicians, administrators, and medical assistants (Brookings Institution and RAND Research).

# Information Technology (IT) Challenges

- High Demand for Certifications: IT certifications such as Cisco, AWS, and CompTIA require significant time and financial investment, which is difficult for many job seekers (<u>Office of Economic Opportunity</u>).
- Fast-Paced Industry: Technology evolves rapidly, and job seekers often struggle
  to keep their skills up to date, with many training programs failing to evolve
  alongside industry needs (<u>Future AZ</u>).
- Lack of Hands-On Experience: Many job seekers find it hard to access internships or real-world projects that provide practical IT experience, which is highly valued by employers (<u>Future AZ</u>).

# **Cybersecurity Challenges**

- Certification Barriers: Certifications such as CompTIA Security+, CISSP, and CEH are mandatory for most cybersecurity roles, yet these programs are expensive and difficult to access without prior IT experience (<u>AZ Department of Economic Security</u>).
- Talent Shortage and Experience Gap: There is a significant gap between available positions and the number of qualified candidates, exacerbated by a lack of advanced training opportunities for mid-career professionals (<u>AZ Department</u> of <u>Economic Security</u> and <u>Greater Phoenix Chamber Foundation</u>).
- Complexity of Training: Cybersecurity requires a strong foundation in IT, making it challenging for newcomers who lack basic IT knowledge to transition into the field (Office of Economic Opportunity).

Proposed Solutions to Employment and Workforce Challenges by Industry Addressing these barriers requires a coordinated effort between local governments, employers, and educational institutions to expand access to training, affordable housing, and support services.

# Advanced Manufacturing

Increase awareness campaigns and expand funding options for low-cost training. Career pathway initiatives and programs, which many companies in advanced manufacturing offer, create entry-level opportunities for employees through upskilling, reskilling, and apprenticeship opportunities, as well as creating individual career development plans for employees.

# Clean Energy

Increase state-sponsored training programs and foster partnerships between clean energy employers and educational institutions.

#### Healthcare

Expansion of fast-track programs, partnerships between educational institutions and healthcare employers, like micro credentialing programs that enable job seekers with a high school equivalency to gain an Associate's degree in a related field, which makes them eligible for positions at the company that require a degree.

# Information Technology (IT)

Encourage partnerships between IT companies and training programs to offer practical experience and subsidize certification costs.

## Cybersecurity

Broaden entry-level training programs and offer scholarships for certification exams.

#### Conclusion

The demand for workforce training in these high-growth sectors continues to grow, but job seekers face challenges in affordability, access, and program alignment with industry needs. Addressing these barriers through targeted financial support, partnerships with local industries, and increased awareness can help close the skills gap in Greater Phoenix.

d. Vision to Support Growth and Economic Self-Sufficiency (20 CFR 679.560(a)(5)): Describe the LWDB's strategic vision to support regional economic growth and economic self- sufficiency, to include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on performance indicators.

The Phoenix Business and Workforce Development Board (Board) supports the state-level strategy of establishing a high level of engagement and business outreach to employers, including small business and organizations within in-demand industries and occupations. With a guiding vision of economic self-sufficiency for and commitment to Phoenix residents, the Board partners with stakeholders to prepare an educated adult and youth workforce that often faces barriers to employment.

In support of the State and City's goal to furnish business labor market information and spur businesses to use services offered by ARIZONA@WORK, the Board hosts and supports formal and informal activities, including Bagels and Business and the Phoenix Workforce Coalition (PWC), to nurture an energizing networking environment designed to bring business partners together and stimulate workforce development through collaborative service design and delivery.

# Mission

The mission of the Phoenix Business and Workforce Development Board is to fulfill the Six Purposes of the Workforce Innovation and Opportunity Act.

#### Vision

Phoenix provides an inclusive, world-class, sustainable quality of life that delivers opportunities for individuals, businesses, and communities to earn, learn, grow, and prosper.

#### ARIZONA@WORK | Local Area Workforce Development Plan 2024-2028

The Board has invested ideas, energy, and commitment in creating an updated strategic plan to strengthen the workforce development system for the City, supporting regional growth and economic self-sufficiency. On March 9th, 2023, multiple educational institutions, businesses, and community organizations came together to design a clear and impactful plan that lays out a strategy for how the Board serves employers and job seekers to enhance economic development and quality of life in the City of Phoenix local workforce area.

The vision, goals, and strategies developed by the Board represent a strong direction that responds to a dynamic environment. The new strategic plan shows rigorous sensitivity to the six purposes of the workforce development law, serving vulnerable populations, responding to business needs, and competitive opportunities, with the goal of ensuring economic well-being of our City and our nation.

The Board launched the 2023 Strategic Planning initiative with a needs assessment. Thirty-nine professionals participated in interviews from December 2022 through January 2023: 17 Board members; 3 Elected Officials; 17 City of Phoenix Executives and Staff; 1 State Staff (from the Workforce Arizona Council); and, 1 one-stop Staff Member. The needs and assets assessment served to provide a foundation for the design of the agenda for the strategic planning session conducted on March 9, 2023. Board members established and confirmed the mission of Workforce Development for the City as the fulfillment of the Six Purposes of the Workforce Innovation and Opportunity Act. The Board further developed a strong, aspirational vision for workforce development in the local area.

FIGURE 9: 2023 Strategic Planning SWOT Analysis

HELPFUL HARMFUL

#### **STRENGTHS**

#### Social capital of Board and Stakeholders

- · Knowledgeable City Staff
- Proactive commitment by Elected Officials
- Broad range of Partners
- Increased diversity of funding
- Board is representative of Industry Sectors

#### **WEAKNESSES**

- Workforce system is relatively unknown by businesses and jobseekers
- · Social media presence is insufficient
- · Metrics need clarifying
- · System needs to be better unified
- Inconsistent knowledge of system by new Board members
- COVID-related restrictions have reduced bonding by Board

#### **OPPORTUNITIES**

- Emphasize advocacy role of Board
- Leverage existing partnerships
- Organize events
- Enhance curriculum in programs (e.g., SOAR)
- Enhance messaging about programs
- Simplify information for Board, Stakeholders, Customers

#### **THREATS**

- · Changes in business cycles
- · Potential for new health threats
- High degree of need in vulnerable populations

EXTERNAL

NTERNAL

In addition to a dynamic strategic plan and efforts to engage employers and service providers in the Phoenix area, the Board collaborates with the Maricopa County Workforce Development Board and Pinal County Workforce Development Board to drive and support regional workforce efforts. In June 2024, the Board partnered with the Office of Opportunity to host the Central Arizona Workforce Forum, a two-day event focused on gaining perspective from national, state, and local service delivery providers, local area workforce board members, and elected officials. Building on the momentum from that event, the Maricopa County Workforce Board, the Pinal County Workforce Board, and the Phoenix Business and Workforce Development Board are collaborating to offer the Central Arizona Workforce Forum series, a virtual series aimed at gaining employer insights and sharing best practices across the regional workforce system. The first installment of the series was hosted in September 2024.

e. Workforce Development Capacity (20CFR679.560(a)(6)):Taking account the analyses in Sections A – D above, describe the strategy to work with the entities that carry out the core programs and required ARIZONA@WORK partners to align resources available in the local area to achieve the strategic vision and goals as described in Section D. Core partners include Titles I-IV, and required One-Stop Partners can be found in Appendix IV.

# Strategic Goals for the Phoenix Business and Workforce Development Board

The Board has strategic goals and accompanying strategies to guide its work with the entities that carry out the core programs and are required ARIZONA@WORK partners to align available Local Area resources.



#### Goal 1:

Instill hope in job seekers by meeting them where they are and providing access and opportunities through a single front door to services.

# Strategy 1.1

Raise awareness of workforce services and opportunities through outreach to adults and youth facing barriers.

#### Strategy 1.2

Provide inspiration, connections, and support to individuals to foster participation in education and career services.

## Strategy 1.3

Simplify access to education and career preparation for individuals facing barriers by involving diverse workforce system partners.

#### Strategy 1.4

Design Career Pathways in partnership with education, focusing on in-demand industries and occupations, including entrepreneurship.



#### Goal 2:

Align investment in workforce services to stimulate, measure, and reward the earning of credentials, employment, retention, and economic prosperity.

#### Strategy 2.1

Oversee alignment of return on investment (ROI) and value on investment (VOI) through a fiscal committee of the Board.

# Strategy 2.2

Braid funding to ensure access to services to specialty populations (e.g., justice-involved individuals, individuals facing homelessness, refugees, youth populations), ensuring equitable access to programs and services.

# Strategy 2.3

Reward achievements in earning of credentials, employment, retention, and indicators of economic prosperity.

# Strategy 2.4

Ensure that workforce services remain relevant, well-known, and used by businesses and job seekers.



#### Goal 3:

Create a socially conscious, entrepreneurial, and economic development– focused culture that empowers all stakeholders.

#### Strategy 3.1

Establish outreach to businesses and individuals that integrates social media, personal connections, and institutionalizes organizational partnerships.

# Strategy 3.2

Invest in strong relationships between Business Services, industry, and the Board to meet skill and employment needs.

#### Strategy 3.3

Foster diversity, equity, belonging, and culture for individuals, businesses, and communities as primary value builders for the City.

# Strategy 3.4

Establish an advocacy program for Board members and committee members that ensures wide-reaching engagement and dialogue with the community.



#### Goal 4:

Be the national model for creating positive economic mobility.

# Strategy 4.1

Convene, broker, and leverage education partners in guiding business and education to support and sustain economic mobility.

# Strategy 4.2

Expand outreach to businesses, education, and community organizations through events such as Bagels and Business, summits, and town halls concerning economic mobility.

# Strategy 4.3

Apply labor market information to stimulate participation by businesses and job seekers in the workforce development system.

## Strategy 3.4

Publicize performance results and success stories regarding economic mobility on a regular basis, emphasizing employer and job seeker services and benefits to the community.

# Part B: Strategic Vision, Goals, and Strategies

a. Statewide Strategy Assurances: The LWDB will support statewide workforce strategies identified in the state workforce plan. While action will be taken in the LWDA to support the strategies, the LWDB and staff will also participate in statewide workgroups and solutions intended to improve workforce services across the state.

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

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

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

**TABLE 5: STATE-WIDE SUPPORT STRATEGY** 

ARIZONA@WORK State Goals	City of Phoenix Strategies that Support the Statewide Goals
Goal 1: Promote a Customer-Driven Workforce System Approach	Strategy 1.2: Provide inspiration, connections, and support to individuals to foster participation in education and career services.  Strategy 2.3: Reward achievements in earning of credentials, employment, retention, and indicators of economic prosperity.
Goal 2: Foster Business Engagement	Strategy 2.4: Ensure that workforce services remain relevant, well-known, and used by businesses and job seekers.  Strategy 3.2: Invest in strong relationships between Business Services, industry, and the Board to meet skill and employment needs.  Strategy 4.3: Apply labor market information to stimulate participation by businesses and job seekers in the workforce development system.
Goal 2: Invest in Opportunity and Growth	Strategy 1.4: Design Career Pathways in partnership with education, focusing on indemand industries and occupations, including entrepreneurship.  Strategy 2.2: Braid funding to ensure access to services to specialty populations (e.g., justice-involved individuals, individuals facing homelessness, refugees, youth populations), ensuring equitable access to programs and services.
Goal 4: Prepare Arizona's Youth for Workforce Success	Strategy 1.1: Raise awareness of workforce services and opportunities through outreach to adults and youth facing barriers.

# Section 3 - ARIZONA@WORK System Coordination

- a. Describe how the LWDB will work with the entities carrying out the core programs (Titles I IV), (20 CFR 679.560(b)(2)) to:
  - i. Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;
  - ii. Facilitate the development of career pathways;
  - iii. Facilitate the coordination of co-enrollment with ARIZONA@WORK partners; and
  - iv. Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).

The Board is redoubling efforts to expand access to employment, training, education, and supportive services for eligible individuals, particularly those facing barriers to employment. In 2023, the Board underwent a series of information sessions with City of Phoenix and state leadership and staff and partners, conducted an internal Board Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis, and feedback loop to develop and adopt the current 2023-2026 Strategic Plan.

To ensure progress in meeting its goals, the Board participated in strategy development and implementation workshops facilitated by consultants to guide them through the processes. As a result, the Board adopted an implementation plan in July 2023 to ensure compliance to Federal WIOA requirements, align with the State of Arizona's WIOA 2024-2027 Plan, guide and track progress, and analyze results.

The Board's Strategic Plan Goal 1 is to instill hope in jobseekers by meeting them where they are and providing access and opportunities through a single front door to services. The Board's National Model for Mobility Steering Committee and the Instill Hope Steering Committee are undertaking specific actions to strengthen the workforce development system in Phoenix and to expand access to employment, training, education, and supportive services for eligible individuals.

The implementation plan includes six action areas that support the Board's work with ARIZONA@WORK City of Phoenix providers who offer training, education, and coaching. The Board will engage the Phoenix Workforce Coalition (PWC), a community of practice, composed of workforce service providers, training providers, and Board members to support ARIZONA@WORK system coordination.

