ARIZONA@WORK

PINAL COUNTY

Innovative Workforce Solutions

PINAL COUNTY

WIDE OPEN OPPORTUNITY

ARIZONA@WORK PINAL COUNTY

LOCAL WORKFORCE DEVELOPMENT PLAN

2020-2023

Effective Date: July 1, 2020

Modification #1

Effective Date: July 1, 2022

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AAEDMS	Arizona Adult Education Data Management System
ABE	Adult Basic Education
ACRC	Arizona Career Readiness Credential
ADES	Arizona Department of Economic Security
ADE	Arizona Department of Education
AHCCCS	Arizona Health Care Cost Containment System
AJC	Arizona Job Connection
AZCIS	Arizona Career Information System
CAC	Central Arizona College
CAG	Central Arizona Governments
CAHRA	Community Action Human Resources Agency
CAVIT	Central Arizona Valley Institute of Technology
CBO	Community Based Organization
CFR	Code of Federal Regulations
CEO	Chief Elected Officials
CPLC	Chicanos Por La Causa
CTE	Career Technical Education
EO	Equal Opportunity
EEO	Equal Employment Opportunity
ESL	English as a Second Language
ETPL	Eligible Traning Provider List
FAFSA	Free Application for Federal Student Aid
FDIC	Federal Deposit Insurance Corporation
FEIN	Federal Employer Identification Number
GED	General Education Degree
GPA	Grade Point Average
GRIC	Gila River Indian Community
HOHP	Honoring Hiring Helping Our Heroes of Pinal
HSE	High School Equivalency

IEP	Individual Employment Plan
ISS	Individual Service Strategy
ITA	Individual Training Account
ITV	Interactive Television System
LLSIL	Lower Living Standard of Income Level
MOU	Memorandum of Understanding
MSFW	Migrant Seasonal Farm Worker
OEO	Office of Economic Opportunity
OJT	On the Job Training
PCWDB	Pinal County Workforce Development Board
PPEP	Portable, Practical, Educational Preparation
PY	Program Year
R&D	Research & Development
RESEA	Re- Employment Service Eligibility Assessment
RFP	Request for Proposal
RTA	Regional Transportation Authority
RTAA	Re-Employment Trade Adjustment Assistance
SBDC	Small Business Development Center
SNAP	Supplemental Nutrition Assistance Program
TAA	Trade Adjustment Assistance
TABE	Test of Adult Basic Education
TANF	Temporary Assistance for Needy Families
TEGL	Training and Employment Guidance Letter
UCX	Unemployment Compensation for Ex Service Members
UI	Unemployment Insurance
UIPL	Unemployment Insurance Program Letter
VR	Vocational Rehabilitation
WARN	Worker Adjustment and Retraining Notification Act
WIOA	Workforce Innovation and Opportunity Act

ALLOCATIONS: ARIZONA@WORK Pinal County is comprised of multiple funding streams for each of the required partners. Primarily, allocations are distributions of funds for Title I of WIOA to a local workforce development area. These funds are for the administration of the local workforce system as well as the WIOA Title IB Adult, Dislocated Worker, Youth programs. Local areas are allocated funds on an annual basis and have two program years to expend them once received. Unexpended funds are recaptured by the state. (**NOTE:** *Effective in Program Year 2020, local areas will not receive a Rapid Response allocation which will be reserved by the State*)

BUSINESS AND CAREER CENTER: Access to the ARIZONA@WORK system is through the American Job Center Network. The center structure is comprised of the following:

➢ *Comprehensive One-Stop Centers:* A comprehensive one-stop center is a physical location where jobseeker and employer customers can access the programs, services, and activities of all required one-stop partners
➢ *Affiliate Site(s):* An affiliated site, or affiliate one-stop center, is a site that makes available to jobseeker and employer customers one or more of the one-stop partners' programs, services, and activities.
➢ *Network of One-Stop Partners or Specialized Centers:* Any network of one-stop partners or specialized centers that connect to the comprehensive one-stop center in the area, as well as any appropriate affiliate centers
➢ *Electronic Access Points:* In addition to providing access to services through the mandatory comprehensive physical one-stop center and any affiliated sites or specialized centers, required one-stop partner programs must provide access to programs, services, and activities through electronic means, where applicable and practicable.

ARIZONA@WORK: The statewide brand of the public workforce system as authorized under the Workforce Innovation and Opportunity Act of 2014. (*see One Stop System*)

ARIZONA@WORK PINAL COUNTY: The local area brand of the statewide ARIZONA@WORK system.

CARRYOVER (FUNDING): Local areas are allocated funds on an annual basis and have two program years to expend them by June 30th of the second year. Funds unexpended after the first year are identified as "carryover". Funds that are unexpended after the second year are recaptured by the state.

CHIEF ELECTED OFFICIAL (CEO): (Pinal County Board of Supervisors) appoints members to the local PCWDB . The local government's chief elected official(s) in a local area is liable for the use of the WIOA grant funds allocated to the local area.

CORE PARTNERS: Core programs are required to report on common performance indicators that provide key employment information, such as the employment rate of participants after exiting the program, their median wages, whether they attained a credential, and their measurable skill gains. Core programs must measure the effectiveness of services to employers. Per the WIOA of 2014, core partners of the ARIZONA@WORK system are:

Title I (B):
➢ Adult Program

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[1] *Some terms may not be used in this plan but are provided as they are common in the ARIZONA@WORK delivery system*

> ➢ Dislocated Worker Program
> ➢ Youth Program

Title II: Adult Education and Family Literacy Act Programs
Title III: Employment Service
Title IV: Vocational Rehabilitation under the Rehabilitation Act of 1973.

INFRASTRUCTURE FUNDING AGREEMENT (IFA): The IFA is a part of the MOU; it is not a separate document. It describes a reasonable cost allocation methodology, where infrastructure costs are charged to each partner based on partners' proportionate use of the job center, relative to the benefits received from the use of the one-stop center consistent with Federal Cost Principles in the Uniform Guidance. The IFA is consistent with the partner programs' authorizing laws and regulations, and other applicable legal requirements. The most current version of the IFA is posted on the ARIZONA@WORK Pinal County website.

JOB CENTER CERTIFICATION: Criteria established by the Workforce Arizona Council to ensure job centers adhere to WIOA requirements related to effectiveness, physical and programmatic accessibility, and continuous improvement, as well as measuring the local workforce area's progress in achieving the statewide vision for the ARIZONA@WORK Job Center delivery system. Local workforce development boards must certify job centers every three years in order to be eligible to use infrastructure funds in the State funding mechanism.

LOCAL WORKFORCE (DEVELOPMENT) AREA: The purpose of a local area is to serve as a jurisdiction for the administration of workforce development activities using Adult, Dislocated Worker, and Youth funds allocated by the State and to coordinate efforts related to the other core programs at a local community level. The Governor must designate local workforce development areas (local areas) in order for the State to receive Adult, Dislocated Worker, and Youth funding under Title I, subtitle B.

LOCAL PLAN: Under WIOA sec. 108, each local workforce board must, in partnership with the appropriate chief elected officials, develop and submit a comprehensive 4-year plan to the Governor. The plan must identify and describe the policies, procedures, and local activities that are carried out in the local area, consistent with the State Plan. The plan must be reviewed and modified as necessary at the end of the second year.

MEMORANDUM OF UNDERSTANDING (MOU): An agreement developed and executed between the local workforce board and one-stop partners with the agreement of the chief elected officials relating to the operations of the one stop delivery system in the local area. The most current version of the MOU is posted on the ARIZONA@WORK Pinal County website

NEGOTIATED LEVELS OF PERFORMANCE: In addition to the State negotiated levels of performance, States must work with local workforce development areas to establish performance goals for WIOA title I programs. The local board, the chief elected official, and the Governor must negotiate and reach agreement on local levels of performance based on the State negotiated levels of performance.

ONE STOP SYSTEM: The one-stop delivery system brings together workforce development, educational, and other human resource services in a seamless customer-focused service delivery network that enhances access to the programs' services and improves long-term employment outcomes for individuals receiving assistance. One-stop partners administer separately funded programs as a set of integrated streamlined services to job seekers and employers. Arizona's one-stop system is branded as ARIZONA@WORK.

ONE STOP OPERATOR: At a minimum, the one-stop operator must coordinate the service delivery of required one-stop partners and service providers. Local workforce boards may establish additional roles of one-stop operator, including, but not limited to:

1. Coordinating service providers across the one-stop delivery system
2. Being the primary provider of services within the center
3. Providing some of the services within the center
4. Coordinating service delivery in a multi-center area, which may include affiliated sites

PINAL COUNTY (LOCAL) WORKFORCE DEVELOPMENT BOARD: The local workforce board is to:

1. Provide strategic and operational oversight in collaboration with the required and additional partners and workforce stakeholders to help develop a comprehensive and high-quality workforce development system in the local area;
2. Assist in the achievement of Arizona's strategic and operational vision and goals as outlined in the Unified State Plan or Combined State Plan; and
3. Maximize and continue to improve the quality of services, customer satisfaction, and effectiveness of the services provided.

PROGRAM YEAR (PY): July1 – June 30.
- PY2020: July 1, 2020 – June 30, 2021
- PY2021: July 1, 2021 – June 30, 2022
- PY2022: July 1, 2022 – June 30, 2023
- PY2023: July 1, 2023 – June 30, 2024

SHARED GOVERNANCE: the CEO and the LWDB share governance responsibility for LWDB functions such as local planning, program oversight, negotiating local performance accountability measures, selection of One Stop Operators and providers, and approving a budget for LWDB activities. The LWDB and the CEO must enter into a written agreement that describes how the parties will carry out their shared governance functions (Shared Governance Agreement)

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA): Legislation that is designed to strengthen and improve the nation's public workforce system and help individuals, including youth and those with significant barriers to employment, into high-quality jobs and careers and help employers hire and retain skilled workers.

WORKFORCE ARIZONA COUNCIL: The Workforce Arizona Council serves as the state workforce board and is responsible for implementing the Governor's strategic vision for a robust and effective workforce system in the State of Arizona.

This plan was posted on the Pinal County website home page for the period of March 25 – April 8, 2022.

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Public Notice

The ARIZONA@WORK Pinal County Workforce Development Area Plan 2020-2023 modification (Local Plan) is now available for public review and comment,

Reference: Workforce Innovation and Opportunity Act (WIOA), dated July 22, 2014 (P.L. 113-128 Section 108; 20 CFR, Part 603, 651, 652, et. al, Subpart D; Sections 679.500 and 679.560 of the WIOA Final Rules dated August 19, 2016; State Workforce Policy #1 WIOA Local Governance, adopted June 5, 2019.

The Local Plan may be reviewed ONLINE at the following sites:
- Pinal County Website: https://www.pinalcountyaz.gov/Pages/Home.aspx
- ARIZONA@WORK Pinal County Website:
  https://arizonaatwork.com/locations/pinal-county/policies-and-plans

Not all Exhibits and Appendices are attached or completed at this time. Written comments will be received until April 8, 2022 at 5:00 PM at which time the public comment period will be completed.

Comments are to be submitted to: arizonaatwork@pinal.gov

Equal opportunity Employer/Program
Auxiliary aids and services are available upon request to individuals with disabilities.

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In addition to the website posting, the Public Notice was published in the following newspapers in Pinal County:

- ➢ Superior Sun
- ➢ Copper Basin News
- ➢ San Manuel Miner
- ➢ Florence Reminder & Blade-Tribune
- ➢ Tri-Valley Dispatch

Notification of the postings was sent to all ARIZONA@WORK Pinal County staff, the PCWDB membership, the County Manager and the Board of Supervisors, in addition to other community stakeholders (see *Exhibit 1* for the Distribution List).   Upon receipt of the comments, staff reviewed the plan and incorporated edits where appropriate (see *Exhibit 2* for Public Comments Received).

COMPOSITION OF THE ARIZONA@WORK PINAL COUNTY WORKFORCE DEVELOPMENT PLAN

Section 108 of the Workforce Innovation and Opportunity Act (WIOA) states in part:

"Each local board shall develop and submit to the Governor a comprehensive 4-year local plan, in partnership with the chief elected official. The local plan shall support the strategy described in the State plan in accordance with section 102(b)(1)(E), and otherwise be consistent with the State plan. ...

At the end of the first 2-year period of the 4-year local plan, each local board shall review the local plan and the local board, in partnership with the chief elected official, shall prepare and submit modifications to the local plan to reflect changes in labor market and economic conditions or in other factors affecting the implementation of the local plan."

Modifications are required to reflect changes to:
A. Labor market and economic conditions; and
B. Other factors affecting the implementation of the local plan including:
    i. Significant changes in local economic conditions;
    ii. Changes in available financing to support WIOA Title I and partner-provided WIOA services;
    iii. Local Workforce Development Board structure; and
    iv. The need to revise strategies to meet local performance goals.

This plan modification was composed by the Pinal County Workforce Development Board (PCWDB) in partnership with the Pinal County Board of Supervisors in accordance with Informational Broadcast #21-013 "Local Plan Modification Guidance" issued by DES on November 24, 2021. Entities representing the required partner programs as defined under WIOA also participated by providing input regarding their area of expertise. Community stakeholders as well as the general public were also afforded the opportunity to contribute to this effort through a public comment period.

Once approved, the PCWDB in partnership with the Pinal County Board of Supervisors (chief elected official) shall review and modify this plan as necessary but no later than two years after its implementation.

This plan centers on the vision to modernize Pinal County's workforce development service delivery system by increasing the capacity and accessibility to professional assistance and expertise through the distribution of available resources emphasizing the integration of digital technology. It is predicated on the vison established by the Pinal County Board of Supervisors and the PCWDB and the 2020-2023 Arizona State Unified Workforce Development Plan. Major highlights that have occurred setting the stage for the modification of this plan include:

> *"...the Pinal County Workforce Development Board has focused on restructuring of its original service delivery model to better align with the needs of Pinal County residents and business community..."*

> ➢ The Workforce Arizona Council modified the 2020-2023 Arizona State Unified Workforce Development Plan;

> ➢ Restructuring the Pinal County Workforce Development Board into a 19-member board;

> ➢ Focusing on workforce board members' onboarding and continued engagement to ensure they are prepared to fulfill their statutory roles and responsibilities;

> ➢ Adopting a "disruptive innovation" approach to the current service delivery model; laser focused on shaping the future of Pinal County and seeking innovative opportunity in addressing the challenges of a post COVID-19 workforce delivery system;

> ➢ Ensuring all core, other required partners, and key community stakeholders participate in the design of the service delivery system;

> ➢ Prioritizing the distribution of the footprint of ARIZONA@WORK Pinal County core partner programs while emphasizing the need for more flexible and accessible service delivery sites throughout the county.

As the Arizona State Unified Workforce Development Plan is based on the principles of Governor Ducey's Arizona Management System (AMS), this plan also embraces the same key principles. AMS is a professional, results-driven management system that focuses on customer value and vital outcomes for citizens. The system is based on "lean" principles, focusing on customer value, continuous improvement and engaged employees to improve productivity, quality and service.

However, the reader is cautioned that major inroads to modernizing service delivery, in the spirit of continuous improvement, will require all levels of administration of ARIZONA@WORK Pinal County network partners to accept the fact that innovation in thought as well as practice is required. *Disruptive innovation* in not only such actions as customer flow at a particular service location, but also the allowance of pushing the boundaries of long held institutional practices. Such practices must be made available to be analyzed and where, within the confines of the law, existing state and local policies and practices can be tested, and changed for the better.

Based on the premise of disruptive innovation ARIZONA@WORK Pinal County will be moving toward the building of a workforce development system that is not centric to a single location, but rather a distributive service delivery model that is based on the following vision:

"*A distributive model of professional service delivery based on innovation that is adaptive and accessible to meet customer demand and exceeds customer expectations*"[2].   ARIZONA@WORK Pinal County partner programs have adopted "The Pinal Way" – agreed upon principles under which to conduct all planning and service delivery:

THE "PINAL WAY"

➢ WIOA is NOT a program – it is a law that includes all of the ARIZONA@WORK Pinal County partners
➢ Transformational focused as opposed to transactional
➢ Service focused as opposed to program focused
  (e.g., Career STEP v. Adult Program "basic or individualized services")
➢ Leveraging existing individual partner technology (short term) to determine what is needed long term
➢ Taking into account individual partner requirements – BUT with the focus on the customer experience
➢ A seamless service delivery system with similar in – person and virtual pathways to qualified assistance with minimal steps to point of service
➢ An ARIZONA@WORK Pinal County network of qualified partner staff - educated in the "Pinal Way"

It is paramount that Pinal County has a strong PCWDB - positioned to be visionary and strategic - and able to connect with key resources and stakeholders. The PCWDB will carry out its responsibilities by providing stakeholders opportunities to participate in board decision-making, particularly for representatives of organizations that may not sit on the board but continue to have a stake in the success of board decisions.

"*A distributive model of professional service delivery based on innovation that is adaptive and accessible to meet customer demand and exceeds customer expectations*"

The PCWDB, in tandem with the Pinal County Board of Supervisors, realizes the significance of the county's stature at the cusp of historical economic breakthroughs. A skilled workforce is vital to Pinal County's future. A workforce with the right skills for local employers drives the regional economy and benefits Pinal County residents, the region, and the State of Arizona. Economic developers can attract new businesses and retain existing businesses, which improves the income and lifestyle of everyone, but only if and when a workforce is well prepared.

This plan is based upon the following four goals:

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[2] What Is Disruptive Innovation? Clayton M. Christensen , Michael E. Raynor, Rory McDonald, HARVARD BUSINESS REVIEW - DECEMBER 2015 ISSUE

Goal 1: *Promote a Strong Pinal County Economy*

Goal 2: *Serve Business Needs*

Goal 3: *Prepare Job Seekers for Employment Opportunities in High Growth Industries*

Goal 4: *Provide an Efficient, Accountable Workforce System*

It is imperative that the ARIZONA@WORK Pinal County network of partners are all in synch and realize the current service delivery model requires needed changes in order to meet the demands of workforce development in the 21st century.

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The introduction of the COVID-19 virus which took hold of the nation in March 2020 had a profound impact on the public workforce system and workforce trends in general.

TOP 5 WORKFORCE TREND SHIFTS

2019

Workspace
Onsite, face-to-face, large group gatherings

Workplace Health and Safety
No focus, or longer-term disease management and health and wellness strategies

Employment Engagement
A top priority in order to attract and retain in a tight labor market

Talent Migration Patterns
Migrating to sun-belt lower cost of living areas

Technology
Automation, AI adoption rates are increasing due to competitive and workforce shortage pressures

COVID-19

2020

Workspace
Off-site, remote – office real estate impact

Workplace Health and Safety
Focus on shorter term practices such as temperature checks, PPE, stay at home sick policies; focus on mental wellness

Employment Engagement
High job insecurity due to furloughs, pay cuts, and layoffs, concerns about safety

Talent Migration Patterns
ACCELERATED out-migration of metropolitan areas

Technology
ACCELERATED automation, AI, and remote collaboration

https://hrcsuite.com/

COVID-19 has brought to light that it has never been more apparent that the statewide ARIZONA@WORK delivery system must undergo revolutionary changes in order to not only modernize and keep pace with the "new normal", but also to take advantage of revised processes that under otherwise "normal" circumstances would have taken years to implement. Through necessity, the ARIZONA@WORK Pinal County system looks to expedite new approaches to serving our customers. Impacts to staffing requirements (both in number of full-time staff, deployment to underserved areas of Pinal County, scheduling, and skill set), in-person versus remote service availability, and the introduction of new technologies to facilitate the drive to the new ARIZONA@WORK Pinal County are all elements that were driven by the response to Covid-19.

These new processes have also validated that this plan is headed in a proactive rather than reactive direction. This direction is predicated on the following:

➢ **Revising processes to emphasize innovation in service delivery**
The PCWDB will be forging forward to increase the service reach to all citizens of the county. Quickly responding to the needs of the community in the case of a pandemic or other disaster has required a re-evaluation of how services are provided. A balance of in-person as well as virtual services must be made available to allow for a flexible system that can response quickly to the needs of the community while ensuring full access to services. The PCWDB is also looking to increase development of technological connectivity for online access to services.

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The PCWDB staff is planning on adding a Data Analyst position in 2022. The Data Analyst will afford the PCWDB, PCWDB staff and ARIZONA@WORK Pinal County partners' access to the myriad of economic, workforce and program data affords for evaluation of piloted and ongoing processes to performance outcomes.

➢ **"Next level" of service for business community**
COVID-19 has forced the PCWDB to re-evaluate its operations in an ever-changing world. Business services will be further defined to provide a clear delineation between board-specific activities and those offered and delivered by contracted program providers.

While respecting the firewall between the PCWDB and the operational service delivery provided by ARIZONA@WORK Pinal County partner programs within the one-stop context, the PCWDB will look to change the level of sight to a higher point than the ground level services provided via the one-stop partners by focusing on more strategic actions that allow it to position itself into a proactive mode of operations.

➢ **Negotiated Levels of Performance**
State guidance on local plan development requires each local area to submit expected levels of performance based on the last two program years of data. Under "normal" circumstances local areas would conduct an economic and workforce analysis, the state would provide a summary regression model based on past performance as well as provide the local areas the levels of performance the state had either estimated or negotiated with the U.S. Department of Labor Employment and Training Administration. This modified plan attempts to depict as best as possible the known impacts COVID-19 has had on the Pinal County economic landscape and the role those impacts may have on local area negotiated levels of performance outcomes.

The PCWDB, in a shared governance role with the Pinal County Board of Supervisors, serves as a strategic convener to promote and broker effective relationships among economic, education, and workforce partners throughout Pinal County. The PCWDB is responsible for developing a strategy based on the six purposes of WIOA to continuously improve and strengthen the ARIZONA@WORK Pinal County system through innovation in, and alignment and improvement of, employment, training, and education programs to promote economic growth.

This plan was developed by the PCWDB and staff, with input from core and other required program partners as well as outside stakeholders. It is intended to be used as a guiding document designed to fulfill this collective responsibility.

The service delivery model described in this plan will ensure that services are provided based on the following characteristics outlined by the Workforce Arizona Council (Council):
- **Extensive Knowledge of Local Economy:** Local Workforce Development Boards and ARIZONA@WORK Job Centers have extensive knowledge about the local and regional economy they serve and use labor market, economic, and employer data to inform decision-making about how to maximize the impact of the public workforce system on the local and regional economy.
- **Business Engagement:** Local Workforce Development Boards' and ARIZONA@WORK Job Centers' efforts to engage business partners are robust and comprehensive. Business Services representatives in the local areas will possess the knowledge, expertise and capacity to design and deploy custom workforce solutions for employers.

- **Sector Partnerships:** Local Workforce Development Boards and ARIZONA@WORK Job Centers convene and/or participate in one or more sector partnerships that are rooted in economic and labor market data analysis and driven by industry.
- **Work-Based Learning Opportunities:** Local Workforce Development Boards and ARIZONA@WORK Job Centers collaborate with employers to increase the availability of work-based learning opportunities such as on-the-job training, work experiences, pre-apprenticeships, and Registered Apprenticeship as training paths to employment.
- **Job Seekers Trained for In-Demand Jobs:** Local Workforce Development Boards and ARIZONA@WORK Job Centers focus education and training efforts on equipping job seekers and workers with skills and credentials directly connected to job placements along career pathways in high-growth/high-wage industries to the greatest extent possible.
- **Industry-recognized Credentials:** Local Workforce Development Boards and ARIZONA@WORK Job Centers increase the number of participants who attain stackable, portable, industry recognized credentials.
- **Career Pathways:** Local Workforce Development Boards and ARIZONA@WORK Job Centers perpetually work to create new career pathways and promote existing employer-validated career pathways.
- **Access to Services:** Local Workforce Development Boards and ARIZONA@WORK Job Centers ensure access to skill development and employment services for all job seekers including access to supportive services and relevant guidance for those with barriers to employment.
- **Actively Engage Veterans and Other Priority and Special Populations:** Local Workforce Development Boards and ARIZONA@WORK Job Centers, working collaboratively with other community or statewide efforts when available, implement effective strategies to engage Veterans and other priority and special populations (as defined in WIOA) in workforce development services.
- **Highly Integrated Service Delivery System:** Local Workforce Development Boards and ARIZONA@WORK Job Centers ensure that service delivery and resources are fully integrated, coordinated between all job center partners, and centered on meeting the needs of job seekers, workers, and business customers. An integrated model of service delivery and resources includes policies that enable partners to share and use captured information across multiple programs; cross-program staffing and customer flow management that optimizes efficiency and enhances customer experiences; and a management information system that effectively shares customer information across programs.
- **Continuous Evaluation and Improvement of Services:** Local Workforce Development Boards and ARIZONA@WORK Job Centers continuously evaluate and improve services and processes to increase job seeker, worker, and business customer access and satisfaction, and achieve performance measures.
- **Use Evidence-based, Best and Promising Practices for Service Delivery:** Local Workforce Development Boards and ARIZONA@WORK Job Centers provide comprehensive business and skill development services using best and promising practices and/or evidence-based practices when available.

> **HOW TO GET THERE**

The PCWDB and the ARIZONA@WORK Pinal County partner programs will utilize this plan to mature into a proactive, innovative local workforce development area. The PCWDB is dedicated to constantly evaluating itself in seeking innovative practices from all service partners to deliver services in all areas of the county. This plan addresses the need to engage the entire county to ensure that every individual seeking employment who is in need of assistance has access to ARIZONA@WORK Pinal County services.

Currently, there is one comprehensive center located in Casa Grande, the largest incorporated city in Pinal County. To ensure outreach and service access is available to the balance of the county, ARIZONA@WORK Pinal County will look to build upon successful access points by leveraging community libraries in order to build a network of locations that are accessible throughout the county. These locations will provide for the delivery of services commensurate to the identified needs of each community.
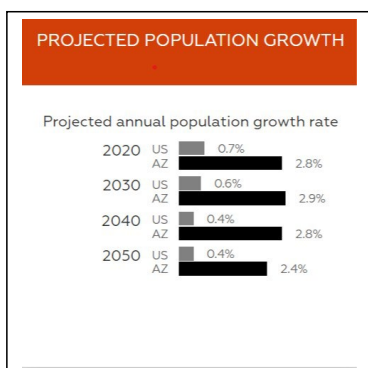
Using labor market data, the PCWDB will develop evidence-based criteria to allow it to make informed decisions on where to locate service points.

"The PCWDB is dedicated to constantly evaluating itself in seeking innovative practices from all service partners to deliver services to all areas of the county."

The development of this plan required the PCWDB to gather primary and secondary source data and conduct an in-depth analysis of the region. The analysis addressed items such as in-demand jobs, unemployment, education and training needs, business needs and addressing gaps among these items. Labor market trends and current labor force employment data were also taken into consideration. The impact of COVID-19 will force the PCWDB to monitor the data compiled for this plan. Data points for workforce systems are historically lagging indicators.

The impacts of COVID-19 on the workforce system and planning a response to these impacts will be an ever-evolving responsibility of the PCWDB and all ARIZONA@WORK Pinal County partners.

In working with local economic development leaders, the PCWDB has shifted its focus to future growth within the county. Per the 2020 U.S. Census (April 2020) the county has a population of 425,264. Approximately 60-65% of the county labor force commuting to surrounding counties for work. ARIZONA@WORK Pinal County, along with the county economic development teams are working on changing these trends, with higher skilled jobs and higher paying jobs available locally. The challenge for ARIZONA@WORK Pinal County will be meeting the future in-demand labor market.

PROJECTED POPULATION GROWTH

Projected annual population growth rate

Year	US	AZ
2020	0.7%	2.8%
2030	0.6%	2.9%
2040	0.4%	2.8%
2050	0.4%	2.4%

Pinal County covers a vast geographic area, approximately 5,400 square miles and comparable in size to the state of Connecticut. One of the most critical challenges in such a rural area is transportation. With population bases centered in Casa Grande, San Tan Valley and the City of Maricopa, access to services and connectivity to resources within the county are not easily accessible.

The Pinal County Board of Supervisors have set the direction for county economic development and for local ARIZONA@WORK Pinal County efforts. The county has identified six target job sectors: Transportation/Logistics; Manufacturing; Health Services; Aerospace and Defense; Natural and Renewable Resources and Tourism. ARIZONA@WORK Pinal County will play a major part in the preparation of a qualified workforce for jobs created by these targeted sectors.

This plan strives to achieve a smooth transition between the job seeker and local business partners. Each will be served to ensure mutually supportive objectives are met. Based on the job seeker's qualifications and utilizing the partners under WIOA, a customer-centric approach to all service strategies will be implemented to meet employers' needs.

ARIZONA@WORK Pinal County partner staff continue to provide business leaders with customized services such as posting job orders, job referrals of qualified candidates for those job orders, job fairs, recruitment, screening and interviewing schedules. A full line of business services is available. ARIZONA@WORK Pinal County will visit with employers and work with economic developers to gather data from current local businesses to quantify their short, mid and long-term business needs. ARIZONA@WORK Pinal County staff and Career Planners will also work with job seekers on career planning, labor market analysis and career path job selections based on that analysis. Resume writing and interview skills are learned as part of services provided at the ARIZONA@WORK Pinal County Business and Career Center.

"The impacts of Covid-19 on the workforce system and planning a response to these impacts will be an ever-evolving responsibility of the PCWDB and all ARIZONA@WORK Pinal County partners."

The PCWDB will continue to review the current plan and update it as necessary. The plan will be considered a working document by all members of the PCWDB and ARIZONA@WORK Pinal County partner staff and community stakeholders to ensure the focus will meet the current needs of the county's continued economic growth.

ARIZONA@WORK PINAL COUNTY GOVERNANCE STRUCTURE

The Pinal County Economic and Workforce Development Department was created in February 2020 and has been designated the entity to serve as staff to the PCWDB including serving as the Fiscal Agent for the local grant. The Department Director has designated the Workforce Director to liaison with the PCWDB and serve as the ARIZONA@WORK Pinal County Director.
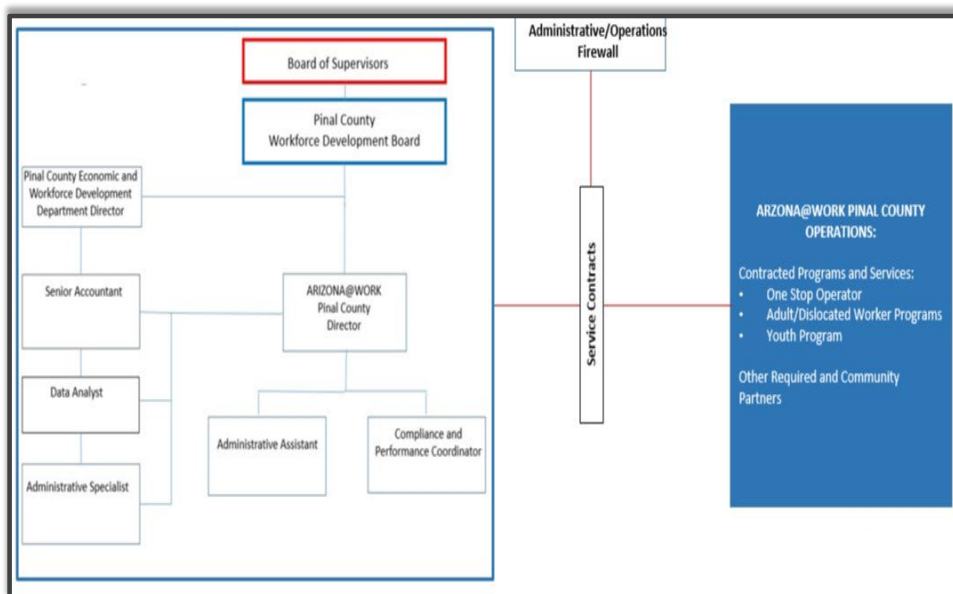
OVERVIEW OF THE ARIZONA@WORK SYSTEM UNDER THE WORKFORCE INNOVATION AND OPPORTUNITY ACT

The Workforce Innovation and Opportunity Act (WIOA), was signed into law on July 22, 2014, with an effective date of July 1, 2015. WIOA amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973. WIOA contains five titles:

Title I: Workforce Development Activities
  ➢ Subtitle A - System Alignment
  ➢ Subtitle B - Workforce Investment Activities and Providers
Title II: Adult Education and Literacy
Title III: Amendments to the Wagner-Peyser Act (Employment Service)
Title IV: Amendments to the Rehabilitation Act Of 1973
Title V: General Provisions

The law highlights reforms made to the public workforce system. These reforms include:

- Aligning federal investments to support jobseekers and employers;
- Strengthening the governing bodies that establish State, Regional and Local workforce investment priorities;
- Helping employers find workers with the necessary skills;
- Aligning goals and increasing accountability and information for job seekers and the public;
- Fostering regional collaboration to meet the needs of regional economies;
- Targeting workforce services to better serve job seekers;
- Improving services to individuals with disabilities;
- Supporting access to services

The reforms guide a local area's design of their delivery system through the six purposes of WIOA:

1. Increase opportunities for individuals with barriers;
2. Support alignment of systems;
3. Improve quality and relevance;
4. Increase structure and delivery;
5. Increase prosperity of workers and employers;
6. Enhance productivity and competitiveness of the Nation

Since becoming a designated WIOA local workforce area[3] in 2015, Pinal County provides services described in this plan under the state's ARIZONA@WORK brand.

Workforce system alignment activities are described under Title IA of WIOA, outlining state and local provisions, state and local board administration as well as performance accountability.

> *"...the current service delivery model requires needed changes in order to meet the demands of workforce development in the 21st century."*

Title IB describes the workforce investment service delivery activities as well as providers of such services. In addition to the Adult, Dislocated Worker and Youth Programs described under Title IB of WIOA, other "core program" as defined in the law are:

- WIOA Title II relating to adult education and literacy activities;
- WIOA Title III covering to Title sections 1 through 13 of the Wagner-Peyser Act (29 U.S.C. 49 et seq.) relating to employment services; and
- WIOA Title IV as described in Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), other than section 112 or part C of that title (29 U.S.C. 732, 741) (relating to vocational rehabilitation services).

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[3] The purpose of a local workforce area is to serve as a jurisdiction for the administration of workforce development activities using Adult, Dislocated Worker, and Youth funds allocated by the *State and to coordinate efforts related to the other core programs at a local community level (*U.S Department of Labor/Training and Employment Guidance Letter 27-14, issued April 15, 2015)

WIOA also calls for other "required partners" to participate in a local area's network of services. Required partners that carry out programs or activities in a local area shall:

1. Provide access through the one-stop delivery system to such program or activities carried out by the entity, including making the career services described in section 134(c)(2) that are applicable to the program or activities available at the one-stop centers (in addition to any other appropriate locations);
2. Use a portion of the funds available for the program and activities to maintain the one-stop delivery system, including payment of the infrastructure costs of one-stop
3. Enter into a local memorandum of understanding with the local board, relating to the operation of the one-stop system
4. Participate in the operation of the one-stop system consistent with the terms of the memorandum of understanding, the requirements of this title, and the requirements of the Federal laws authorizing the program or activities.