Table 6: Specific Actions by the Board

Expand Access to employment, training, education, supportive services for eligible individuals.		
Strategy	Related Actions	
Strategy 1.1: Raise awareness of workforce services and opportunities through outreach to adults and youth facing barriers	<ul> <li>Map and understand existing platforms to create a digital front-door, including separate customer journeys for different communities.</li> <li>Upon launch of digital single front door, Collaborate with platform owners on joint marketing and outreach campaigns and identify where in-person navigator support may be needed</li> </ul>	
Strategy 1.2: Simplify access to education and career preparation by involving diverse workforce system partners	<ul> <li>Convene a Community of Practice with stakeholders including workforce service providers, training providers, employers, and PBWD Board members to identify gaps and opportunities in the workforce system and work collaboratively toward innovative solutions to meet business and job seeker needs.</li> </ul>	
Strategy 2.4: Ensure that workforce services remain relevant, well-known, and used by businesses and job seekers.	<ul> <li>Continued collaboration with Community of Practice to strengthen the workforce system.</li> <li>Collaborate with workforce partners, training providers, and businesses to create collaborative marketing and outreach campaigns.</li> </ul>	
Strategy 4.2: Expand outreach to business, education and community organizations through events such as Bagels and Businesses, summits, and town halls concerning economic mobility	<ul> <li>Convene industry focused Bagels &amp;         Business events, where employers, training         providers, and workforce service providers         can understand industry-specific challenges         and opportunities and develop strategic         partnership to address industry workforce         needs.</li> <li>With regional partners, convene regional         workforce summits to learn about relevant         workforce issues from providers and         employers.</li> </ul>	

# ii. Facilitate the development of career pathways;

The Board's Strategic Plan Goal 1 is to instill hope in jobseekers by meeting them where they are and providing access and opportunities through a single front door to services. Strategy 1.4 is to design Career Pathways in partnership with education, focusing on in-demand industries and occupations, including entrepreneurship. The National Model for Mobility Steering Committee has adopted an implementation plan that focuses on the development of career pathways. During the development of

this plan, they will engage education and business partners in the Phoenix Workforce Coalition (PWC) to ensure a robust career pathway.

The implementation plan is as follows:

Map career pathways for the largest growing employers in priority sectors (In-Demand Industries).

- Engage the top identified employers from the board's five priority sectors and map out their hiring needs for the next six months to six years, period. Build on the Board's Labor Force & Training Needs publications for construction and other industries.
- 2. Share findings with the Community of Practice (1st step) to develop training pathways and talent pipelines, which meet the employers' and wider industry needs. Recruit industry advisors to co-develop solutions with the training providers, such as boot camps, short duration employer-approved courses, that include an industry recognized credential.
- 3. Set targets for the percentages of young people and job seekers who are trained for Identified and prioritized occupations.

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

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

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

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

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

The Board recognizes that the One-Stop Operator can spearhead and facilitate on behalf of the Board the opportunity to establish proactive patterns of co-enrollment.

Specifically, the One-Stop Operator will collaborate with core and required partners to discern patterns of opportunity for job-seeking clients served in their areas through the client referral system. Such patterns will be documented, shared, and expanded upon.

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

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

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

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

Supporting strategies for this goal include:

**Strategy 1.3**: Simplify access to education and career preparation for individuals by involving diverse workforce system partners.

**Strategy 1.4**: Design career pathways in partnership with education, focusing on indemand industries and occupations, including entrepreneurship.

**Strategy 2.3**: Reward achievements in earning of credentials, employment, retention and indicators of economic prosperity.

**Strategy 4.1**: Convene, broker, and leverage education partners in guiding business and education to support and sustain economic mobility.

Core Partners are included in the Board's strategy work; board meetings in which updates on actions, metrics, and timelines are provided; and are invited to attend quarterly partner meetings facilitated by the one-stop Operator. Core Partners are members of the Phoenix Workforce Coalition (PWC), a Board-led initiative engaging workforce service providers and training providers, aimed at deeper collaboration amongst all partners in the workforce development system. The Board's "Bagels and Business" is a recurring event designed to engage businesses and to inform and educate workforce service providers and training providers about current and projected business needs within Phoenix.

- b. Describe the LWDB's strategies and services and how they will be used within the LWDA and region (20 CFR 679.560(b)(3) to:
  - Facilitate engagement of businesses, including small businesses and businesses in in-demand industry sectors and occupations, in workforce development programs;

A key function of the Phoenix Business Workforce Development Board is to guide and champion workforce development programs that provide services that lead to full participation in the Phoenix workforce and the attainment of post-secondary credentials. The Board's approved strategic and implementation plans include actions, timelines, and desired outcomes to assess effectiveness, ensure accountability, and measure success. There are teams that lead three goals and are responsible for actions that align with the goals and map key performance indicators. Attention is given to core partners, and includes the roles of Titles II, III, and IV, respectively, in addition to those of Title 1B.

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

To strengthen the Phoenix workforce development system, the Board convened the Phoenix Workforce Coalition (PWC). The PWC is composed of workforce service providers, training providers, and Board members. The primary goal of the PWC is to work collectively to address workforce concerns including workforce readiness, development of career pathways, and defining what a good job is. The PWC vets their findings with business leaders in Phoenix, to ensure any recommendations they made address business workforce needs.

In 2023, the Small Business engagement initiative had a series of facilitated listening sessions to gain feedback from small businesses, budding entrepreneurs, community organizations, and nonprofits that support entrepreneurs. Input from the sessions was widely included, resulting in the Small Business Report and Road Map that shared recommendations for how the Board and the City of Phoenix can support small businesses, many of whom employ Phoenix residents, no matter their size or years in business.

In 2024, the Board hosted two Workforce Partner Information Sessions, one virtual and the other at the Phoenix Business and Workforce Development Center, to gain

feedback on workforce issues, challenges, successes, and recommendations to inform the 2024-2028 Local Area Plan.

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

The State and City workforce development goal of building a robust level of engagement with employers, from small businesses to large industries is a continued strategic focus for all parts of the ARIZONA@WORK City of Phoenix workforce development system. Using labor market information, including current trends and future projections, the Board addresses workforce needs, challenges, and training and education to enhance skills required for positions Phoenix residents seek.

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

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

For example, Bagels and Business demonstrates an interactive and informative outreach initiative that brings industry leaders from five industry sectors together to share best and promising practices, network with leaders across industries, and discuss workforce news and updates in an informal setting. Businesses can sponsor Business and Bagel events, supporting the Board's efforts, while gaining visibility for their companies.

The five industry sectors include:

- 1. Advanced Business Services
  - Accounting Services
  - Administrative Services
  - Banks and Financial Services
  - Insurance Brokers and Agents
  - Real Estate Services
- 2. IT/Cybersecurity
- 3. Construction
- 4. Manufacturing
- 5. Healthcare

These sectors and information about them are communicated to workforce system partners. As noted earlier in this local plan, businesses within each of these industry sectors are served by the Board strategically. Educational programs are sponsored by strategy teams representing ARIZONA@WORK City of Phoenix to stimulate full engagement and establish pathways to unifying business leaders representing human resources and developing a pipeline of individual workers to fill positions.

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

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

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

**Healthcare** represents an industry sector that incorporates a vast array of positions needed in the local workforce area. Positions in medical support, nursing, and home health care are some of the most advertised and needed positions. Collaboration with community colleges, the Greater Phoenix Chamber of Commerce, and the Board in leading ARIZONA@WORK City of Phoenix remains key to the ongoing pursuit of training and education of the workforce for Healthcare careers.

iii. Better coordinate workforce development programs and economic development;

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

To support the coordination of workforce development programs and economic development, the Board has created and is implementing a formal referral process among workforce development core partners. The referral process builds awareness

and knowledge of programs and services. The Board has made great strides to have a formal referral and tracking system.

The 2023-2026 strategic plan specifically addresses its work as a national model for boosting economic mobility through innovative workforce programming, partnerships, and proactive outreach and engagement. Listed below are the goals specifically aimed at convening education partners to drive economic mobility and expanding outreach to Phoenix employers through events and marketing to ensure employers and job seekers are aware of the services available to encourage economic mobility.

# Goal #4: Be the national model for creating positive economic mobility

# Strategy 4.1

Convene, broker, and leverage education partners in guiding business and education to support and sustain economic mobility.

# Strategy 4.2

Expand outreach to businesses, education, and community organizations through events such as Bagels and Business, summits, and town halls concerning economic mobility.

# Strategy 4.3

Apply labor market information to stimulate participation by businesses and job seekers in the workforce development system.

# Strategy 4.4

Publicize performance results and success stories regarding economic mobility on a regular basis, emphasizing employer and job seeker services and benefits to the community.

Action #1: Map existing workforce tools and distribute common messaging

The implementation plan includes a specific action to support the goal:

- 1. Map existing workforce tools and distribute common messaging:
  - Map existing workforce development tools and platforms, their audiences, and uses and functionalities.
  - Share the list of resources with the Community of Practice.
  - Identify gaps, which may be priorities for development, and/or tools that could be scaled or combined.
  - Refresh the list every 12 months, or as tools change and new ones are created.
  - Create common messaging about accessing the workforce development system, which all workforce development providers and stakeholders can use when engaging young people, job seekers, and employers.

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

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

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

Meaningful assistance is provided to customers, including but not limited to, access to computers and technology necessary to file claims, assist with job searching, communicate directly to the Unemployment Insurance Call Center, and enroll in ARIZONA@WORK partner programs.

Partners work together in the spirit of the MOU/IFA for the current period, ensuring that job-seeking customers are provided education, supportive services, accessibility to services, and other needs fully and completely.

The Arizona Department of Economic Security provides highly effective and comprehensive communications through email blasts with a wide reach to reach as many participants seeking career education, support, and opportunities as possible.

To maximize participation in career-focused activities, the Phoenix South Job Center schedules major recruitment events during high traffic days for SNAP recipients, gaining wider participation in the program by job seekers.

- v. Implement the following initiatives to support the strategies described above (if a LWDB does not currently provide one of the items below, please provide an explanation as to why it is not provided):
  - 1. Incumbent worker training programs;
  - 2. Customized training programs;
  - 3. Industry and sector strategies;
  - 4. Utilization of effective business intermediaries;
  - 5. On-the-job training programs;
  - 6. Registered apprenticeships;
  - 7. Work experience programs;
  - 8. Other business services and strategies designed to meet the needs of regional employers.

The Board encourages core partners to participate in, support, and share initiatives with the workforce ecosystem. Their outreach to job seekers, employers, and community organizations is vital to the programs' success. The Board and the Business Services team in the Community and Economic Development Department, Business and Workforce Division are committed to including core partners at the early, middle, and advanced stages of designing support mechanisms that help workers gain workplace learning.

The strategies described above are consistent with the Board's intention to establish viable approaches to ensure that job seekers gain experience relevant to targeted industry sectors and in-demand occupations as noted in the four key actions below:

- Engage local businesses
- Develop support systems that meet local area business needs
- Coordinate business development and economic development efforts
- Strengthen linkages between ARIZONA@WORK and Unemployment Insurance programs

**GOAL 1:** Instill hope in job seekers by meeting them where they are and providing access and opportunities through a single front door to services - through investment in training, education, and supportive services.

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

The Phoenix Business and Workforce Development Board sponsors a semiconductor technician Registered Apprenticeship Program. TSMC has committed to investing \$5 million and establishing a new semiconductor technician Registered Apprenticeship program. TSMC Arizona intends to train 80 facility technician apprentices over five years, with support from the City of Phoenix and the Arizona State Apprenticeship Office, and will scale over time and expand its curriculum to additional roles (see the White House briefing report).

Youth gain critical career skills and strengthen pathways to employment and increase earning as participants in workforce preparation opportunities, like internships, apprenticeships, and entry-level employment. ARIZONA@WORK City of Phoenix and community members launch awareness campaigns and outreach efforts to share career information and open opportunities across the Valley, including job fairs, employment events, and skills training are held in conjunction with City initiatives, such as My Brother's Keeper.

Career Pathways represents a vital component of the Board's strategic plan, particularly goal 3:

GOAL 3: Create a socially conscious, entrepreneurial, and economic development–focused culture that empowers all stakeholders.

# Strategy 3.2

Invest in strong relationships between Business Services, industry, and the Board to meet skill and employment needs.

# Strategy 3.3

Foster diversity, equity, belonging, and culture for individuals, businesses, and communities as primary value builders for the City.

The Board has established in its plan a concerted effort to educate members of the Board and partner providers through quarterly partner programs that respond to LMI that are continually updated and communicated throughout the workforce development serving ARIZONA@WORK City of Phoenix.

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

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

The Phoenix Business and Workforce Development Board establishes the criteria and information requirements, aligned with those established by the Governor, on a biannual basis to determine the eligibility of providers in training services to receive funding from the Workforce Innovation and Opportunity Act. The Eligible Training Provider (ETP) policies detail the application process for providers to apply for inclusion on the ETP List. The eligibility requirements and approval process are available for review.

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

The Phoenix Business and Workforce Development Board makes available the list of eligible providers of training services authorized by the State of Arizona, the Eligible Training Provider List (ETPL) and in accordance with WIOA section 122(d). Eligibility requirements and the approval process are also available and the process by which

The Board recognizes the criticality of recruiting and retaining enough eligible providers to serve employers and job seekers in the pursuit of training qualified applicants ready to work at businesses within targeted industry sectors. Current efforts in Business Services emphasize a regular Labor Market Information report shared with the Board and service providers, the level to which such providers have the capacity to serve business needs in targeted sectors, and the need for further recruitment and outreach to ensure adequate supply to meet current and emerging needs.

It is useful to note that the ETPL plays a vital role in responding to Career Pathways identified and designed by the Board, its core partners, and stakeholders. The criticality of the ETPL in serving Career Pathways and the more generalized needs of industry sectors is recognized by the workforce board and its goal work groups driving Goals 1, 2, 3, and 4 of the Board's 2023-2026 strategic plan.