ARIZONA'S PUBLIC WORKFORCE SYSTEM STRUCTURE

This chart demonstrates WIOA's service delivery network as designated by law. Agencies and entities are designated to administer and provide oversight for each program. The system provides career, training and business services for job seekers and employers.
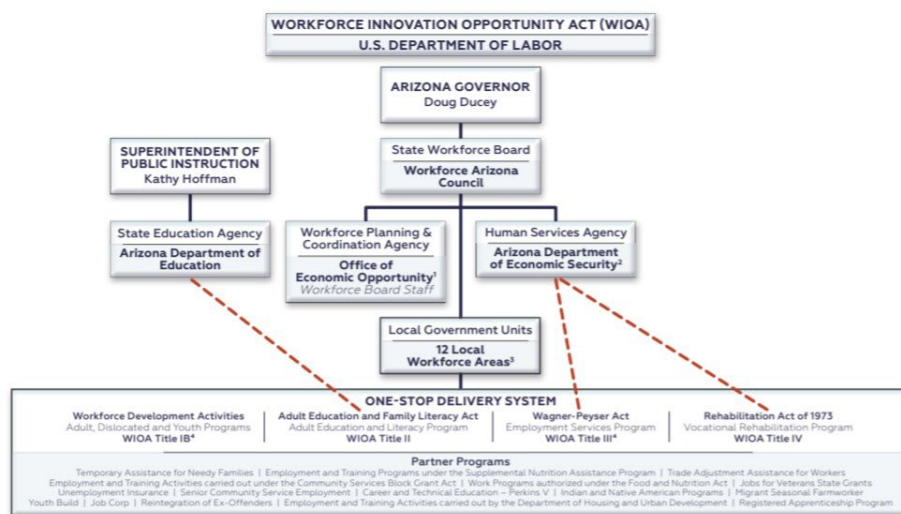
Workforce Arizona Council: "A Guide To Arizona's Workforce System Roadmap For Next-Gen Talent July 1, 2020 – June 30, 2024"

THE ARIZONA@WORK PINAL COUNTY SYSTEM

In some regards, the ARIZONA@WORK Pinal County system can be seen as a manufacturing facility in which qualified candidates are the product being produced for the business customers who provide the employment opportunities in Pinal County. Development of this talent pipeline includes the K-12 school system and continues through post-secondary educational/training providers to ensure a well-oiled system has the inventory (talent pool) to meet the workforce demands of the county's employer community.
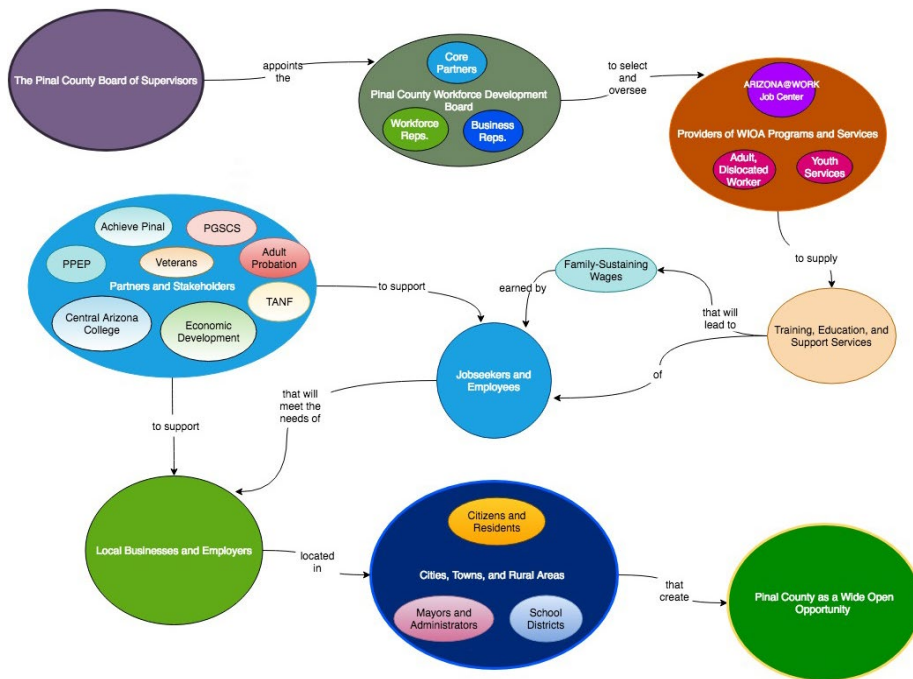
> ➤ **FUNDING THE SYSTEM**

The Arizona Department of Economic Security (ADES) serves as the State administrative and fiscal agent for the Adult, Dislocated Worker and Youth funds. It also serves as the State Workforce Agency and administers the Wagner-Peyser/Employment Service and Vocational Rehabilitation grants and other required WIOA programs. The Arizona Department of Education has jurisdiction over the Adult Education program.

For the Adult Program, ADES allocates the funds to the local areas based on formulas that include such requisites as economically disadvantaged adults age 18 to 72, excluding college students and military from the American Community Survey. For the Dislocated Worker Program the following factors are used:

- Unemployment Concentration
- Unemployment Ratios, weighted for excess of state average
- Long Term (15+ weeks) Unemployment
- Insured Unemployed Exhausted Claimants
- Declining Industries (lowest 10% declining) and Employment
- Local Area Unemployment Statistics
- Total Employment State Average

The Youth Program factors include economically disadvantaged youth age 14-24, meeting (or member of family meeting) the Census poverty level or 70 percent of lower living standard income level (LLSIL). As listed on the state website, for 2020 the 70% LLSIL is $11,609 for a family of one and $32,245for a family of four. (*NOTE: For a detailed description of the SubState Allocation formulas used for the Adult, Dislocated Worker and Youth Programs, see **Exhibit 3**.*)

ADES also serves as the administrative and fiscal agent for the Wagner-Peyser (WIOA Title III - Employment Service) and Vocational Rehabilitation (WIOA Title IV) grant funds. These funds are not allocated to the local areas, but instead ADES staff and contracted Vocational Rehabilitation counselors in each of the local workforce areas provide services offered by these grants. The Arizona Department of Education (ADE) is the state's administrative and fiscal agent for the Adult Education and Literacy funds (WIOA Title II). The ADE contracts with providers throughout the state to ensure Title II services are available in each local area.

ADES and the Workforce Arizona Council allocate funds to the local areas based on the funding streams depicted in *Figure 1*.

Figure 1

Funding Stream Distribution
(as of July 1, 2020)

	Dislocated Worker	Adult	Youth
Statewide Rapid Response Activities	25%		
Statewide Activities	15%	15%	15%
Local Services and Administration	60%	85%	85%

Economic and Workforce Development Department as the designated entity responsible for the administrative functions of the WIOA Adult, Dislocated Worker and Youth Program funds and the delivery of WIOA services in concert with the PCWDB. Pinal County, via the Economic and Workforce Development Department serves as the local Fiscal Agent and has established fiscal controls and fund accounting procedures necessary to assure the proper disbursal and accounting of federal funds allocated to all related programs, according to generally accepted accounting principles.

As permitted by WIOA (see Sec. 133(a)(2)), the state has elected to reserve 25% of the Dislocated Worker Program fund for Statewide Rapid Response Activities, allowing the state to respond to the increased needs of businesses and workers. At the time of the writing of this plan, the Workforce Arizona Council is in the process of exploring allocation methodologies for Program Year 2022.

Program	PY20	PY21
	(July 2020 – June 2021)	(July 2021 – June 2022)
Adult	$ 1,193,461	$ 1,077,674
Dislocated Worker	$ 1,061,614	$ 882,071
Youth	$ 1,083,866	$ 986,520
Totals	$ 3,338,941	$ 2,946,265

Pinal County, as grant recipient, is responsible for complying with all applicable uniform cost principles and administrative requirements for grants and agreements. These principles are included in the appropriate circulars and rules promulgated by the Federal Office of Management and Budget, United States Department of Labor, the Arizona Department of Economic Security (ADES) and Workforce Arizona Council policy.

WIOA mandates that required partners enter into a Memorandum of Understanding (MOUs) with the PCWDB regarding service delivery and the payment of infrastructure costs. Infrastructure costs to sustain the operations of the ARIZONA@WORK Pinal County system are outlined in Infrastructure Funding Agreements (IFA) that are signed by all partner programs. Costs for comprehensive center operations are based on a square footage basis. For rent charges, including utilities, each co-located partner is assigned dedicated office/cubicle space, calculating total square footage to be assigned with common areas being prorated based on the percentage of designated office/cubicle square footage. The PCWDB will continue to explore and evaluate cost allocation methodologies to ensure infrastructure costs are allocated in a manner that meets the requirements of the IFA but does not stifle innovation and flexibility from an operational standpoint.

The following required partners provide services in the ARIZONA@WORK Pinal County service delivery area and are parties to the local Memorandum of Understanding:

Program	Services Delivered By
• Adult Program • Dislocated Worker Program	Equus Workforce Solutions
Youth Program	Central Arizona College
The Adult Education and Family Literacy Act	Central Arizona College and Queen Creek Unified School District (Adult Education)
Wagner-Peyser Act Employment Service program	Arizona Department of Economic Security/Workforce Development Administration

Program	Services Delivered By
The Vocational Rehabilitation (VR) Program	Arizona Department of Economic Security/Rehabilitation Services Administration
Programs authorized under State unemployment compensation laws (in accordance with applicable Federal law)	Arizona Department of Economic Security • Unemployment Insurance Administration (Benefits) • Division of Employment and Rehabilitation Services (Tax)
Migrant and Seasonal Farmworker Programs under Title I of WIOA	Portable Practical Education Program (PPEP)
Trade Adjustment Assistance	Arizona Department of Economic Security/Workforce Development Administration
Jobs for Veterans State Grants Programs	Arizona Department of Economic Security/ Workforce Development Administration
The Senior Community Service Employment Program	AARP (effective July 1, 2020) (Arizona Department of Economic Security/Division of Aging and Adult Services subgrantee)
Employment and training activities carried out by the Department of Housing and Urban Development (Resident Opportunity for Self Sufficiency (ROSS))	Pinal County Department of Housing
Temporary Assistance for Needy Families (TANF) (Jobs Program)	Equus Workforce Solutions (Arizona Department of Economic Security/Workforce Development Administration subgrantee)

➢ **EXPECTATIONS OF THE SYSTEM**

There exists a level of employers' expectations that the workforce system can address their labor needs – regardless of skill level. In order to accomplish this, ARIZONA@WORK Pinal County acknowledges shortcomings in the ability to fill all jobs for all employers, as the public workforce system's primary purpose is to serve those who have barriers to employment that can sometimes be significant.
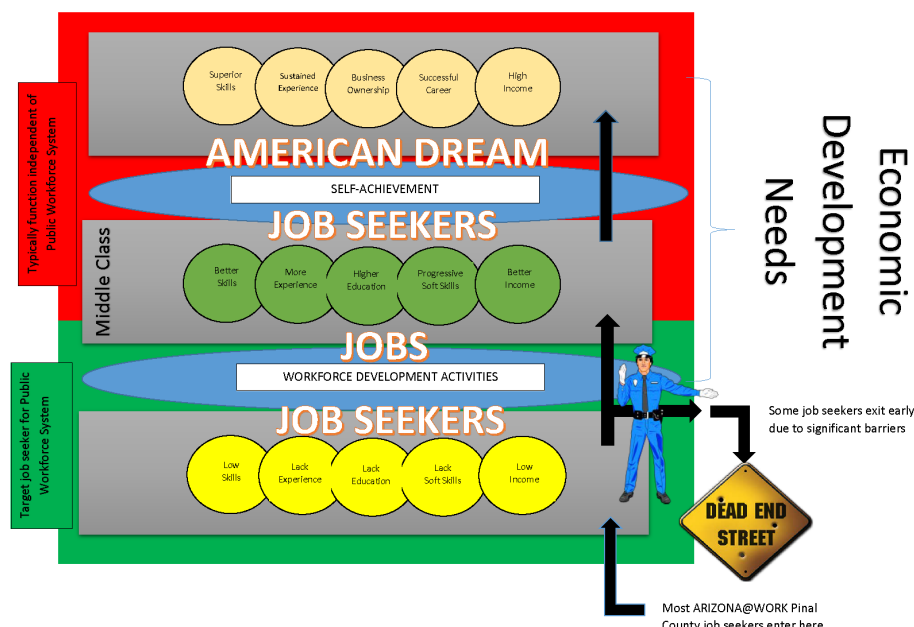
Workforce Development Perception vs. Reality

Job seekers who access ARIZONA@WORK Pinal County will be provided with the opportunity to engage in two pathways. The first path is for individuals seeking a "job" which can be seen as a "quick hit" to employment. A job in this instance may be "gap employment" - a wage earned to fill a gap while the jobseeker is either engaged in training or based on immediate need, employment obtained for a paycheck regardless of long-term potential. The ARIZONA@WORK Pinal County job opportunities are posted in the Arizona Job Connection – the statewide web based career management and reporting system that also houses the statewide job bank.

The second path is the core focus of the ARIZONA@WORK Pinal County Workforce Development Plan. This path – branded as CareerSTEP - is built upon the concept of Career Pathways. ARIZONA@WORK Pinal County will use the U.S. Department of Labor – sponsored "Career Pathways Toolkit: A Guide for System Development"[4] as guide in the development of career pathway models Although the primary audience for this Toolkit is staff who work at the state level, the Career Pathways Toolkit will be used and translated to the local service delivery level by ARIZONA@WORK Pinal County as the basis for the activities that will support achievement of the goals, objectives and strategies described in this plan.

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[4] United States Department of Labor/Employment and Training Administration – Training and Employment Notice No. 17-15 issued December 1, 2015

➢ COMPETITIVE PROCESS USED IN AWARDING SUB GRANTS AND CONTRACTS

All procurements follow federal, state and local procurement laws, regulations and policies. ARIZONA@WORK Pinal County utilizes the Pinal County-sanctioned Request for Proposal Procurement process to select eligible service providers. The competitive process is open to the public via public notices in local news media and on county web sites. Upon proposal reviews, and based on total scores from individual ranking sheets, the PCWDB forwards recommendations to the Pinal County Board of Supervisors for final approval.

All proposals are subject to funding availability per U.S. Department of Labor allocations. The ARIZONA@WORK Pinal County reserves the right to:

➢ Renew contract(s) for a second year and third year without issuing a Request for Proposal (RFP) for the second year.
➢ Accept or reject any or all of the proposals received and to cancel in part or in its entirety a request if it is in the best interest of the county to do so.
➢ Negotiate necessary adjustments in proposed funding levels and program activities.
➢ Fund agencies outside the order of rating recommendations.
➢ Direct subcontractors to implement changes in accordance with state directives made to comply with WIOA and applicable regulations.

The PCWDB issued a Request for Proposal for Youth Services in the Spring of 2021. This procurement complied with ADES issued WIOA Title IB Youth Policy "Procurement Requirements". As a result of this procurement, Central Arizona College was selected as the Youth Provider.

WIOA requires a One-Stop Operator be selected by the local workforce development board after a competitive process has been conducted. To comply with this requirement, ARIZONA@WORK Pinal County issued a Request for Proposal initially in spring 2017 and again in Spring 2019 for a One Stop Operator. As a result of the most recent procurement, Chicanos Por La Causa was selected. This contract runs through Program Year 2022.

Concurrent to the One-Stop Operator procurement, the contract for provision of Adult, Dislocated Worker and Rapid Response services was due to expire. Subsequently, a Request for Proposal for these services was issued. Equus Workforce Solutions was awarded the contract effective July 1, 2019 to provide Adult, Dislocated Worker and Rapid Response services.
NOTE: *With the state reserving its statutory maximum of 25% of Rapid Response funds effective in PY 2020, local area Rapid Response activities are now funded with Dislocated Worker Program funds.*

➢ WORKFORCE SYSTEM ALIGNMENT

Local plans under WIOA must align with the state workforce plan. The Workforce Arizona Council, Arizona Department of Economic Security (ADES) and the Arizona Department of Education (ADE), submitted the 2020-2023 Arizona Unified State Plan in April 2020 to the federal agencies responsible for statewide implementation.

The PCWDB will support statewide workforce strategies identified in the state workforce plan. While action will be taken in Pinal County to support the strategies, the PCWDB and staff will also participate

in statewide workgroups and solutions intended to improve workforce services across the state. The table below summarizes the alignment of focus between the state plan and this plan.

State of Arizona		ARIZONA@WORK Pinal County	
Goals	**Strategies**	**Goals**	**Strategies**
1. Promoting a strong economy	1. Promote industry sector partnerships/projects 2. Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system 3. Increase and improve coordination between workforce, education and economic development efforts at the state and local level	**1. Promote a strong Pinal County economy**	1. Establish alignment of education, economic and workforce development efforts 2. Plan with a global perspective
2. Supporting Business Needs	1. Ensure training provided to job seekers and workers has a focus on transferable skills. 2. Create a comprehensive business engagement plan to support consistency and availability of services	**2. Serve Business Needs**	1. Effectively Structure ARIZONA@WORK Business Services 2. Understand Pinal County's Business Landscape 3. Alignment of internal Employer Engagement activities 4. Customize Business Services to meet the needs of industry and individual businesses
3. Prepare Job Seekers: Defend Against Poverty	1. Implement framework for supporting a statewide model for career pathways based on the identified in-demand industries and occupations, connecting the education and incorporating appropriate flexibility for regional variation 2. Improve processes for co-enrollment across partners to share costs and case management to better serve customers 3. Enhance initiatives supporting populations with barriers to employment to ensure customers are receiving needed services efficiently.	**3. Prepare job seekers for employment opportunities in high growth industries**	1. Leverage Resources By Maximizing Co-enrollment in Core Programs 2. Provide innovative options to service access for ARIZONA@WORK Pinal County customers 3. Align service delivery activities 4. Understanding the labor demands of high-growth industries and occupations

4. Protect Taxpayers by providing efficient, accountable government services	1. Create a consistent system for continuous improvement 2. Improve processes for co-enrollment across partners to share costs and case management to better service customers 3. Identify data system solutions to enhance the interoperability and quality of data for use across ARIZONA@WORK programs	4. Provide an efficient, accountable workforce system	1. Develop a job-driven public workforce development system in Pinal County 2. Efficiently align, prioritize, and select workforce development system projects 3. Practice Evidenced-based Advertising, Outreach, and Strategic Public Relations

Pinal County, along with the eleven other Arizona local workforce development areas operates under the state brand – ARIZONA@WORK. This brand represents a more focused approach to the local workforce system, allowing customers – jobseekers and business alike - to identify with the network regardless of their geographic location. The ARIZONA@WORK Pinal County brand allows for a more regional/seamless approach to economic development efforts when leveraging several local workforce areas to meet the needs of customers. Business customers are able to recognize the statewide brand and connect with a single point of contact at their local affiliate who is already familiar with the services available. The brand also simplifies the service delivery system by erasing the confusing array of partners – all with their own branding and internal goals and processes. In Pinal County, all core and required WIOA partners that work within Pinal County are considered ARIZONA@WORK Pinal County partners, and are required to use this brand.

Determining the total effect COVID-19 has had on the local economy and its impact on individuals requires new thinking. Strategies in this plan will focus on driving the local workforce system in a more innovative direction, one focused on a new wave of strategic thinking that will challenge the public workforce system's partners to exceed customer expectations by offering a new service delivery culture and service mechanisms.

Meeting the workforce demands of the business community requires an alignment of economic development, education (including post-secondary) and workforce development efforts synchronized with statewide and Pinal County-specific strategies. Pinal County will participate in monitoring ongoing assessments of not only the state's current economic environment, but the county's contribution to it as well. It will be critical during the lifespan of this plan to closely monitor the economic direction of the county's business attraction, retention and expansion efforts. Targeted industries identified by the county along with current in-demand industries and the occupations within those industries are the drivers for the workforce activities.

"Strategies in this plan will focus on driving the local workforce system in a more innovative direction, one focused on a new wave of strategic thinking that will challenge the public workforce system's partners…"

> **"...**_Meeting the workforce demands of the business community requires an alignment of economic development, education (including post-secondary) and workforce development efforts... Alignment of these efforts at the local level requires a global perspective._ **"**

Alignment of these efforts at the local level requires a global perspective. This plan, in addition to aligning with the Arizona State WIOA Workforce Development Plan is also part of a larger blueprint to ensure Pinal County citizens have an opportunity to live a fulfilled life through employment. Part of this blueprint is outlined by the Center for the Future of Arizona's "Arizona We Want"5 . This initiative is a shared vision of success around what matters most to Arizonans that expresses their highest aspirations and hopes for the future. These efforts are tracked via a set of vetted progress meters.

These Progress Meters are an evolving, dynamic tool to measure the priorities that Arizonans identified of critical importance to the future of the state. The metrics were carefully considered and included the criteria of being: easily understood; supported by publicly available, trusted, and regularly updated data; and, useful as a guidepost for assessing policy and practice.

The Progress Meters evolve over time, drilling data down to county level progress where possible, with the input of Arizona's leaders, communities, and technical experts.

Successful outcomes related to the goals of this plan can only be realized through the collective efforts of the entire county community. As outlined in the Progress Meters, a broader span of influences will have a major impact on the success of the WIOA mandate. In order to ensure that the widest network of available community services is available to ARIZONA@WORK Pinal County customers, a close bond continues with community organizations that contribute to the support network, enabling program participants to remain engaged in their employment preparation efforts. Some notable engagements include but are not limited to:

Pinal Partnership: The Pinal Partnership was created with a vision of uniting community growth efforts in Pinal County. The mission of the Partnership is to "Improve research, planning and coordination of private and public efforts related to infrastructure, natural resources and community development in Pinal County." The Pinal Partnership is a coalition of community, business, educational and governmental

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5 Center For The Future of Arizona (https://www.arizonafuture.org/the-arizona-we-want/overview/)

leaders, whose goal is to provide leadership and support in specific areas of focus. ARIZONA@WORK Pinal County holds an active membership in the Partnership.

Pinal Partnership Business, Education and Workforce Committee: This committee, was formed in 2012 when the Pinal County School Superintendent brought together members of the education, business, and government communities in collaboration with the Pinal Partnership. This collaboration supports school districts in preparing students to graduate with the skills necessary for college or career, and to begin their work as future leaders in the growth and prosperity of Pinal County and the State of Arizona. The active focus of the committee is highlighting and replicating successful business, government, and education collaborations throughout the county. These programs allow students to explore careers and plan for the appropriate steps in order to reach their goals. Business and Government are able to highlight skills and education that will lead to careers in specific fields. The motivation for this work is to provide opportunities to grow knowledgeable, motivated, and prepared graduates in Pinal County. ARIZONA@WORK Pinal County representatives are active members of this committee.

> *"This plan… is also part of a larger blueprint to ensure Pinal County citizens have an opportunity to live a fulfilled live through employment."*

Achieve Pinal: Workforce development is a critical component of economic growth and planning. The need to cultivate a talent pool starting in junior/high schools in order to build a local talent base to meet current and future economic growth in Pinal County is underway. Achieve Pinal strategies:
  - *Strengthening the K-12 Pipeline* –Increase college readiness and high-school graduation rates
  - *Completing Credentials* – Implement policies to make it easier for Arizonans to finish their certificates or college degrees.
  - *Increasing Access* – Raise awareness about options beyond high school and make them more affordable.
  - *Aligning Workforce Needs* – Engage businesses, governments and educators to identify and close the skills gap.

ARIZONA@WORK Pinal County representatives are active members of this initiative.

Community Action Human Resources Agency (CAHRA): CAHRA is the designated community action program for Pinal County and is a leading safety net agency providing case management integrated with financial assistance, emergency home repair services, transitional housing for homeless families and Self-Help Housing for low and median income households. The agency has created a program of one-on-one services that strives to enhance personal and economic self-sufficiency.

CAHRA also places strong emphasis on building relationships with community resources, faith organizations, and municipal and state entities to ensure issues affecting the low-income population are addressed and solutions developed. The agency currently facilitates community networks in Casa Grande and Eloy and provides on-site itinerant services at the ARIZONA@WORK Pinal County Business and Career Center in Casa Grande.

Veterans Organizations:
  - Honoring/Hiring/Helping Our Heroes of Pinal County (HOHP): The vision of the HOHP Board and committee members is to ensure that veterans and military families in Pinal County have services available to them to provide the support they need. A key mode of service delivery

offered by HOHP is Eagle One – a mobile service center which travels throughout Pinal County making scheduled stops to provide services to veterans in their own communities.

- ➢ Arizona Coalition for Military Families: In December 2021, the Pinal County Board of Supervisors along with the PCWDB signed a letter committing to a partnership. The partnership's goal is to equip public and private sector organizations with the information, training and technical assistance needed to effectively care for, serve, support, connect and employ service members, veterans and their families.

Pinal County Adult Probation: ARIZONA@WORK Pinal County has developed an operational partnership with Pinal County Adult Probation. The unemployment rate among adult probationers is more than seven times that of Pinal County at large. Probation Officers now have a formal process for referring unemployed and underemployed probationers to ARIZONA@WORK Pinal County, where an initial assessment will determine the probationer's eligibility for the various services offered.

ARIZONA@WORK Pinal County program staff will communicate with Probation Officers so that each can help monitor and support the probationer's progress. Additional components of the partnership still in development include cross-training for ARIZONA@WORK Pinal County and Probation staff, work readiness and related classes offered to probationers by Adult Probation.

Against Abuse, Inc. (AAI): Against Abuse, Inc. is a private non-profit organization dedicated to helping individuals and the community understand effects of family violence and the resources available to meet the needs of those abused. In addition, the agency has taken a proactive role in providing a family focused, culturally sensitive continuum of prevention and intervention services to individuals and families in need of services. AAI began referring to ARIZONA@WORK Pinal County (then "Arizona Workforce Connection") for employment opportunities for survivors in 2010. A formal Memorandum of Understanding was signed in 2017 and renewed in 2019. The MOU focused on providing ARIZONA@WORK Pinal County services to AAI-referred individuals.

Leveraging ARIZONA@WORK Regional Partnerships: As a member of the ARIZONA@WORK statewide network, ARIZONA@WORK Pinal County will continue to partner with its affiliates throughout the state. Of particular focus will be the collaboration and coordination with ARIZONA@WORK Maricopa County and ARIZONA@WORK City of Phoenix as well as ARIZONA@WORK Pima County. When economic development business and retention efforts require a regional approach, these partnerships will be leveraged to provide a seamless and unified strategic service delivery model to meet the needs of the particular project.

The Partnership for Workforce Innovation was retained by the PCWDB to conduct the labor market analysis as required under WIOA. The analysis of employment trends and workforce characteristics in Pinal County will help the PCWDB and other Pinal County workforce leaders have a foundation of which to continue to build a comprehensive, responsive workforce development and delivery system.

Introduction

Purpose

This analysis of Pinal County's labor market and economic conditions was conducted by the Partnership for Workforce Innovation, a leading policy and economics firm headquartered in Arizona. It is the intent of ARIZONA@WORK Pinal County to conduct the most relevant, actionable and defensible analysis possible to provide context and impetus to the strategies laid out in the WIOA Local Plan modification. Rather than simply "checking a box," it is hoped that this analysis will be considered by workforce partners and providers as they seek to best align the services they offer with the realistic career pathways available in the regional economy.

All jobs are not created equal. Nor are all employers or all markets. Labor market information, when properly interpreted and applied can benefit the providers who design training and education programs as well as the jobseekers who are making decisions that will affect their career trajectories. This information can also be valuable to the policy makers who are tasked with designing and managing educational and workforce development programs that will equip communities to compete from a position of strength for high-value economic development projects.

Pinal County's WIOA Local Plan Modification is a required activity, and this analysis satisfies the demands of the law, but by going well beyond the minimum standards of the law, Pinal County is demonstrating a commitment to data-driven policy and real-world relevance that will continue to set its workforce development programs apart.

Methodology

The analysis relies on public data sets for employment, economic and educational statistics, and considers the source data to be most authoritative. Derived data from third party providers are referenced but are always considered secondary sources. Primary sources for employment data include four series from the United States Bureau of Labor Statistics: Local Area Unemployment Statistics, the Occupational Employment Statistics, the Quarterly Census of Employment and Wages, and the Current Employment Survey. The state labor market information office, the Arizona Office of Economic Opportunity, creates many of these statistics for the BLS, and their employment projections are also used. Population and demographics data generally rely on the United States Census Bureau's American Community Survey and Annual Population Estimates. Educational data comes from the National Center for Education Statistics, particularly the Integrated Postsecondary Educational Data System, and finally economic data, including the Gross Regional Product are based on the United States Bureau of Economic Activity. Values are not imputed by the author in any of the report's tables. Analysis of trend data often requires manual assembly of multiple years of data, and all time series are presented in the values of current dollars.

Demographics

<u>**Key Findings**</u>

Population – The population of the county continues to increase, though not at the rate seen in recent years. The county's growth rate has exceeded that of the state each of the last five years, building on a trend that was solidified in the years 2003-2008, when the county's growth rate skyrocketed to levels well above the state average.

The largest component of the county's in-migration in recent years has been people moving from other Arizona counties to Pinal. In-migration from other states and other countries are also significant, though smaller, components.

Race and Ethnicity – Almost 80% of the county's population is white, and three quarters are of Hispanic or Latino ethnicity. Two communities, Gila River and the Tohono O'Odham Nation communities are overwhelmingly American Indian. All the other communities are predominantly white.

Age – Pinal County's population is trending older. The share of the population that is 55 years and older has increased significantly over the last decade, while the share of those younger than 55 has decreased. The East Region of the county (median age of 53) is markedly older than the others, particularly the West (33 years).

Education – Thirteen percent of the county's adult population has less than a high school diploma, and 23% have an Associate's Degree or higher. Interestingly, more than a quarter have some college experience, but no degree. In the last decade, the share of the population with a Bachelor's Degree or an advanced degree has increased slightly, while the share with less than a high school diploma has slightly decreased.

Language – More than 90% of the county's population younger than 18 years reports speaking English "very well." Among the working-age population (18-64), 28% report speaking English "less than very well."

Disability – Fifteen percent of the county's population reports a disability. The most commonly reported disability (8.1%) is ambulatory difficulty.

Commuting – More than 53% of commuters in the county travel more than 25 miles per day for to a place of employment, including 17% who travel more than 50 miles. Those travelling the long distances tend to be commuting in a north or northwest direction toward Phoenix, Mesa and Gilbert, or in a southeast direction toward Tucson. Among the eleven communities profiled in this analysis, Phoenix is the most common destination for commuters in nine of them. In Oracle, 13.9% of commuters are working in Tucson, and in Casa Grande, a plurality (27.0%) work in the city itself. A very large majority (83%) of commuters drive alone to work, and another 13% carpool.

Population

Pinal County's total population is 439,128. The county's population has not simply state-level trends, as indicated by the 2003-2008 period in which the county's growth exceeded that of the state by wide margins each year.

Total Population, Pinal County vs Arizona, 1980-2021
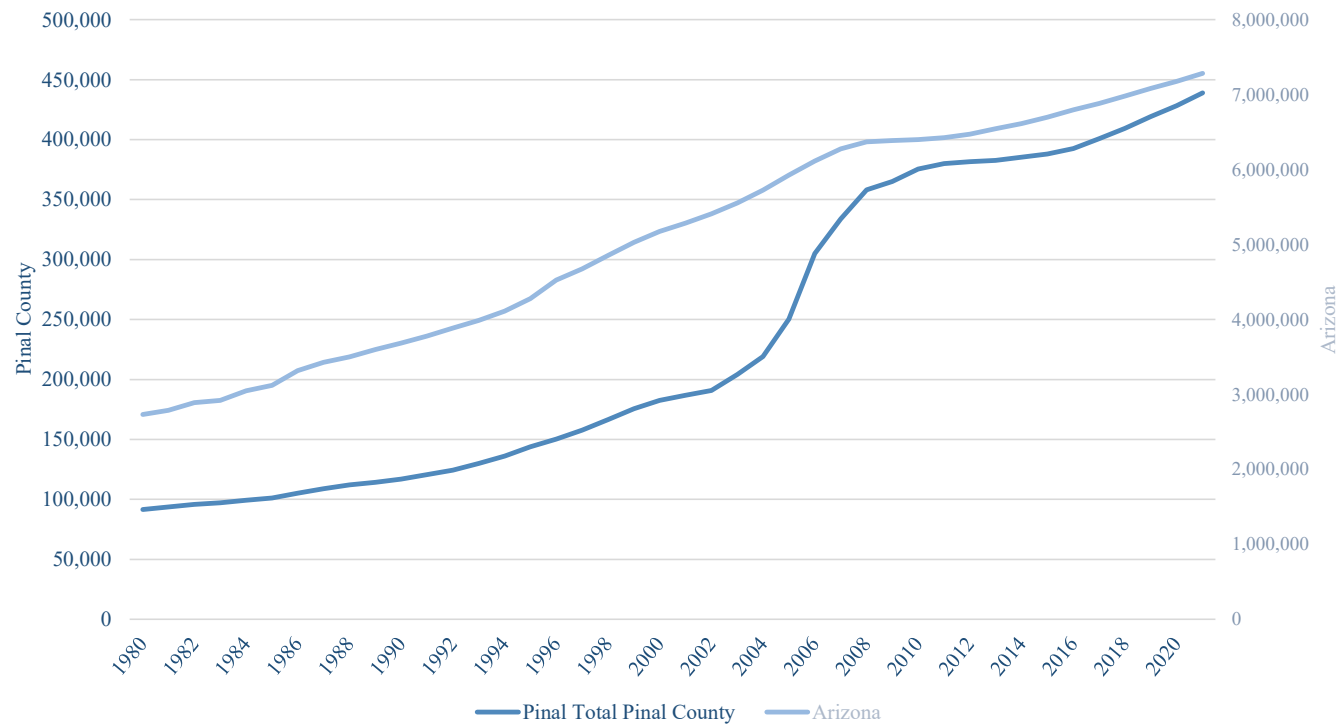
United States Census Bureau, Annual Population Estimates

The county's population has not simply mirrored state-level trends, as indicated by the 2003-2008 period in which the county's growth exceeded that of the state by wide margins each year.