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

Engaging businesses in conversations about Economic Development is paramount in understanding the needs of small businesses and large to grow a sustainable economy and enhance the quality of life for City of Phoenix residents. Three key components support the city's economic development goals and progress:

- Business attraction
- Business retention
- Business expansion

The City of Phoenix's Community Economic Development Department (CEDD) implements activities to attract, retain and expand local businesses with the support and dedication of a dynamic team. Highly coordinated workforce development initiatives are developed to capture with clarity the priorities and needs of employers within designated target sectors for ARIZONA@WORK City of Phoenix. Regularly reviewed Labor Market Information drives focal points of service and identifies partner capacity for initiating and/or driving forward particular industry sector programs.

Entrepreneurial skills training remains of particular interest to the Board, as it supports business retention and expansion as part of economic and workforce development. Entrepreneurial skills training represents a focal point of exploration for Title II and Business Services in the support of guiding the preparation of skills that directly address

defined jobs within targeted industry sectors, as well as initiating new enterprise that supports industry sectors within the local area.

In 2023, CEDD launched the City of Phoenix Small Business Resources Initiative, a study of small businesses to gauge the support and resources needed at every stage of development and maturation. to understand how local entrepreneurs use city services and resources to build and grow their businesses and identify the services they would like to receive.

A coordinated and comprehensive survey outreach initiative was the first step in understanding the needs of entrepreneurs. After an announcement from Christine Mackay, City of Phoenix CEDD Director, hundreds of small business owners were surveyed, in English and Spanish, on topics from resources needed to how they engage support services provided by the City of Phoenix. Through direct email communications to in-person outreach at First Friday in Roosevelt Row, Saturday Downtown Phoenix Farmers Market, and targeted media outreach, a detailed report about Phoenix small business health - the challenges, barriers, successes, and resources needed - was shared with CEDD and the Board members, and included a list of recommendations and suggested approach to implementing them.

The findings informed the creation of the Small Business Services roadmap for owners and operators of area companies. With a focus on partnering with small businesses to grow, thrive, and become sustainable, small business owners were asked how they would like the City's services to serve their businesses, employees, and communities.

**FIGURE 10: Small Business Survey Announcement** 



The City of Phoenix has launched the Small Business Resources Initiative to understand how local entrepreneurs use city services and resources to build and grow their businesses and identify the services entrepreneurs and business owners would like to receive. The findings will be used to create a Small Business Services roadmap for owners and operators of area companies. To do that effectively, we need to hear from you!

Take a moment to complete the Small Business Resources survey.

With our focus on partnering with small businesses to grow, thrive, and become sustainable, this is an opportunity to share how we can serve you, your business, employees, and communities in which you live and provide products and services. It is also an opportunity to share this survey with other entrepreneurs in your professional, community, and personal networks. This includes our youth entrepreneurs!

On behalf of the Community and Economic Development Division, we thank you for lending your voice and helping us create a roadmap for local entrepreneurs. <u>Let us know</u> if you have questions about the Small Business Resources survey, including community partners who want to help spread the word about the initiative.

In service,

Christine Mackay
Director
Community and Economic Development

# Key survey highlights:

- A number of entrepreneurs are operating family owned and operated businesses, one which was passed down from father to daughter, when he decided to retire.
- The top responses to resources needed to support and grow their businesses included funding (grants and contracts), staffing, and more awareness about entrepreneurship training offered by the City.
- There was an interest in learning how to develop optimal strategic alliances to expand business and offer new products and services.

As a result of the survey findings and focus groups, the resulting Small Business Road Map, broken down by microenterprises, small businesses, and youth entrepreneurs, and charts recommendations for each stage of business maturity: ideation, established, and sustainable. In addition, for each entrepreneur – current and potential employers – a section on what success can look like are included, ex. A thriving business with a developed infrastructure, client base, and hiring the right team members to grow the business.

<u>For microbusinesses</u> (0-10 employees): Conduct market research, including identifying workforce needs, engage the City of Phoenix Technical Assistance Program, promote available positions with Phoenix networks, and implement consistent operations.

<u>For small businesses</u> (0-200 employees): Expand customer base and ensure proper staffing to support operations, learn about the City's Workforce Development incentives for employers.

<u>For youth entrepreneurs</u> (ages 14-24): Connect with the City's Youth Workforce Development team and participate in apprenticeship programs with local employers, collaborate with fellow youth entrepreneurs to grow a supportive network and conduct businesses amongst each other.

<u>For high growth/value entrepreneurship</u>: Identify challenges to business expansion, streamlined products and services, adjusted revenue goals, and identify technology needs that support business operations and growth.

# FIGURES 11 and 12: Small Business Road Map





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

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

Labor market information is reviewed continually for insight on adequate hours of operation at the job centers. A benchmark used to study hours of operations and inform future decisions is if there are a substantial number of individuals within a 5 to 10-mile radius of job centers who are underemployed or enrolled in school. This data can be evaluated and used to establish extended service hours at job centers.

Initially due to COVID-19 restrictions, access to virtual programming continues to be offered to job seekers as a valuable option for connecting to training and resources, without regard to hours of operation, since content can be accessed anytime.

Standing online programming includes:

- Return Stronger Tips for Setting up a Remote Workspace
  Setting up a productive workspace can strengthen your focus, and at home, you have the freedom to create your own space, so have fun with it!
- Tips for Self-Care While Working From Home
   The coronavirus pandemic has changed daily life for everyone, and for many individuals, this includes transitioning to a work-from-home environment. Prior to the pandemic, work-life balance may have already been a challenge. Now that you are home all the time, this could add stressors to your workday and home life.
  - f. Provide copies (electronic version including links) of executed cooperative agreements (MOU) which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA Sec. 107(d)(11)) between the Local WDB or other local entities described in WIOA Sec. 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of the Rehabilitation Act (29 U.S.C. 720 et seq.) (other than Sec. 112 or part

C of that title (29 U.S.C. 732, 741) and subject to Sec. 121(f)) in accordance with Sec. 101(a)(11) of the Rehabilitation Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

## 1. Online link to the executed cooperative agreements (MOU):

https://arizonaatwork.com/pbwd-board-contracts-agreements

Listing of current executed cooperative agreements (MOU):

- A. One-Stop Operator
- B. Shared Local Governance Agreement
- C. Adult/Dislocated Worker Provider: Title 1B MOU
- D. Youth Providers: Chicanos Por La Causa, Jewish Family & Children's Service, Neighborhood Ministries, and YMCA Maryvale

The new MOU is undergoing review during the Local Plan Public Comment period. The new approved MOU will be incorporated into the final Local Plan when the new MOU has been reviewed, approved, and executed.

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

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

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

Fundamental to ARIZONA@WORK City of Phoenix Job Centers is its integrated customer service delivery model. After an initial greeting, the customer participates in an initial overview meeting that details the services available at the job center. The customer is then registered and is given a preliminary skills assessment.

After taking a preliminary skills assessment that measures basic interests and skills against occupational categories, a member of the skills development team shares the outcomes with the customer. If the customer and skills development team member agree that the customer's career goals and job search focus are supported by the outcomes, the team member then reviews the available basic career services and subsequently creates a plan of next steps with the customer. The team member recommends individualized career services for identified skills gaps that may hinder a successful job search or interview process.

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

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

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

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



ARIZONA@WORK City of Phoenix offers work readiness workshops Youth to participants. The virtual modules include resume building, soft skills, and interviewing modules. The ARIZONA@WORK City of Phoenix Youth providers are required to offer workforce readiness programming for their participants. After they complete the programming, they work individually with their Career Advisor to determine next steps, which usually include training, credentialing, and certification.

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

Throughout the recent, extended period of rapid economic growth, ARIZONA@WORK City of Phoenix has sought to meet the demands of local businesses, including newly attracted firms and those expanding their services. Since the onset of the current health and economic crisis, workforce development professionals have emphasized responsive service to individual workers and organizations of all sizes within the Phoenix local workforce area.



# **Non-Vocational Workforce Preparation Activities**

In certain situations, additional skills enhancement is necessary but occupational training is not the appropriate solution. Workforce preparation services are made available as a cost-effective way of addressing skills gaps with less of a time commitment than vocational training requires. For example, ARIZONA@WORK City of

Phoenix can refer participants to basic computer classes that teach the essentials of using a computer, email, Internet searches and entry level use of Microsoft products, utilizing collaborations with other City of Phoenix departments including the library. Another example is forklift operation certification. This one-day class is followed by an examination. Those who complete the workforce preparation services are then ready to apply for positions requiring the certification.

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

- i.General Announcement;
- ii. Unlikely to return to previous occupation or industry; and
- iii.Unemployed as a result of general economic conditions in the LWDA, or as result of a natural disaster.

# 1. General Announcement;

## General Announcement:

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

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

Unlikely to return to a previous occupation or industry.

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

These descriptions are based on the following:

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

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

<u>Unemployed as a result of a general economic condition in the LWDA, or as a result of a natural disaster.</u>

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

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

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

The Phoenix Business and Workforce Development Board collaborates and works with the State to support statewide rapid response activities. Upon receipt of a WARN notice, the Business Services team in the Community and Economic Development Department, Business and Workforce Division contacts the affected business and offers services including resource and job fairs for employees facing displacement. At the business' request, the Business Services Team coordinates services between their team and Title IB and Title III partners, who can share information about support services with the employees. The Business Services team gauges the translatable skills of the employee positions that are being eliminated and invites hiring businesses to participate in a customized hiring event.

The Business Services team focuses on inviting employers who are hiring positions with skill sets that are similar to the affected employees. Rapid Response efforts are aimed at ensuring the participants understand the supportive services that are available to them upon layoffs and to transition them to their next employment opportunity as quickly as possible.

To reduce and mitigate the effects of layoffs on the City's workforce, the Board is focusing on three areas:

- Prevention of layoffs by <u>reskilling</u>
- Workers' career advancement by upskilling

• Optimization of workforce development resulting in increased company and worker competitiveness

At the direction of the Phoenix Business and Workforce Development Board, the Business Services Team has provided layoff aversion activities through the Incumbent Worker Training (IWT) Program. The Incumbent Worker Training grant is a training-cost match grant. Employees participating in the IWT program are at risk of being laid off, unless they receive training. Training must result in a credential, which will improve the employees' opportunities for career advancement. The match is based on the size of the employer's company.

Whenever possible, the Board identifies ways to anticipate and address any expected closures by reskilling the workforce and deploying human resources to address needs within given industry sectors efficiently and effectively.

The Worker Adjustment and Retraining Notification (WARN) Act requires employers to provide written notice at least 60 calendar days in advance of covered plant closings and mass layoffs. An employer's notice assures that the State Rapid Response Dislocated Worker Unit can assist affected workers, their families, and the appropriate communities.

Advance notice of closings and layoffs allows workers and their families transition time to seek alternative jobs or enter skills training programs. Upon receipt of a WARN or need for workforce reduction support, the State Rapid Response Team connects the employer to the affected Local Area Rapid Response Coordinator, who will contact the employer to coordinate local services and resources.

The goal of the Board is to engage with industry sectors and organizations to prevent, reduce, and mitigate the effects of layoffs, and ensure productive collaboration that optimizes workforce development on behalf of the local workforce area and the State of Arizona.

A sample WARN notice is included in **Appendix V**.

It is imperative that the Board monitors efforts to monitor notification channels, including increases in Unemployment Insurance (UI) claims, media attention to specific employers or industries, discussions with employer representatives, and employer-focused associations and organizations, like the Greater Phoenix Chamber of Commerce. The full complement of Rapid Response services as described earlier in this local plan is provided in coordination with State-level initiatives and support.

j. A description and assessment of the type and availability of youth workforce investment activities in the LWDA (20 CFR 679.560(b)(8)). In addition, include:

i. Description of activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities (20 CFR 679.560(b)(8)).

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

The Board ensures that all Job Center services are available online for easy access and to meet youth through the means they normally engage.

Technology is used to provide:

- Access to online forms, job searches, and assessment tools;
- Any necessary accommodations to participate in services for individuals with disabilities: and
- An increased awareness of services through the ARIZONA@WORK website; direct communications, like the customer access portal, and electronic news alerts; and social media platforms to notify customers of special events, forums, job openings, resources, success stories, etc.

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

Four providers deliver services to youth, including youth who are individuals with disabilities: Jewish Family and Children's Services, Chicanos Por La Causa, Neighborhood Ministries, and the Valley of the Sun Maryvale YMCA. There's a family-centered focus to facilitate an integrated approach to learning and service that supports each family.

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

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

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

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

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

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

#### **Youth Services**

ARIZONA@WORK City of Phoenix anchors its program services to in-school and out-of-school youth around the 14 Required Elements for Youth Programs specified by WIOA. The specific service population, including both out-of-school youth and in-school youth, includes the following eligibility criteria:

# Eligibility/Target Population: Out-of-school youth (OSY) and in-school youth (ISY) An OSY is an individual who is:

- (a) Not attending any school (as defined under State law);
- (b) Not younger than age 16 or older than age 24 at time of enrollment; and
- (c) One or more of the following:
- (1) A school dropout;
- (2) A youth who is within the age of compulsory school attendance, but has not attended school for at least the
- most recent complete school year calendar quarter;
- (3) A recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and
- is either basic skills deficient or an English language learner;
- (4) An offender;
- (5) A homeless individual, a homeless child or youth, or a runaway;
- (6) An individual in foster care or who has aged out of the foster care system or who has attained 16 years of
- age and left foster care for kinship guardianship or adoption, a child eligible for assistance under sec. 477 of the
- Social Security Act (42 U.S.C. 677), or in an out-of-home placement;
- (7) An individual who is pregnant or parenting;
- (8) An individual with a disability; or
- (9) A low-income individual who requires additional assistance to enter or complete an educational program or
- to secure or hold employment.