Population by Percentage Change, Pinal County vs Arizona, 1980-2021

■Pinal County ■Arizona
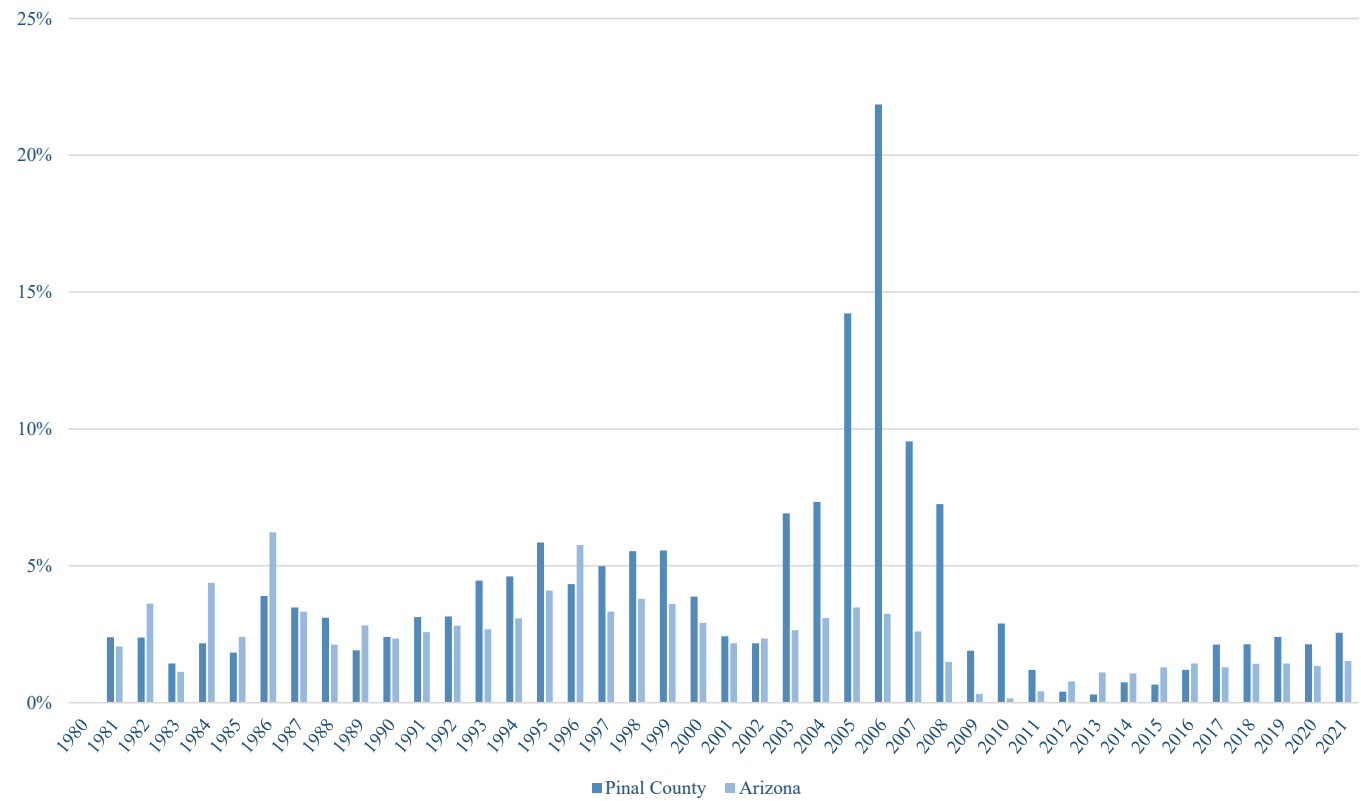
United States Census Bureau, Annual Population Estimates

Population Change

According to 2019 estimates from the United States Census Bureau, more than one of every six Pinal County residents had moved within the last year, including more than 24% of those 18 to 24 years old.

Migration, by Place of Origin
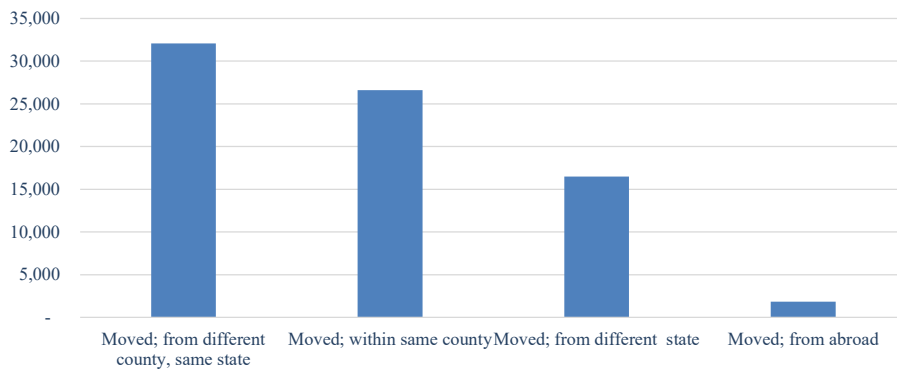
Communities

Table 1: Pinal County Communities by Population

Pinal County Place	Pinal County Population	Total Population (including additional county)
Pinal County	**439,128**	**439,128**
Unincorporated	211,952	211,952
Queen Creek	9,954	66,275 (Maricopa and Pinal)
Maricopa	61,109	61,109
Casa Grande	56,242	56,242
Marana	0	55,174 (Pima and Pinal)
Apache Junction	38,610	39,009 (Maricopa and Pinal)
Florence	25,250	25,250
Eloy	16,485	16,485
Coolidge	14,291	14,291
Superior	2,415	2,415
Kearney	1,741	1,741
Mammoth	1,079	1,079
Hayden	0	512 (Gila and Pinal)
Winkelman	0	294 (Gila and Pinal)

United States Census Bureau, Annual Population Estimates

Race

Pinal County Population by Race
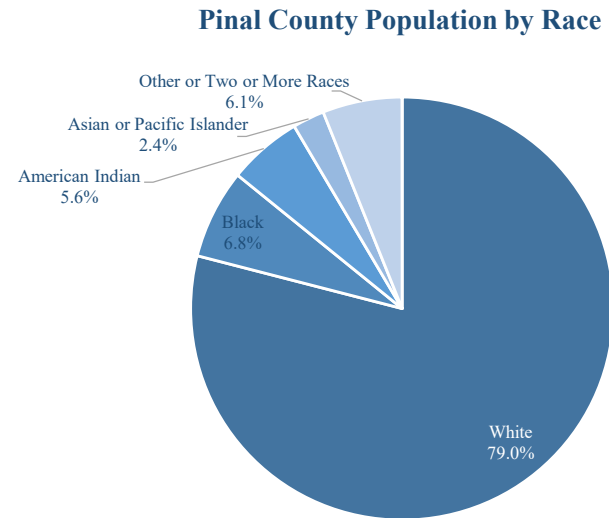
Table 2: Pinal County Communities by Race

Category	Casa Grande	Coolidge	Eloy	Florence	Gila River	Maricopa-Stanfield	North Pinal	San Manuel	Tohono O'odham Nation
White	56.2%	53.9%	48.7%	64.3%	1.0%	55.0%	74.2%	78.0%	1.1%
Black	4.4%	7.7%	5.6%	6.6%	0.1%	11.2%	3.4%	0.6%	0.0%
American Indian	4.2%	4.4%	3.3%	3.7%	93.6%	3.9%	1.2%	1.1%	96.6%
Asian	1.8%	0.8%	1.2%	1.0%	0.0%	2.6%	1.6%	0.9%	0.0%
Pacific Islander	0.3%	0.1%	0.5%	0.1%	0.0%	0.5%	0.3%	0.1%	0.0%
Other	16.1%	16.5%	25.9%	15.1%	2.9%	11.7%	7.8%	6.4%	0.2%
Two or more races	17.0%	16.5%	14.8%	9.1%	2.3%	15.0%	11.5%	12.9%	2.2%

United States Census Bureau, American Community Survey

Pinal County Communities by Race
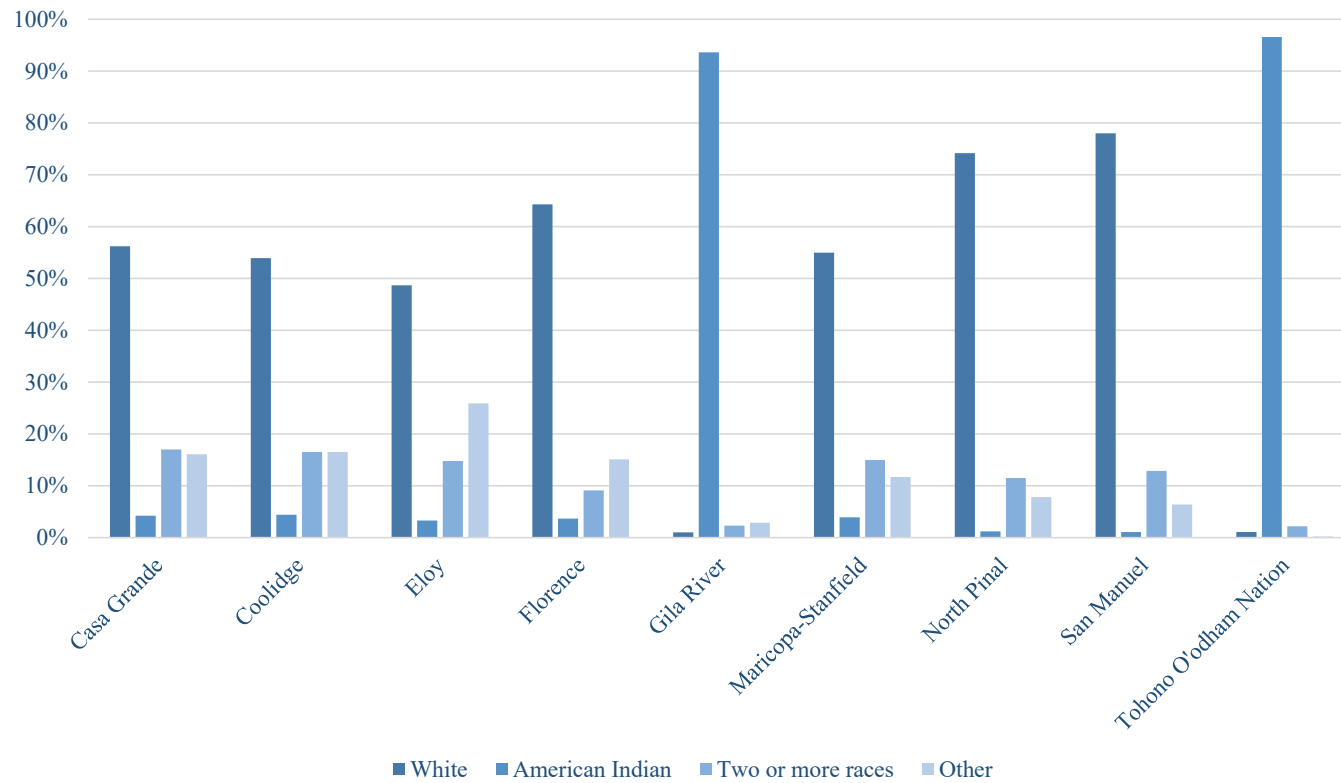
United States Census Bureau, American Community Survey

Ethnicity

More than 70% of the county's population is not Hispanic or Latino.

Pinal County Population by Ethnicity

Hispanic or Latino
29%

Not Hispanic or Latino:
71%
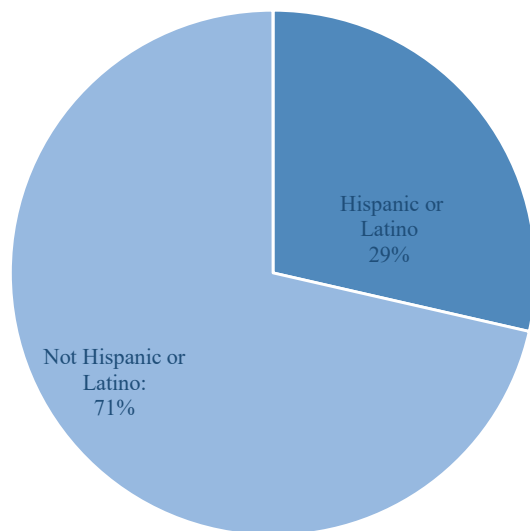
United States Census Bureau, American Community Survey

Age

The share of Pinal County's population that is 55 years or older has increased over the last decade.

Population by Age, Pinal County, 2011-2019
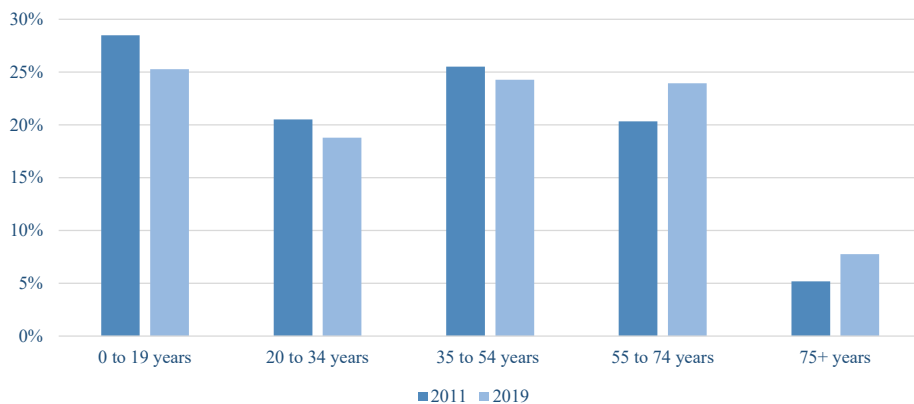
United States Census Bureau, American Community Survey

<u>Education</u>

More than half (57%) of the county's 25+ population has some college education, including 19.4% with a bachelor's degree or higher.

Pinal County Population by Educational Attainment
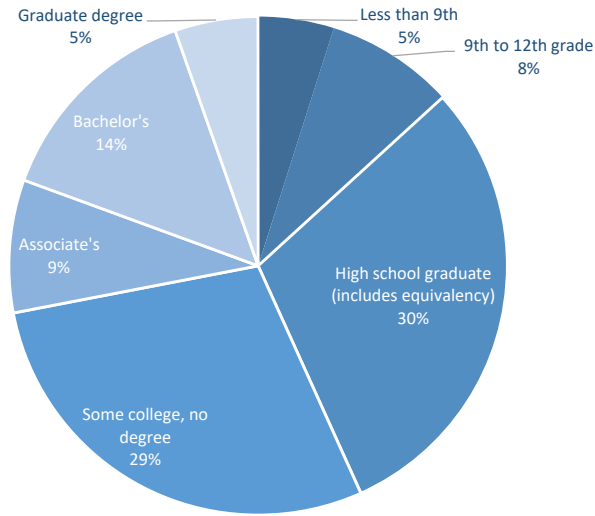
United States Census Bureau, American Community Survey

The share of the county's population with a bachelor's degree or higher increased slightly during the 2010's.

Population by Educational Attainment, Pinal County, 2010-2019

United States Census Bureau, American Community Survey

41
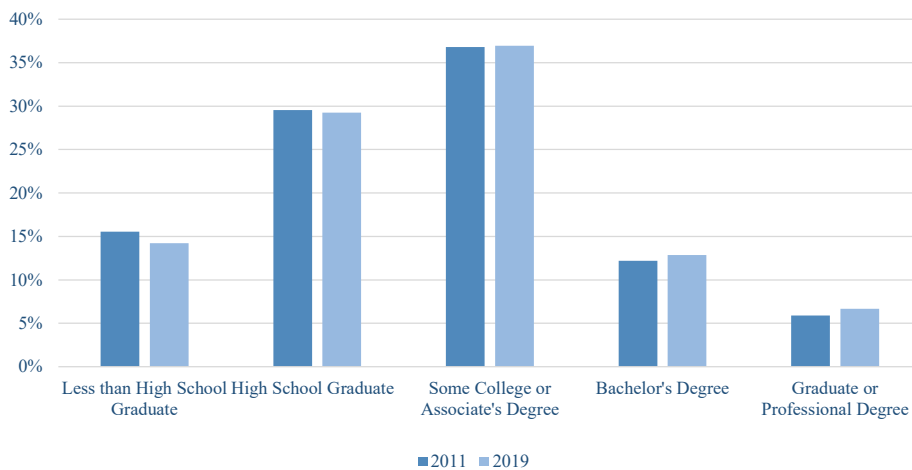
Table 3: Educational Attainment by Race

Educational Attainment	All	White	Black	American Indian	Other	Two or More
High school graduate or higher	86.8%	87.7%	94.6%	77.7%	78.1%	81.6%
Bachelor's degree or higher	19.4%	20.7%	14.7%	7.0%	7.4%	24.5%

Pinal County, Educational Attainment by Race
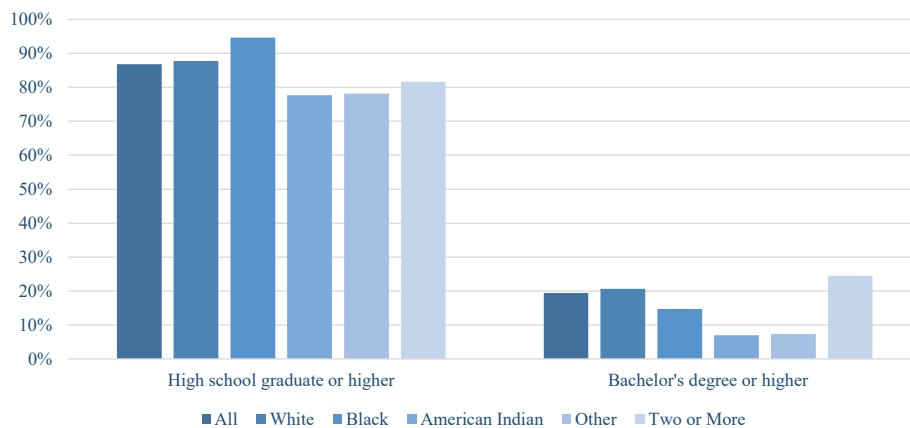
United States Census Bureau, American Community Survey

Poverty

The share of the county's population at or above the poverty line shifted roughly a percentage point from 2011 to 2019.

Population by Poverty Status, Pinal County, 2011-2019

United States Census Bureau, American Community Surve

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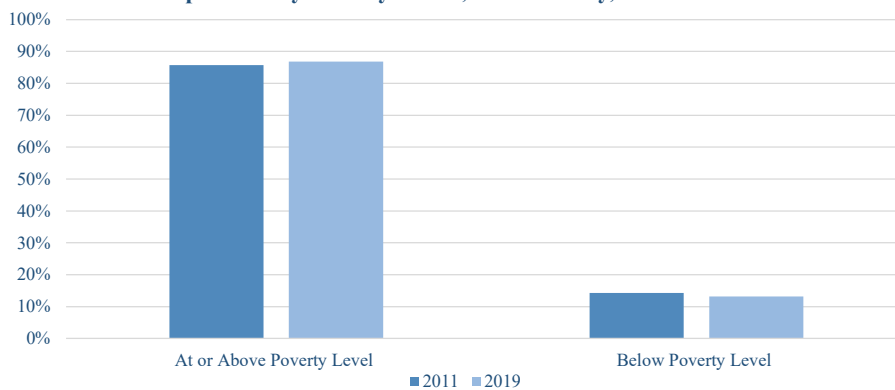
Language spoken at home

Among the county's population 5 years and older, 94.5% claim to speak English only or to speak English "very well." Another 5.5%, more than 23,000 people, speak English "less than very well."

It should be noted that the number of people who speak a language other than English (97,000) is much larger than the number who speak English less than very well (24,000). Among the county's Spanish-speaking population, school-age people tend to report also being fluent in English. The percentages of the Spanish-speaking population that are fluent in English are larger in the younger age bands. This seems to indicate a large number of multilingual residents in the county, a valuable asset in business attraction efforts.

Table 4: Spanish Speaking Populations by English Proficiency, Pinal County

Spanish-Speaking Age Band	Speak English "Very Well"	Speak English Less Than "Very Well"
5-17 Years	90.1%	9.9%
18-64 Years	72.0%	28.0%
65 Years and Older	63.0%	37.0%
All Ages	74.2%	25.8%

United States Census Bureau, American Community Survey

Disability

Across Pinal County, approximately 15% of the population has a recognized disability. The rate is highest among the American Indian population (19.5%) and White, non-Hispanics (17.8%)

Table 5: Population with Disability, by Disability Type, Pinal County

Disability Type	Percentage
Hearing Difficulty	5.2%
Vision Difficulty	2.4%
Cognitive Difficulty	6.0%
Ambulatory Difficulty	8.1%
Self-Care Difficulty	2.9%
Independent Living Difficulty	6.9%

United States Census Bureau, American Community Survey

Community Profiles

This analysis divides Pinal County into four regions in alignment with the 2020-2023 WIOA Local Plan. Census tract data from the United States Census Bureau is then aggregated to create these custom regional profiles of the county's four unique subdivisions.
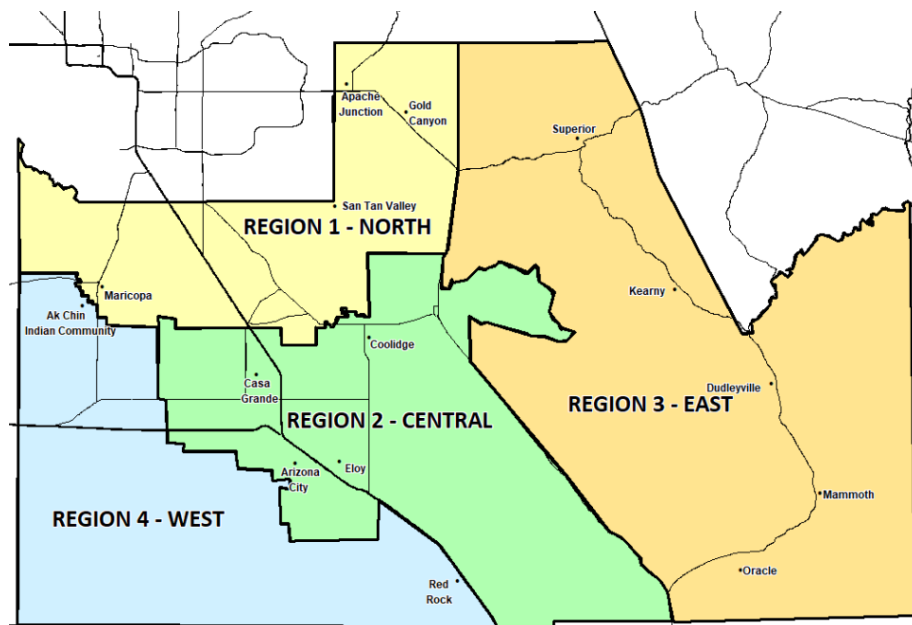
Population and Individual Characteristics

Among the four regions of the county, there are significant differences in a number of individual characteristics, speaking clearly to the unique characteristics of each. The share of the population with veteran status, for example, in the Central Region is more than 50% higher than the West Region. The Central Region is home to more foreign-born residents, while the East Region has a significantly higher share of disabled population.

Median Age, Pinal Communities
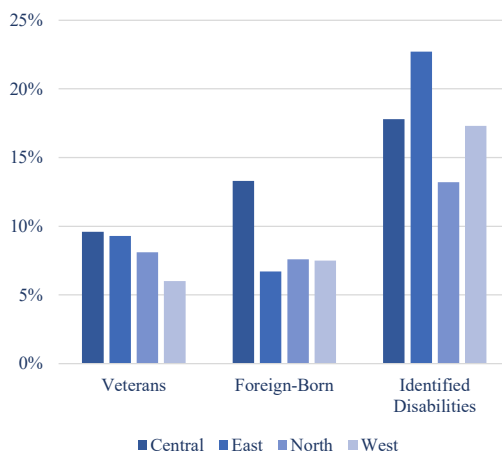
The East Region is the oldest by a difference of more than twenty years in the median age between it and the West Region.
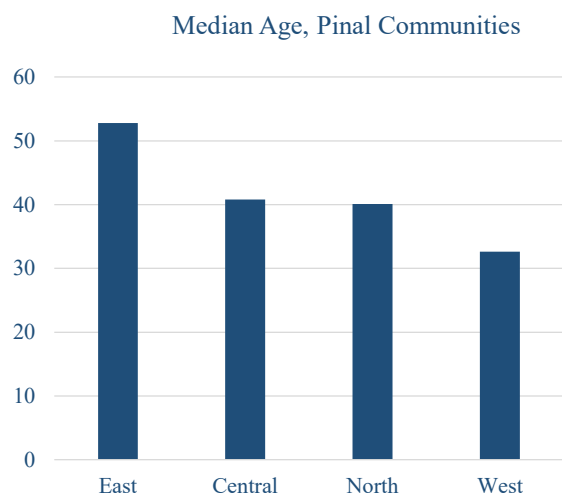
United States Census Bureau, American Community Survey

Table 6: Population and Individual Characteristics by Region

Region	Total Population	Civilian Noninstitutionalized Population	Veterans	Foreign-Born	Median Age	Identified Disabilities	People Living in Non-English Speaking Household
Central	170,508	145,042	9.6%	13.3%	40.8	17.8%	26.5%
North	225,659	225,056	8.1%	7.6%	40.1	13.2%	14.1%
East	18,829	18,829	9.3%	6.7%	52.8	22.7%	27.7%
West	17,797	17,750	6.0%	7.5%	32.6	17.3%	24.0%

United States Census Bureau, American Community Survey, Five-Year Estimates, 2019

Commuting Patterns

More than a third of workers in Pinal County commute between 25 and 50 miles for work, with the large majority of those travelling in a northeasterly direction toward Phoenix.
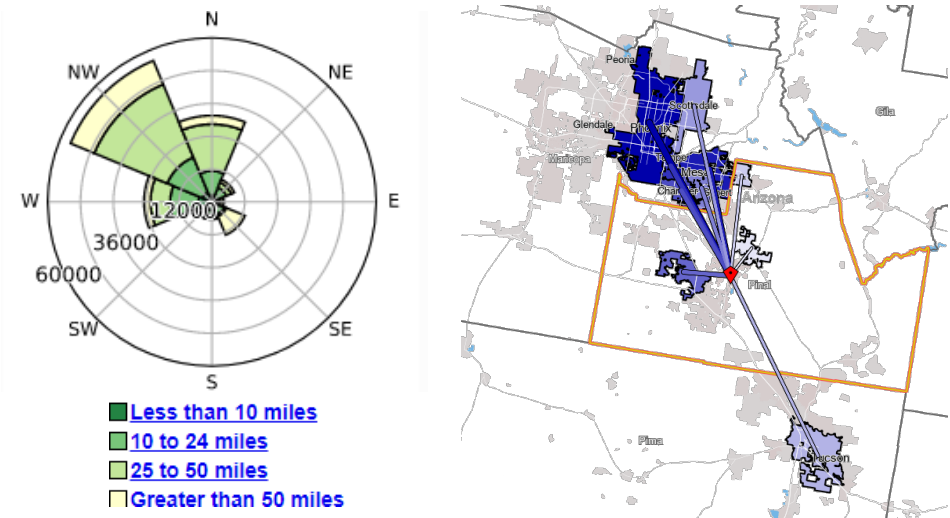
United States Census Bureau, Longitudinal Origin-Destination Employment Data Series

Table 7: Commuting Distances, Pinal County

Commuting Distance	Share
Less than 10 miles	15.7%
10 to 24 miles	29.2%
25 to 50 miles	38.4%
Greater than 50 miles	16.8%

United States Census Bureau, Longitudinal Origin-Destination Employment Data Series

Table 8: Commuting Destinations, Pinal County

Destination	Share
Phoenix	22.2%
Mesa	9.7%
Tempe	8.4%
Casa Grande	6.4%
Gilbert	4.5%
Scottsdale	4.3%
Tucson	4.1%
Apache Junction	2.3%
Florence	1.9%

United States Census Bureau, Longitudinal Origin-Destination Employment Data Series

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Commuting Patterns by Community

Table 9: Commuting Destinations, East Region, Pinal County

Oracle		Kearny		Superior	
Destination	**Share**	**Destination**	**Share**	**Destination**	**Share**
Tucson	13.9%	Phoenix	14.8%	Phoenix	16.3%
Phoenix	12.6%	Kearny	8.7%	Superior	13.2%
Oracle	9.8%	Hayden	5.9%	Mesa	7.8%
Oro Valley	4.4%	Mesa	5.4%	Tempe	5.9%
Mesa	3.5%	Tucson	4.3%	Apache Junction	4.7%
Tempe	3.5%	Scottsdale	3.9%	Tucson	4.7%
Mammoth	3.0%	Tempe	3.7%	Scottsdale	3.4%
Scottsdale	3.0%	Chandler	3.3%	Globe	2.7%
Hayden	2.8%	Winkelman	2.6%	Chandler	2.6%
Marana	2.4%	Apache Junction	2.4%	Gilbert	2.6%

United States Census Bureau, American Community Survey. Longitudinal Origin-Destination Employment Statistics

Table 10: Commuting Destinations, Central Region, Pinal County

Casa Grande		Eloy		Coolidge	
Destination	**Share**	**Destination**	**Share**	**Destination**	**Share**
Casa Grande	27.0%	Phoenix	16.3%	Phoenix	17.4%
Phoenix	18.7%	Casa Grande	14.2%	Coolidge	14.1%
Tempe	5.7%	Eloy	13.7%	Casa Grande	7.4%
Chandler	4.8%	Tempe	4.4%	Florence	5.3%
Mesa	4.7%	Tucson	4.4%	Tempe	5.3%
Tucson	4.4%	Chandler	4.1%	Chandler	5.2%
Eloy	3.1%	Mesa	3.8%	Apache Junction	4.3%
Sacaton	2.7%	Scottsdale	2.8%	Mesa	4.0%
Scottsdale	2.7%	Coolidge	2.6%	Sacaton	4.0%
Gilbert	2.2%	Florence	2.3%	Eloy	3.3%

United States Census Bureau, American Community Survey. Longitudinal Origin-Destination Employment Statistics

Table 11: Commuting Destinations, West Region, Pinal County

Ak-Chin Indian Community		Red Rock	
Destination	**Share**	**Destination**	**Share**
Phoenix	16.2%	Phoenix	18.0%
Ak-Chin Village	12.1%	Tucson	17.2%
Tucson	5.6%	Marana	6.9%
Chandler	4.0%	Casa Grande	5.5%
Maricopa	4.0%	Mesa	5.0%
Scottsdale	3.5%	Tempe	4.7%
Sacaton	3.0%	Casas Adobas	4.4%
Tempe	3.0%	Eloy	3.6%
Casa Grande	1.5%	Chandler	3.2%
Mesa	1.5%	Oro Valley	2.6%

United States Census Bureau, American Community Survey.
Longitudinal Origin-Destination Employment Statistics

Table 12: Commuting Destinations, North Region, Pinal County

Apache Junction		San Tan Valley		Maricopa	
Destination	**Share**	**Destination**	**Share**	**Destination**	**Share**
Phoenix	21.4%	Phoenix	23.0%	Phoenix	29.8%
Mesa	19.8%	Mesa	14.0%	Tempe	12.8%
Tempe	9.0%	Tempe	9.8%	Chandler	12.3%
Apache Junction	7.7%	Chandler	9.6%	Maricopa	7.2%
Chandler	6.3%	Gilbert	7.6%	Mesa	5.6%
Gilbert	6.1%	Scottsdale	5.5%	Scottsdale	4.7%
Scottsdale	5.3%	Queen Creek	4.2%	Tucson	3.0%
Tucson	3.1%	Tucson	2.8%	Gilbert	2.8%
Glendale	1.7%	San Tan Valley	2.7%	Casa Grande	2.1%
Queen Creek	1.1%	Florence	2.1%	Ak-Chin Village	1.9%

United States Census Bureau, American Community Survey. Longitudinal Origin-Destination
Employment Statistics

Commuting Means of Transportation

The large majority of commuters in Pinal County drive alone to their places of employment. A significant number use carpools, and very small percentages walk or take public transportation.

Table 13: Commuting Modalities, Pinal Communities

Region	% Commuters Driving Alone	% Commuters Carpooling to Work	% Commuters Walking to Work	% Commuters Other Means	% Commuters Taking Public Transportation	Remote Workers
Central	83.3%	13.0%	1.8%	1.8%	0.2%	1.8%
North	83.4%	12.3%	1.8%	2.7%	0.2%	3.0%
East	85.0%	12.1%	1.2%	1.5%	0.2%	2.0%
West	78.3%	13.9%	5.1%	2.0%	0.6%	1.7%

United States Census Bureau, American Community Survey, Five-Year Estimates, 2019

Household Characteristics

Approximately half of the households in the county are headed by a married couple. Single-female householders account for around a quarter of the county's homes, although the share is larger in the West and Central Regions.

Table 14: Household Characteristics, Pinal Communities

Region	Households	Average Household Size	Cohabitating Couple Household	Single Female Household	Single Male Household	Married Couple Household
Central	50,180	3.4	7.8%	25.8%	14.4%	52.0%
North	77,922	2.9	6.6%	21.5%	15.7%	56.2%
East	7,735	2.4	5.0%	21.1%	20.3%	53.6%
West	5,463	3.3	6.3%	25.9%	18.3%	49.5%

United States Census Bureau, American Community Survey, Five-Year Estimates, 2019

Income and Poverty, Pinal Communities

The median household income is highest in the North Region by a significant margin and lowest in the West. The percentage of the population living in poverty is highest in the Central Region, as are the percentages of children and seniors living in poverty.

Age 16-19, by Enrollment Status, Pinal County, 2020

Not Enrolled in School 22%

Enrolled in School 78%
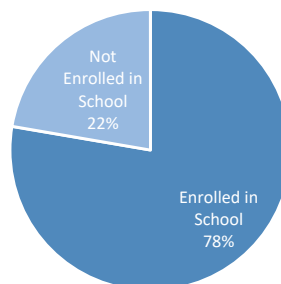
Table 15: Income and Poverty, Pinal Communities

Region	Median Household Income	% In Poverty	% Children in Poverty	% Seniors 65+ in Poverty
Central	$54,606	13.3%	25.8%	11.2%
North	$62,992	7.5%	12.0%	9.2%
East	$54,365	7.2%	25.4%	6.2%
West	$48,756	13.0%	21.9%	9.5%

United States Census Bureau, American Community Survey

Opportunity Youth

The civilian, noninstitutionalized population that is 16-24 years old, not in school, not in work, and not looking for work is of particular concern to the workforce development system. These disconnected, or "opportunity" youth are a target population under the Workforce Innovation and Opportunity Act.

Across Pinal County, the dynamics impacting the labor market for youth differ significantly from those influencing the rest of the regional workforce.

Table 16: Enrollment in School, 16-19 Years Old, Pinal County

Status	Employed	Unemployed	Not in Labor Force	% Not in Labor Force
Enrolled in School	5,187	967	10,398	62.8%
Not Enrolled in School	2,477	282	1,993	41.9%

United States Census Bureau, American Community Survey

Unemployment is not the primary challenge facing Pinal County's youngest workforce segment; rather, the majority of the population 16-19 years of age are not participating in the labor force.

The labor force participation rate among those 16-19 years who are enrolled in school is 31.2%, while for those not enrolled in school, the rate is 58.1%. This seems to indicate that a number of youths in Pinal County are opting to participate in the labor force as an alternative to education.

Age 16-19, by Employment Status, Pinal County, 2020

Legend: ■ Employed ■ Unemployed ■ Not in Labor Force
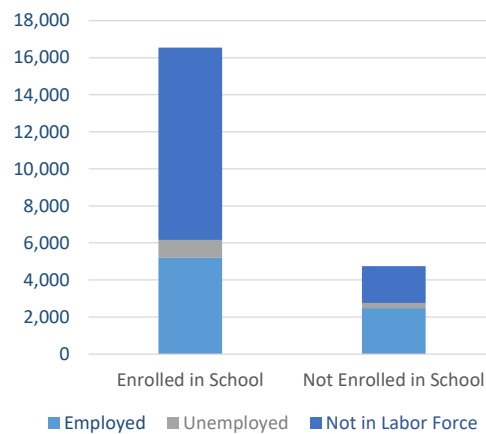
According to the United States Census Bureau's American Community Survey, the labor force participation rate for Pinal County residents 20-24 is actually slightly higher than that for the 25-34 age band.

Labor Force Participation
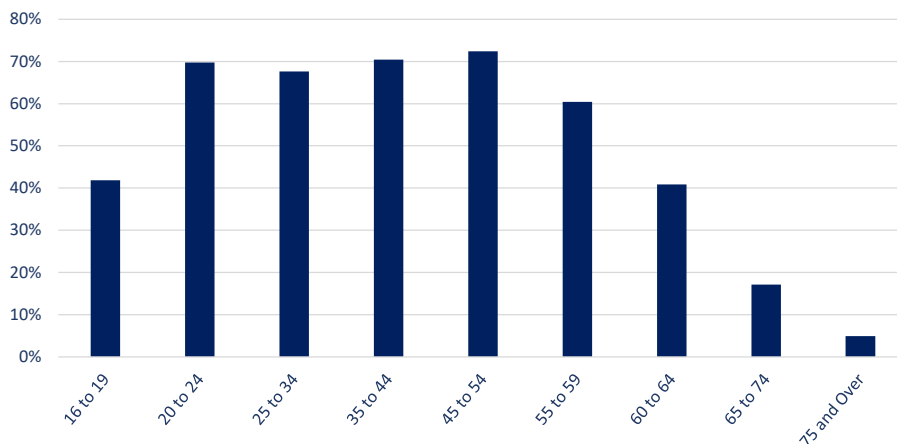
Almost 2,000 youth aged 16-24 who are not in school or in the labor market present an opportunity for the educational and workforce systems in Pinal County to facilitate career pathways and development

opportunities that will inspire this population to re-engage in the labor market and to invest in themselves in ways that will empower them to improve the economic well-being of themselves and their families.

Economic Conditions

Key Findings

Labor Force – In December 2021, Pinal County's labor force numbered a record 198,000, and the unemployment rate stood at a record low 2.7%. As the county's labor force grew from 2011 through 2020, the number of unemployed persons consistently declined. The COVID-19 pandemic, however, gave rise to a dramatic increase in the unemployed population, which briefly outnumbered the employed population.

This analysis uses a custom indicator to compare the monthly number of workers in the county to the number of jobs. In June 2021, there were 2.9 workers for every job in Pinal County, suggesting that approximately two-thirds of the county's workforce were commuting outside the county. From 2011 to 2016, that ratio value only exceeded 2.5 twelve times, but it has not dipped below 2.6 since that time.

Industry – The public sector continues to be the largest employer in the county, accounting across the federal, state and local levels, for 30.8% of all jobs. Trade, Transportation and Utilities is the largest private sector, followed by Education and Health Services.

Government; Trade, Transportation and Utilities; and Manufacturing have led the growth in employment since the onset of the COVID-19 pandemic.

The Real Estate sector accounts for more than a quarter of economic activity in the county. Manufacturing contributes another 12.9%. Over the last five years, the largest growth in economic activity has been seen in the Construction sector.

Talent Pipeline – Seven postsecondary educational institutions were identified as primary components of the region's talent pipeline. Among those institutions, the largest share of degrees and certificates were awarded in Liberal Arts and Sciences/General Studies/Humanities programs, suggesting that many area students use the community college system as a first step toward a university experience. Three of the top five programs, however, are career-focused programs: Health Professions, Business Management and Machine and Repair Technologies.

Employment Projections – The Arizona Office of Economic Opportunity projects that by 2030, the number of jobs in Pinal County will swell by more than 16,600, or 24%, from its 2020 level. This dramatic growth will create pressures on the talent pipeline, the workforce development system and regional employers to invest in the talent it will take to support this level of growth.

Labor Force

As of December 2021, Pinal County's labor force numbered 198,059, of which 192,768 were employed and 5,291 were unemployed. The county's unemployment rate stood at a record low 2.7%.

Number Employed and Total Labor Force, Pinal County, 2011-2021
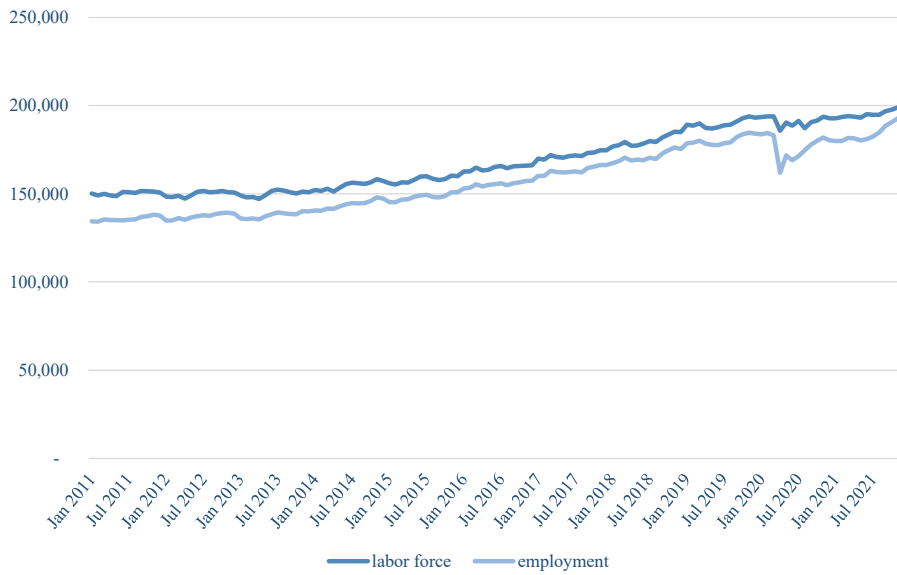
Arizona Office of Economic Opportunity, Local Area Unemployment Statistics

As the county's labor force grew from 2011 through 2020, the number of unemployed persons consistently declined. The COVID-19 pandemic, however, gave rise to a dramatic increase in the unemployed population, which briefly outnumbered the employed population.

Pinal County Employment and Unemployment, 2011-2021
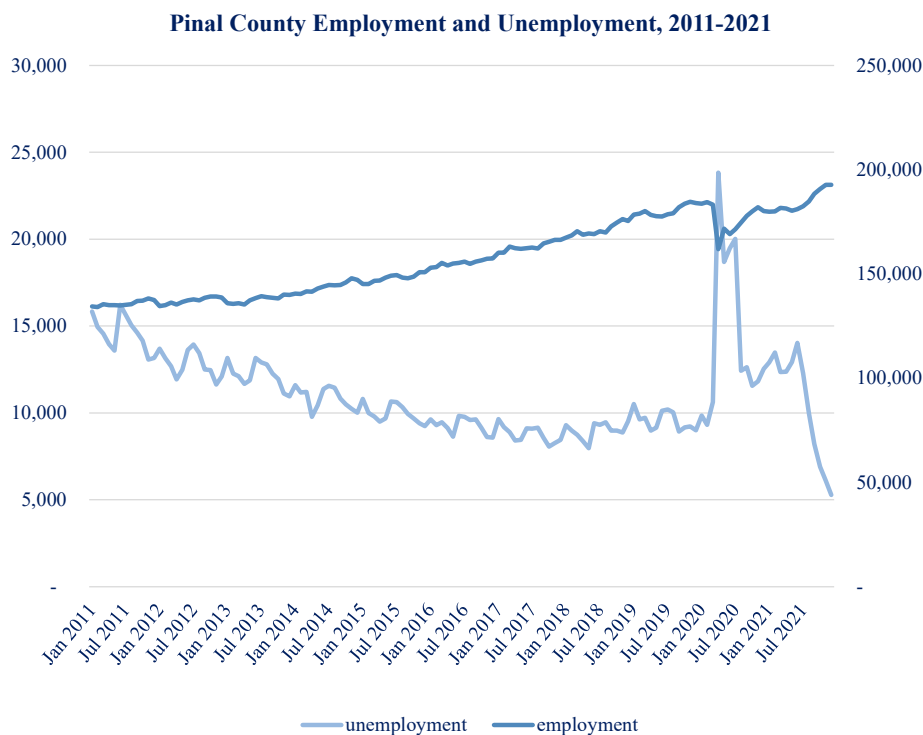
Arizona Office of Economic Opportunity, Local Area Unemployment Statistics

Labor Force vs Jobs

A valuable perspective on the nature of the Pinal County labor market can be gained by comparing the size of the labor force to the number of jobs in the county. In other words, how many of the county's workers are commuting to locations outside the county, primarily Maricopa and Pima Counties, for work?

This analysis creates a custom value by comparing the two values to produce a monthly worker to job ratio. In June 2021, there were 2.9 workers for every job in Pinal County, suggesting that approximately two-thirds of the county's workforce were commuting outside the county.

From 2011 to 2016, that value only exceeded 2.5 twelve times. It has not dipped below 2.6 since that time.

Table 16: Worker:Job Ratio, by Month, Pinal County. Threshold: 2.6

2011	QCEW	Labor Force	Ratio	2013	QCEW	Labor Force	Ratio	2015	QCEW	Labor Force	Ratio
Jan	52,438	134,362	2.6	Jan	7,534	135,919	2.4	Jan	57,449	145,161	2.5
Feb	53,957	134,179	2.5	Feb	58,828	135,656	2.3	Feb	58,386	145,176	2.5
Mar	54,242	135,472	2.5	Mar	59,002	135,960	2.3	Mar	58,282	146,650	2.5
Apr	53,829	135,009	2.5	Apr	58,452	135,400	2.3	Apr	58,392	146,861	2.5
May	53,534	135,025	2.5	May	58,128	137,319	2.4	May	58,367	148,253	2.5
Jun	51,553	134,870	2.6	Jun	56,049	138,394	2.5	Jun	56,687	149,083	2.6
Jul	49,318	135,191	2.7	Jul	51,841	139,350	2.7	Jul	54,779	149,404	2.7
Aug	51,859	135,531	2.6	Aug	55,337	138,929	2.5	Aug	56,718	148,160	2.6
Sep	52,845	136,969	2.6	Sep	55,755	138,553	2.5	Sep	56,826	147,900	2.6
Oct	52,929	137,187	2.6	Oct	56,122	138,280	2.5	Oct	57,489	148,706	2.6
Nov	53,883	138,205	2.6	Nov	57,368	140,135	2.4	Nov	58,362	150,812	2.6
Dec	53,865	137,540	2.6	Dec	57,779	139,948	2.4	Dec	58,887	150,779	2.6
2012				**2014**				**2016**			
Jan	54,546	134,637	2.5	Jan	56,324	140,479	2.5	Jan	60,674	152,963	2.5
Feb	56,418	134,953	2.4	Feb	57,477	140,370	2.4	Feb	61,444	153,330	2.5
Mar	57,002	136,238	2.4	Mar	57,646	141,694	2.5	Mar	61,832	155,323	2.5
Apr	56,706	135,272	2.4	Apr	57,687	141,443	2.5	Apr	61,608	154,044	2.5
May	56,323	136,496	2.4	May	57,657	142,957	2.5	May	62,875	154,955	2.5
Jun	55,650	137,342	2.5	Jun	56,014	143,970	2.6	Jun	59,730	155,315	2.6
Jul	51,439	137,737	2.7	Jul	52,623	144,656	2.7	Jul	57,713	155,967	2.7
Aug	55,716	137,399	2.5	Aug	57,111	144,564	2.5	Aug	60,568	154,862	2.6
Sep	56,183	138,566	2.5	Sep	58,029	144,679	2.5	Sep	61,036	155,923	2.6
Oct	56,351	139,116	2.5	Oct	58,933	145,980	2.5	Oct	61,506	156,526	2.5
Nov	57,573	139,239	2.4	Nov	59,722	147,991	2.5	Nov	62,057	157,292	2.5
Dec	57,853	138,638	2.4	Dec	59,824	147,159	2.5	Dec	62,291	157,454	2.5

2017	QCEW	Labor Force	Ratio	2019	QCEW	Labor Force	Ratio	2021	QCEW	Labor Force	Ratio
Jan	60,480	160,177	2.6	Jan	63,180	178,539	2.8	Jan	63,401	179,893	2.8
Feb	61,460	160,192	2.6	Feb	63,918	179,000	2.8	Feb	63,965	179,972	2.8
Mar	61,742	163,043	2.6	Mar	64,085	180,107	2.8	Mar	64,258	181,642	2.8
Apr	61,334	162,320	2.6	Apr	63,434	178,376	2.8	Apr	64,469	181,362	2.8
May	60,978	162,055	2.7	May	63,460	177,760	2.8	May	64,588	180,243	2.8
Jun	59,840	162,274	2.7	Jun	61,990	177,494	2.9	Jun	62,866	181,045	2.9
Jul	56,569	162,626	2.9	Jul	60,439	178,554	3.0				
Aug	59,870	162,142	2.7	Aug	62,672	179,136	2.9				
Sep	60,123	164,582	2.7	Sep	62,708	182,059	2.9				
Oct	60,617	165,362	2.7	Oct	63,300	183,647	2.9				
Nov	61,754	166,373	2.7	Nov	63,903	184,595	2.9				
Dec	62,073	166,263	2.7	Dec	64,119	184,054	2.9				
2018				**2020**							
Jan	61,844	167,433	2.7	Jan	65,001	183,696	2.8				
Feb	62,592	168,484	2.7	Feb	65,631	184,511	2.8				
Mar	62,997	170,508	2.7	Mar	65,342	183,226	2.8				
Apr	62,383	168,770	2.7	Apr	60,865	161,902	2.7				
May	62,263	169,363	2.7	May	62,092	171,674	2.8				
Jun	61,412	169,068	2.8	Jun	59,758	169,039	2.8				
Jul	59,456	170,541	2.9	Jul	58,194	171,335	2.9				
Aug	61,902	169,815	2.7	Aug	61,914	174,683	2.8				
Sep	62,056	172,818	2.8	Sep	62,473	177,879	2.8				
Oct	62,206	174,579	2.8	Oct	63,370	180,024	2.8				
Nov	63,211	176,268	2.8	Nov	64,278	181,932	2.8				
Dec	63,318	175,407	2.8	Dec	63,955	180,188	2.8				

United States Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Arizona Office of Economic Opportunity, Local Area Unemployment Statistics

Employment by Industry

Government is the largest employer in Pinal County, accounting for 30.8% of all jobs. State and local government entities account for more than 28% of the county's jobs, while federal governments add another 2.7%.

Pinal County Employment by Industry
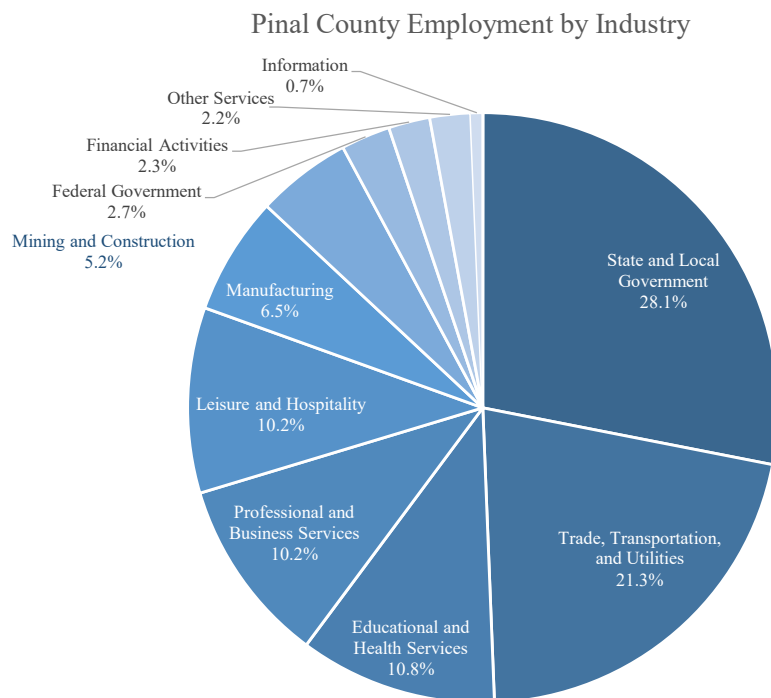
Arizona Office of Economic Opportunity, Quarterly Census of Employment and Wages

Employment Trends

The level of total nonfarm employment in Pinal County reached a new high in March of 2020 at 64,150. As of the most recent data from the Arizona Office of Economic Opportunity, the county has yet to recover the losses that dropped the employment level from that high-water mark to a low of 56,675 in July 2020. As of December 2021, total nonfarm employment stands at 62,875, lagging the high-water mark by 1,275 jobs.

Since January 2020, the sector with the largest increase in employment in Pinal County is the Trade, Transportation and Utilities sector. Manufacturing has also experienced growth, as has the federal government sector.

Trade, Transportation, Utilities and Leisure & Hospitality Industries, Pinal County

Trade, Transportation, and Utilities ——— Leisure and Hospitality
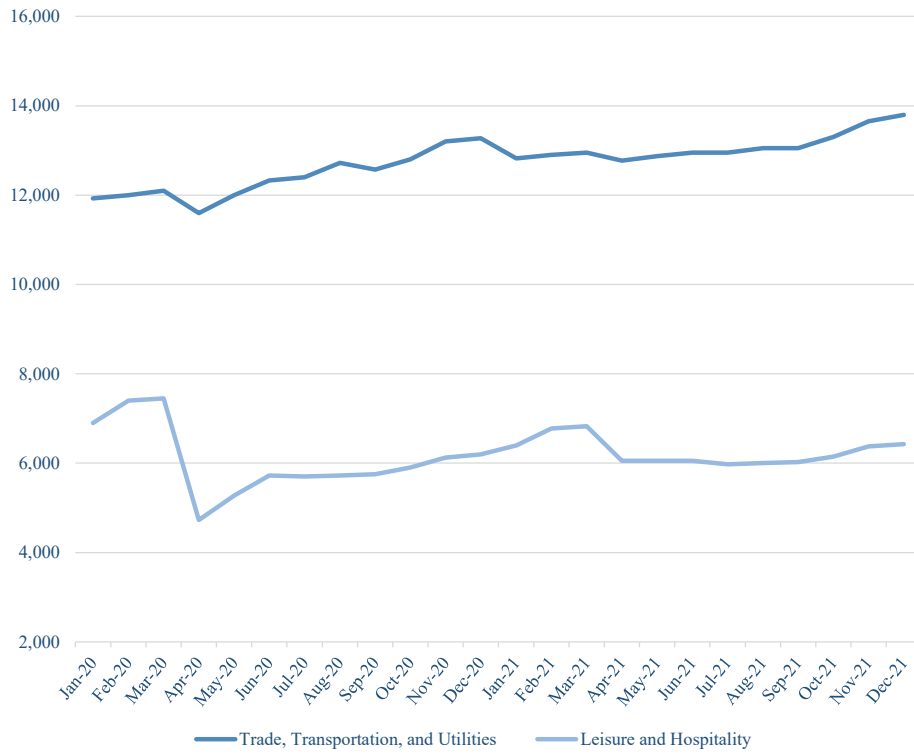
Goods-Producing Industries, Pinal County

Legend: Mining and Construction — Manufacturing
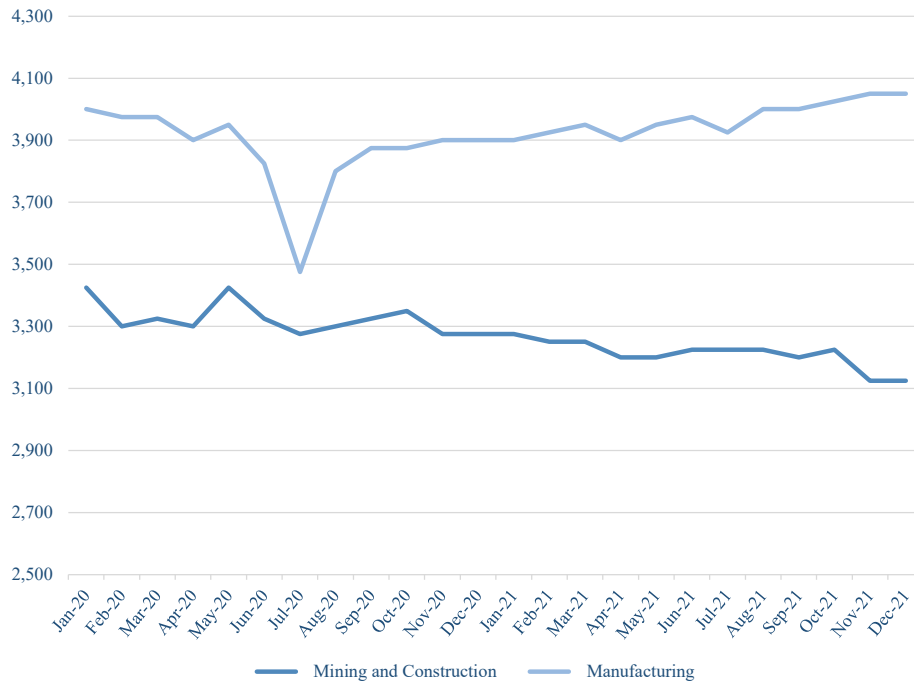
Government Sectors, Pinal County

Legend: Federal Government, State and Local Government

Table 17: Employment by Industry, by Month, 2021, Pinal County

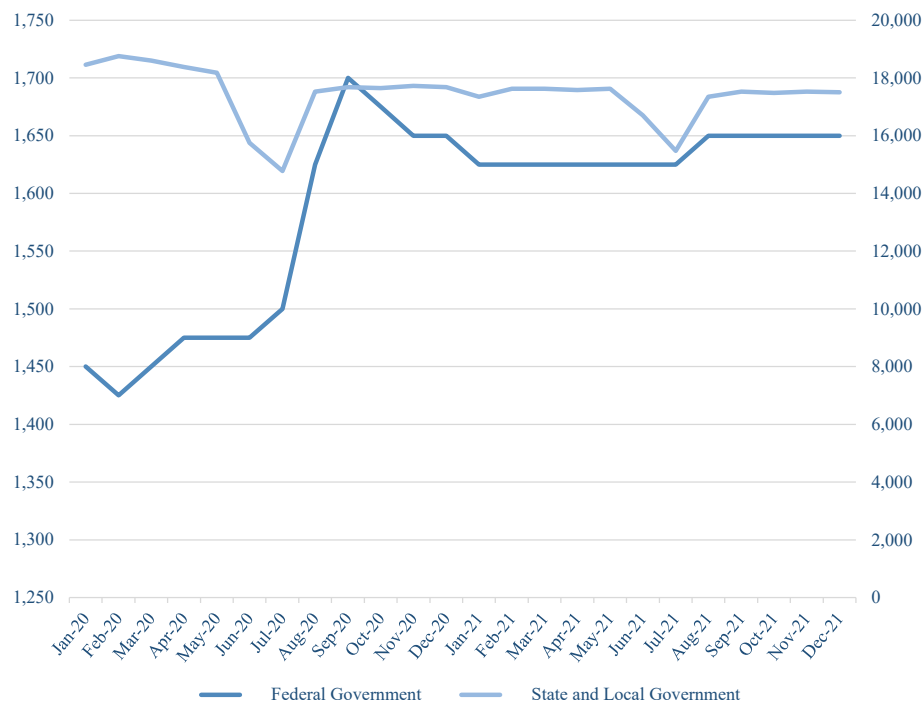| Sector	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Change	Change %
Total Nonfarm	**61,625**	**62,375**	**62,525**	**61,150**	**61,325**	**60,200**	**58,700**	**61,325**	**61,500**	**61,975**	**62,725**	**62,875**	**1,250**	**2.0%**
Total Private	**42,650**	**43,125**	**43,275**	**41,950**	**42,075**	**41,875**	**41,600**	**42,325**	**42,325**	**42,850**	**43,550**	**43,725**	**1,075**	**2.5%**
Goods Producing	**7,175**	**7,175**	**7,200**	**7,100**	**7,150**	**7,200**	**7,150**	**7,225**	**7,200**	**7,250**	**7,175**	**7,175**	**0**	**0.0%**
Manufacturing	3,900	3,925	3,950	3,900	3,950	3,975	3,925	4,000	4,000	4,025	4,050	4,050	150	3.8%
Mining and Construction	3,275	3,250	3,250	3,200	3,200	3,225	3,225	3,225	3,200	3,225	3,125	3,125	-150	-4.6%
Service-Providing	**54,450**	**55,200**	**55,325**	**54,050**	**54,175**	**53,000**	**51,550**	**54,100**	**54,300**	**54,725**	**55,550**	**55,700**	**1,250**	**2.3%**
Trade, Transportation Utilities	12,825	12,900	12,950	12,775	12,875	12,950	12,950	13,050	13,050	13,300	13,650	13,800	975	7.6%
Educational & Health Services	6,625	6,675	6,700	6,625	6,675	6,325	6,225	6,750	6,775	6,750	6,875	6,900	275	4.2%
Leisure and Hospitality	6,400	6,775	6,825	6,050	6,050	6,050	5,975	6,000	6,025	6,150	6,375	6,425	25	0.4%
Professional & Business Services	6,325	6,275	6,300	6,300	6,225	6,200	6,175	6,200	6,175	6,275	6,300	6,225	-100	-1.6%
Financial Activities	1,475	1,500	1,500	1,400	1,375	1,375	1,375	1,375	1,350	1,375	1,425	1,400	-75	-5.1%
Other Services	1,400	1,400	1,375	1,300	1,325	1,375	1,375	1,350	1,375	1,375	1,375	1,400	0	0.0%
Information	425	425	425	400	400	400	375	375	375	375	375	400	-25	-5.9%
Government	**18,975**	**19,250**	**19,250**	**19,200**	**19,250**	**18,325**	**17,100**	**19,000**	**19,175**	**19,125**	**19,175**	**19,150**	**175**	**0.9%**
State & Local Government	17,350	17,625	17,625	17,575	17,625	16,700	15,475	17,350	17,525	17,475	17,525	17,500	150	0.9%
Federal Government	1,625	1,625	1,625	1,625	1,625	1,625	1,625	1,650	1,650	1,650	1,650	1,650	25	1.5%

Arizona Office of Economic Opportunity, Quarterly Census of Employment and Wages

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Economic Activity

GDP by Industry

The real estate sector accounted for more than a quarter of Pinal County's economic activity in 2020, and Government accounted for another 21%.

GDP by Industry, Pinal County, 2020

Wholesale trade 2.3%

Accommodation and food services 2.3%

Mining, quarrying, and extraction 3.1%

Agriculture, forestry, fishing and hunting 3.3%

Health care and social assistance 3.6%

Administrative and waste services 4.3%

Construction 5.6%

Retail trade 7.0%

Manufacturing 12.9%

Other 9.9%

Real estate 25.2%

Government 20.4%
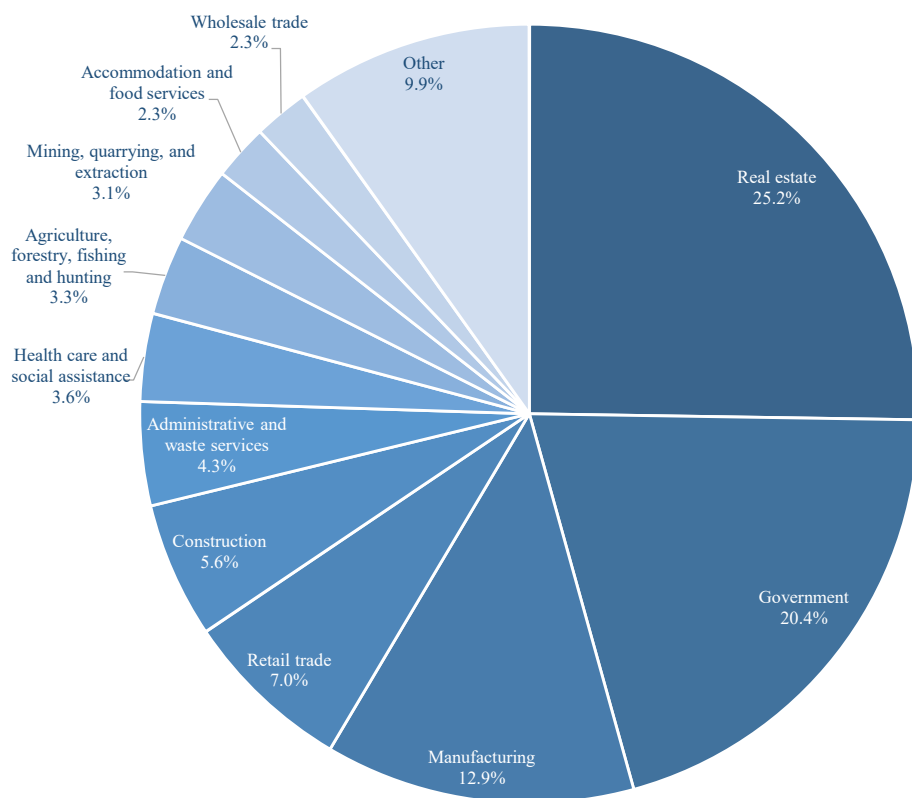
United States Bureau of Economic Analysis

GDP by Industry, Top Five Industries, Pinal County, 2015-2020, Annual Averages

Legend:
- Real estate and rental and leasing
- Government and government enterprises
- Manufacturing
- Retail trade
- Construction
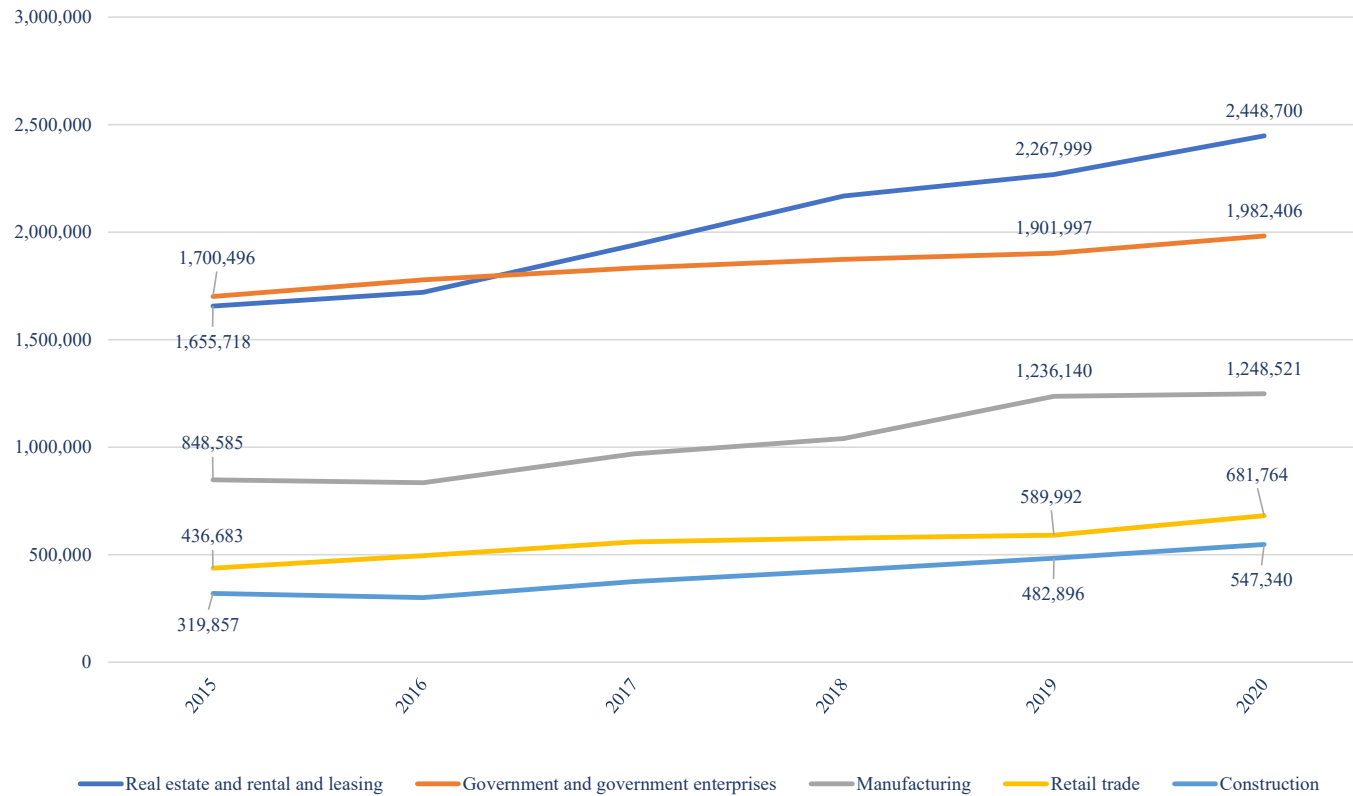
United States Bureau of Economic Analysis

Two sectors, Mining and Agriculture declined from 2019 to 2020, and each was maintaining a trend from previous years. Most others actually showed an increase in their contributions to the Gross Regional Product in spite of the ravages of the COVID-19 pandemic.

GDP by Industry Second Five Industries, Pinal County, 2015-2020

Legend:
- Administrative and waste services
- Health care and social assistance
- Agriculture, forestry, fishing and hunting
- Mining, quarrying, and oil and gas extraction
- Accommodation and food services
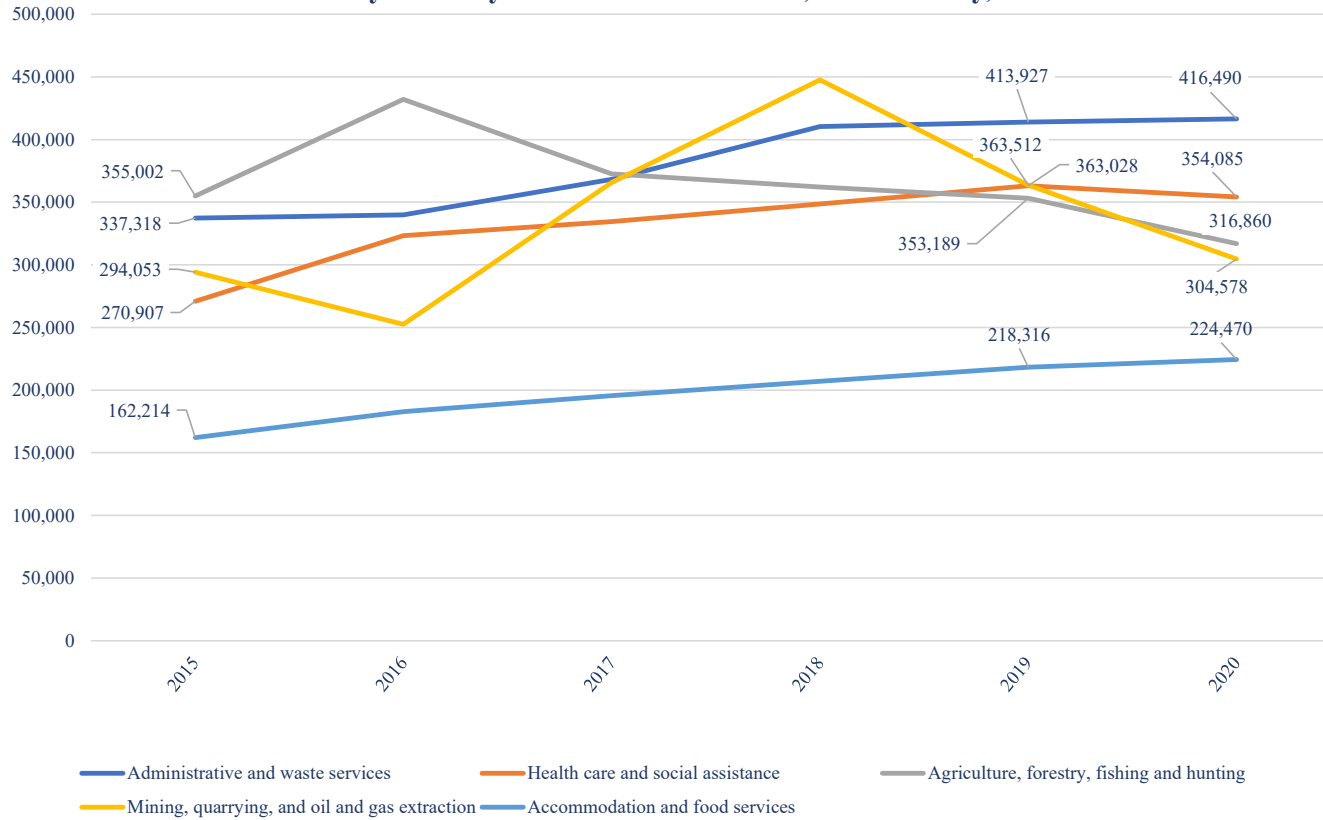
United States Bureau of Economic Analysis

Over the last five years, growth in the region has been led by the construction sector, with a 71% increase in levels of economic activity. Retail Trade and Utilities have also posted increases of more than 50%.