#### An ISY is an individual who is:

- (a) Attending school (as defined by State law), including secondary and postsecondary school;
- (b) Not younger than age 14 or (unless an individual with a disability who is attending school under State law)

older than age 21 at time of enrollment;

- (c) A low-income individual; and
- (d) One or more of the following:
- (1) Basic skills deficient;
- (2) An English language learner;
- (3) An offender;
- (4) A homeless individual, a homeless child or youth, or a runaway;
- (5) An individual in foster care or who has aged out of the foster care system or who has attained 16 years of

age and left foster care for kinship guardianship or adoption, a child eligible for assistance under sec. 477 of the

Social Security Act (42 U.S.C. 677), or in an out-of-home placement;

- (6) An individual who is pregnant or parenting;
- (7) An individual with a disability; or
- (8) An individual who requires additional assistance to complete an educational program or to secure or hold

Employment

ii. Design framework for youth programs and how the 14 program elements required in 20 CFR 681.460 are to be made available within that framework (20 CFR 679.420(b)(8)).

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

1. Tutoring, Study Skills Training, Instruction, and Dropout Prevention

Activities that lead to completion of a high school diploma or recognized equivalent.

2. <u>Alternative Secondary School and Dropout Recovery Services</u>

Assist youth who have struggled in traditional secondary education or who have dropped out of school.

3. Paid and Unpaid Work Experience

A structured learning experience in a workplace and provides opportunities for career exploration and skill development.

# 4. Occupational Skills Training

An organized program of study that provides specific skills and leads to proficiency in an occupational field.

### 5. Education Offered Concurrently with Workforce Preparation

An integrated education and training model combining workforce preparation, basic academic skills, and occupational skills.

#### 6. Leadership Development Opportunities

These opportunities encourage responsibility, confidence, employability, self-determination, and other positive social behaviors.

# 7. Supportive Services

These services enable an individual to participate in WIOA activities.

# 8. Adult Mentoring

A formal relationship between a youth and an adult mentor with structured activities where the mentor offers guidance, support, and encouragement.

# 9. Follow-up Services

These services are provided following program exit to help ensure youth succeed in employment or education.

#### 10. Comprehensive Guidance and Counseling

Individualized counseling provided to participants, including drug/alcohol and mental health counseling.

#### 11. Financial Literacy Education

Education to provide youth with the knowledge and skills they need to achieve long-term financial stability.

# 12. <u>Entrepreneurial Skills Training</u>

Training that provides the basics of starting and operating a small business and develops entrepreneurial skills.

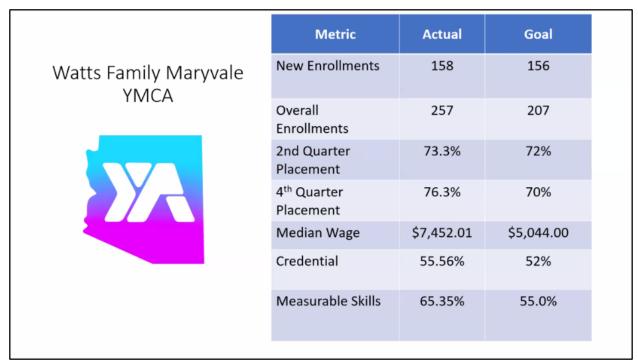
#### 13. Services that Provide Labor Market Information

Employment and labor market information about in-demand industry sectors or occupations provided to youth.

## 14. <u>Postsecondary Preparation and Transition Activities</u>

Information and support to help youth prepare for and transition to postsecondary education and training.

FIGURE 13: Q2 2024 Youth Training Reporting Snapshot



Source: Performance Metric Data provided by Watts Family Maryvale YMCA during the August 2024 Board meeting

- k. A description of how training services will be provided:
  - i. If using Individual Training Accounts (ITA), provide limitations for ITA amount and duration, if included in LWDB's policies (20 CFR 680.310). This is the preferred service delivery model.
  - ii. Include whether contracts for training services will be used and the process for their use. Training contracts may only be used if at least one of the five circumstances listed in TEGL 19-16 (Section 8) applies and the process for their use is described in the Local Plan. If the LWDB determines that there are an insufficient number of Eligible Training

Providers in the LWDA to accomplish the purpose of a system of ITAs, the determination process must include a public comment period for interested providers of at least 30 days and must also be described in the Local Plan (20 CFR 680.320);

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

The dollar cap amounts for programs are as follows: For the Adult/DW program, the cap is \$10,000 per period of participation for training in targeted industry sectors and \$7,000 for non-targeted sectors. After an individual has achieved their initial career goals, and their participation period has ended, he or she can seek training funds again after 18 months.

There are exceptions to the 18 months if someone needs to upskill in the same career area to promote. Staff can waive the 18 months, and the dollar cap resets, meaning they are eligible for another \$7,000 or \$10,000.

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

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

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

iii. Describe how the LWDB will ensure informed consumer choice in the selection of training programs regardless of how the training services are to be provided. (20 CFR 679.560(b)(18)).

Career Guidance Specialists review the training providers who deliver training with job seekers to ensure analysis based on quality and appropriateness for the individual job seeker to choose the vendor. Career staff evaluate training providers to ensure they meet the needs of jobseekers, considering factors like hours, location, and available support. They prioritize alignment with quality and appropriateness for each individual when selecting vendors. While participants ultimately choose their providers, staff make recommendations based on data outcomes reported by the case management system, job acquisition for individuals who completed programs, and share labor market information, including industry demand and potential career pathways.

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

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

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

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

# Human Services Department Employment Initiative: Continuum of Care and Assistance for Low-Income Populations

The Human Services Department provides a comprehensive array of services to help people meet emergency, short-and long-term needs, and help every individual reach their highest level of self-sufficiency. Offering a variety of social services to low-income households experiencing crisis. Services are provided through three family services centers, geographically dispersed throughout the city. Each center provides a broad range of assistance with urgent needs including utility, eviction prevention and/or movein cost assistance. Caseworkers provide links to employment, budgeting, social and lifeskills development and counseling assistance. ARIZONA@WORK City of Phoenix works with caseworkers to provide employment services.

# **Planned Transportation Expansion**

The South Central Extension/Downtown Hub will connect with the current light rail system in downtown Phoenix and operate south to Baseline Road. The project also includes a hub in downtown Phoenix, new stations and public art. The expansion is anticipated to create jobs, benefit commuters, and preserve the environment.

With more than 45,000 riders relying on light rail each day, the project continues to generate economic prosperity for historically underserved communities in metro Phoenix, making South Phoenix more accessible, attracting new customers, businesses and providing up to 700 jobs associated with the project, notably in the construction sector, one of the ARIZONA@WORK City of Phoenix targeted industry jobs in the area.

In 2016, the Phoenix City Council approved advancing the opening date of the extension from 2034 to 2023. The advancement is funded through <u>Transportation 2050</u>, a 35-year, multi-modal transportation plan approved by Phoenix voters and is expected to open for operations in 2025.

Expansion of light rail is intended to benefit private transportation users, too, by reducing traffic delays, and relieving congested roadways due to reduced usage by those who elect to use light rail. Further benefits include a positive impact on the environment, producing 62 percent less greenhouse gas emissions per passenger mile than private vehicles. The overall goal is a 66-mile light rail system by 2034.

m. A description of how the LWDB determines if an youth or adult "is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual's family, or in society" as included in the definition of "basic skills deficient" in WIOA 3(5).

Job seeking customers who are adults or youth complete a skills assessment, which determines areas of interest and basic skill levels. After completing the skills assessment, the Center staff reviews the proficiency levels the individual possesses. The staff member works closely with the job seeker to determine the next steps in charting a career path together. Workforce preparation services are available in certain situations as a cost-effective way to identify and address skills gaps with a shorter time commitment than most vocational training. Personalized services are designed to cultivate practical skills that are beneficial to the job seeker at work and in life.

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

# **Priority of Services**

ARIZONA@WORK City of Phoenix uses the Priority of Services policy to ensure those most in need are the first to gain access to services. In addition, ARIZONA@WORK City of Phoenix leverages partner programs to serve a higher volume of customers, deliver specialized services, and provide sustainable and comprehensive wrap-around services, to ensure customers' needs are met. Internal policies to assist in the determining priority of service and are documented in Arizona Job Connection at the time of enrollment.

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

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

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

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

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

Participants who will be co-case managed and require Title 1B individualized and/or training services.

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

ARIZONA@WORK City of Phoenix Job Centers deliver an integrated customer-focused service delivery model. Following an initial greeting, veterans experience an initial overview meeting clarifying the services available at the job center. The veteran is registered and is given a preliminary skills assessment.

The veteran undergoes a preliminary skills assessment that measures basic interests and skills against occupational categories. A member of the skills development team shares the outcomes with the customer. If the veteran and skills development team member agree that the customer's career goals and job search focus are supported by the outcomes, the team member reviews the available basic career services and creates a plan of action. The team member recommends individualized career services after identifying skill gaps that may hinder a successful job search.

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

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

Services to Veterans is a priority for ARIZONA@WORK City of Phoenix. The organization works with Luke Air Force Base and the Arizona Coalition for Military Families. Reveille, a nonprofit organization, has piloted an initiative with Republic Services to facilitate Veteran customers' entry into careers with this employer.

p. Provide the LWDB's definition of "underemployed". The definition of "underemployed" may be used to determine whether employed adults and dislocated workers are in need of individualized career and training

services through the WIOA Title IB Adult and Dislocated Worker Programs:

i. Options defining "underemployed" are described in the United States Department of Labor Training and Employment Guidance Letter TEGL 19-16, section 11).

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

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

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

WIOA defines the term "low-income individual" as one whose total family annual income does not exceed the higher level of the poverty line or 70 percent of the LLSIL. This issuance provides the Secretary's annual LLSIL for 2024 and references the current 2024 Health and Human Services "Poverty Guidelines."

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

**TABLE 7: 2024 Family Size Guidelines** 

Family Size	1	2	3	4	5	6
West: Metro	\$15,060	\$20,440	\$25,820	\$31,200	\$36,580	\$41,960
(Phoenix, AZ)						

q. Provide the LWDB's definition and eligibility documentation for "requires additional assistance to enter or complete an education program, or to secure and hold employment" for:

i.Out-of-school youth (20 CFR 681.300); and ii.In-school youth (20 CFR 681.310).

## **Eligibility Requirements**

Last revision: December 20, 2021

## **Out-of-School Youth:**

A. An individual meets the definition of OSY (WIOA P. L § 3(46), 129(a)(1)(B) and 20 CFR § 681.210) if the youth is:

- 1. Not attending school (see Section 305.04 of this chapter);
- 2. Not younger than age 16 or older than age 24 at the time of enrollment: and
- 3. One or more of the following:
  - a. A school dropout;
  - b. A low-income individual (refer to section 306.02 of this policy) with a secondary school diploma or its recognized equivalent and is either:
    - i. Basic Skill Deficient (BSD); or
    - ii. An English Language Learner (ELL).
  - c. An offender;
  - d. Homeless between 16 to 24 years old (i.e., lacks a fixed, regular and adequate nighttime residence) or a Runaway;
    - i. A homeless individual meets the criteria defined in sec. 41403(6) of the Violence Against Women Act of 1944 (42 U.S.C. 1403e-2(6)); or
    - ii. A homeless child or youth who meets the criteria defined in sec. 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2));
  - e. In foster care or who has aged out of the foster care system, or has attained the age of 16 years old and left foster care for kinship guardianship or adoption, a child eligible for assistance under sec. 477 of the Social Security Act (42 U.S.C. 677), or in an out-of-home placement;
  - f. Pregnant or parenting;

- g. An individual with a disability; or
- h. A low income individual (as described in WIOA P. L § 3(36)), who requires additional assistance to enter or complete an education program or to secure or hold employment as defined by the LWDB local plan and policy. (See also section 305.05 of this chapter).
- B. Participants who are found eligible as OSY may continue to receive services beyond the age of 24 once they are already enrolled in the youth program.

## **In-School Youth:**

- A. Attending secondary or postsecondary school (as defined by state law);
- B. Not younger than age 14 or older than age 21 at the time of enrollment.
- 1. The age requirement is extended for youth with disabilities because school districts must provide programs and services to eligible youth with disabilities attending secondary school until they turn 22 years old.
- 2. A youth with a disability who turns 22 years old during the school year must continue to receive services from the school district until the end of the school year (ARS 15-764).
- C. Low Income (refer to section 306.02 of this policy), and at least one of the following barriers:
  - 1. Basic skills deficient:
  - 2. An English language learner;
  - 3. An offender:
  - 4. A Homeless individual, youth or child between 14 to 21 years old (i.e., lacks a fixed, regular and adequate nighttime Residence:
  - a. Individual and meets the criteria defined in sec. 41403(6) of the Violence Against Women Act of 1944 (42 U.S.C. 1403e-2(6));
  - b. Child or youth who meets the criteria defined in sec. 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2)); or
  - c. Runaway
  - 5. In foster care or who has aged out of the foster care system, or has attained the age of 16 years old and left foster care

for kinship guardianship or adoption, a child eligible for assistance under sec. 477 of the Social Security Act (42 U.S.C. 677), or in an out-of-home placement;

- 6. Is pregnant or parenting;
- 7. An individual with a disability; or
- 8. Requires additional assistance to enter or complete an education program or to secure or hold employment as defined by the LWDB local plan and policy (refer to section 305.05 of this chapter).
- D. If a youth turns 21 years old during participation, the youth may continue to receive services.
- E. Individuals who are 22 years of age and older who are attending postsecondary education do not meet the age requirement for ISY (14-21 years old) and do not meet the youth program eligibility requirements. These individuals may be served by the Adult Program.
  - r. A description of the competitive procurement process to be used to award the sub grants and contracts in the LWDA for activities carried out under this title with assurance that all federal, state and local procurement laws, regulations and policies are followed (20 CFR 679.560(15)).