GDP by Industry, Pinal County, 5-Year Percentage Change

United States Bureau of Economic Analysis

The year 2020 was catastrophic for many areas of the country. Remarkably, many industry sectors in Pinal County posted year-over-year growth.

GDP by Industry, Pinal County, 2019-2020 Percentage Change
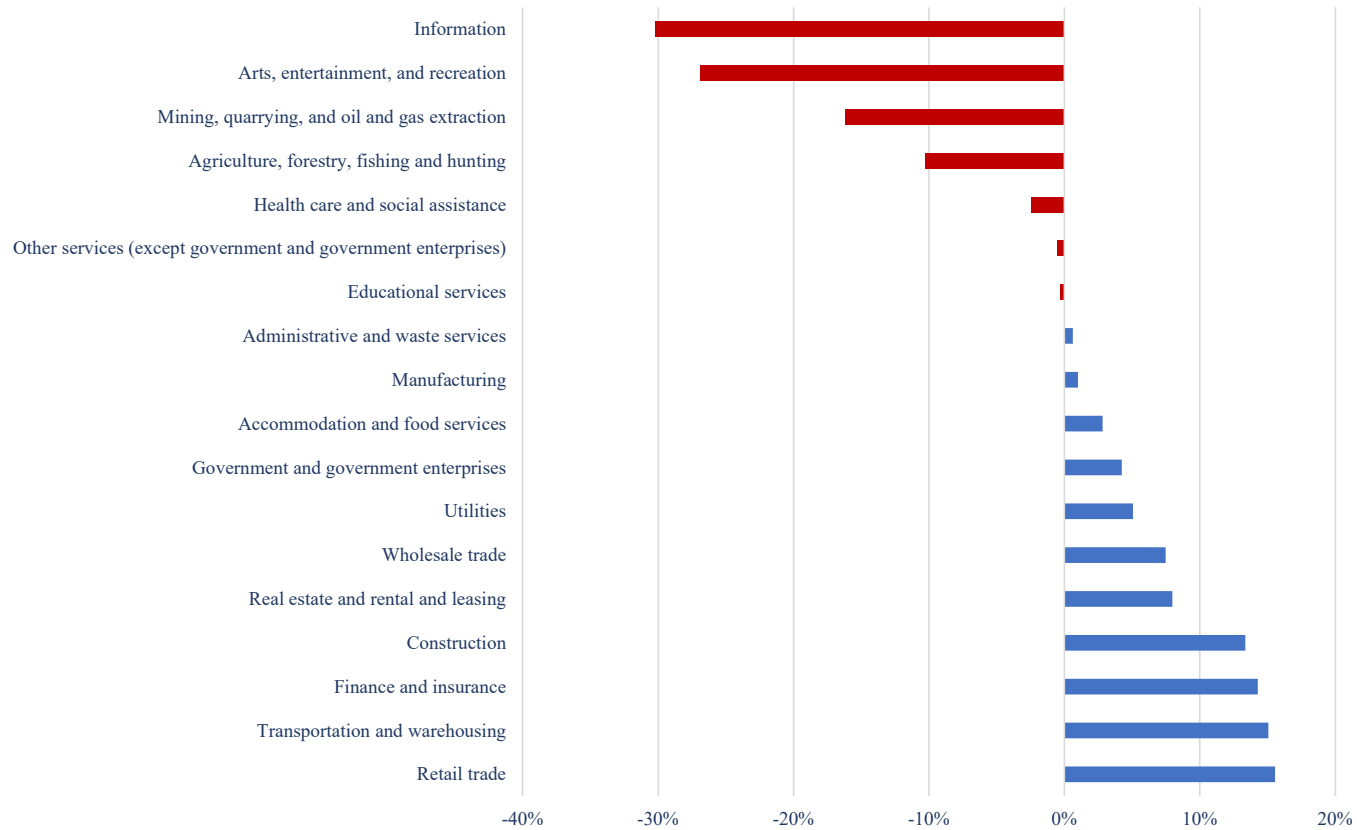
United States Bureau of Economic Analysis

Educational Pipeline

A number of postsecondary institutions comprise the educational pipeline for employers in Pinal County.
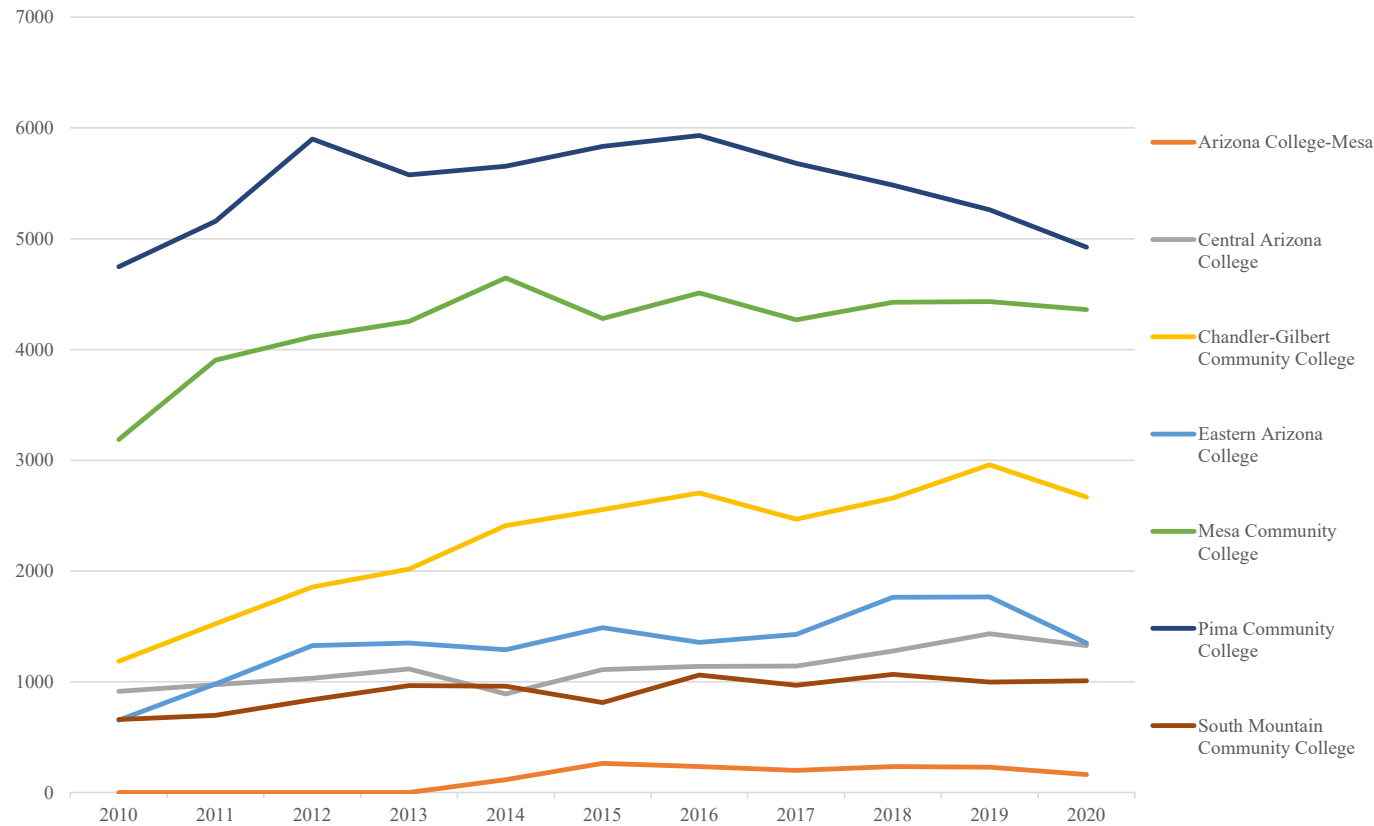
National Center for Education Statistics, Integrated Postsecondary Educational Data System

Among the seven institutions identified as the primary components of Pinal County's talent pipeline, more than a third of awards in the last academic year came from Liberal Arts and Sciences and General Studies programs.

Awards, All Levels, 2019-2020, Select Regional Institutions
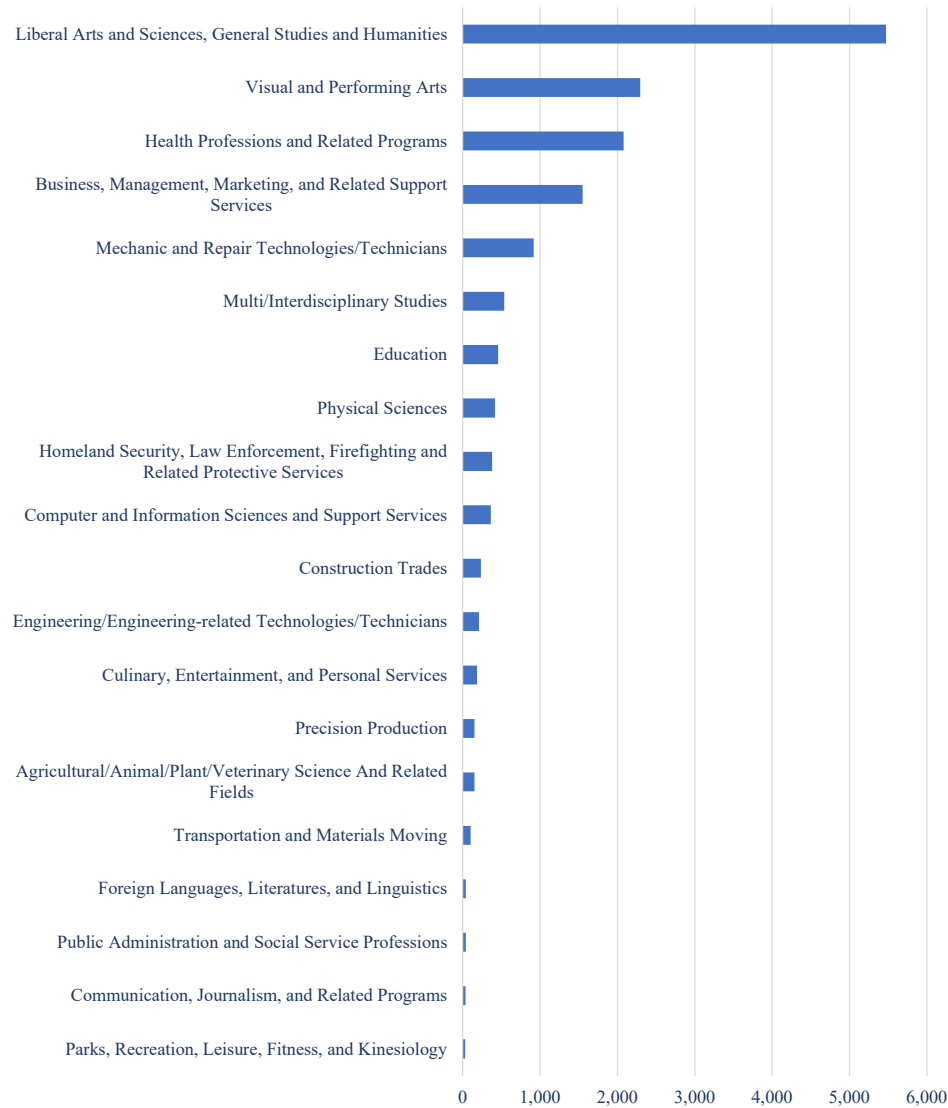
Strategic Priorities

Introduction

The Workforce Innovation and Opportunity Act requires local areas to identify priority industries and occupations. This analysis relies on data from public sources, including the Arizona Office of Economic Opportunity and the United States Bureau of Labor Statistics, but also considers data from regional job postings to identify priority skills. It is hoped that this analysis will enable data-driven policies and initiatives that will connect jobseekers and priority populations to high-quality career pathways which in turn meet the needs of regional employers and drive economic success at the community level.

Priority Industry Profiles

- Aerospace and Defense
- Manufacturing
- Electric Vehicle Technology and Manufacturing
- Transportation and Distribution
- Natural and Renewable Resources (Mining, Agriculture, Solar)

Aerospace and Defense

Aerospace and Defense is one of the primary pillars on which Arizona's economy has traditionally been built. Manufacturers of airplanes, helicopters, engines, turbines, aircraft parts and interiors, missiles, satellites, navigation systems, firearms and explosives all call Arizona home. Employment in the *Guided Missile and Space Vehicle Manufacturing* industry is more concentrated in this state than any other, and Arizona ranks #2 among the states for economic activity in the *Aviation Maintenance* sector. Price Waterhouse Cooper recently ranked Arizona a top-10 state for Aerospace and Defense manufacturing attractiveness.

Aerospace and Defense maintains a significant presence both in and around Pinal County. According to the United States Bureau of Labor Statistics, three firms dedicated to aerospace manufacturing call Pinal County home. Four airports serve the county (the Casa Grande, Ak-Chin, Eloy and Florence Municipal Airports) and the center of Casa Grande is only 42 minutes from Phoenix Sky Harbor, one of the ten busiest airports in the United States, and 75 miles from the Tucson International Airport. Just south of Pinal County is the community of Marana, where Marana Aerospace is internationally recognized as one of the world's most reliable Maintenance, Repair, and Overhaul (MRO) service facilities. These experts in comprehensive full-aircraft care provide heavy maintenance, storage and parking, component repair and overhaul, painting and exterior details, interiors, engineering, FAR 145, and end-of-life solutions at its 2,080-acre facility.

More than 30,000 workers in Maricopa, Pinal and Pima counties are directly employed in the narrowly defined *Aerospace Products and Parts Manufacturing* industry, more than triple the number one would expect in a region this size. Average earnings per job in this sector are $132,815 per year, roughly equivalent to the national average.

One method by which the scope of an industry is evaluated is an employment location quotient. This is a scaled value that measures the rate at which the population is employed in a certain industry relative to the national average. If the percentage of the population of the region that works in the target industry is

exactly equal to the national average, the location quotient would be 1.0. If it were double the national rate, it would be 2.0.

In Pinal County, a few industries from within the Aerospace and Defense sector are unusually concentrated, employing significantly more than would be expected in a community of this size.

A&D Industries by Location Quotient
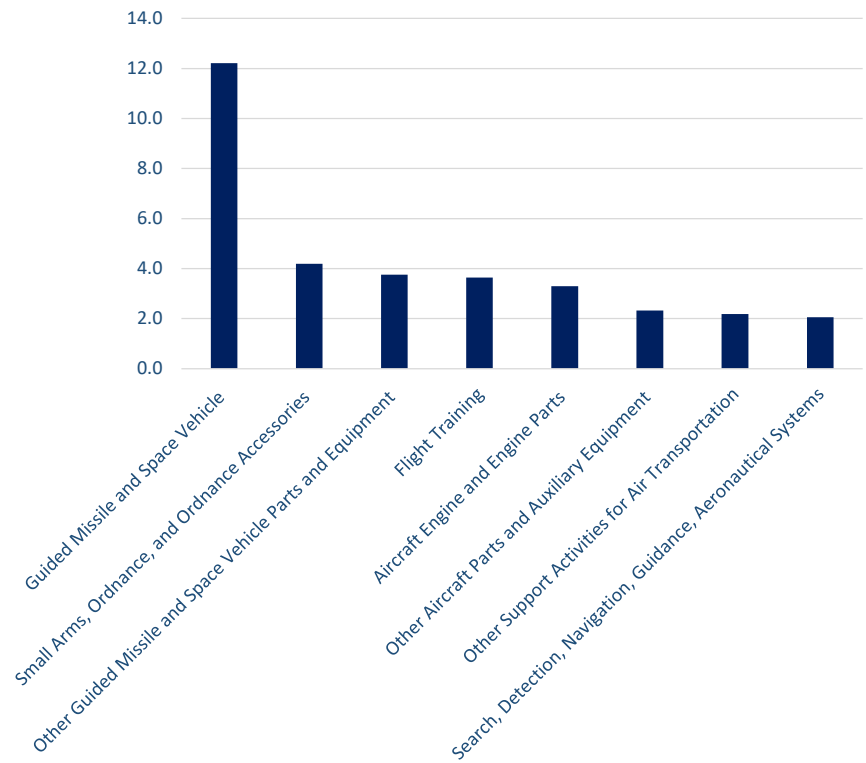
The United States Bureau of Labor Statistics, Employment and Training Administration estimates the rates at which occupations are typically employed by each industry. This report aggregates data from the industries that make up the A&D sector to gain perspective on the typical needs of an employer in the sector and estimates the total number of people doing those jobs across all industries. This pool of talent is available to support employers in the A&D sector in Pinal County.

Table 18: Staffing Patterns, Aerospace and Defense, Pinal County

Occupation	% Of Jobs in Industry	Regional Jobs	Pinal County Jobs	Regional Median Earnings
Aerospace and Defense Manufacturing				
Software Developers & Quality Assurance Analysts/Testers	6.3%	33,235	317	$101,144
Industrial Engineers	5.7%	5,879	99	$94,894
Miscellaneous Assemblers and Fabricators	3.7%	16,526	493	$31,236
Inspectors, Testers, Sorters, Samplers, and Weighers	3.7%	7,922	202	$41,778
Mechanical Engineers	3.6%	5,489	93	$96,923
Aerospace Engineers	3.2%	1,837	33	$121,433
Electrical Engineers	3.1%	5,284	78	$92,948
Aircraft Mechanics and Service Technicians	3.1%	4,127	56	$67,708
Machinists	2.5%	4,104	70	$48,091
Buyers and Purchasing Agents	2.4%	8,944	251	$65,763
Other Project Management & Operations Specialists	2.2%	26,568	673	$77,890
Aircraft Structure, Surfaces, Rigging, & Systems Assemblers	2.1%	782	N/A	$45,000
Aerospace and Defense Services				
Flight Attendants	18.3%	3,673	N/A	$62,513
Aircraft Mechanics and Service Technicians	10.9%	4,127	56	$67,708
Reservation/Transportation Ticket Agents and Travel Clerks	9.8%	2,932	23	$39,584
Laborers and Freight, Stock, and Material Movers, Hand	8.8%	57,032	1,165	$30,591
Airline Pilots, Copilots, and Flight Engineers	8.5%	2,028	31	$128,339
Customer Service Representatives	4.7%	97,527	1,350	$35,562
Cargo and Freight Agents	2.1%	1,491	18	$41,046
Commercial Pilots	1.8%	1,064	37	$80,203

Economic Modelling Specialists International

Postsecondary Education

Five institutions of higher learning in the proximity of Pinal County offer *Precision Production* or *Mechanic and Repair Technologies* or *Engineering and Engineering Technologies* programs.

Table 19: Awards, Precision Production, Engineering and Mechanic/Repair Programs, by Institution, 2019

Institution	All Programs		Precision Production Programs		Mechanic and Repair Technologies		Engineering and Engineering Technologies	
	Certificates Below a Bachelor's Degree	Associate's Degree	Certificates Below a Bachelor's Degree	Associate's Degree	Certificates Below a Bachelor's Degree	Associate's Degree	Certificates Below a Bachelor's Degree	Associate's Degree
Central Arizona College	804	520	36	5	1	6	31	2
Chandler-Gilbert Community College	1,395	1,271	N/A	N/A	186	9	N/A	20
Mesa Community College	2,230	2,131	40	8	73	29	17	19
Pima Community College	2,874	2,050	21	25	337	41	68	17
Eastern Arizona College	799	551	14	4	216	20	16	14

National Center for Education Statistics
Integrated Postsecondary Educational Data System

Central Arizona College Industrial Technology and Skilled Trades Program

Central Arizona College offers eleven certificates in its ITST program:

- Advanced Structural Welding and Fabrication
- Automated Industrial Technology I
- Automated Industrial Technology II
- Commercial Electrician-Installer
- Diesel Technology I
- Diesel Technology II
- Fundamentals of Pipe Welding
- Fundamentals of Structural Welding
- Heavy Equipment Operator Level I
- Heavy Equipment Operator Level II
- Pipefitting/Pipe Welding

Job Postings

Between February 2019 and February 2022, more than 11,600 job openings that included the term "aerospace" were posted by employers across Maricopa and Pinal Counties. As with most industries, the COVID-19 pandemic wreaked havoc on the industry's employment levels. Interestingly, however, the number of advertised job openings from these employers rose dramatically in recent months.

Job Postings, Aerospace Manufacturing Sector, 2019-2022, Maricopa and Pinal Counties
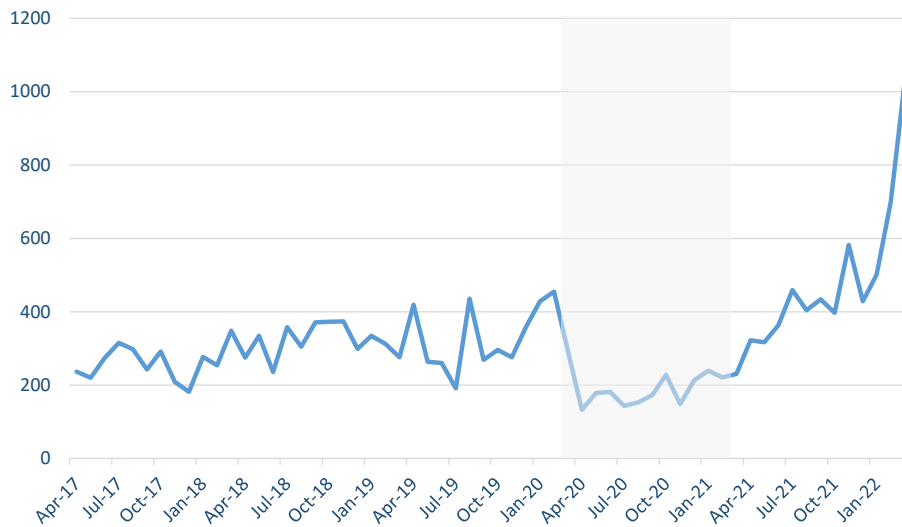
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Among these postings, the most frequently requested level of education is a bachelor's degree. Only 15% of the postings did not specify a preferred level of formal education.
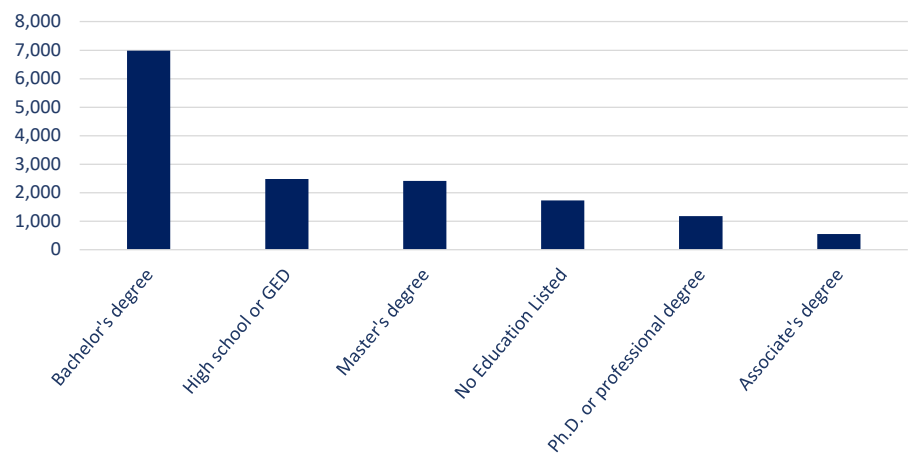
The specific companies that posted these job openings between February 2019 and February 2022 are led by Honeywell International and Boeing. Alliant Techsystems, Raytheon, Aersale and Textron also posted more 1,000 openings.

Table 20: Job Postings, Aerospace Manufacturing

Employer	Postings
Honeywell International	5,968
Boeing	2,557
Alliant Techsystems	424
Raytheon Technologies	337
Aersale	256
Textron	240
Collins Aerospace	200
HEICO	189
BAE Systems	183
Moog	173
Paradigm Precision Holdings	126
Radius Aerospace	79
Genuine Machine Products	61
Armorworks Enterprises	60
Chromalloy Gas Turbine Corporation	57
Cirrus Aircraft	49
Blue Origin	48
Paradigm Precision	43
GKN Aerospace	42
Nmg Aerospace	40

Employability Skills

Employability Skills, or "soft" or "common" skills that were mentioned in these job postings included communications skills, which were mentioned in 36% of the postings, management (28%) and leadership (22%).

Employability Skill, Job Postings, "Aerospace," Pinal & Maricopa, 2019-2022
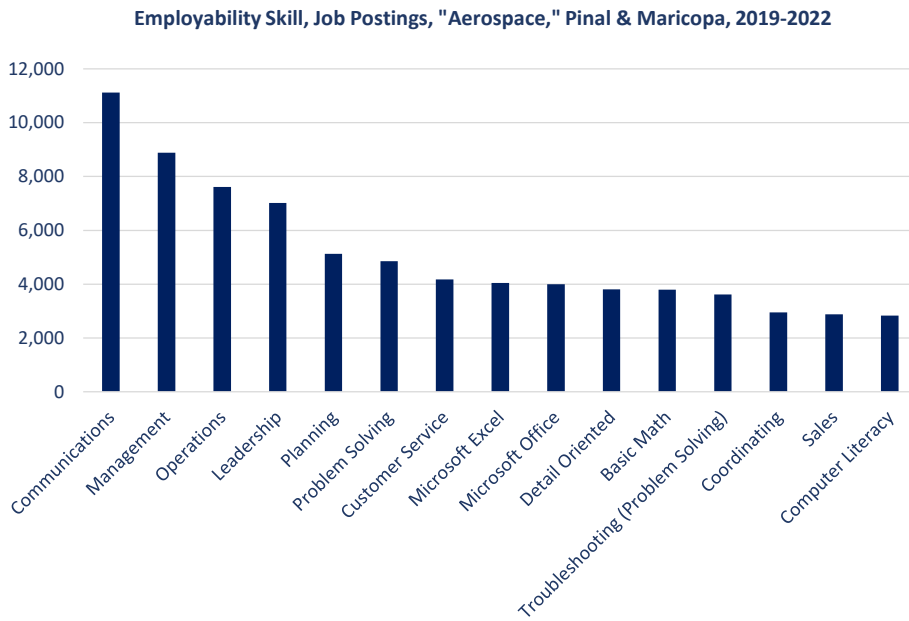
Technical Skills

Machining, electronics and supply chain skills were among the most-requested technical competencies among these job postings. Process improvement, tooling and engineering were also among the top results.

Technical Skills, Job Postings, "Aerospace," Pinal & Maricopa, 2019-2022
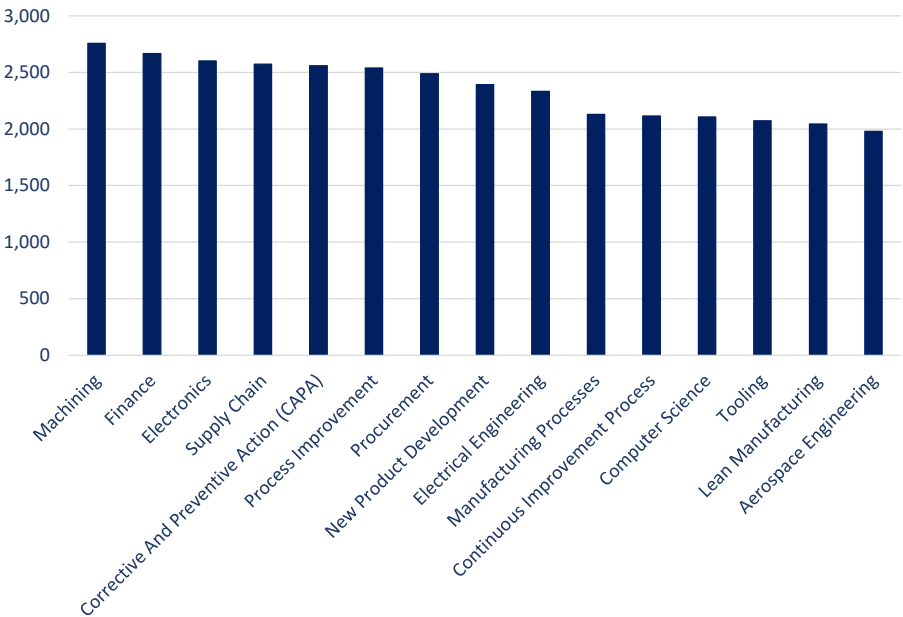
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Top Qualifications

These job postings specify a range of qualifications for the advertised positions, ranging from degrees in specific fields to industry certifications. The most requested qualification is a security clearance. An MBA, Six Sigman certifications and business degrees are also frequently mentioned.

Table 21: Qualifications, Aerospace Job Postings, Maricopa and Pinal, 2019-2022

Qualification	Postings
Security Clearance	2,585
Secret Clearance	1,727
Master of Business Administration (MBA)	645
Top Secret-Sensitive Compartmented Information (TS/SCI Clearance)	631
Bachelor of Science in Business	503
Six Sigma Green Belt Certification	491
Top Secret Clearance	336
Project Management Professional Certification	280
Six Sigma Black Belt Certification	218
Certified Forklift Operator	205
(American Society for Quality) ASQ Certified	173
Commercial Driver's License (CDL)	148
Certified Information Systems Security Professional	131
Certified In Production and Inventory Management	104
Certified Quality Engineer	97

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Qualifications, Job Postings, "Aerospace," Pinal & Maricopa, 2019-2022

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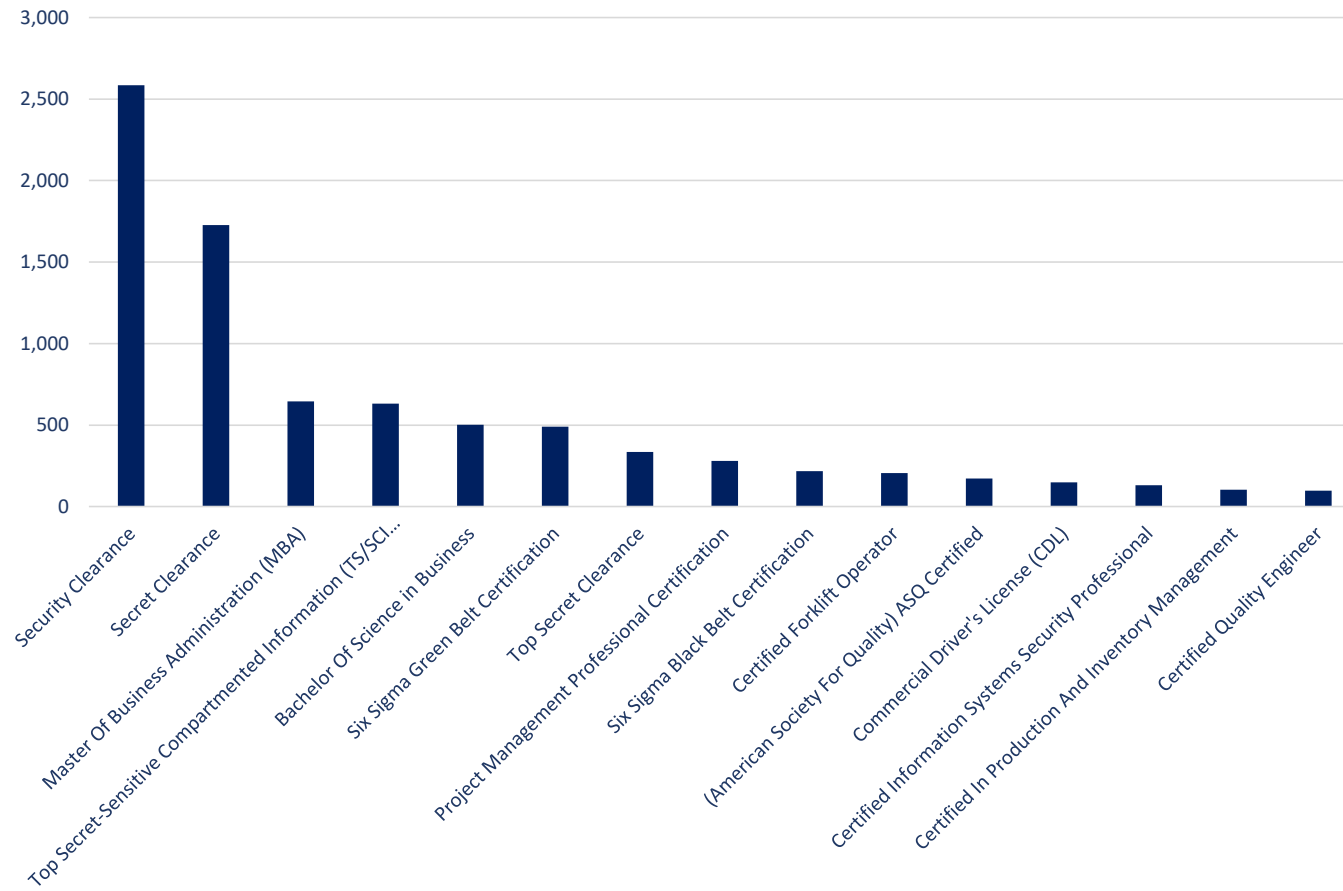
Manufacturing

Employers in the Manufacturing industry employ approximately 4,600 workers in Pinal County. Navigational, Electromedical and Control Instruments is the largest component of the industry with 430 jobs in the region's five establishments. Dairy Product Manufacturing (764 jobs) and Cement and Concrete Products Manufacturing (420) are also significant components of the industry.

Table 22: Employment by Manufacturing Industry, Pinal County

Description	2020 Establish ments	2020 Jobs	Average Wages
Search, Detection, Navigation, Aeronautical/Nautical System Manufacturing	1	430	$68,896
Fluid Milk Manufacturing	4	417	$61,778
Automobile Manufacturing	1	417	$84,905
Other Snack Food Manufacturing	1	388	$54,214
Dry, Condensed, and Evaporated Dairy Product Manufacturing	1	327	$82,208
Ready-Mix Concrete Manufacturing	10	250	$68,808
Toilet Preparation Manufacturing	1	209	$36,960
Fabricated Structural Metal Manufacturing	6	183	$70,751
Pharmaceutical Preparation Manufacturing	1	167	$43,346
Automatic Environmental Controls for Residential, Commercial, Appliance Use	1	147	$19,421
All Other Plastics Product Manufacturing	2	122	$53,176
Concrete Block and Brick Manufacturing	1	73	$60,407
Ornamental and Architectural Metal Work Manufacturing	2	71	$40,117
Plastics Bottle Manufacturing	1	57	$53,640
Machine Shops	7	57	$24,910
Total	119	4,748	$56,639

Economic Modelling Specialists International

Employment by Occupation

Table 23: Occupations Employed by the Manufacturing Industry, Pinal County

Occupation	% Jobs in Industry	Median Wages	Jobs
Production Occupations	N/A	$35,497	2,616
First-Line Supervisors of Production and Operating Workers	3.0%	$56,678	205
Electrical, Electronic, and Electromechanical Assemblers	2.1%	$34,016	97
Miscellaneous Assemblers and Fabricators	4.7%	$29,968	287
Food Batchmakers	1.8%	$34,332	83
Metal & Plastic Molding/Coremaking/Casting Machine Operators	1.2%	$32,223	55
Welders, Cutters, Solderers, and Brazers	1.2%	$41,123	150
Mixing and Blending Machine Setters, Operators, and Tenders	1.9%	$32,259	89
Inspectors, Testers, Sorters, Samplers, and Weighers	2.5%	$39,907	178
Packaging and Filling Machine Operators and Tenders	4.1%	$30,470	194
Structural Metal Fabricators and Fitters	0.4%	$38,275	23
Bakers	0.5%	$29,884	77
Machinists	0.8%	$43,687	52
Metal-Refining Furnace Operators and Tenders	0.6%	$38,750	42
Management Occupations	N/A	$77,706	4,638
General and Operations Managers	2.0%	$89,127	926
Industrial Production Managers	1.3%	$99,465	74
Transportation and Material Moving Occupations	N/A	$32,373	6,368
Heavy and Tractor-Trailer Truck Drivers	2.8%	$44,937	1,605
Industrial Truck and Tractor Operators	2.1%	$35,607	204
Laborers and Freight, Stock, and Material Movers, Hand	3.8%	$29,939	995
Packers and Packagers, Hand	1.6%	$26,365	225
Installation, Maintenance and Repair Occupations	N/A	$48,563	3,105
Industrial Machinery Mechanics	1.5%	$48,563	176

Postsecondary Education

Thirteen institutions of higher learning are in the proximity of Pinal County, and seven of them offer Precision Production or Mechanic and Repair programs.

Table 24: Awards, Precision Production and Mechanic/Repair Programs, by Institution, 2019

Institution	All Programs		Precision Production Programs		Mechanic and Repair Technologies	
	Certificates Below a Bachelor's Degree	Associate's Degree	Certificates Below a Bachelor's Degree	Associate's Degree	Certificates Below a Bachelor's Degree	Associate's Degree
Central Arizona College	804	523	36	5	1	6
Chandler-Gilbert Community College	1,395	1,271	-	-	186	9
Mesa Community College	2,230	2,131	40	8	73	29
Pima Community College	3,005	2,257	21	25	337	41
Eastern Arizona College	799	551	14	4	216	20

National Center for Education Statistics
Integrated Postsecondary Educational Data System

Job Postings

Between February 2019 and February 2022, more than 118,000 job openings were posted by employers from the manufacturing sector across Maricopa and Pinal Counties. As with most industries, the COVID-19 pandemic wreaked short-term havoc on the industry's employment levels. Interestingly, however, the number of advertised job openings from these employers rose dramatically in recent months.

Total Job Postings, Manufacturing Industry, Maricopa & Pinal, 2019-2022
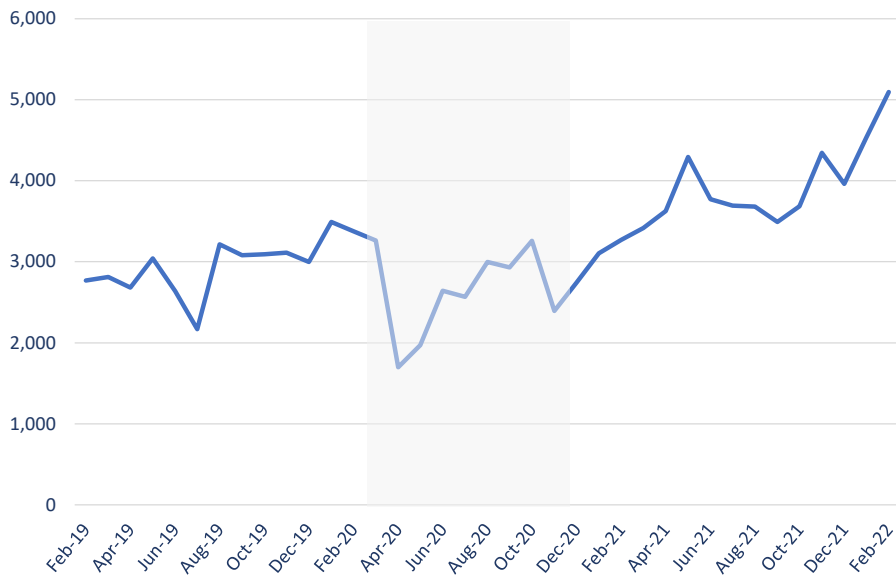
Economic Modelling Specialists International

Among these postings, a plurality (37% did not specify a minimum level of education. A third required a bachelor's degree and 29% a high school diploma.
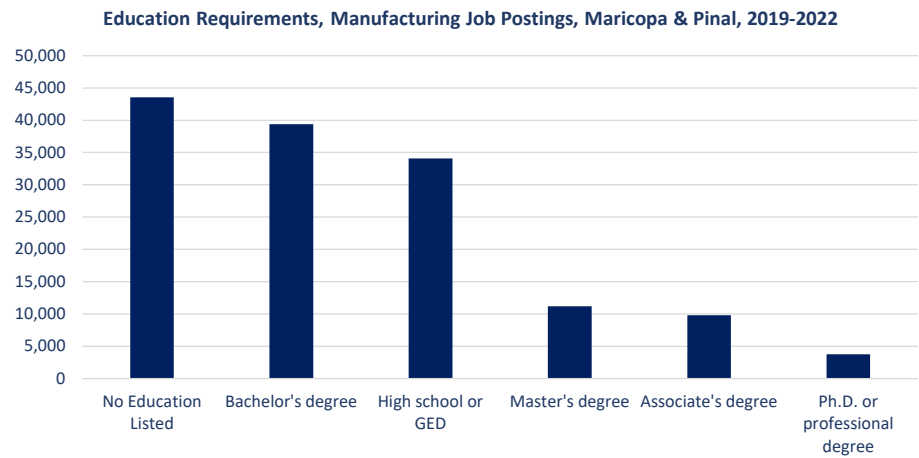
Education Requirements, Manufacturing Job Postings, Maricopa & Pinal, 2019-2022

The specific companies that posted these job openings between February 2019 and February 2022 are led by Honeywell International and IBM. Intel, Boeing and General Motors also posted more 10,000 openings.

Table 25: Job Postings, Aerospace Manufacturing

Employer	Postings
Honeywell International	30,719
IBM	12,362
Mitsubishi	22,998
Intel	13,190
Boeing	17,578
General Motors	10,087
Goodyear	7,004
Chrysler	8,919
Applied Materials	2,814
Viasat	9,035
Microchip Technology	3,922
Sherwin-Williams	5,223
PepsiCo	3,610
Bridgestone Corporation	5,638
Abbott Laboratories	3,422
CRH	8,379
BD	3,270
Chevrolet	3,663
L3Harris Technologies	2,855
Apple	2,618

Economic Modelling Specialists International

Employability Skills

Employability Skills, or "soft" or "common" skills that were mentioned in these job postings included communications skills, which were mentioned in 42% of the postings, management (30%) and customer service (27%).

Employability Skill, Manufacturing Job Postings, Maricopa & Pinal, 2019-2022
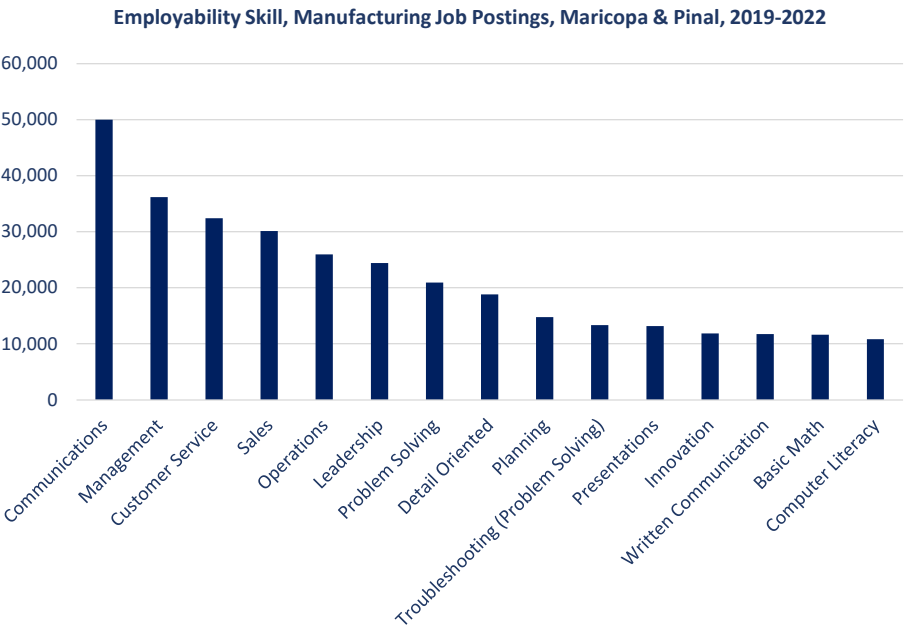
Economic Modelling Specialists International

Technical Skills

Warehousing, computer science and automation skills were among the most-requested technical competencies among these job postings. Forklifts, Agile methodology and data management were also among the top results.
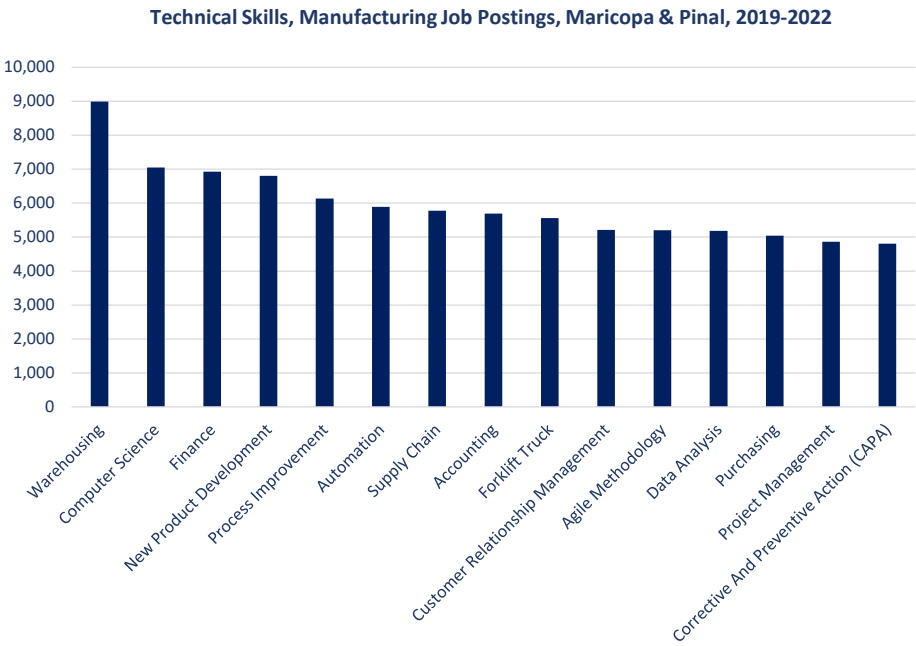
Technical Skills, Manufacturing Job Postings, Maricopa & Pinal, 2019-2022

Economic Modelling Specialists International

Top Qualifications

These job postings specify a range of qualifications for the advertised positions, ranging from degrees in specific fields to industry certifications. The most requested qualifications include a security clearance, an MBA, Six Sigman certifications and business degrees.

Table 26: Qualifications, Aerospace Job Postings, Maricopa and Pinal, 2019-2022

Qualification	Postings
Master of Business Administration (MBA)	2,327
Security Clearance	2,307
Bachelor of Science in Business	1,796
Commercial Driver's License (CDL)	1,638
Certified Forklift Operator	1,631
Project Management Professional Certification	1,024
Secret Clearance	945
Six Sigma Green Belt Certification	686
Certified Information Systems Security Professional	648
Automotive Service Excellence (ASE) Certification	507
Bachelor of Science in Business Administration	432
Top Secret-Sensitive Compartmented Information (TS/SCI Clearance)	324
Six Sigma Black Belt Certification	315
CDL Class B License	298
(American Society for Quality) ASQ Certified	292
Certified Information Security Manager	253
Certified Information System Auditor (CISA)	253
GIAC Certifications	245
EPA 608 Technician Certification	234
Certified In Production and Inventory Management	233

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Qualifications, Manufacturing Job Postings, Maricopa & Pinal, 2019-2022
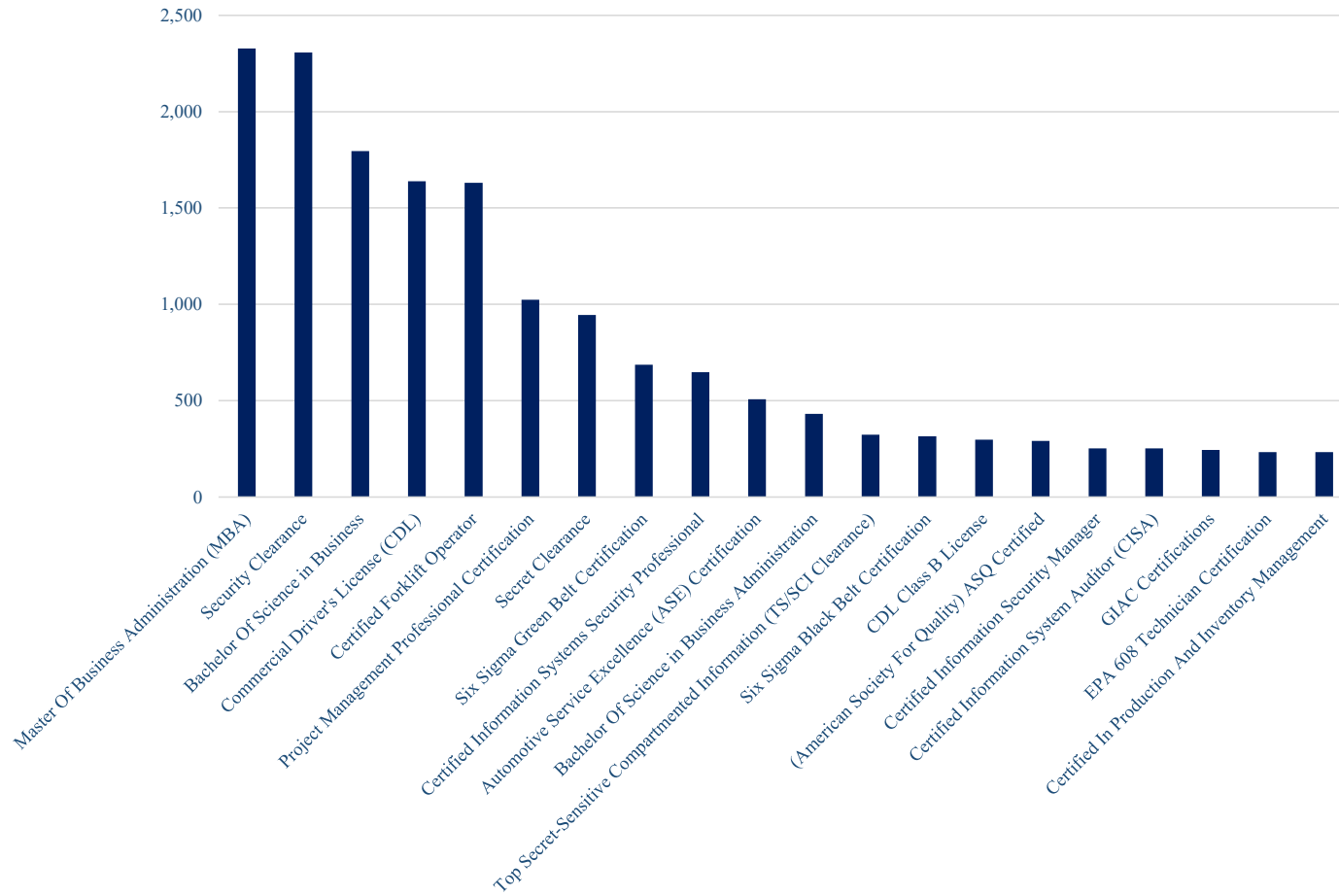
Health Services

To provide the most targeted and most relevant labor market data possible, an amalgamation of three NAICS codes was created:

- 621: Ambulatory Health Care Services
- 622: Hospitals
- 623: Nursing and Residential Care Facilities

It should be noted that labor market analyses often use NAICS 62: Health Care and Social Assistance as the industry definition. This document excludes the subset NAICS 624: Social Assistance, one of the four subsectors that make up the larger Health Care and Social Assistance industry.

The Incumbent Workforce

Employers in the Health Care industry employ approximately 4,200 workers in Pinal County. Medical/Surgical Hospitals is the largest component of the industry with 955 jobs in the region's three hospitals. Offices of Physicians (608 jobs) and Nursing Care Facilities (383) are also top employers. More than 4,000 people are employed at one of Pinal County's 244 health care establishments.

Table 27: Employment by Health Care Industry, Pinal County

Description	2020 Establishments	2020 Jobs	Average Wages
General Medical and Surgical Hospitals	3	941	$66,379
Offices of Physicians	61	651	$67,438
Offices of Other Health Practitioners	65	435	$40,599
Offices of Dentists	44	406	$47,870
Nursing Care Facilities (Skilled Nursing Facilities)	6	401	$38,414
Psychiatric and Substance Abuse Hospitals	1	286	$55,332
Outpatient Care Centers	15	252	$54,266
Residential Developmental Disability, Mental Health, Substance Abuse Facilities	11	248	$35,940
Home Health Care Services	10	218	$44,401
Continuing Care Retirement Communities/Assisted Living Facilities for Elderly	13	189	$27,806
Other Ambulatory Health Care Services	4	108	$66,467
Medical and Diagnostic Laboratories	4	40	$57,651
Specialty (except Psychiatric and Substance Abuse) Hospitals	1	25	$44,591
Other Residential Care Facilities	6	11	$22,883
Total	244	4,211	$52,970

Economic Modelling Specialists International

One method by which the scope of an industry is evaluated is an employment location quotient. This is a scaled value that measures the rate at which the population is employed in a certain industry to the national average. If the rate at which the population of the region works in the target industry is exactly equal to the national average, the location quotient would be 1.0. If it were double the national rate, it would be 2.0.

In Pinal County, a few industries from within the health care sector are unusually concentrated, employing significantly more than would be expected in a community of this size.

Industries by Location Quotient, Top Five, Pinal County
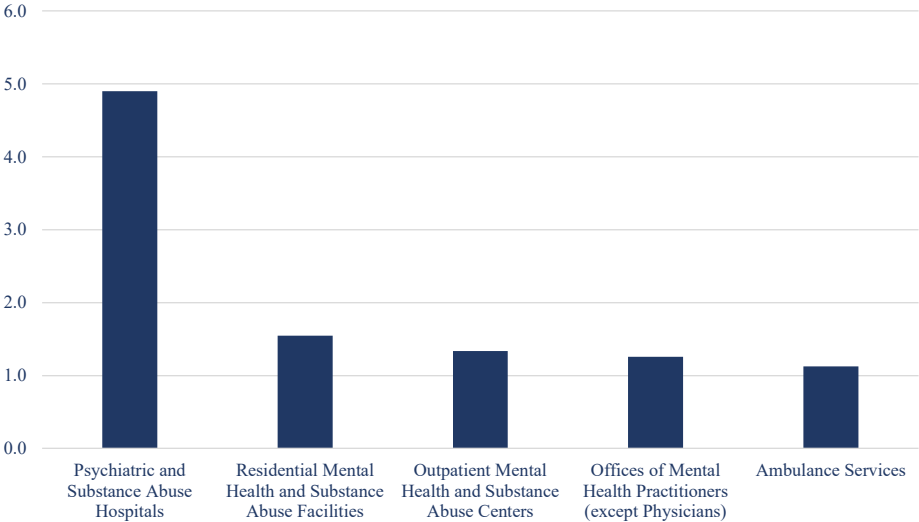
Economic Modelling Specialists International

Table 28: Select Healthcare and Healthcare Support Occupations, by Employment, Pinal County

Occupation	Median Wages	Jobs
Healthcare Practitioners and Technical Occupations	**$66,965**	**3,694**
Registered Nurses	$72,348	1,240
Pharmacy Technicians	$31,344	211
Pharmacists	$114,814	204
Psychiatric Technicians	$33,226	180
Licensed Practical and Licensed Vocational Nurses	$51,051	178
Physicians, All Other; and Ophthalmologists, Except Pediatric	$187,172	144
Clinical Laboratory Technologists and Technicians	$40,651	129
Medical Dosimetrists, Records Specialists, Health Technologists/Technicians, Other	$38,404	119
Speech-Language Pathologists	$69,732	90
Emergency Medical Technicians and Paramedics	$32,730	81
Physical Therapists	$83,478	74
Respiratory Therapists	$54,018	69
Healthcare Support Occupations	**$27,069**	**2,324**
Home Health and Personal Care Aides	$24,690	1,233
Nursing Assistants	$30,021	315
Medical Assistants	$31,082	224
Dental Assistants	$39,596	155
Massage Therapists	$35,926	96
Healthcare Support Workers, All Other	$39,566	52

Arizona Office of Economic Opportunity

Job Postings

Between February 2019 and February 2022, more than 267,000 job openings were posted by employers across Maricopa and Pinal Counties looking for healthcare practitioners, technicians and support workers. As with most industries, the COVID-19 pandemic wreaked short-term havoc on the healthcare industry's employment levels. The average number of monthly postings has since recovered and is again approaching all-time highs.

Total Postings, Healthcare and Social Assistance, Maricopa & Pinal, 2019-2022
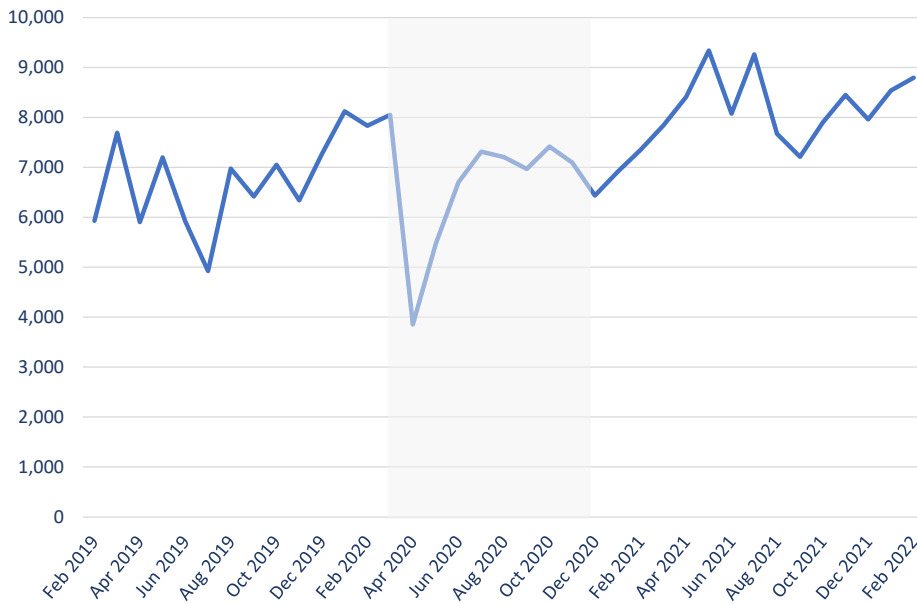
Economic Modelling Specialists International

Among these postings, a plurality (38% did not specify a minimum level of education. A third required a high school diploma and 20% a bachelor's degree.
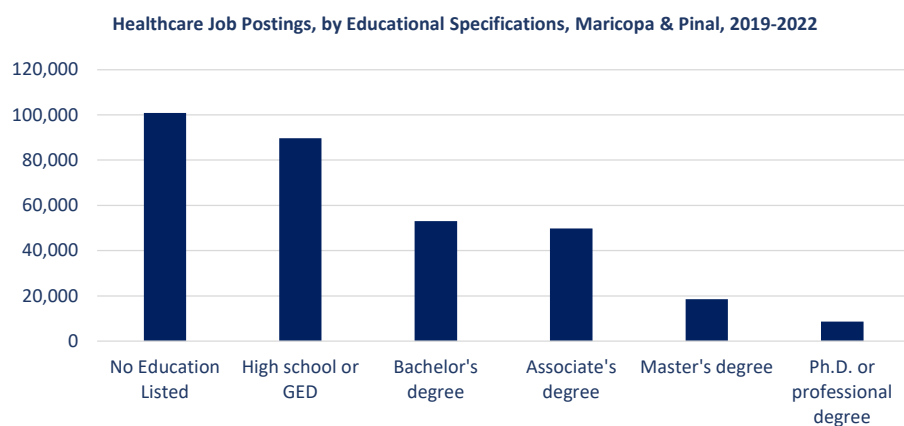
Healthcare Job Postings, by Educational Specifications, Maricopa & Pinal, 2019-2022

The specific companies that posted these job openings between February 2019 and February 2022 are led by Banner Health. HonorHealth, Dignity Health, the Phoenix Children's Hospital and the Mayo Clinic also posted more 10,000 openings.

Table 29: Job Postings, Healthcare

Employer	Postings
Banner Health	40,425
HonorHealth	17,153
Dignity Health	9,513
Phoenix Children's Hospital	6,374
Mayo Clinic	5,355
Tenet Healthcare	4,288
Brookdale Senior Living	3,565
St. Joseph's Hospital and Medical Center	2,690
Steward Health Care System	2,678
Select Medical	2,603
Terros Health	2,248
Home Instead	2,190
Community Bridges	1,895
CareInHomes	1,707
The Mentor Network	1,659
Centene	1,581
United States Department of Veterans Affairs	1,581
United Surgical Partners International	1,564
Arizona Department of Economic Security	1,541
Fresenius Medical Care	1,523

Economic Modelling Specialists International

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Employability Skills

Employability Skills, or "soft" or "common" skills that were mentioned in these job postings included communications skills, which were mentioned in 39% of the postings, customer service (24%) and management (20%).

Heathcare Job Postings, Employability Skills, Maricopa & Pinal, 2019-2022
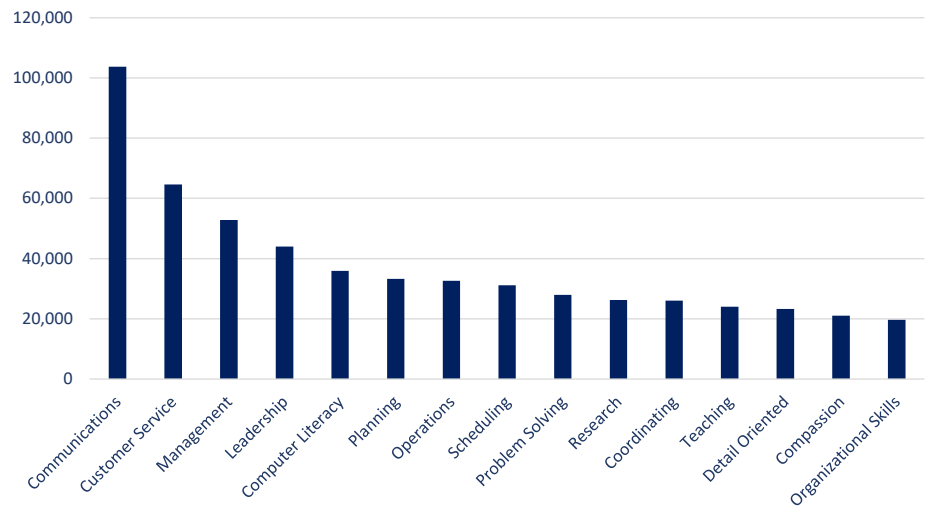
Economic Modelling Specialists International

Technical Skills

Nursing, life support and CPR skills were among the most-requested technical competencies among these job postings. Medical records, billing and electronic medical records were also among the top results.

Healthcare Job Postings, Technical Skills, Maricopa & Pinal, 2019-2022
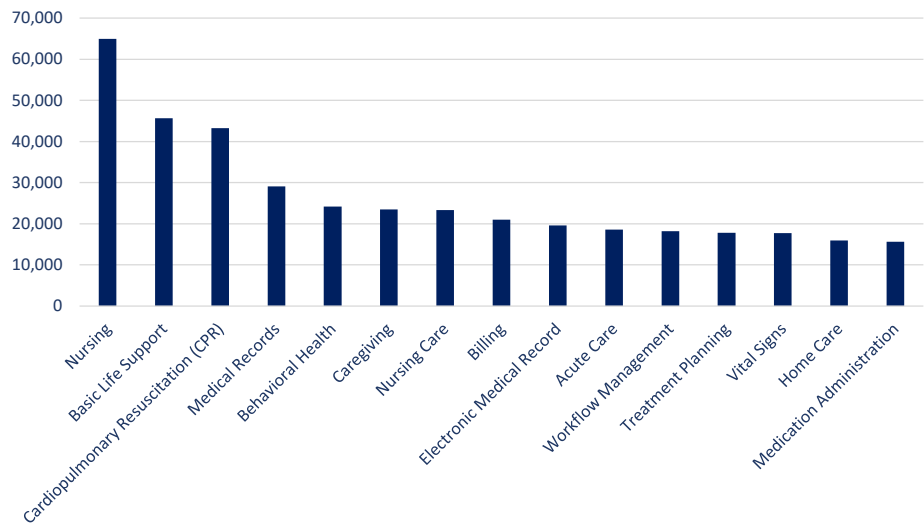
Economic Modelling Specialists International

Top Qualifications

These job postings specify a range of qualifications for the advertised positions, ranging from degrees in specific fields to industry certifications. The most requested qualifications include Nursing Assistant and American Registry of Radiologic Technologist certifications and nursing and business degrees.

Table 30: Qualifications, Healthcare Job Postings, Maricopa and Pinal, 2019-2022

Qualification	Postings
Certified Nursing Assistant	13,971
Bachelor of Science in Nursing (BSN)	13,189
Licensed Practical Nurse	9,126
Associate Degree in Nursing	6,476
Certified Medical Assistant	4,751
NIH Stroke Scale (NIHSS)	3,754
Nurse Practitioner	3,525
Licensed Vocational Nurses	3,515
Licensed Clinical Social Worker (LCSW)	3,236
American Registry of Radiologic Technologists (ARRT) Certified	3,093
Diploma in Nursing	3,067
American Medical Technologists	2,829
Patient Care Technician	2,773
Licensed Professional Counselor (LPC)	2,332
Security Clearance	2,271
Licensed Master Social Worker	2,252
Board Certified Behavior Analyst	2,020
Master of Science in Nursing (MSN)	1,970
Certified Clinical Medical Assistant	1,847
Certified Pharmacy Technician	1,779

Economic Modelling Specialists International

Transportation and Distribution

The Employers

The analysis of the incumbent workforce relies on public labor market data, specifically the United States Bureau of Labor Statistics' Quarterly Census of Employment and Wages. To provide the most relevant labor market data possible, this report looks at all the Pinal County businesses classified under the codes 48-49 Transportation and Warehousing, which includes the following component industries:

- 481: Air Transportation
- 482: Rail Transportation
- 483: Water Transportation
- 484: Truck Transportation

- 485: Transit and Ground Passenger Transportation
- 486: Pipeline Transportation
- 487: Scenic and Sightseeing Transportation
- 488: Support Activities for Transportation

The Incumbent Workforce

Employers in the Transportation and Warehousing industry employ approximately 1,700 workers in Pinal County. Truck Transportation is the largest component of the industry with 788 jobs. Transit and Ground Passenger Transportation (290 jobs) and Couriers and Messengers (253) are also top employers.

Employment by Industry

Approximately 1,700 people are employed in Transportation and Warehousing sector in Pinal County's 105 establishments. Looking at the detailed industries that make up the sector, we find Local Trucking companies, Long Distance Trucking Companies and Couriers/Express Delivery Services making up the bulk of the region's industry.

Table 31: Transportation and Warehousing Industries, Pinal County

Description	2020 Establishments	2021 Jobs	Average Wages
General Freight Trucking, Long-Distance, Truckload	19	212	$57,866
General Freight Trucking, Local	17	418	$53,807
Specialized Freight (except Used Goods) Trucking, Local	14	110	$49,840
Motor Vehicle Towing	12	50	$35,644
Other Support Activities for Air Transportation	5	38	$53,083

One method by which the scope of an industry is evaluated is an employment location quotient. This is a scaled value that measures the rate at which the population is employed in a certain industry to the national average. If the rate at which the population of the region works in the target industry is exactly equal to the national average, the location quotient would be 1.0. If it were double the national rate, it would be 2.0.

In Pinal County, a few industries from within the Transportation and Warehousing sector are unusually concentrated, employing significantly more than would be expected in a community of this size.

Industries by Location Quotient, Top Five, Pinal County
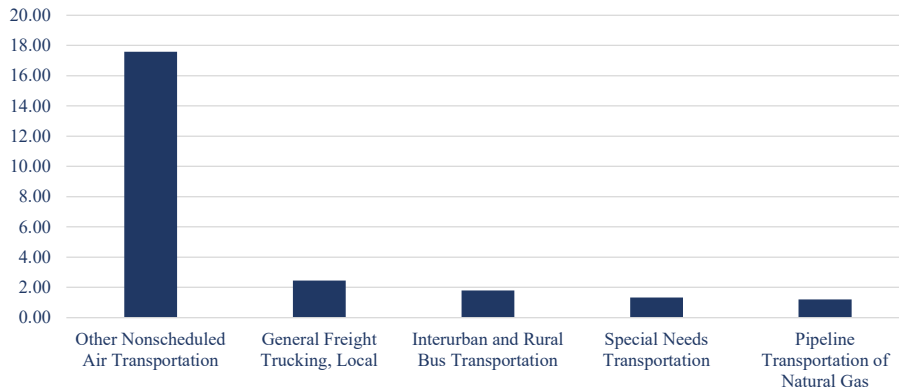
Employment by Occupation

Table 32: Occupations Employed by the Transportation and Warehousing Industry, Pinal County

Occupation	% Of Industry Jobs	Regional Jobs	Median Wages
Heavy and Tractor-Trailer Truck Drivers	31.8%	1,020	$44,937
Passenger Vehicle Drivers	15.3%	535	$27,626
Laborers and Freight, Stock, and Material Movers, Hand	9.4%	995	$29,939
Light Truck Drivers	6.9%	379	$35,045
Couriers and Messengers	3.1%	67	$28,983
Supervisors-Transportation and Material Moving Workers	2.4%	256	$51,425
Dispatchers, Except Police, Fire, and Ambulance	1.7%	86	$34,093
General and Operations Managers	1.3%	926	$89,127
Industrial Truck and Tractor Operators	1.3%	204	$35,607
Bus and Truck Mechanics and Diesel Engine Specialists	1.2%	117	$43,603
Sales Representatives of Services	1.2%	328	$51,177
Aircraft Mechanics and Service Technicians	1.0%	46	$68,953
Cargo and Freight Agents	0.8%	17	$38,382
Postal Service Mail Carriers	0.8%	142	$47,701
Bus Drivers, Transit and Intercity	0.7%	103	$41,227
Shipping, Receiving, and Inventory Clerks	0.7%	205	$33,721
Stockers and Order Fillers	0.7%	1,605	$29,661
Transportation, Storage, and Distribution Managers	0.7%	59	$84,689

Postsecondary Education

Thirteen institutions of higher learning are in the proximity of Pinal County, and two of them offer Transportation and Material Handling Programs.