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

# Selection of One Stop Operators and Providers

In partnership with the CEO, the Board shall maximize performance outcomes by ensuring sufficient number and types of eligible service providers who are consistent with the criteria established by the Governor and WIOA. All competitive awards and contracts will be publicly noticed as required by the Board procurement policies may be found on the following website:

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

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

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

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

# One-Stop Operator (OSO) Selection

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

#### **Career Services Provider Selection**

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

## **Youth Services Provider Selection**

1. Consistent with WIOA section 123, the Board shall identify eligible providers of youth workforce development activities in the Local Workforce Development Area (LWDA) by awarding contracts on a competitive basis based on the recommendations of the Board's assigned Committee and may recommend termination for cause the eligibility of such providers.

- 2. The Board subcontracts youth program services for delivery within the LWDA, manages the contracts and provides quarterly updates to the Board's assigned Committee on performance outcomes. The procurement of these contracts will be conducted by the CEDD Procurement Manager.
  - s. A description of how the LWDB will coordinate relevant secondary and postsecondary education programs and activities, including Adult Education and Literacy programs, to coordinate strategies, enhance services, promote participation in Integrated Education & Training programs, and avoid duplication of services. (20 CFR 679.560(b)(9)).

# **Coordination Strategies**

The Board is a staunch supporter and advocate for the workforce development programs and services managed and delivered by ARIZONA@WORK City of Phoenix adult, youth, and displaced worker job seekers, and those who are employed and seeking to upskill. The Board is focusing on three elements to support system coordination: Coordination strategies, methods to enhance services, and measures to avoid duplication of duties and efforts.

There are four standing roles and responsibilities the Board deploys to coordinate with ARIZONA@WORK City of Phoenix system partners:

- Facilitate connections among the intake and case management information systems of the one-stop partner programs to support a comprehensive workforce development system in the local area.
- Expedite access to services provided through the one-stop delivery system involved, including access in remote areas.
- Identify strategies for better meeting the needs of individuals with barriers to employment, including strategies that augment traditional service delivery, and increase access to services and programs of the one-stop delivery system, such as improving digital literacy skills.
- Leverage resources and capacity within the local workforce development system, including resources and capacity for services for individuals with barriers to employment.

These four strategies, along with a standardized reporting system, enable the Board to assess their effectiveness in providing coordination support and promising practices to the ARIZONA@WORK workforce system.

# **Methods to Enhance Services**

The Board has as its mandate in the current Strategic Plan an implementation plan to work with ARIZONA@WORK City of Phoenix system service providers to enhance services to adult, displaced worker, and youth job seekers, local employers, and community stakeholders. With a focus on ensuring compliance with WIOA requirements, operational and management standards, and increasing program delivery, the Board:

- Assesses, on an annual basis, the physical and programmatic accessibility of all one-stop centers in the local area, in accordance with WIOA Sec. 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.).
- Reviews applications to provide adult education and literacy activities under WIOA Title II for the local area to determine whether such applications are consistent with the local plan.
- Replicates and implements cooperative agreements to enhance the provision of services to individuals with disabilities and other individuals, such as crosstraining of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts in cooperation, collaboration, and coordination.
- Certifies one-stop centers in accordance with 20 CFR 678.800 and applicable policies issued by the Workforce Arizona Council (WAC).
- Regularly communicates with the One-Stop Operator to ensure that all facilities, technology, and services, employment placements and outreach materials are compliant with the Americans with Disabilities Act (ADA) and Equal Opportunity (EO) guidelines. Monitors participation in the annual EO training for program staff on addressing the needs of individuals with disabilities to ensure ADA compliance.
- Convenes the City of Phoenix workforce development ecosystem employers, training providers, Community of Practice, educational institutions, and small business organizations and – to promote and encourage participation in training opportunities and support services offered to jobseekers.

# **Measures to Avoid Duplication**

The Board strives for efficient and effective management of its responsibilities, budget, and capacity. Through communication, reports, and evaluation, the Board avoids duplication of efforts by the ARIZONA@WORK system providers and each other. The current strategic plan has four two goals and corresponding strategies and actions that reduce opportunities for duplication.

One of the first lines of defense in avoiding duplication is the Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA) between the Board and the One-Stop system partners operating the City of Phoenix Local Workforce Development Area one-stop system. The MOU details operator requirements, including performance expectations, which clearly delineates what the operator is responsible for delivering during the agreement.

Clarity in roles and responsibilities for the Providers and Board are essential to avoiding duplication of efforts and resources.

#### **Providers' Focus**

#### **Focused Workforce Solutions**

- 1. Provide information and guidance to job seekers to make informed decisions about training and careers
- Develop a pipeline of skilled workers based on identified current/projected business needs through a networked system of services
- 3. Develop educational training and supportive services to meet the
- 4. needs of job seekers, including those with obstacles to employment

#### **Excellent Customer Services**

- 1. Streamline processes to ensure seamless customer service while addressing all customer needs
- 2. Share information among partners to effectively navigate the customer to appropriate services
- 3. Ensure staff are knowledgeable of resources within the workforce delivery system through comprehensive training and development
- 4. Provide an exceptional customer experience in a professional environment

#### **Strong Regional Economies**

- 1. Leverage resources to strengthen job and career opportunities in high growth industries within the local area
- 2. Customize education and training services to align with current and projected business needs

## The Board's Focus

The Board has two policies that lay the foundation for effective program and service delivery, including processes and procedures to avoid duplicative efforts: Quality Assurance Monitoring Policy and WIOA Program Monitoring.

These policies apply to all subrecipients of Workforce Innovation and Opportunity Act (WIOA), to include, but not limited to Adult, Dislocated Worker, Youth, Work-Based

Learning programs, Specialty grants, Eligible Training Providers, and One Stop Operator(s), that deliver Workforce Innovation and Opportunity Act (WIOA) services to customers and impact the workforce delivery system.

The purpose of Workforce Innovation and Opportunity Act (WIOA) monitoring is to ensure the integrity of the WIOA system, to review performance, assess compliance with applicable laws and regulations and identify successful methods and practices that serve to enhance the system as a whole through continuous improvement. Monitoring visits are a critical task and essential role for all organizations that receive Department of Labor (DOL) funding.

# **Monitoring Details and Frequency**

Subrecipients or contractors responsible for administering WIOA programs and services must conduct regular oversight and monitoring of its subrecipients' WIOA activities. This oversight must align with the standards set forth in the WIOA Final Rules under §683.400 as well as uniform administrative requirements detailed in 29 Code of Federal Regulations parts 95 and 97. Monitoring definitions, frequency, and monitoring review processes and actions are included in the City of Phoenix WIOA Program Quality Assurance Policy - Section #700 Quality Assurance, Subject 700.702 WIOA Program Monitoring. The policy was approved on January 14, 2021 and became effective on January 15, 2021 (link to the Quality Assurance Policy).

# A. Monitoring Frequency

The following shall be monitored onsite at least once each program year:

- 1. Adult Program
- 2. Dislocated Worker Program
- 3. Youth Program
- 4. One-Stop Operator
- 5. Specialty Grant Programs
  - a. A selection of Eligible Training Providers will be monitored annually aligning with Workforce Arizona Council policy located at 10 Eligible Training Provider List Policy

# B. Scheduling of Monitor Review

- 1. Monitoring will be conducted by Board staff, under the guidance of the Align Investment Steering Committee.
- 1. No sooner than 30 days prior to an onsite monitoring review, the Board staff will send notification of the upcoming monitoring via e-mail. No

sooner than two (2) working days prior to the visit, the subrecipient will receive the list of files to be reviewed. The notification will include the following information:

- a. Purpose of the monitoring;
- b. Timeframe of the selected information to be monitored;
- c. Information to be monitored;
- d. Location of the monitoring;
- e. Proposed dates of the monitoring review; and

# C. Conducting Monitoring Reviews

Adult, Dislocated Worker, and Youth Programs - For monitoring of customer/participant files, the sample size align with the Quality Assurance WIOA Program monitoring policy and include participants served during the most recently completed program year. If applicable, Board staff will require that copies of all requested records, files or other documents of a sufficient nature and sample size be delivered to a location identified by Board staff for review.

Monitoring reviews may be a combination of the following:

- 1. **Desk reviews**: Electronic records will be monitored prior to the onsite monitoring.
  - a. For a given program year, Board staff may randomly choose participant records stored in the State case management and reporting system for review. Such reviews will consist of assessing the following:
    - 1. Thoroughness of information entered into the system:
    - 2. Detailed case notes;
    - 3. Documents uploaded into the system;
    - 4. Data reports pertaining to program activity;
    - 5. Performance of program outcomes; and
    - 6. Policies and Standard of Work.
- 2. **On-site reviews**: Utilizing the Board's Workforce Audit System, onsite reviews will be conducted based upon requirements in the agreement(s) covering the following areas, as applicable:
  - a. Agency administration;
  - b. Program performance;
  - c. State case management system files;
  - d. Participant files;

- e. Training services;
- f. Equal Employment and Nondiscrimination; and
- 3. **Participant and staff interviews**: During the review, the Board staff may request the scheduling of interviews with selected program participants. These interviews may consist of but not be limited to the following topics:
- a. Professionalism of staff serving the participant;
- b. Knowledge of program staff in providing career guidance;
- c. Expectations of program versus actual services provided;
- d. Overall satisfaction with program experience.

One-Stop Operator (OSO) – The OSO will be subject to an annual review by the Board utilizing the contracted Scope of Work as the basis for such review. The OSO will also be held accountable for the performance metrics agreed upon by the Board. The Workforce Audit System will be utilized for this purpose.

#### E. Exit Interviews

At the end of the onsite review, the monitoring team will conduct a brief, informal, verbal exit interview with the subrecipient.

# F. Monitoring Report

- 1. The Board staff will complete a report, noting findings and observations, and will submit the report to the Board's Align Investment Steering Committee for review.
- 2. Initial monitoring reports will be sent to the appropriate subrecipient within thirty (30) calendar days.
- 3. The subrecipient will have ten business days to respond to the report.
  - a. Non-participant driven "Not Mets" have the opportunity to have points restored with valid documentation to support that they have been corrected or resolved.
- 4. When satisfied that all monitoring findings and required explanations have been resolved, the Board staff will issue a final monitoring closure letter/memo to the subrecipient and the Board.

For a complete list of the Phoenix Business and Workforce Development Board policies, visit the ARIZONA@WORK website.

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

The Arizona State Board of Education has approved the following organizations to provide Title II Services in the Local Workforce Area:

- 1. Arizona Center for Youth Resources
- 2. Friendly House
- 3. Literacy Phoenix
- 4. Rio Salado College

These providers' Title II agreements became effective on July 1, 2024.

- s. A description of how the LWDB will coordinate relevant secondary and postsecondary education programs and activities, including Adult Education and Literacy programs, to coordinate strategies, enhance services, promote participation in Integrated Education & Training programs, and avoid duplication of services. (20 CFR 679.560(b)(9)):
- i. Include the name of the Title II adult education provider grantee(s) in the local area that were included in this coordination.

Literacy Phoenix Rio Salado College Friendly House

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

# **Career Management**

Students who have completed secondary education prepare for postsecondary occupational certificates, transition to higher education, and receive degrees and utilize lifelong learning skills to complete advanced degrees. The Career and Technical Education (CTE) program standards are industry-driven and embedded into postsecondary education. The Arizona Career and Technical Education Quality Commission (ACTEQC), in collaboration with the Arizona Department of Education (ADE), is a responsible authority for approving and updating the Career and Technical

Education (CTE) Technical Standards and the Technical Skills Assessment for CTE programs. The standards contain the knowledge and essential skills students must possess to complete a career and technical education program. currently being validated and technical assessments developed.

# **Integrating Career and Technical Education Services**

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

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

# **Secondary and Postsecondary Education**

ARIZONA@WORK City of Phoenix has a long-standing partnership with the Maricopa County Community College District (MCCCD) and other private institutions. Most of the colleges have programs approved and available through the State Eligible Training Provider List (ETPL) where customers can select the college or program that best meets their educational and career goals. In addition, colleges and private training providers work closely with businesses to create customized training options for incumbent and new workers and align education programs to current workforce needs and skill requirements.

On occasion, Title IB works directly with the colleges to train cohorts of individuals to meet the needs of a local business that is hiring or expanding its workforce. If applicable, Pell Grant funds are first applied to the costs of tuition prior to Title IB funds being utilized. Under contract, the Maricopa Corporate College, a MCCCD entity, provides essential skills and/or soft skills training for Title IB Adult and Dislocated Workers. Additionally, ARIZONA@WORK City of Phoenix participates on multiple collaborative action teams that encourage secondary and post-secondary successes including high school graduation, college preparation, and work readiness initiatives.