Table 33: Awards, Transportation and Material Handling, by Institution, 2019

Institution	All Programs		Transportation and Material Moving Programs		Mechanic and Repair Technologies	
	Certificates Below a Bachelor's Degree	Associate's Degree	Certificates Below a Bachelor's Degree	Associate's Degree	Certificates Below a Bachelor's Degree	Associate's Degree
Central Arizona College	804	523	29	7	1	6
Chandler-Gilbert Community College	1,395	1,271	-	-	186	9
Mesa Community College	2,230	2,131	-	-	73	29
Pima Community College	3,005	2,257	54	-	337	41
Eastern Arizona College	791	551	-	-	216	20

National Center for Education Statistics Integrated Postsecondary Educational Data System

Table 34: Completions, Relevant Programs of Study, Eastern Arizona College

Program	Certificates Below a Bachelor's Degree	Associate's Degree	Total
Heating, Air Conditioning Ventilation & Refrigeration Maintenance Technology	161	12	173
Appliance Installation and Repair Technology	43	0	43
Vehicle Maintenance and Repair Technology	6	0	6
Automobile/Automotive Mechanics Technology	3	5	8
Industrial Electronics Technology	3	2	5

National Center for Education Statistics Integrated Postsecondary Education Data System

Table 35: Completions, Relevant Programs of Study, Chandler-Gilbert Community College

Program	Certificates Below a Bachelor's Degree	Associate's Degree	Total
Mechanic and Repair Technologies/Technicians, Other	69	9	78
Aircraft Powerplant Technology/Technician	69	0	69
Airframe Mechanics and Maintenance Technology/Technician	42	0	42
Airline/Commercial/Professional Pilot and Flight Crew	1	12	13

National Center for Education Statistics Integrated Postsecondary Education Data System

Table 36: Completions, Relevant Programs of Study, Mesa Community College

Program	Certificates Below a Bachelor's Degree	Associate's Degree	Total
Automobile/Automotive Mechanics Technology	73	15	88
Heavy Equipment Maintenance Technology	0	14	14

National Center for Education Statistics Integrated Postsecondary Education Data System

Table 37: Completions, Relevant Programs of Study, Pima Community College

Program	Certificates Below a Bachelor's Degree	Associate's Degree	Total
Industrial Electronics Technology/Technician	187	1	188
Airframe Mechanics and Maintenance Technology/Technician	33	34	67
Ground Transportation, Other	52	0	52
Aircraft Powerplant Technology/Technician	40	0	40
Mechanic and Repair Technologies/Technicians, Other	40	0	40
Automobile/Automotive Mechanics Technology/Technician	13	6	19
Industrial Mechanics and Maintenance Technology/Technician	14	0	14
HVAC and Refrigeration Maintenance Technology	7	0	7
Avionics Maintenance Technology/Technician	3	0	3
Truck and Bus Driver/Commercial Vehicle Operator/Instructor	2	0	2

National Center for Education Statistics Integrated Postsecondary Education Data System

Job Postings

Between February 2019 and February 2022, more than 58,000 job openings were posted by employers from the Transportation & Warehousing sector across Maricopa and Pinal Counties. It is interesting to note, however, that the number of postings that recruited transportation and material moving occupations (SOC 53-0000) was significantly higher (187,000). This dramatically illustrates the broad demand for occupations like truck drivers and warehouse operators, who are often employed by organizations whose primary line of business is not transportation, but activities like retail sales, hospitality and manufacturing.

As with most industries, the COVID-19 pandemic caused a short-term decline in the frequency of these postings. However, there was a dramatic increase in early 2021, and the average number of monthly postings has since surpassed pre-pandemic levels.

Transportation and Material Moving Job Postings, Maricopa & Pinal, 2019-2022
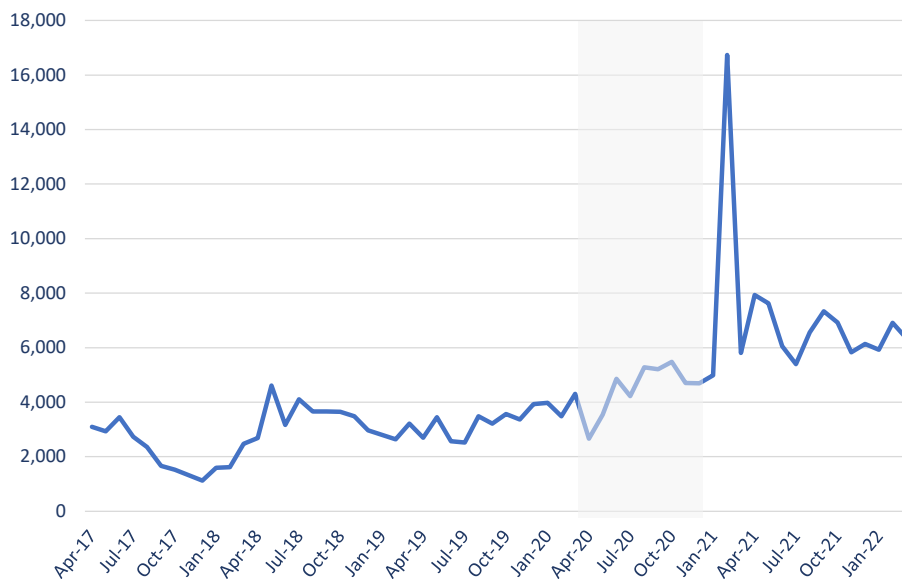
Economic Modelling Specialists International

Among these postings, a large majority (65%) did not specify a minimum level of education. A third required a high school diploma and very few required college degrees.

Transportation and Material Moving Job Postings, Maricopa & Pinal, 2019-2022
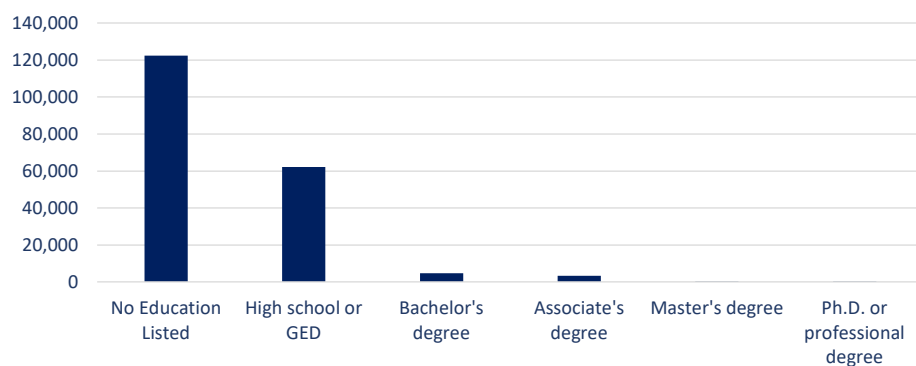
The list of specific companies that posted these job openings between February 2019 and February 2022 is dominated by Amazon with more than 34,000 unique postings. Fedex, UPS, Randstad also posted more 1,500 openings.

Table 38: Job Postings, Healthcare

Employer	Postings
Amazon	34,446
FedEx	2,045
UPS	1,819
Randstad	1,687
Domino's Pizza	1,486
Lowe's	1,318
ProLogistix	1,285
Sprouts Farmers Market	1,265
The Home Depot	1,241
Aerotek	1,104
Stewart Transport	1,023
Corporate Job Bank	930
Schneider National	870
Adecco	830
Walmart	791
Carvana	734
TERRA Staffing Group	654
Penske Automotive Group	612
ResourceMFG	598
O'Reilly Auto Parts	592

Economic Modeling Specialists International (EMSI)

Employability Skills

Employability Skills, or "soft" or "common" skills that were mentioned in these job postings included operations skills, which were mentioned in 22% of the postings, customer service (21%) and communications (17%).

Employability Skills, Transportation & Material Moving Job Postings, Maricopa & Pinal, 2019-2022
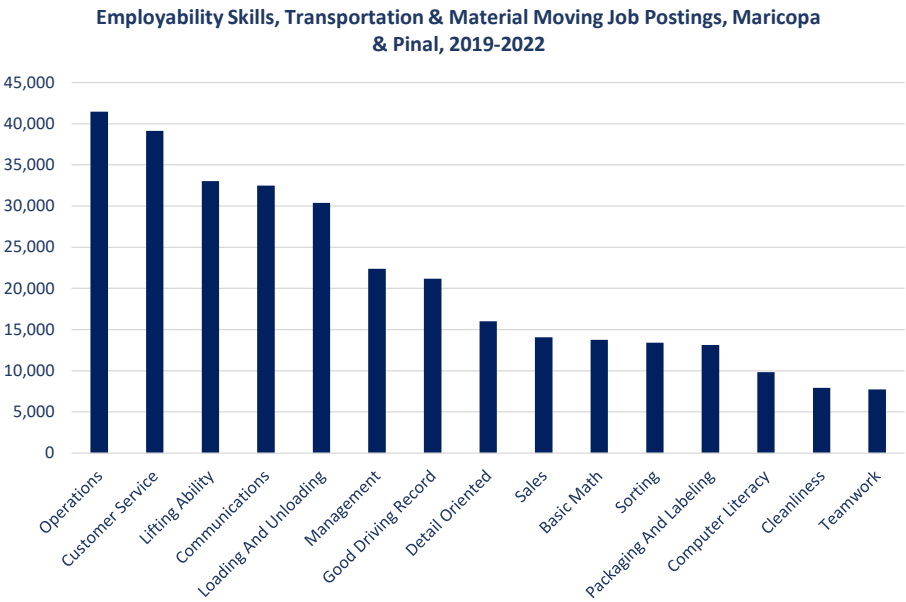
Economic Modeling Specialists International (EMSI)

Technical Skills

Warehousing skills, forklift operation and merchandising were among the most-requested technical competencies among these job postings. Palletizing, truck driving, folding machines, cycle counting and vehicle inspection were also among the top results.

Technical Skills, Transportation & Material Moving Job Postings, Maricopa & Pinal, 2019-2022
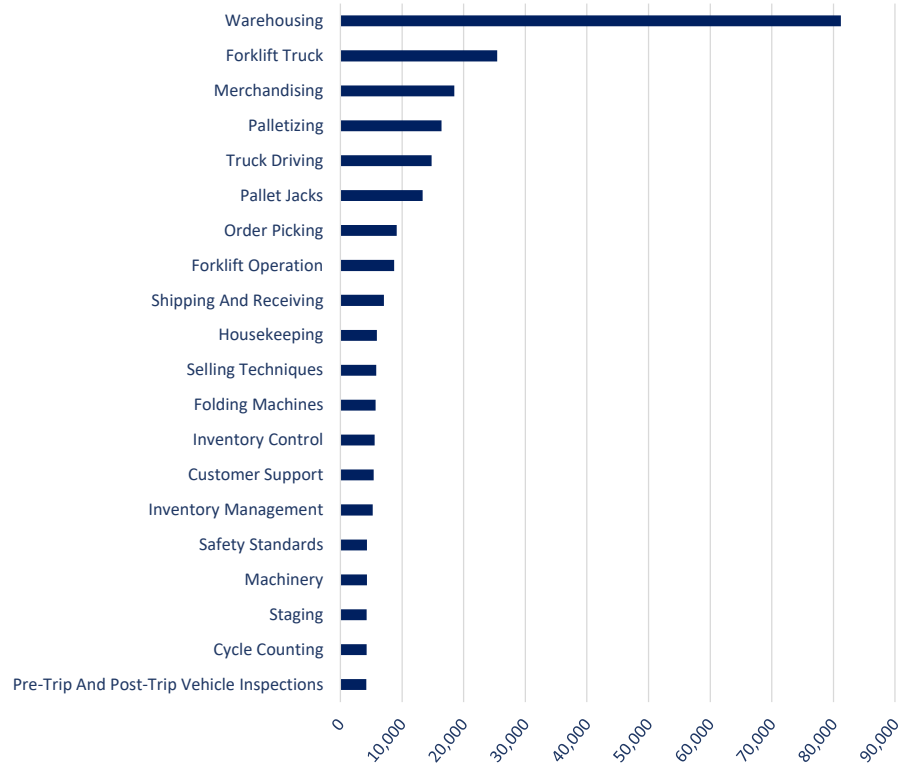
Skill	
Warehousing	
Forklift Truck	
Merchandising	
Palletizing	
Truck Driving	
Pallet Jacks	
Order Picking	
Forklift Operation	
Shipping And Receiving	
Housekeeping	
Selling Techniques	
Folding Machines	
Inventory Control	
Customer Support	
Inventory Management	
Safety Standards	
Machinery	
Staging	
Cycle Counting	
Pre-Trip And Post-Trip Vehicle Inspections	

Economic Modelling Specialists International

Top Qualifications

These job postings specify a range of qualifications for the advertised positions, ranging from degrees in specific fields to industry certifications. The most requested qualifications include Nursing Assistant and American Registry of Radiologic Technologist certifications and nursing and business degrees.

Table 39: Qualifications, Healthcare Job Postings, Maricopa and Pinal, 2019-2022

Qualification	Postings
Commercial Driver's License (CDL)	27,941
Certified Forklift Operator	5,177
CDL Class B License	3,138
Tanker Endorsement	3,033
Hazmat Endorsement	2,677
Doubles Endorsement	1,113
Triples Endorsement	717
CDL Class C License	432
Airline Transport Pilot License	382
Transportation Worker Identification Credential (TWIC) Card	382
Security Clearance	368
FAA First Class Medical Certificate	290
Pallet Jack Certification	128
Six Sigma Green Belt Certification	121
Certified Crane Operator	111
FAA Second Class Medical Certificate	106
Certified Nursing Assistant	100
Associate Degree in Nursing	79
Security Identification Display Area (SIDA) Badge	78
Bachelor Of Science in Business	71

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Natural and Renewable Resources (Mining, Agriculture, Solar)

Two industry categories are particularly relevant to this industry profile: NAICS 21: Agriculture, Forestry, Fishing and Hunting, and NAICS 11: Mining, Quarrying and Oil and Gas Extraction. These two categories combined are referred to as the Natural Resources and Mining supersector.

Employers in the Natural Resources and Mining supersector employ approximately 3,400 workers in Pinal County. Dairy Production and Copper, Nickel, Zinc and Lead Mining are the largest subsectors, combining to employ 1,850 people.

However, these sources are limited in the perspective they can provide because the sectors that are generally understood to be components of the renewable energy sector employ too few people in Pinal County to be published. To gain actionable perspective, then, this analysis looked at job postings data via a system that aggregates all online job advertisements from Pinal County over the last three years and disaggregates the content of those ads to identify skills, credentials, employers and more associated with them.

From February 2019 to February 2022, 3,621 postings mentioned the phrase "renewable energy."

Postings included Solar Analysts, Solar Technicians, Environmental Specialists, Field Operations Technicians and Renewable Energy Interns for NextEra Energy in Coolidge, Lead Installers for HCS Renewable Energy in Coolidge, Wastewater Operators in Apache Junction, Solar Sales Managers for Sunder Energy in Maricopa, Energy Data Analysts for Pinnacle West Capital in Coolidge, Monitoring Managers for Groundwork Renewables in Eloy, Solar Technicians for AES in Eloy, Energy Center Operators for Abbott Laboratories and other roles for BHI Energy in Casa Grande and Global Water Resources in Maricopa.

Educational Requirements, Renewable Energy Job Postings, Pinal County

PhD 1%
Master's 4%
Bachelor's 16%
Associate's 10%
No Education Listed 39%
High School Diploma 30%
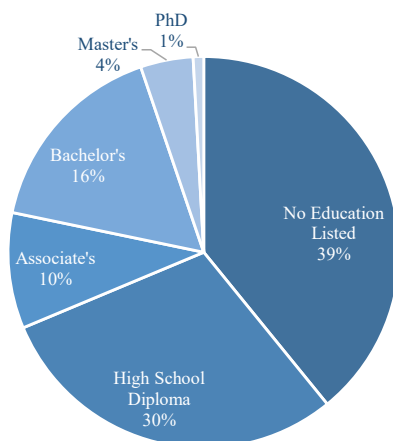
Priority Occupations

The Arizona Office of Economic Opportunity, in partnership with the United States Census Bureau, produces employment projections for more than 800 occupations every two years.
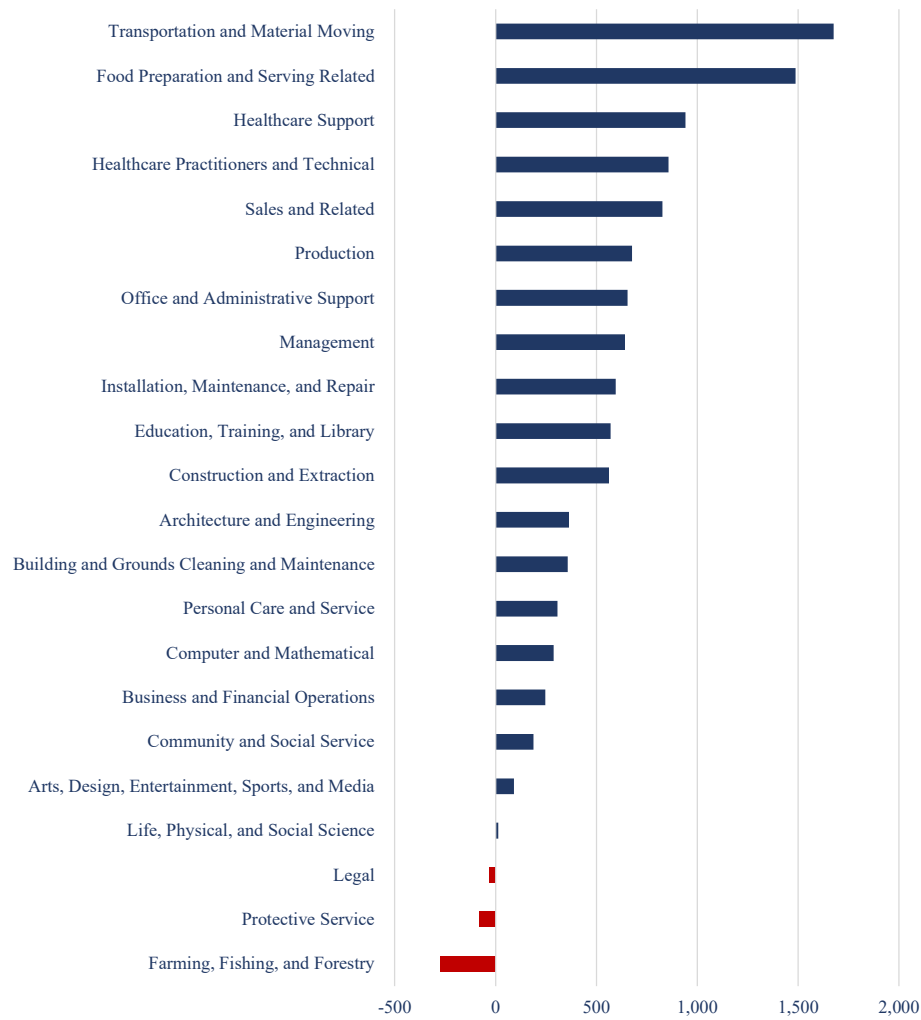
Table 40: Occupational Employment Projections, Occupation Families

SOC Code	Occupation Title	2020 Estimate	2030 Projection	Numeric Change	Percent Change
00-0000	Total, All	69,998	86,686	16,688	24%
53-0000	Transportation and Material Moving	5,370	7,046	1,676	31%
35-0000	Food Preparation and Serving Related	4,525	6,012	1,487	33%
31-0000	Healthcare Support	2,213	3,154	941	43%
29-0000	Healthcare Practitioners and Technical	2,264	3,121	857	38%
41-0000	Sales and Related	4,734	5,561	827	17%
51-0000	Production	1,917	2,593	676	35%
43-0000	Office and Administrative Support	5,672	6,326	654	12%
11-0000	Management	3,645	4,286	641	18%
49-0000	Installation, Maintenance, and Repair	2,171	2,767	596	27%
25-0000	Education, Training, and Library	2,997	3,567	570	19%
47-0000	Construction and Extraction	2,082	2,644	562	27%
17-0000	Architecture and Engineering	799	1,163	364	46%
37-0000	Building and Grounds Cleaning and Maintenance	1,671	2,028	357	21%
39-0000	Personal Care and Service	1,388	1,694	306	22%
15-0000	Computer and Mathematical	813	1,100	287	35%
13-0000	Business and Financial Operations	2,035	2,281	246	12%
21-0000	Community and Social Service	1,239	1,427	188	15%
27-0000	Arts, Design, Entertainment, Sports, and Media	461	552	91	20%
19-0000	Life, Physical, and Social Science	454	468	14	3%
23-0000	Legal	334	305	-29	-9%
33-0000	Protective Service	3,813	3,731	-82	-2%
45-0000	Farming, Fishing, and Forestry	2,721	2,448	-273	-10%

The projected growth is led by Transportation and Material Moving Occupations and Food Service Occupations. Healthcare Support and Healthcare Practitioners are third and fourth in the list, and Sales Occupations round out the top five. Considered together, Healthcare Support and Healthcare Practitioner Occupations would be slated for the largest growth in Pinal County by 2030.
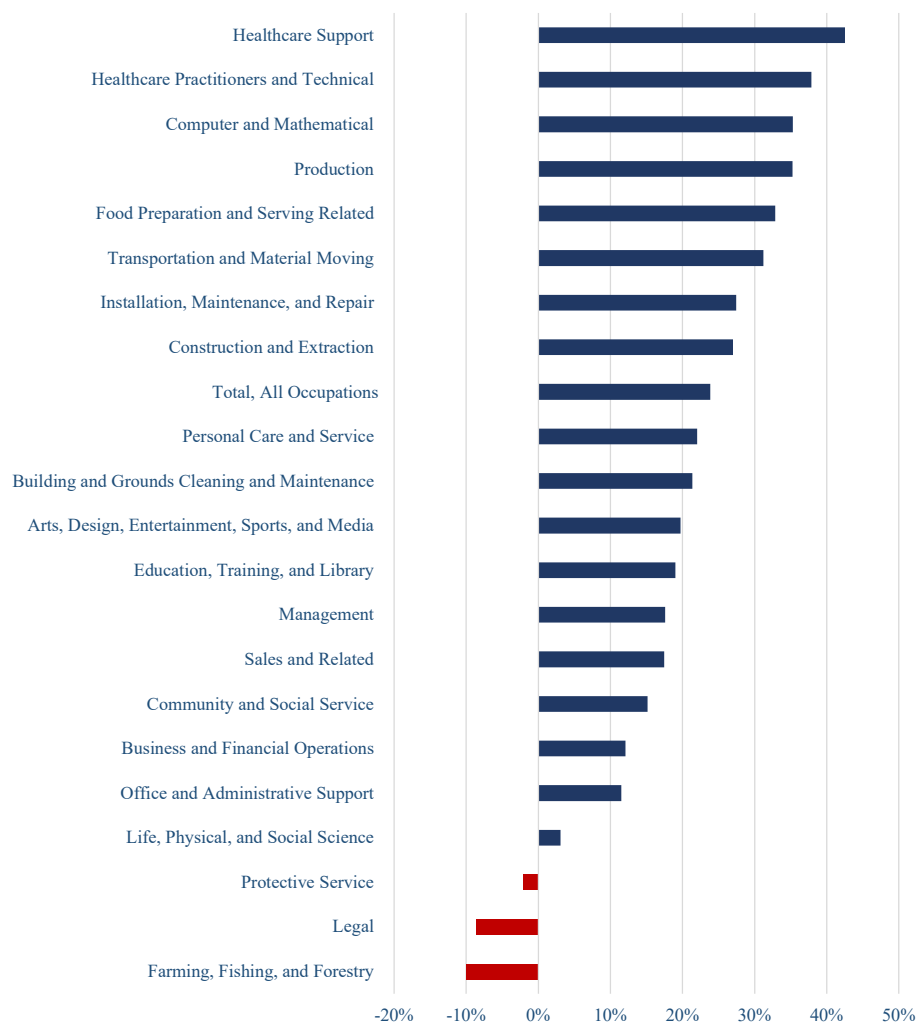
Projected Employment Change, 2020-2030, by Occupation Family

Arizona Office of Economic Opportunity, Occupational Employment Projections, 2020-2030

A different perspective can be gained by considering the projected change as a percentage rather than only as a level value. This allows us to identify growing occupations and career pathways that may not currently employ a large number of people, but that are trending upward and may offer high-value opportunities to the jobseekers served by the workforce development system.

Projected Employment % Change, by Occupation Family, 2020-2030

Occupation Family	% Change
Healthcare Support	~43%
Healthcare Practitioners and Technical	~38%
Computer and Mathematical	~35%
Production	~35%
Food Preparation and Serving Related	~32%
Transportation and Material Moving	~31%
Installation, Maintenance, and Repair	~27%
Construction and Extraction	~27%
Total, All Occupations	~24%
Personal Care and Service	~22%
Building and Grounds Cleaning and Maintenance	~21%
Arts, Design, Entertainment, Sports, and Media	~20%
Education, Training, and Library	~19%
Management	~18%
Sales and Related	~18%
Community and Social Service	~15%
Business and Financial Operations	~12%
Office and Administrative Support	~11%
Life, Physical, and Social Science	~3%
Protective Service	~-2%
Legal	~-8%
Farming, Fishing, and Forestry	~-9%

Arizona Office of Economic Opportunity, Occupational Employment Projections, 2020-2030

Table 41: Occupational Employment Projections, Top 25 Detailed Occupations

Occupation Category	2020	2030	Change	% Change
Construction Trades Workers	949	1214	265	27.9%
Heavy and Tractor-Trailer Truck Drivers	612	876	264	43.1%
Registered Nurses	396	527	131	33.1%
Health Technologists and Technicians	481	608	127	26.4%
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	164	285	121	73.8%
General and Operations Managers	452	570	118	26.1%
Software Developers and Quality Assurance Analysts and Testers	235	328	93	39.6%
Assemblers and Fabricators	152	240	88	57.9%
Medical Assistants	145	223	78	53.8%
First-Line Supervisors of Food Preparation and Serving Workers	214	289	75	35.1%
Elementary School Teachers	344	414	70	20.4%
Inspectors, Testers, Sorters, Samplers, and Weighers	94	160	66	70.2%
Light Truck or Delivery Services Drivers	244	306	62	25.4%
Nurse Practitioners	62	116	54	87.1%
Electricians	120	173	53	44.2%
Construction Managers	130	180	50	38.5%
Supervisors of Sales Workers	450	497	47	10.4%
Substance Abuse, Behavioral Disorder, and Mental Health Counselors	110	156	46	41.8%
Pharmacy Technicians	124	169	45	36.3%
Real Estate Sales Agents	214	258	44	20.6%
Medical and Health Services Managers	82	123	41	50.0%
Secondary School Teachers	196	236	40	20.4%
Operating Engineers and Other Construction Equipment Operators	164	201	37	22.6%
Market Research Analysts and Marketing Specialists	63	99	36	57.1%
Supervisors of Construction and Extraction Workers	160	196	36	22.5%

Table 42: Occupational Employment Projections, Pinal County, 2020-2030

SOC Code	Occupation Title	2020	2030	Change	% Change
	Management				
11-0000	**Management Occupations**	**3,645**	**4,286**	**641**	**18%**
11-1000	Top Executives	607	713	106	17%
11-1011	Chief Executives	102	93	-9	-9%
11-1021	General and Operations Managers	452	570	118	26%
11-1031	Legislators	53	50	-3	-6%
11-2000	Advertising, Marketing, , PR, Sales Managers	83	111	28	34%
11-3000	Operations Specialties Managers	339	427	88	26%
11-3010	Administrative Services and Facilities Managers	72	80	8	11%
11-3031	Financial Managers	99	116	17	17%
11-9000	Other Management Occupations	1,927	2,024	97	5%
11-9013	Farmers, Ranchers, and Other Agricultural Managers	1,204	1,151	-53	-4%
11-9021	Construction Managers	130	180	50	38%
11-9032	Education Admins-Elementary/Secondary School	55	66	11	20%
11-9051	Food Service Managers	70	87	17	24%
11-9111	Medical and Health Services Managers	82	123	41	50%
11-9141	Property, Real Estate, Association Managers	67	75	8	12%
11-9151	Social and Community Service Managers	58	63	5	9%
11-9198	Other Personal Service, Entertainment, Recreation Mgrs.	156	165	9	6%
	Business and Financial Operations				
13-0000	**Business and Financial Operations Occupations**	**2,035**	**2,281**	**246**	**12%**
13-1000	Business Operations Specialists	1,259	1,346	87	7%
13-1020	Buyers and Purchasing Agents	88	98	10	11%
13-1031	Claims Adjusters, Examiners, and Investigators	92	67	-25	-27%
13-1041	Compliance Officers	145	141	-4	-3%
13-1071	Human Resources Specialists	112	127	15	13%
13-1111	Management Analysts	202	216	14	7%
13-1151	Training and Development Specialists	60	80	20	33%
13-1161	Market Research Analysts and Marketing Specialists	63	99	36	57%
13-1198	Other Project Management & Operations Specialists	385	372	-13	-3%
13-2000	Financial Specialists	464	469	5	1%
13-2011	Accountants and Auditors	220	229	9	4%
13-2098	Other Investment Analysts, Risk/Financial Specialists	50	53	3	6%

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SOC Code	Occupation Title	2020	2030	Change	% Change
	Computer and Mathematical				
15-1200	Computer Occupations	661	823	162	25%
15-1211	Computer Systems Analysts	68	73	5	7%
15-1232	Computer User Support Specialists`	100	119	19	19%
15-1256	Software Developers and QA Analysts and Testers	235	328	93	40%
15-1299	Computer Occupations, All Other	103	129	26	25%
	Architecture and Engineering				
17-0000	**Architecture and Engineering Occupations**	**799**	**1,163**	**364**	**46%**
17-2000	Engineers	342	447	105	31%
17-2051	Civil Engineers	101	98	-3	-3%
17-2141	Mechanical Engineers	60	87	27	45%
17-3000	Drafters, Engineering, Mapping Technicians	207	286	79	38%
17-3022	Civil Engineering Technicians	54	50	-4	-7%
	Life, Physical, and Social Science				
19-0000	**Life, Physical, and Social Science Occupations**	**454**	**468**	**14**	**3%**
19-1000	Life Scientists	75	70	-5	-7%
19-2000	Physical Scientists	71	61	-10	-14%
19-3000	Social Scientists and Related Workers	115	117	2	2%
19-4000	Life, Physical, and Social Science Technicians	90	92	2	2%
	Community and Social Service				
21-0000	**Community and Social Service Occupations**	**1,239**	**1,427**	**188**	**15%**
21-1000	Counselors, Social Workers, Other Community Service Spes	891	955	64	7%
21-1012	Educational, Guidance, School, Vocational Counselors	68	79	11	16%
21-1018	Substance, Behavioral Disorder, Mental Health Counselors	110	156	46	42%
21-1021	Child, Family, and School Social Workers	163	147	-16	-10%
21-1092	Probation Officers and Correctional Treatment Specialists	142	133	-9	-6%
21-1093	Social and Human Service Assistants	160	180	20	13%
	Legal				
23-0000	**Legal Occupations**	**334**	**305**	**-29**	**-9%**
23-1000	Lawyers, Judges, and Related Workers	261	240	-21	-8%
23-1011	Lawyers	197	186	-11	-6%
23-2000	Legal Support Workers	69	60	-9	-13%

SOC Code	Occupation Title	2020	2030	Change	% Change
Education, Training, and Library					
25-0000	**Education, Training, and Library Occupations**	**2,997**	**3,567**	**570**	**19%**
25-1000	Postsecondary Teachers	135	163	28	21%
25-2000	Preschool, Primary, Secondary, and Special Ed Teachers	919	1,102	183	20%
25-2012	Kindergarten Teachers, Except Special Education	52	63	11	21%
25-2021	Elementary School Teachers, Except Special Education	344	414	70	20%
25-2022	Middle School Teachers	159	191	32	20%
25-2031	Secondary School Teachers	196	236	40	20%
25-2057	Special Education Teachers, Middle School	53	64	11	21%
25-3000	Other Teachers and Instructors	160	188	28	18%
25-3021	Self-Enrichment Education Teachers	55	68	13	24%
25-3097	Teachers and Instructors, All Other	61	70	9	15%
25-4000	Librarians, Curators, and Archivists	116	109	-7	-6%
25-4022	Librarians and Media Collections Specialists	57	56	-1	-2%
25-9000	Other Education, Training, and Library Occupations	315	366	51	16%
25-9045	Teaching Assistants, Except Postsecondary	263	312	49	19%
Arts, Design, Entertainment, Sports, and Media					
27-0000	**Arts, Design, Entertainment, Sports, & Media Occupations**	**461**	**552**	**91**	**20%**
27-1000	Art and Design Workers	125	150	25	20%
27-2000	Entertainers and Performers, Sports and Related Workers	91	119	28	31%
27-3000	Media and Communication Workers	138	145	7	5%
27-4000	Media and Communication Equipment Workers	51	71	20	39%
Healthcare Practitioners and Technical					
29-0000	**Healthcare Practitioners and Technical Occupations**	**2,264**	**3,121**	**857**	**38%**
29-1000	Health Diagnosing and Treating Practitioners	866	1,171	305	35%
29-1051	Pharmacists	84	113	29	35%
29-1141	Registered Nurses	396	527	131	33%
29-1171	Nurse Practitioners	62	116	54	87%
29-2000	Health Technologists and Technicians	481	608	127	26%
29-2040	Emergency Medical Technicians and Paramedics	86	92	6	7%
29-2052	Pharmacy Technicians	124	169	45	36%
29-2061	Licensed Practical and Licensed Vocational Nurses	75	80	5	7%

SOC Code	Occupation Title	2020	2030	Change	% Change
Healthcare Support					
31-0000	**Healthcare Support Occupations**	**2,213**	**3,154**	**941**	**43%**
31-1100	Home Health & Psychiatric Aides, Assistants, Orderlies	752	1,097	345	46%
31-1120	Home Health and Personal Care Aides	629	950	321	51%
31-1131	Nursing Assistants	106	134	28	26%
31-9000	Other Healthcare Support Occupations	447	611	164	37%
31-9092	Medical Assistants	145	223	78	54%
31-9096	Veterinary Assistants and Laboratory Animal Caretakers	150	180	30	20%
Protective Service					
33-0000	**Protective Service Occupations**	**3,813**	**3,731**	**-82**	**-2%**
33-1000	Supervisors of Protective Service Workers	309	292	-17	-6%
33-1011	First-Line Supervisors of Correctional Officers	98	87	-11	-11%
33-1012	First-Line Supervisors of Police and Detectives	121	114	-7	-6%
33-1021	Supervisors of Fire Fighting and Prevention Workers	68	66	-2	-3%
33-2000	Fire Fighting and Prevention Workers	314	299	-15	-5%
33-2011	Firefighters	300	285	-15	-5%
33-3000	Law Enforcement Workers	1,909	1,674	-235	-12%
33-3012	Correctional Officers and Jailers	1,129	957	-172	-15%
33-3021	Detectives and Criminal Investigators	91	79	-12	-13%
33-3051	Police and Sheriff's Patrol Officers	651	610	-41	-6%
33-9000	Other Protective Service Workers	364	391	27	7%
33-9032	Security Guards	140	164	24	17%
33-9091	Crossing Guards	57	58	1	2%
33-9098	Other School Bus Monitors and Protective Service Workers	70	80	10	14%
Food Preparation and Serving					
35-0000	**Food Preparation and Serving Related Occupations**	**4,525**	**6,012**	**1,487**	**33%**
35-1000	Supervisors of Food Preparation and Serving Workers	235	320	85	36%
35-1012	Supervisors of Food Preparation and Serving Workers	214	289	75	35%
35-2000	Cooks and Food Preparation Workers	816	971	155	19%
35-2011	Cooks, Fast Food	471	523	52	11%
35-2012	Cooks, Institution and Cafeteria	75	94	19	25%
35-2021	Food Preparation Workers	216	276	60	28%
35-3000	Food and Beverage Serving Workers	1,213	1,636	423	35%
35-3023	Fast Food and Counter Workers	891	1,171	280	31%
35-3031	Waiters and Waitresses	229	317	88	38%