The collaboration teams include public, private and secondary school representatives and have been instrumental in the development of relationships with Phoenix Union High School staff with city staff. The School offer CTE programs spanning topics like

Business Services (Management, Financial, and Entrepreneurship-focused courses), Audio & Visual Services, IT/STEM Services, and Health Services.

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

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

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

ARIZONA@WORK City of Phoenix coordinates with MCCCD and other institutions of higher education to raise awareness about CTE programs and encourage participation as a tool to widen career pathways, assist in individual career planning, and improve responsiveness to training needs.

t. A description of plans and strategies for, and assurances concerning, maximizing coordination, improving service delivery, and avoiding duplication of Title III - Wagner-Peyser Act (29 U.S.C. 49 et seq.) services (20 CFR 679.560(b)(11)). Plans and strategies should specifically include how the broader one-stop delivery system and LWDB will incorporate Title III services into the service delivery system.

Title III - Wagner-Peyser programs include services such as job search assistance, help getting a job referral, and placement assistance for job seekers. Re-employment services are available for unemployment insurance claimants, as well as offering recruitment services to employers with job openings. Services are delivered in one of three modes: a self- service option, facilitated self-help services, and staff assisted service delivery.

In addition to job seeker referrals for open positions, services offered to employers include recruitment assistance, like developing job requirements, matching job seeker experience with job requirements and skills, arranging job fairs, supporting analysis on hard-to-fill positions, assisting with job restructuring, and helping employers plan and implement staff reductions responsibly and thoughtfully. Veteran job seekers receive priority referrals for jobs and training as well as special employment services and assistance. The system also provides specialized attention and service to individuals

with disabilities, migrant and seasonal farmworkers, justice-involved individuals, youth, minorities, and older workers.

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

ARIZONA@WORK City of Phoenix system partners give careful consideration and are dedicated to ensuring physical and programmatic accessibility for individuals with disabilities. The one-stop operator is responsible for ensuring that all facilities, technology, services, employment placements and outreach materials are compliant with the Americans with Disabilities Act (ADA) and Equal Opportunity (EO) guidelines. Job Center staff make every reasonable effort to meet the needs of any individual identifying an accommodation for participation or accessibility, including enlarged print materials, listening systems, qualified sign language interpreters, Braille, audio cassettes, and related support. In addition, Job Center staff make reasonable changes to an activity so that participants can understand and participate. If the Job Center or Vocational Rehabilitation staff does not have an existing method of accommodation, staff make an effort to acquire the item, process or technology, within reason. The ARIZONA@WORK City of Phoenix Performance Compliance team, in coordination with the City of Phoenix Equal Opportunity Department, coordinates and provides annual EO training to staff on addressing the needs of individuals with disabilities. The Performance Compliance team oversees the contractor who monitors facilities to ensure ADA compliance.

# **Core and Other Required Partners**

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

# **Core Partner Programs**

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

# **Required Partners**

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

Programs under Unemployment Compensation

## **One-Stop Operator**

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

The One-Stop Operator is a central part of the Board's strategic direction and intentional approach to activating the four 2023-2026 goals to:

- Instill hope in job seekers by meeting them where they are and providing access and opportunities through a single front door to services;
- Align investment in workforce services to stimulate, measure, and reward the earning of credentials, employment, retention, and economic prosperity;
- Create a socially conscious entrepreneurial, and economic development– focused culture that empowers all stakeholders.
- Be the national model for creating positive economic mobility.

These ambitious goals require deliberate and sustained collaboration by ARIZONA@WORK City of Phoenix and the Board partners to deliver training, education, and resources for today's job seekers, while simultaneously engaging employers and residents to respond to their workforce needs, which are sometimes complex, and maintaining the vibrant economy the City of Phoenix is experiencing.

ARIZONA@WORK City of Phoenix achieves this cross-collaboration by maximizing partnerships through two primary means:

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

Quarterly partner meetings are hosted with staff representing all ARIZONA@WORK City of Phoenix partner organizations in attendance. The topical sessions are carefully crafted, and are designed to be engaging, thought-provoking and interactive. Practical and relevant to the needs of the group, the presentations enable partners to implement solutions and ideas.

The monthly ISD training sessions feature practical, skill-based programs emphasizing such topics like the Veterans Tool Kit and social media usage.

The Phoenix Business and Workforce Development Board is given guidance through the roles and responsibilities to ensure continuous improvement of eligible service providers so that they meet the needs of local employers, workers, and job seekers by enhancing communications, coordination, and collaboration. Key efforts to ensure that continuity are as follows:

- Facilitate connections among the intake and case management information systems of the one-stop partner programs to support a comprehensive workforce development system in the local area;
- Facilitate access to services provided through the one-stop delivery system involved, including access in remote areas;
- Identify strategies for better meeting the needs of individuals with barriers to employment, including strategies that augment traditional service delivery, and increase access to services and programs of the one-stop delivery system, such as improving digital literacy skills; and
- Leverage resources and capacity within the local workforce development system, including resources and capacity for services for individuals with barriers to employment.

# Section 4 - ARIZONA@WORK Job Center Delivery

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

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

# ARIZONA@WORK Comprehensive Job Centers

## 1. City of Phoenix - North Job Center

<u>Temporarily Closed</u>: Starting August 16, 2024, The City of Phoenix North Job Center will be temporarily closed due to remodeling. Please visit one of our other two Job Centers for assistance.

#### Local Area

City of Phoenix

#### Location

City of Phoenix - North 9801 North 7th Street Phoenix, AZ 85020 United States

# 2. City of Phoenix - West Job Center

#### Local Area

City of Phoenix

#### Location

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

# 3. City of Phoenix - South Job Center

#### Local Area

City of Phoenix

#### Location

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

# One Stop Location

1. Equus Workforce Solutions 3406 N. 51st Avenue Phoenix, AZ 85031

#### **Affiliate Centers**

The following affiliate centers provide youth job seeker services.

- 1. Chicanos Por La Causa 619 N. 7th Avenue Building B Phoenix, AZ 85007
- 2. Jewish Family and Children's Services 9014 N. 23rd Avenue, #3 Phoenix, AZ 85021
- 3. Neighborhood Ministries

#### ARIZONA@WORK | Local Area Workforce Development Plan 2024-2028

1918 W. Van Buren Street Phoenix, AZ 85009

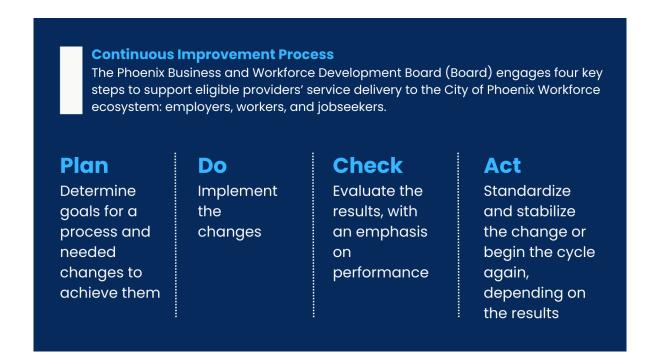
 Valley of the Sun YMCA (located in Phoenix's Maryvale Village) 3825 N. 67th Avenue Phoenix, AZ 85033

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

The One-Stop Operator coordinates service delivery among the workforce system partners at the Job Center and the Board works in collaboration to support and facilitate continuous improvement of three key areas: operations, service delivery, and impact for local employers, workers, and Adult, Dislocated Worker, and Youth job seekers.

The Board has established processes and procedures to ensure continuous improvement of the ARIZONA@WORK one-stop delivery system, which includes the quarterly convening of Titles I, II, III, and IV providers and partners by the One-Stop operator, Equus Workforce Solutions, and monthly on-site staff meetings at job centers can be utilized to educate workforce professionals and guide their application of coenrollment.

The Board, or a designated subcommittee, reviews the reports and follows up with the providers to ask questions, discuss potential additional needs or support, provide recommendations for improvement. The Board makes updates and shares during working committee or full Board sessions, and shares progress, as appropriate, during official Board meetings.



## **Continuous Improvement Methodology**

Using Continuous Improvement industry standards to foster Continuous Improvements that enable the Board to support eligible providers in their activities to support local employers, workers, and jobseekers, the Board engages the Edward Deming Cycle, also referred to as the PDCA Cycle: Plan, Do, Check, and Act.

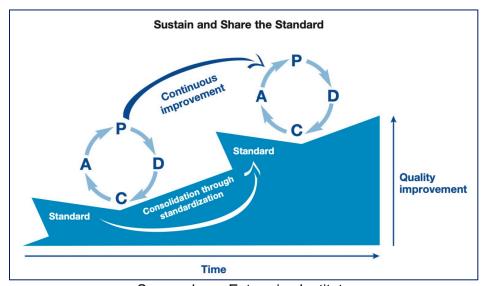


Figure 14: Continuous Improvement Process Standards

Source: Lean Enterprise Institute

#### Plan

Using feedback from the quarterly Provider reports, and monthly ISD training sessions, the Board will work with them to identify an opportunity to improve processes, functions, or other areas, including addressing local employers' short and long-term workforce needs, intake and management of services to job seekers, identify gaps and resources needed. As an example, the Board uses that feedback to assesses the continual and strategic education of all professionals within the system, including core and other partners, to ensure the knowledge and support of available services when guiding job seekers and communicating with employers.

#### Do

The Board will work in collaboration with the providers to implement the changes to the processes and procedures that support their ability to better serve the needs of local employers and job seekers and engage best and promising practices among providers. Part of the implementation could include a marketing campaign to local employers that stimulates participation, partnership, or co-branded opportunities, like a joint job fair, apprenticeship program, or an enhanced referral process. In addition, best practices can be shared during the monthly ISD training.

#### Check

After the new or updated processes are implemented, and after an agreed amount of time to capture data, the Board will evaluate how the changes impact the original goals during the planning process – increase in number of applicants for sustainable jobs at a local company, soft skills training for people with disabilities, establishing a transportation partnership that increases the higher attendance in training and bolstered program completion by youth jobseekers, and an increase in visitors to the Job Centers. One example of how the Board uses this step in the continuous improvement process is by evaluating the effectiveness of the formal system of referral to guide and stimulate co-enrollment where it can be beneficial to job seekers and employers.

#### Act

As the Board readied itself to create the current Strategic Plan, it conducted a Needs Assessment to facilitate the delivery of WIOA's Six Performance Accountability Indicators for Adults, Dislocated Workers, and Youth. During the SWOT Analysis, the Board identified three weaknesses that have a direct impact on efforts to enhance its approach to Continuous Improvement – clarified metrics, new Board members' lack of familiarity about the processes, and the need for a better unified system. The Operational Plan includes specific strategies and actions to address those weaknesses, resulting in improvements to its engagement with and service to local employers, workers, and jobseekers, and support service providers' steps to improve processes.

Specifically, the Board acts to standardize actions by creating and updating Standard Operating Procedures (SOPs), engagement surveys, and strategic use of social media to gain feedback and publicize updates, programs, and events for employers and jobseekers, alike. There are also processes in place that test the effectiveness of outreach and follow-up efforts.

- c. How the ARIZONA@WORK partners in the LWDA, including the one-stop operator, will ensure physical and programmatic accessibility of facilities, programs, and services, technology, and materials for individuals with disabilities, including provide training and support for addressing the needs of individuals with disabilities as required under WIOA Sec. 188 (as appropriate) and the Americans Disabilities Act of 1990:
  - i. Include how the need for specific assistive technology equipment will be determined as well as how partners/one-stop operator will ensure equipment is in working order and staff have the knowledge and skill to assist individuals with disabilities in accessing and utilizing the equipment.
  - ii. Describe the process that an individual would use to request an accommodation as well as how an individual will know what accommodations/assistive technology equipment are available.
  - iii. Describe how partners/one-stop operator will ensure individuals with disabilities can participate in workshops and services offered through the center.

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

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

a. Evaluations of external accessibility could include:

A review of the availability of transportation to the ARIZONA@WORK Job Center; ii. Access into the site location via ramps consistent with the Americans with Disabilities Act's (ADA) standards.

- b. Evaluations of internal accessibility could include:
  - A review of the center's access to bathrooms
  - Adjustable workstations

 Appropriate signage, including signage to meet multilingual needs common to the specific region of the State, and signage for people with disabilities.

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

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

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

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

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

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

i. Include how the need for specific assistive technology equipment will be determined as well as how partners/one-stop operator will ensure equipment is in

working order and staff have the knowledge and skill to assist individuals with disabilities in accessing and utilizing the equipment.

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

- Access to online forms, job searches and assessment tools;
- Providing any necessary accommodations to participate in services for individuals with disabilities: and
- Increasing awareness of services through ARIZONA@WORK website, and social media outlets to notify customers of special events, forums, job openings, resources, success stories, etc.
- Additional means for implementing technology is ensured through a
   Memorandum of Understanding executed with core partners. It should be noted
   that there is no intent to utilize technology in lieu of transportation as there are no
   remote areas in the City of Phoenix, and Job Centers are strategically located
   throughout the City.
  - ii. Describe the process that an individual would use to request an accommodation as well as how an individual will know what accommodations/assistive technology equipment are available.

When a job seeker enters a job center, s/he is informed by staff of the availability of accommodations/assistive technology. Job seekers are encouraged to request accommodations/assistive technology equipment when needed. Job Center staff explain the services, accommodations, and assistive technology available to those with disabilities. These may include enlarged print materials, listening systems, qualified sign language interpreters, Braille, audiocassettes, etc.

Staff will make every reasonable effort to meet the need of any individual identifying an accommodation for participation or accessibility. Further, Job Center staff will make reasonable changes to an activity so that participants can understand and participate. If the Job Center or VR staff does not have an existing accommodation method, staff will research a means and acquire the item, process or technology, within reason. Additionally, all vendors and the American Job Center Operator will be required to provide annual training to staff on addressing the needs of individuals with disabilities.

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

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

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

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

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

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

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

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

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

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

The period of time the IFA is in effect;

- Identification of all ARIZONA@WORK partners, CEOs, and LWDB participating in the IFA;
- Only includes non-personnel costs necessary for the general operation of the ARIZONA@WORK Job Center;
- The infrastructure and shared services budget, must be periodically reconciled against actuals to ensure that partner programs are paying their fair share;
- Identify the cost allocation bases used to distribute costs:
- Determine estimated partner contributions;
- Allocate costs by each partner's proportionate use and relative benefit received from ARIZONA@WORK system; and
- Resolution procedure when a consensus cannot be reached.
  - e. Describe how the LWDB will ensure the service providers provide priority of service that conforms to WIOA and the State Plan for adult career and training services provided to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA Sec. 134(c)(3)(E) and 20 CFR 680.600.

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

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

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

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

f. If applicable, describe how the LWDB is implementing the waiver granted by the US Department of Labor to the State of Arizona to use individual training accounts for youth who are in school.

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

Individual Training Accounts (ITAs) are used by ARIZONA@WORK City of Phoenix for the purpose of learning and skills development and to ensure consumer choice relative to training services that facilitate acquisition of industry-recognized credentials. Regional efforts coordinated with the Maricopa County Workforce Development Board incorporate funding caps established by each board within the overlapping local workforce areas, using ITAs.

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

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

### **Section 5 - Performance and Continuous Improvement**

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

The Board supports the concept of Integrated Service Delivery (ISD) of WIOA-based services at all job centers and through virtual delivery. Of key importance in establishing integrated service delivery is a sharing of focus, knowledge, and history associated with the delivery of workforce development services for ARIZONA@WORK City of Phoenix. AJC is utilized for documentation of case management, tracking of services provided to job seekers, and specifying co-enrollment.

The one-stop operator performs a critical role in bringing together stakeholders and partners providing workforce development services. On a quarterly basis, topics such as the effective use of social media platforms, including LinkedIn, both as a utility for outreach and a learning vehicle, are discussed.

The one-stop operator plays a major role in coordinating service delivery among workforce system partners at the job centers and virtually on behalf of the Phoenix Business and Workforce Development Board. The One-Stop Operator also convenes quarterly meetings of all partner organizations. Each quarterly meeting incorporates education and training of direct benefit to service provider organizations.

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

specification of the reason for coming to the center and guides staff in directing and supporting job seekers.

Mutual understanding of service provision and building mutual trust through dedicated team-building activities remains a priority and continual focus. Titles I, II, III, and IV are encouraged to share with one another their successes and outcomes.

b. Provide the local levels of performance negotiated consistent with WIOA sec. 116(c), to be used to measure the performance of the local area and to be used by the Local WDB for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA title I subtitle B, and the one-stop delivery system in the local area (20 CFR 679.560(b)(16)).

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

**TABLE 8: Performance Metrics** 

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

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

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

#### **Section 6 - Public Comment**

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

The Local Workforce Development Board opened the Public Comment period from Monday, September 23, 2024 through noon on Thursday, October 3, 2024, and announced it through electronic and other means, to spur outreach to residents, local businesses, labor organizations, community leaders, workforce provider organizations, and institutions of higher education. A total of five (5) public comments were received during the Public Comment period.

### Community outreach methods:

- A. The Public Comment announcement notice made by LaSetta Hogans, Executive Director of the Phoenix Business and Workforce Development Board, was posted on the ARIZONA@WORK website and will remain active until the public comment period has ended. It details all the ways the public can comment on the Local Area Plan: online, email, in-person, and by postal mail.
- B. An informational website about the Local Area Plan, including links to view the draft Plan, submit Public Comments through the portal, and opt-in to be notified of updates to and adoption of the final Local Area Plan.

  (Phoenix Local Area Workforce Development Plan website)
- C. Public Comments announcement on the ARIZONA@WORK website (link to page)
- D. Social Media Posts on the City of Phoenix social channels X, Twitter, Instagram, and LinkedIn. Posts include a notification that the Public Comment is open, a reminder to share feedback, and a last call reminder sent out by City of Phoenix Office of Communications.

#### **PUBLIC NOTICE**



A proud partner of the americanjobcenter network

Public Notice: Invitation for Public Comment on the Local Workforce Development Plan

The ARIZONA@WORK City of Phoenix Business and Workforce Development Board, in partnership with the City of Phoenix Mayor and City Council, is pleased to announce that it is developing the Local Workforce Development Plan for the years 2024 through 2028, as required for designated Local Workforce Development Areas under the Workforce Innovation and Opportunity Act (WIOA). This plan outlines strategies for workforce programs serving adults, youth, and dislocated workers, focusing on enhancing employment opportunities, supporting local businesses, and fostering economic growth in alignment with national and state workforce goals.

#### We Value Your Input!

Public participation is crucial to ensuring that our plan reflects the needs and priorities of our community. We invite all residents, business owners, and stakeholders to review the plan and provide feedback.

#### How to Review the Plan:

- The Local Workforce Development Plan is available online at <a href="https://arizonaatwork.com/locations/city-phoenix/plans">https://arizonaatwork.com/locations/city-phoenix/plans</a>
- Physical copies can be viewed at ARIZONA@WORK South Job Center (4635 South Central Ave, Phoenix, AZ 85040) and ARIZONA@WORK West Job Center (3406 North 51st Avenue, Phoenix, AZ 85031).

#### **How to Submit Comments:**

- Online: Visit <a href="https://arizonaatwork.com/locations/city-phoenix/plans">https://arizonaatwork.com/locations/city-phoenix/plans</a>
- Email: Send your comments to <a href="mailto:hayden.maynard@phoenix.gov">hayden.maynard@phoenix.gov</a>.
- Mail: Written comments can be mailed to City of Phoenix Community and Economic Development Department 200 W. Washington St. 20<sup>th</sup> Floor Phoenix, AZ 85003.
- In-Person: Attend our Phoenix Business and Workforce Development Board Meeting on Wednesday, September 25, 2024, at 1p.m. at the Phoenix Business

and Workforce Development Board Meeting (302 N. First Ave, 6<sup>th</sup> Floor, Phoenix, AZ, 85003) to provide verbal comments.

#### **Public Comment Period:**

 The public comment period is open from Monday, September 23, 2024, through <u>Thursday, October 3, 2024</u>. All comments must be received by noon on October 3, 2024, to be considered.

Your feedback is essential to shaping the future of workforce development in our area. We look forward to hearing from you!

For more information, please contact Hayden Maynard at hayden.maynard@phoenix.gov or 602-534-7362.

We thank you in advance for viewing and commenting on the plan, which will impact City of Phoenix workforce – our residents, employers, job seekers, training and education providers that support adult and youth workers – over the next four years.

Respectfully,

LaSetta Hogans
Executive Director
Phoenix Business and Workforce Development Board

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

# Public Comments Received during the Open Period September 25, 2024 through October 3, 2024

Name	Where do you reside?	Comments	How Did You Hear About the Plan?
Robert Stenson rstensonaz@gmail.com	Glendale	Thank you for the time committed to the local plan. The purpose of this statement is to encourage the board to consider the development of purposed funds to individuals with disabilities. While the plan dedicates time to discuss some people groups including individuals with disabilities, mostly to providing ADA and EEOC compliance, it is noted that there may be a gap in strategic intentionality to engage individuals with disabilities and workforce development. The majority of discussion in this area is about the youth providers, however the intentionality is missing a dedication of funds to organizations that specialize in the purposed vocational support of individuals entering the market. While funding for this people group is stated under Title IV, there is a definitive gap in options for youth and post high school employment preparation, specifically work-based learning funding. Given this population has specific needs, it may be an ideal scenario to see a bigger collaboration between the titles to increase the number of individuals to go beyond physical disabilities and into the expanse of neurodivergence.	Social Media
Kandi Tillman kanditillman@50-strong.us	Buckeye	In the current draft, there is only one mention of military or veteran or mil spouse on page 13 in context of "Jobs for Veterans State Grants". We heard Monday at the AZ Veteran Legislative Caucus from the DoD State Liaison that representation on local workforce boards should be a national + Arizona priority. And now that the plan draft is out, it's important also that specific callouts are included to demonstrate that the City of Phoenix is focused on the economic opportunity and value of the military talent community, particularly given the amount of military families that serve at nearly Luke AFB and the economic value that military	Social Media

Stephen Sparks ssparks@azcareerpathway.org	Mesa	bases bring to our local economies. Programs like DOD SkillBridge, DoD Military Spouse Fellowship, etc are important pathways for local workforce boards to be supporting. Further DoL VETS has national efforts in place that all local DVOPs & LVERs can leverage.  There needs to be a focus on addressing basic needs impacting with workforce. Childcare, transportation, housing and utility costs prevent many people from investing in the workforce training needed to advance in their careers.	Community Organizatio n (i.e.: Chicanos Por La Causa, Dress for Success, Father Matters, Friendly
Chantel Freed	City of	To incorporate direct funding around the idea of	House, and St. Joseph the Worker) South
Chantel.freed@southmountainc c.edu	Phoenix, District 8	the Youth Build ISY in the Core partner Programs Title 1 perhaps pg. 86 for ISY: (Suggest and insight) A direct funding line for CTE Dual Enrollment pathway and Early College Achievement (ACE) Construction Trades 2-year program. What if part of this workforce development offered funding only CTE high school students for the Trade Dual enrollment. The workforce development plan there was a funding for the trades. This would allow high school students to take college credit/ certificate trade courses. For example, a high school senior taking CTE class in construction safety would meet the high school requirement while earning the college credit towards the college trades certificate. It would act like the Arizona Dual Enrollment Tuition Assistance Program (AZDETAP) which has been primely focused on traditional college classes, not workforce certification. Another area is to fund a new Trades Early College program solely for the trade's college credit/certificates. This is to create financial funding for eleventh and twelve high school students wanting to take a trade college accredited/certification on the college campus. This type of partnership would work directly with the trades within the colleges. This type of funding would allow the students to take the	Mountain Community College Constructio n Trades Institute

		classes, pathway into the college and not have a financial burdened on their family.	
		Please contact me for insight, Chantel.freed@southmountaincc.edu SMCC Construction Trades Institute	
Steve Strong steve@swtdt.com	City of Phoenix, District 7	We have worked with the City of Phoenix and Phoenix Workforce Connections for many years and have a great relationship. We do a lot of other training business with the City of Phoenix as well that does not involve workforce, and those relationships are very strong. To that point, that is why it was very disappointing to learn earlier this year that CDL training was taken off the In Demand list by the City of Phoenix and thus students going through those agencies can no longer be funded. This is only the case with the City of Phoenix as all the other municipalities that we partner with in other cites and states, have CDL as an in-demand field and continue to fund those students wanting to make a career out of being a professional truck driver. I can assure you that the demand remains strong for drivers in the valley, be it local or over the road (OTR). Also, wages continue to be very strong as well as benefits and opportunities for growth in the transportation field. Truck driving is only one part of having a CDL, it can and does lead to many other opportunities in the transportation field. There are no stats that I can find that would support this decision by the City of Phoenix and I would be happy to review them with you at any point in time. I also believe that your own data in the Local Plan substantiates the strong viability of truck driving and the transportation field. These items and the fact, as I mentioned, that the other municipalities that we partner with have not made the decision that the City of Phoenix has as it relates to truck driving not being an in-demand field is what makes the decision of the City of Phoenix so disappointing. We hope that this will be rectified as we move forward. I would be more than happy to discuss this further of that opportunity should arise.	ARIZONA@ WORK

# **Appendix I. Performance Measures**

- Employment (Second Quarter after Exit);
- o Title I Youth Education and Employment Rate (Second Quarter after Exit)
- Employment (Fourth Quarter after Exit);
- o Tittle I Youth Education and Employment Rate (Fourth Quarter after Exit)
- Median Earnings (Second Quarter after Exit);
- Credential Attainment Rate; and
- Measurable Skill Gains

Include the final negotiated targets during the initial plan submission as formatted in the tables below.

	Title I-B: Adult Program		
	Program Year: 2024 Final Negotiated Targets	Program Year: 2025 Final Negotiated Targets	
Employment (Second Quarter after Exit)	69.0%	70.0%	
Employment (Fourth Quarter after Exit)	66.0%	66.0%	
Median Earnings (Second Quarter after Exit)	\$8,400	\$8,500	
Credential Attainment Rate	70.0%	71.0%	
Measurable Skill Gains	71.0%	72.0%	

	Title I-B: Dislocated Worker Program		
	Program Year: 2024 Final Negotiated Targets	Program Year: 2025 Final Negotiated Targets	
Employment (Second Quarter after Exit)	73.0%	74.0%	
Employment (Fourth Quarter after Exit)	72.0%	72.5%	

Median Earnings (Second Quarter after Exit)	\$10,000	\$10,500
Credential Attainment Rate	66.5%	69.0%
Measurable Skill Gains	73.0%	73.0%

	Title I-B: Youth Program		
	Program Year: 2024 Final Negotiated Targets	Program Year: 2025 Final Negotiated Targets	
Title I Youth Education and Employment Rate (Second Quarter After Exit)	72.0%	73.0%	
Title I Youth Education and Employment Rate (Fourth Quarter After Exit)	72.0%	73.0%	

Median Earnings (Second Quarter after Exit)	\$6,000	\$6,100
Credential Attainment Rate	56.0%	57.0%
Measurable Skill Gains	62.0%	63.0%

# **Appendix II. In-Demand Industries and Occupations**

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

# **In-Demand Industries in the City of Phoenix**

NAICS Code(s)	Industry Title
23	Construction
31	Manufacturing
60	Health Care and Social Assistance
59	Information Technology
54	Professional Services

# **In-Demand Occupations in the City of Phoenix**

SOC Code*	Occupation Title	NAICS Code*	Industry Title
51-9141	Semiconductor Processing Technicians	33	Semiconductor and Other Electronic Component Manufacturing
49-9041	Industrial Machinery Mechanics	33	Commercial and Industrial Machinery and Equipment (except Automotive and Electronic)
31-9092	Medical Assistants	62	Office of Physicians General Medical and Surgical Hospitals Outpatient Care Centers Offices of Other Health Practitioners
51-9022	Grinding and Polishing Workers, Hand	32	Nonmetallic Mineral Product Manufacturing Plastics Product Manufacturing
		33	Machine Shops; Turned Product; Screw Nut; and Bolt Manufacturing Other Miscellaneous Manufacturing
31-9091	Dental Assistants	62	Offices of Dentists Offices of Physicians Outpatient Care Centers
47-3015	Helpers – Pipelayers, Plumbers, Pipefitters, and Steamfitters	23	Building Equipment Contractors Plumbing, Heating, and Air- Conditioning Contractors Nonresidential Building Construction

# **In-Demand Occupations in the City of Phoenix**

SOC Code*	Occupation Title	NAICS Code*	Industry Title
31-2011	Occupational Therapy Assistants	62	Offices of Physical, Occupational and Speech Therapists, and Audiologists
			Offices of Mental Health Practitioners (except Physicians)
			Offices of All Other Health Practitioners
17-2061	Computer Hardware Engineers	54	Computer Systems Design and Related Services
15-1253	Software Quality Assurance Analysts and Testers	54	Computer Systems Design and Related Services
		51	Computing Infrastructure Providers, Data Processing, Web Hosting, and Related Services
17-3023 Electrical and Electronic Engineering Technologists		33	Semiconductor and Other Electronic Component Manufacturing
	and Technicians		Architecture, Engineering, and Related Services
		22	Electric Power Generation, Transmission and Distribution
47-2231	Solar Photovoltaic Installers	23	Building Equipment Contractors Specialty
		22	Electric Power Generation, Transmission and Distribution

# Appendix III. Statewide Vision, Goals, & Strategies in the Arizona Workforce Plan

To ensure LWDBs have adequate time to develop their Local Plans, this guidance is being released early and this information is not yet available. Please review the Statewide Vision, Goals and Strategies in the Arizona Workforce Plan and incorporate them into your local plans when they become available.

<u>Link to the Conditionally Approved Arizona PYS 2024-2027 Statewide Strategic Plan</u> *As of May 2024, some content in the plan is under revision.* 

## **Appendix IV. Required One-Stop Partners**

20 CFR 463.400 require the following programs to be one-stop partners:

#### Department of Labor (DOL)

- A. WIOA Title I programs:
  - a. Adult, Dislocated Worker, and Youth formula programs;
  - b. Job Corps;
  - c. Youth Build:
  - d. Native American programs;
  - e. National Farmworker Jobs Program(NFJP);
- B. Wagner-Peyser Act Employment Service (ES) program, authorized under the Wagner- Peyser Act (29 U.S.C. 49 et seq.), as amended by WIOA Title III;
- C. Senior Community Service Employment Program (SCSEP), authorized under Title V of the Older Americans Act of 1965;
- D. Trade Adjustment Assistance (TAA) activities, authorized under Chapter 2 of Title
  - II of the Trade Act of 1974;
- E. Unemployment Compensation (UC) programs;
- F. Jobs for Veterans State Grants (JVSG) programs, authorized under Chapter 41of Title 38, U.S.C.; and
- G. Reentry Employment Opportunities (REO) programs (formerly known as Reintegration of Ex-Offenders Program (RExO)), authorized under Sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA Sec. 169;

#### Department of Education (ED)

- A. Adult Education and Family Literacy Act (AEFLA) program, authorized under WIOA Title II;
- B. Career and technical education programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV): and
- C. The State Vocational Rehabilitation (VR) Services program, authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by WIOA Title IV;

#### Department of Housing and Urban Development (HUD)

A. Employment and training programs;

#### Department of Health and Human Services (HHS)

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

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

#### **Additional Partners**

Pursuant to WIOA Sec. 121(b)(2)(B) and 20 CFR 678.410, 34 CFR 361.410, and 34 CFR 463.410, additional one-stop partners may include, with the approval of the Local WDB and CEO(s), the following:

- A. Social Security Administration (SSA) employment and training program established under Sec. 1148 of the Social Security Act (i.e. Ticket to Work and Self Sufficiency programs);
- B. Small Business Administration employment and training programs;
- C. Supplemental Nutrition and Assistance Program (SNAP) employment and training programs, authorized under secs. 6(d)(4) and 6(o) of the Food and Nutrition Act of 2008;
- D. Client Assistance Program (CAP), authorized under Sec. 112 of the Rehabilitation Act of 1973, as amended by Title IV of WIOA;
- E. National and Community Service Act programs; and
- F. Other appropriate Federal, State, or local programs, including, but not limited to, employment, education, or training programs such as those operated by libraries or in the private sector (WIOA Sec. 121(b)(2)). Such programs may also include programs providing transportation assistance and services for those with substance abuse or mental health issues.

## **Appendix V: Sample WARN Notice**



# WARN Notice Sample

### Use Company Letterhead

Date:

State Rapid Response Coordinator
Arizona Department of Economic Security
1789 W. Jefferson St
Phoenix, AZ 85017 - Mail Drop 5571
AZRapidResponse@azdes.gov

Dear Rapid Response Team:

This letter is being issued in accordance with the Worker Adjustment and Retraining Notification (WARN) Act to notify you that (name of company) is permanently closing (or temporarily closing, layoff, downsizing, etc.) its facility located at (city, state, zip), effective (date). This will result in the layoff of (number of employees). (Please enclose an attachment listing all the impacted positions. Indicate if positions are remote, in-office, or hybrid.)

(Name of company) is/is not part of a union (state name of local union and contact person, if union affiliated).

(Summarize the reason for the layoff or closure here.)

Is this layoff or closure based on TAA (workers who lose their jobs or whose hours of work and wages are reduced due to increased imports)? If yes, please state whether a petition has been filed with the U.S. Department of Labor.

All affected employees have been notified.

(State here if bumping rights do or do not exist, e.g., "Bumping rights do not exist."

(Add any other information that you want to include regarding the layoff here)

For further information, please contact (Add local company point-of-contact here: <u>name, position, telephone number, and extension</u>)

Sincerely, (Signature)	
	(name)
	(job title)
Copy to:	
Chief elected local offic	ial, Others as appropriate.

Source: ARIZONA@WORK

### **Appendix VI. Additional Resources**

### **Upcoming Workforce Training, Events, and Webinars:**

- Link to upcoming job seeker events in Phoenix (ARIZONA@WORK)
- Annual Arizona Workforce Summit, hosted by the Arizona Office of Economic Opportunity

### **Regulation and Policy Links**

- Federal Regulations
- Workforce Arizona Council Local Plan Policy
- Workforce Arizona Council Conflict of Interest Policy

#### **Research Tools: Office of Economic Opportunity**

- Labor Market Information
- In-Demand Industries and Occupations
- Analysis Best Practices

#### Other Resources

WorkforceGPS

# **Phoenix Business and Workforce Development Board**

• Link to Board's 2023-2026 Strategic Plan

#### **Phoenix Job Seeker Service Centers**

- Link to ARIZONA@WORK Job Centers Adult Job Seekers
- Link to Phoenix Job Centers for Youth Job Seekers

# Appendix VII: Suggested Recommendations to the Phoenix Business and Workforce Development Board to Consider Adopting

# Recommendation #1: Enhance and expand workforce system outreach – Community Convening and Services - to eradicate barriers to employment.

There was a robust discussion around the Board's role as a trusted Convener on workforce development issues that impact employers, job seekers, and government leadership and staff. In addition, there's also a greater role for the Board to play as strategic advisors and thought-leadership around what type of services are needed, how to engage service providers (Community of Practice), and establish innovative approaches to those services for the entire workforce, especially those who have barriers to employment and/or unique career development needs, like Veterans and job seekers who have not attained high school equivalence education.

Potential actions to incorporate the recommendation, including those received during the public comments period:

- Continue to grow awareness of the workforce system overall, but evaluating which non-core, non-required partners offer workforce services and to continue to collaborate with the other title partners to offer greater assistance to participants with multiple barriers to employment.
- Create and promote opportunities to connect employers and service providers with Veterans, underserved populations like Native Americans, differently-abled individuals, and older and retirees seeking to re-enter the workforce for training, support, and access to opportunities.
- Beyond ADA and EEO compliance, add more programming and support for differently-abled job seekers, including dedicating funds to organizations that specialize in the purposed vocational support of individuals entering the market.

# Recommendation #2: Re-imagine how "soft skills" are perceived and approached

During the planning and outreach sessions, the participating Community of Practice and residents (job seekers) shared the importance of cultivating soft skills in a practical and interactive way.

Potential actions to incorporate the recommendation, including those received during the public comments period:

Cultivating soft skills and, just as important, focusing on *how* soft skills
can be taught can transform the job seeking experience for the better.
Moving away from the traditional 1-2 hour lecture-style classes and toward
a more immersive and experiential coaching style would be more

- effective. <u>RUNG for Women</u> in St. Louis, MO is a great example of innovative methods for teaching soft skills, including business conflict resolution simulations, using local actors to perform office challenges and dramas for job seekers to identify and learn ways to de-escalate and redirect unhealthy behaviors in difficult work environments.
- Partner with local military installations, like Luke Air Force Base, the local Veterans Affairs department, and nonprofit organizations serving Veterans to identify and co-host trainings – soft skills and interpersonal skills - and job fairs. Consider collaborating with the <u>Arizona Coalition for Military Families</u>.

# Recommendation #3: Gain employer commitment to focus on upskilling existing employees

During the planning and outreach sessions, participants expressed the need to identify and incorporate more opportunities for upskilling and reskilling, by service providers and employers (onsite or offsite, funded by the company).

Potential actions to incorporate the recommendation, including those received during the public comments period:

- There's a need for additional employer participation in and support of upskilling existing employees. In addition to making this commitment a part of the organizational culture, which is a vital first step, employers should share the costs for the training. This investment could reduce recruitment and retention costs, because upskilling can also lead to inhouse promotions or increased responsibilities as a result of the upskilling. Employees aren't always eligible for financial support to participate in skills training needed to advance their careers.
- Utilize the Mobile Career Unit (MCU) to play a role in skills development, in addition to the services currently offered.

# Recommendation #4: Champion for Apprenticeship Programs and On-the-Job Training

There was widespread support for establishing and launching awareness campaigns around apprenticeship programs and on-the-job training, particularly for entry-level, differently-abled, and youth job seekers.

Potential actions to incorporate the recommendation, including those received during the public comments period:

 More employers should consider developing apprenticeship programs that allow for paid on-the-job learning. The City works to set up apprenticeship programs with employers, but not a lot take advantage of it.  Partner with local military installations, Veterans Affairs, and nonprofit organizations serving Veterans to provide connections to apprenticeship and job shadowing opportunities. Consider collaborating with the <u>Arizona</u> <u>Coalition for Military Families</u>.

### Recommendation #5: Engage Youth in the Workforce Process Earlier

During the planning and outreach sessions, participants – including youth job seekers- voiced the value of outreach to young people earlier in the workforce process. For example, one working session attendee shared a successful pilot program for high schools that provided workforce experience and provided transportation for the participants; however, she noted that having a similar program for middle school students would encourage youth to engage in career planning well before time to seek employment.

Potential actions to incorporate the recommendation, including those received during the public comments period:

- Work with Phoenix providers, partners, and educational institutions to establish or enhance career and workforce programming for youth elementary, middle, and high school. This acclimates them to the process of career strategy, allows them to cultivate and practice networking skills, and develop interpersonal skills, like communication, professional etiquette, and technological skills.
- Provide a direct funding line for CTE Dual Enrollment pathway and Early College Achievement (ACE) Construction Trades 2-year program.

Recommendation #6: Consider Revising the Criteria and Parameters for In-Demand Industries to Allow Flexibility to Incorporate Industries That May Not Meet the 5% Minimum Projected Growth Threshold for Inclusion.

While conducting City of Phoenix workforce research and analysis, there were industries that are experiencing less than 5% growth currently, but they have the potential for growth that meets or exceeds that threshold over the period this Local Area Plan covers (2024-2028). Based on data provided by the Arizona Office of Economic Opportunity, some of those industries, which are considered Supportive Industries, include:

- Tourism and Hospitality
- Arts, Entertainment, and Recreation
- Wholesale Trade