SOC Code	Occupation Title	2020	2030	Change	% Change
35-9000	Other Food Preparation and Serving Related Workers	72	105	33	46%
Building and Grounds Cleaning and Maintenance					
37-0000	**Building and Grounds Cleaning and Maintenance Occupations**	**1,671**	**2,028**	**357**	**21%**
37-1000	Supervisors-Building, Grounds Cleaning and Maintenance	109	128	19	17%
37-1012	Supervisors-Landscaping, Lawn Service, & Groundskeeping	60	71	11	18%
37-2000	Building Cleaning and Pest Control Workers	606	727	121	20%
37-2011	Janitors and Cleaners	456	549	93	20%
37-2012	Maids and Housekeeping Cleaners	145	172	27	19%
37-3000	Grounds Maintenance Workers	406	456	50	12%
37-3011	Landscaping and Groundskeeping Workers	377	426	49	13%
Personal Care and Service					
39-0000	**Personal Care and Service Occupations**	**1,388**	**1,694**	**306**	**22%**
39-1000	Supervisors of Personal Care and Service Workers	78	94	16	21%
39-2000	Animal Care and Service Workers	225	284	59	26%
39-2021	Nonfarm Animal Caretakers	177	232	55	31%
39-3000	Entertainment Attendants and Related Workers	157	194	37	24%
39-3011	Gaming Dealers	67	88	21	31%
39-3091	Amusement and Recreation Attendants	64	72	8	13%
39-5000	Personal Appearance Workers	146	191	45	31%
39-5012	Hairdressers, Hairstylists, and Cosmetologists	105	137	32	30%
39-9000	Other Personal Care and Service Workers	406	462	56	14%
39-9011	Childcare Workers	142	153	11	8%
39-9031	Fitness Trainers and Aerobics Instructors	51	72	21	41%
39-9032	Recreation Workers	202	223	21	10%

SOC Code	Occupation Title	2020	2030	Change	% Change
Sales					
41-0000	**Sales and Related Occupations**	**4,734**	**5,561**	**827**	**17%**
41-1000	Supervisors of Sales Workers	450	497	47	10%
41-1011	First-Line Supervisors of Retail Sales Workers	386	439	53	14%
41-1012	First-Line Supervisors of Non-Retail Sales Workers	64	58	-6	-9%
41-2000	Retail Sales Workers	1,574	1,848	274	17%
41-2011	Cashiers	770	877	107	14%
41-2021	Counter and Rental Clerks	91	106	15	16%
41-2031	Retail Salespersons	658	800	142	22%
41-3000	Sales Representatives, Services	252	249	-3	-1%
41-3021	Insurance Sales Agents	59	50	-9	-15%
41-3031	Securities, Commodities, Financial Services Sales Agents	87	84	-3	-3%
41-3091	Sales Representatives of Services	75	93	18	24%
41-4000	Sales Representatives, Wholesale and Manufacturing	140	158	18	13%
41-4012	Sales Representatives, Wholesale and Manufacturing	125	132	7	6%
41-9000	Other Sales and Related Workers	317	381	64	20%
41-9022	Real Estate Sales Agents	214	258	44	21%
41-9099	Sales and Related Workers, All Other	52	66	14	27%

SOC Code	Occupation Title	2020	2030	Change	% Change
Office and Administrative Support					
43-0000	**Office and Administrative Support Occupations**	**5,672**	**6,326**	**654**	**12%**
43-1000	Supervisors of Office and Administrative Support Workers	326	343	17	5%
43-1011	First-Line Supervisors of Office and Administrative Support Workers	326	343	17	5%
43-3000	Financial Clerks	554	579	25	5%
43-3021	Billing and Posting Clerks	52	61	9	17%
43-3031	Bookkeeping, Accounting, and Auditing Clerks	343	367	24	7%
43-3071	Tellers	71	52	-19	-27%
43-4000	Information and Record Clerks	1,125	1,155	30	3%
43-4031	Court, Municipal, and License Clerks	167	150	-17	-10%
43-4051	Customer Service Representatives	368	404	36	10%
43-4061	Eligibility Interviewers, Government Programs	137	122	-15	-11%
43-4111	Interviewers, Except Eligibility and Loan	85	89	4	5%
43-4121	Library Assistants, Clerical	69	62	-7	-10%
43-4171	Receptionists and Information Clerks	133	156	23	17%
43-4199	Information and Record Clerks, All Other	79	74	-5	-6%
43-5000	Material Recording, Scheduling, Dispatching, and Distributing Workers	535	604	69	13%
43-5031	Police, Fire, and Ambulance Dispatchers	83	78	-5	-6%
43-5052	Postal Service Mail Carriers	140	150	10	7%
43-5061	Production, Planning, and Expediting Clerks	54	84	30	56%
43-5071	Shipping, Receiving, and Traffic Clerks	78	102	24	31%
43-6000	Secretaries and Administrative Assistants	744	700	-44	-6%
43-6011	Executive Secretaries and Executive Administrative Assistants	99	72	-27	-27%
43-6013	Medical Secretaries	60	84	24	40%
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	565	531	-34	-6%
43-9000	Other Office and Administrative Support Workers	770	765	-5	-1%
43-9061	Office Clerks, General	599	619	20	3%
43-9199	Office and Administrative Support Workers, All Other	69	66	-3	-4%
SOC Code	Occupation Title	2020	2030	Change	% Change
Farming, Fishing, and Forestry					

45-0000	**Farming, Fishing, and Forestry Occupations**	**2,721**	**2,448**	**-273**	**-10%**
45-1000	Supervisors of Farming, Fishing, and Forestry Workers	82	74	-8	-10%
45-1011	Supervisors of Farming, Fishing, and Forestry Workers	82	74	-8	-10%
45-2000	Agricultural Workers	2,424	2,138	-286	-12%
45-2091	Agricultural Equipment Operators	121	113	-8	-7%
45-2092	Farmworkers/Laborers, Crop, Nursery, and Greenhouse	990	844	-146	-15%
45-2093	Farmworkers, Farm, Ranch, and Aquacultural Animals	1,212	1,091	-121	-10%
	Construction and Extraction				
47-0000	**Construction and Extraction Occupations**	**2,082**	**2,644**	**562**	**27%**
47-1000	Supervisors of Construction and Extraction Workers	160	196	36	23%
47-1011	Supervisors of Construction-Trades and Extraction	160	196	36	23%
47-2000	Construction Trades Workers	949	1,214	265	28%
47-2031	Carpenters	139	166	27	19%
47-2061	Construction Laborers	267	351	84	31%
47-2073	Operating Engineers, Other Equipment Operators	164	201	37	23%
47-2111	Electricians	120	173	53	44%
47-2141	Painters, Construction and Maintenance	66	79	13	20%
47-4000	Other Construction and Related Workers	236	210	-26	-11%
47-4011	Construction and Building Inspectors	60	50	-10	-17%
47-4051	Highway Maintenance Workers	151	137	-14	-9%
47-5000	Extraction Workers	143	177	34	24%
47-5041	Continuous Mining Machine Operators	74	88	14	19%

SOC Code	Occupation Title	2020	2030	Change	% Change
Installation, Maintenance, and Repair					
49-0000	**Installation, Maintenance, and Repair Occupations**	**2,171**	**2,767**	**596**	**27%**
49-1000	Supervisors of Installation, Maintenance, and Repair	130	161	31	24%
49-1011	Supervisors of Mechanics, Installers, and Repairers	130	161	31	24%
49-2000	Electronic Equipment Mechanics, Installers, Repairers	86	111	25	29%
49-3000	Vehicle/Mobile Equipment Mechanic, Installer, Repairer	421	463	42	10%
49-3023	Automotive Service Technicians and Mechanics	105	96	-9	-9%
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	75	85	10	13%
49-3041	Farm Equipment Mechanics and Service Technicians	55	64	9	16%
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	85	112	27	32%
49-9000	Other Installation, Maintenance, and Repair Occupations	781	991	210	27%
49-9021	HVAC and Refrigeration Mechanics and Installers	164	285	121	74%
49-9071	Maintenance and Repair Workers, General	467	531	64	14%

SOC Code	Occupation Title	2020	2030	Change	% Change
Production					
51-0000	**Production Occupations**	**1,917**	**2,593**	**676**	**35%**
51-1000	Supervisors of Production Workers	122	139	17	14%
51-1011	Supervisors of Production and Operating Workers	122	139	17	14%
51-2000	Assemblers and Fabricators	152	240	88	58%
51-2090	Miscellaneous Assemblers and Fabricators	107	122	15	14%
51-3000	Food Processing Workers	112	154	42	38%
51-4000	Metal Workers and Plastic Workers	182	206	24	13%
51-4121	Welders, Cutters, Solderers, and Brazers	58	67	9	16%
51-8000	Plant and System Operators	161	157	-4	-2%
51-8031	Water/Wastewater Treatment Plant & System Operators	132	131	-1	-1%
51-9000	Other Production Occupations	463	626	163	35%
51-9041	Extruding, Forming, Pressing, and Compacting Machine Setters, Operators, and Tenders	54	64	10	19%
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	94	160	66	70%

SOC Code	Occupation Title	2020	2030	Change	% Change
Transportation and Material Moving					
53-0000	**Transportation and Material Moving Occupations**	**5,370**	**7,046**	**1,676**	**31%**
53-1000	Supervisors of Transportation and Material Moving	133	160	27	20%
53-1047	Supervisors of Transportation & Material Moving Workers	130	157	27	21%
53-3000	Motor Vehicle Operators	1,400	1,845	445	32%
53-3031	Driver/Sales Workers	129	175	46	36%
53-3032	Heavy and Tractor-Trailer Truck Drivers	612	876	264	43%
53-3033	Light Truck or Delivery Services Drivers	244	306	62	25%
53-3052	Bus Drivers, Transit and Intercity	113	114	1	1%
53-3058	Passenger Vehicle Drivers	243	309	66	27%
53-3099	Motor Vehicle Operators, All Other	57	63	6	11%
53-4000	Rail Transportation Workers	67	53	-14	-21%
53-6000	Other Transportation Workers	135	160	25	19%
53-6021	Parking Lot Attendants	67	81	14	21%
53-7000	Material Moving Workers	1,734	2,356	622	36%
53-7061	Cleaners of Vehicles and Equipment	159	193	34	21%
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	641	876	235	37%
53-7064	Packers and Packagers, Hand	181	219	38	21%
53-7065	Stockers and Order Fillers	516	730	214	41%
53-7081	Refuse and Recyclable Material Collectors	169	248	79	47%

Priority Skills

Across all industries, the most requested skill of any kind across all job postings from February 2021 to February 2022 was Communication. Teamwork, Customer Service, Organization and Adaptability rounded out the top five.

Table 43: Most Requested Skill, Job Postings, Pinal County

Top Skill	Job Postings, Feb 2021-Feb 2022
Communication (Verbal and written skills)	18,852
Cooperative/Team Player	10,163
Customer Service	9,504
Organization	5,338
Adaptability/Flexibility/Tolerance of Change and Uncertainty	5,277
Problem Solving	3,987
Self-Motivated/Ability to Work Independently/Self Leadership	3,825
Ability to Work in a Fast-Paced Environment	3,820
Interpersonal Relationships/Maintain Relationships	3,680
Supervision/Management	3,660

Table 44: Most Requested Hard Skills, Job Postings, Pinal County

Top Skill	Job Postings, Feb 2021-Feb 2022
Microsoft Office	2,988
Microsoft Excel	2,753
Ability to Lift 41-50 lbs.	1,979
Teaching/Training, School	1,722
Ability to Lift 51-100 lbs.	1,636
Retail Sales	1,556
English	1,196
Cash Handling (Cashier)	1,184
Microsoft Outlook	1,111
Spanish	1,097

GOAL 1: PROMOTE A STRONG PINAL COUNTY ECONOMY:
Support Pinal County's capacity to attract, retain and grow thriving businesses through effective workforce development strategies. (economic/business service focus)

The following targeted sectors have been identified by Pinal County for long-term economic development growth:

1. Transportation/Logistics
2. Manufacturing
3. Health Services
4. Aerospace & Defense
5. Natural & Renewable Resources
6. Tourism

As part of the ongoing effort to attract new businesses to Pinal County as well as solidify the presence of existing businesses, the county has invested in building up its infrastructure – including a larger amount of renewable energy sources – and set the groundwork for a highly anticipated high-tech, automotive manufacturing boom, led by the development of manufacturing facilities for Lucid Motors and Nikola Motors.

From an economic development perspective, these forward thinking efforts have set the county up to compete not only within the state of Arizona but on a national and in some cases global scale. With ample shovel ready sites, the county is able to attract large, high-tech companies that take up between 300-1,000 acres.

Leading these efforts is the advanced manufacturing sector. In addition to Lucid Motors and Nikola Motors, Case New Holland America tests its driverless tractors in Casa Grande. Nissan Arizona Testing Center uses a five-mile track in Stanfield which is also used by Tesla to test its vehicles. With Audi and Porsche testing their vehicles outside the City of Maricopa at the Volkswagen North America testing site, Pinal County is primed to be a high tech automotive hub. Attesa Motorsports Park broke ground in 2021 and will contain a research, development and testing component on its 2,500 acre site.

With a daily workforce leakage of over 100,000 workers each day, the key will be to keep workers in the county. This can only be achieved if there are jobs – both from existing employers and ongoing business attraction efforts. Companies such as Tractor Supply, Walmart Distribution Center and LKQ as well as Abbot Nutrition and Frito Lay will be looked upon as examples of how Pinal County can support businesses once they establish themselves in each community.

> *STRATEGY #1: MONITOR PINAL COUNTY GDP IN ORDER TO ASSESS THE ECONOMIC IMPACT OF COVID-19*

Gross Domestic Product (GDP) is the total value of goods and services produced by a region.

In order to assist Pinal County leadership in understanding the impact of COVID-19 on the local economy, the PCWDB and its staff will use calendar years 2020 Pinal County GDP as a baseline to monitor industry trends. A more in depth evaluation of the Pinal County GDP is included in the labor market analysis section of this plan.

Industry demand drives system response
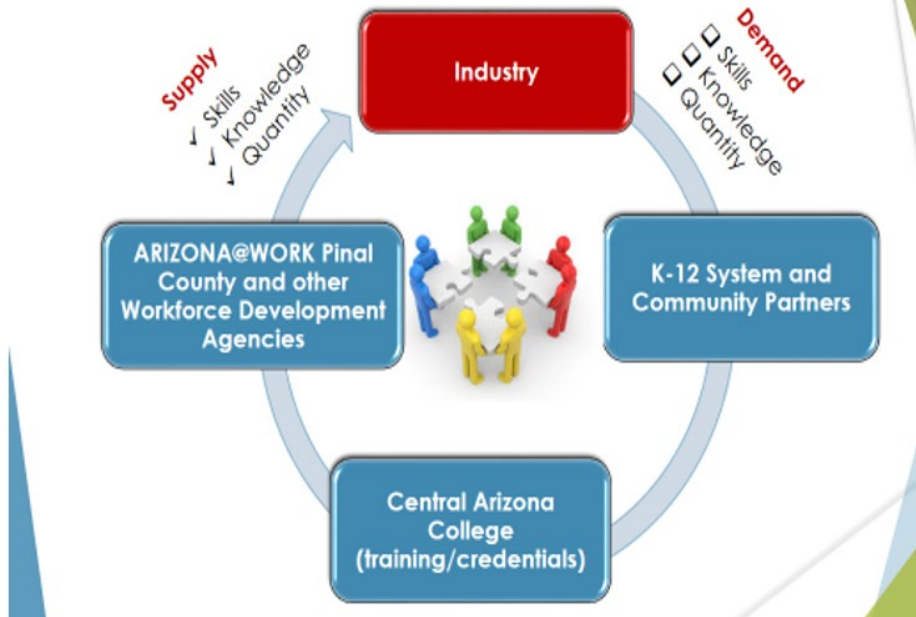
The success of ARIZONA@WORK Pinal County's efforts are predicated on how well the economic development, education (K-20) and workforce development systems are planned, aligned and seamlessly synced to deliver premier services to our business customers. Without such an alignment, there will be a misalignment between the labor needs of the business community and the preparation of a qualified workforce to meet those needs.

The PCWDB has also aligned workforce development efforts within the context of the *Pinal County Strategic Plan 2017-2020.*[6] The county plan aligns with the overall goals of the State Plan in that collaborative efforts at the local level will benefit the State as a whole. The PCWDB will focus on regional approaches to economic development and associated workforce development efforts. These efforts will naturally lead ARIZONA@WORK Pinal County to work closely with all levels of the geopolitical landscape.

Recognizing the interrelationship between economic and workforce development, in February 2020, the county created the Economic and Workforce Development Department. This has merged the strategic direction of the PCWDB/ARIZONA@WORK Pinal County and economic development planning.

➢ *STRATEGY #3: PLAN WITH A GLOBAL PERSPECTIVE*

The PCWDB will also monitor the Arizona We Want Progress Meters[7] launched by and housed with the Center for the Future of Arizona (CFA) as they progress in all aspects of a holistic approach to economic development. In order to fully maximize the WIOA funding allocation to Pinal County for its targeted populations, and build a sustainable talent pipeline to support the pending growth of the county, the Progress Meters can serve as a "health check" on the economic landscape for business attraction, retention and growth purposes.

THE FOLLOWING METRICS HAVE BEEN IDENTIFIED THROUGH A RIGOROUS PROCESS IN CONSULTATION WITH ARIZONA LEADERS AND SUBJECT MATTER EXPERTS.

ARIZONA
2.5%
1.4%
NATIONAL
(Not Average)
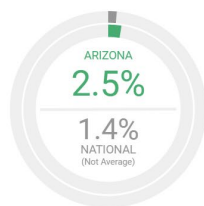
ARIZONA JOB GROWTH (PRELIMINARY) OCTOBER 2019
Bureau of Labor Statistics, non-farm employment. Percentage of change from the number of jobs in the same month of the previous year. Most recent month PRELIMINARY data. Not seasonally adjusted.

ARIZONA
$51,865
$57,266
NATIONAL
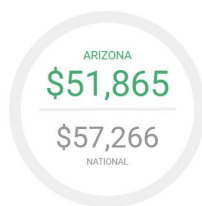
ARIZONA AVERAGE WAGES 2018
Bureau of Labor Statistics. Average annual wages per worker.

ARIZONA
4.8%
3.6%
NATIONAL
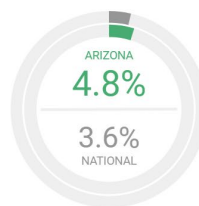
ARIZONA SEASONALLY ADJUSTED UNEMPLOYMENT RATE (OCTOBER 2019)
Bureau of Labor Statistics. Seasonally Adjusted.

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[6] http://www.pinalcountyaz.gov/PCPM/Pages/PCStrategicPlan.aspx
[7] For a summary of the Center for the Future of Arizona's Progress Meters see Exhibit 8 A detailed explanation of the Progress Meters can be found at https://www.arizonafuture.org/az-progress-meters/overview
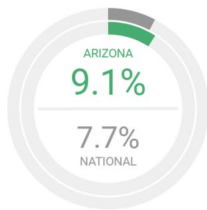
ARIZONA ANNUAL UNDEREMPLOYMENT RATE (U-6) 2018

Bureau of Labor Statistics. U-6 Rate: total unemployed, plus all marginally attached workers, plus total employed part time for economic reasons, as a percent of the civilian labor force plus all marginally attached workers.
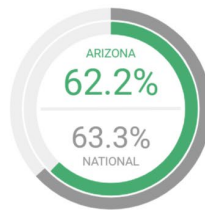
ARIZONA SEASONALLY ADJUSTED LABOR FORCE PARTICIPATION RATE (OCTOBER 2019)

Bureau of Labor Statistics. Most recent month PRELIMINARY number. Seasonally adjusted.

Communities throughout Arizona are engaged in several areas of economic, education, health- related and social initiatives to further opportunities and overall "best place to live, play and work" theme for their residents. The CFA Progress Meters provide all communities throughout the state common metrics to gauge the success of their efforts. For these purposes the Progress Meters may be categorized as measures that have direct or indirect impact to the overall economic and workforce growth of Pinal County:

	DIRECT IMPACT	INDIRECT IMPACT
PROGRESS METER	Jobs	Health and Well-Being
	Education	Civic Participation
	Young Talent	Connected Communities
	Infrastructure	
	Natural Resources	

For WIOA purposes in Pinal County – the CFA Progress Meters – specifically the Jobs and Education Meters - may serve as the common metrics to be used to inform the PCWDB as to the progress it is making to meet its intended economic, workforce, and educational goals. Collectively, the elements and ongoing incremental outcomes of each progress meter will be measures to track as part of the overall Pinal County economic health.

Serve the Pinal County business community by understanding, anticipating and instituting a proactive approach to assist in meeting workforce needs through a coordinated community business service effort

The PCWDB serves as a strategic convener to promote and broker effective relationships among workforce partners conducting employer engagement activities on behalf of Pinal County. The PCWDB is responsible for developing a strategy that continuously improves and strengthens services delivered to employers through innovation in, and alignment and improvement of, employment, training, and education programs to promote economic growth.

Core program partner representatives (Titles IB, II, III and IV) that sit on the PCWDB will be expected to guide the board and offer how they will incorporate their specific services to the benefit of the county via the PCWDB strategic plan. These partners will be further leaned on to lead the effort in translating the board's strategy vision into an operational service delivery system implemented via the job centers and other service delivery medium.

➢ *STRATEGY #1: EFFECTIVELY STRUCTURE ARIZONA@WORK BUSINESS SERVICES*

In accordance with the requirements of the WIOA, the PCWDB shall identify and promote proven and promising strategies and initiatives for meeting the workforce needs of Pinal County employers.

Business Services and Employment Services

Business Services
- Customized recruitment events and related services for employers including targeted job fairs
- Human resource consultation services
- Customized labor market information for specific employers, sectors, industries or clusters
- Developing and implementing industry sector strategies
- Customized assistance or referral for assistance in the development of a registered apprenticeship program
- Assistance to area employers in managing reductions in force
- Marketing of business services to appropriate area employers
- Assisting employers with accessing local, State, and Federal tax credits.

Employment Services
- Facilitating the match between job seekers and employers
- Customized screening and referral of qualified participants in training services to employers
- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs
- Orientation to information and other services available through the one-stop delivery system
- Provision of information on in-demand industry sectors and (B) Provision of information on nontraditional employment;
- Appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services through the one-stop delivery system;
- Provision of referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system
- Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including
- Job vacancy listings in labor market areas;
- Information on job skills necessary to obtain the vacant jobs listed
- Information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs

ARIZONA@WORK
PINAL COUNTY

Per the MOU, the partners will agree on a lead for the Business Service Team and coordinate with the One Stop Operator who will serve as the convener of all partners for the team. This team will be comprised primarily of staff members of the Adult, Dislocated Worker, Youth and Employment Service programs. At a minimum, this function would provide referrals of job seekers to available job openings, assist in the development of job order requirements, match job seeker experience with job requirements and skills, assist employers with special recruitment needs, arrange job fairs, assist employers with analyzing hard-to-fill job orders, assist employers with job restructuring, and help employers deal with layoffs. Placing such a function within the Economic and Workforce Development Department further aligns the efforts of workforce and economic development in Pinal County.

➢ *STRATEGY #2: UNDERSTAND PINAL COUNTY'S BUSINESS LANDSCAPE*

Understanding Pinal County's business environment plays a significant role in the PCWDB's ability to effectively develop strategies from which service delivery practices can be derived and ultimately delivered to local area businesses.

PINAL COUNTY BUSINESS LANDSCAPE (NUMBER OF EMPLOYEES)

5 to 9: 655 (17%)
10 to 19: 499 (13%)
20 to 49: 361 (9%)
50 to 99: 98 (3%)
Other: 78 (2%)
100 to 249: 46 (1%)
250 to 499: 24 (1%)
500 to 999: 8 (0%)
<5 : 2,135 (56%)

3,819 Small Businesses
(less than 500 employees)

Over $2 Billion in Annual Payroll

Source: US Census County Business Patterns (2019)
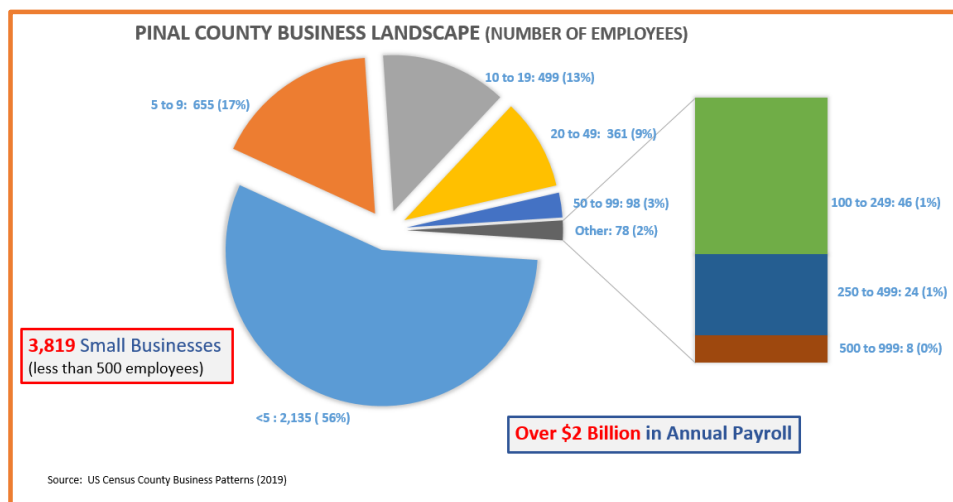
Pinal County has over 3,800 businesses with at least one employee for a combined annual payroll of $1.9 billion. 99 percent of the business establishments within the county have fewer than 500 employees and are therefore classified as small businesses. Comprehensively, these numbers reflect an ever-expanding business universe requiring ARIZONA@WORK Pinal County to effectively position itself to meet the current and growing demands of local area employers. This can only be accomplished through proactive practices that leverage business insight, available data, key partnerships, and opportunities to innovate!

The following table reflects the number of Pinal County business establishments by industry. Respectively, Retail, Health Care and Social Assistance, and Construction are the three industries in Pinal County with the greatest number of businesses.

When it comes to business attraction, the Pinal County Economic and Workforce Development Department focuses recruitment efforts on businesses that offer local residents employment opportunities that demand high skills, offer high earning potential, and are projected for high growth. Specifically, Pinal County targets businesses in the industries of Manufacturing, Health Services, Natural Renewable Resources, Aerospace and Defense, Transportation and Logistics, and Tourism.

Of the six targeted industries, only Health Services currently has a significant representation amongst all industries countywide. The presence of Health Services businesses in Pinal County is reflected in the number of employers from this industry that utilize services from ARIZONA@WORK Pinal County. The chart below represents the number of unique employers by industry, who advertised at least one job opening with ARIZONA@WORK Pinal County during program year 2018. Health Services employers lead the way with 24, Manufacturing was second with 17, and there was a three-way tie for third; Retail, Construction, and Agriculture each with 11.

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STRATEGY #3: ALIGNMENT OF INTERNAL EMPLOYER ENGAGEMENT ACTIVITIES
Establishing and maintaining partnerships with employers facilitates connections that benefit both the business community and job seekers utilizing ARIZONA@WORK Pinal County services. Regardless of programmatic requirements, when engaging with Pinal County employers, the PCWDB will deploy

system level messaging. In other words, all partner programs that engage with employers should have a basic understanding of all services available to employers through ARIZONA@WORK Pinal County.

The Business Services Team will meet regularly to coordinate outreach efforts, discuss specific business customers' needs, cross train on available programmatic services, develop common marketing materials/collateral to promote services to employers, and share best practices from employer engagement activities.

"Business expectations rely on an informed business service strategy… What job seekers expect is staff's expertise and assistance in finding quality jobs that align with their interests and meet their financial needs."."

ARIZONA@WORK Pinal County Business Services will take a two-tiered approach to service delivery – front end employer engagement and backend business services. Initiatives derived from employer engagement efforts shall be led by Business Service Consultants – regardless of partner affiliation. Employer engagement is described as a front-end function as its associated activities are primarily comprised of direct contact with community employers. These activities include but are not limited to:

- Marketing of Business Services
- Meeting with employers to build relationships and identify needs
- Coordinate efforts with Economic Development
- Coordinate Hiring Events and Job Fairs
- Support Sector Strategy initiatives
- Coordinate backend business service function in response to employer needs assessment

Front-end Employer Engagement

Marketing
Sector Strategies
Look, Listen, Learn, Leverage
Coordinate with Economic Development
Regional Collaboration
Job Fair and Hiring Event Coordination

Back-end Business Services

Job referrals
Candidate screening
Job Recruitment
Job Matching
Job Orders

As the ARIZONA@WORK Pinal County Business Service Consultants strategically deploys the no-cost services that are available for businesses, it is imperative that staff whose role is the provision of the back-end business services (commonly the role of Employment Services) are prepared to professionally execute this function.

These backend functions include but are not limited to:

➢ **Job order entry** for employers requesting job postings to the Arizona Job Connection database

Proposed Job Order Process
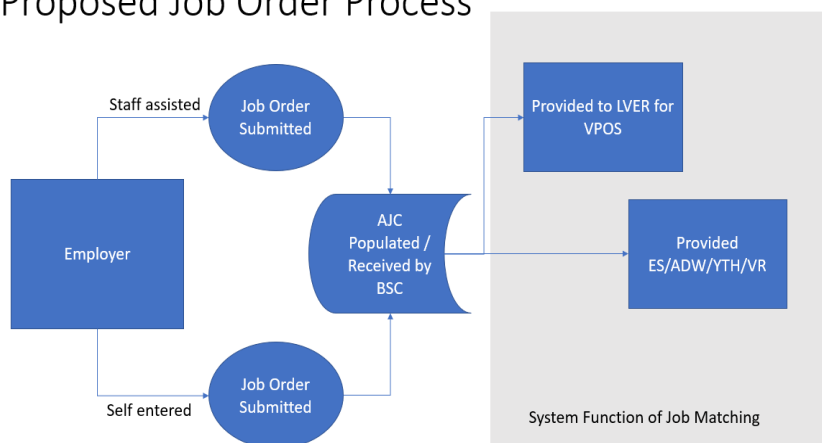
➢ **Job matching** of qualified candidates who possess the requisite knowledge and skills to meet an employer's needs
- Whether a local employer is seeking 1 or 100 employees, ARIZONA@WORK Pinal County will assist with the recruitment efforts by matching the requirements outlined in the job description with the qualifications of job seekers.
- Job matching is an ARIZONA@WORK System function in which the Arizona Job Connection database is searched in order to match available jobs to qualified job seekers. Although primarily an Employment Service function, all staff who interact with work ready clients will take the opportunity to job match for their applicable caseload upon the release of a new job order, looking for opportunities to pair the right employer with the right job seeker. To facilitate job matching, the ARIZONA@WORK partners that use the AJC system must ensure job ready participants have up-to-date and active resumes in the system.

Job Matching Process
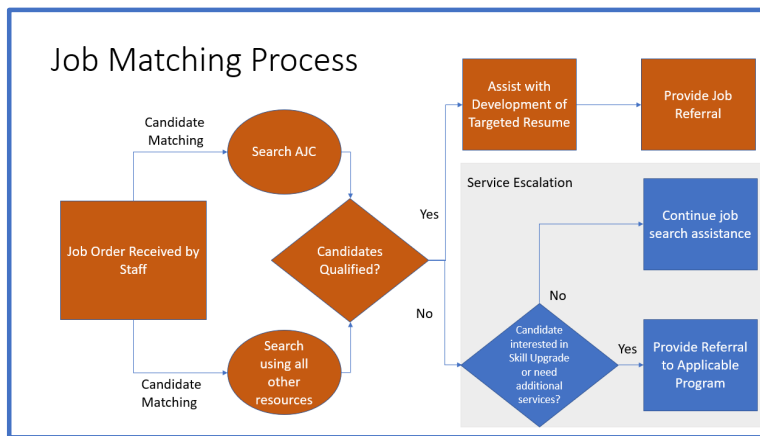
- ➢ Providing **job referrals** for candidates who are qualified and show interest in a particular job in the AJC system.
  - The desired outcome of the Job Matching Function is to identify candidates with the necessary knowledge, skills, and abilities to meet the minimum qualifications outlined in a job description. ARIZONA@WORK Pinal County staff must be the gatekeepers of job referrals as candidates referred to an employer are a direct reflection of who we are as an organization. Referring candidates who do not meet the minimum qualifications will result in a loss of credibility within the business community and lessen our ability to effectively promote and deliver services.
- ➢ **Recruitment and screening** of job candidates in support of an upcoming hiring event or job fair.

The ARIZONA@WORK Pinal County Business Services Team will explore structures to organize front-end services to the business community. Front end services will be coordinated at a minimum amongst partners who are charged to have direct interaction with employers for the purpose of outreach and engagement with ARIZONA@WORK Pinal County.

One such model could be assigning each consultant an industry cluster based on NAICS codes. Each respective Business Services Consultant could be responsible to be the industry "expert" for the NAICS cluster that have been assigned. This structure could be strengthened by seeking industry experts when/if consultant vacancies arise.

Another option that will be explored is to divide the county along geographic boundaries with each Consultant responsible for all businesses in their territory regardless of industry.

Regardless of the agreed upon structure of front-end services, the Business Services Team will operate as a single unit – regardless of partner affiliation and will:

- Participate in sector strategy planning
- Be knowledgeable of the needs of the business sectors/areas assigned to them

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- Be able to articulate an overview of customizable services.
- Participate in an informal assessment to evaluate the employer's needs.
- Serve as the singular point of contact for questions or future needs.
- Provide and arrange for hiring events
- Ensure all job orders are entered into the Arizona Job Connection
- Monitor job orders for their respective industry cluster
- Inform and educate the PCWDB and ARIZONA@WORK Pinal County partners of challenges and best practices occurring within their assigned sectors

In September 2021, the PCWDB approved the ARIZONA@WORK Pinal County Business Service Policy which provides clarification regarding the ensuring data pertaining to the federal performance measure of "Effectiveness in Serving Employers" is accurately and timely entered into the Arizona Job Connection system. PCWDB staff will participate in statewide collaborations sponsored by the ADES Employer Engagement Administration. The Business Services Team will work together to establish metrics to measure their effectiveness in serving the business community in support of the state measures.

The state level measures approved by the Workforce Arizona Council on February 22, 2022 include:

Connecting with Employers: Aggregated by the following 6 data points:
1) Consultations / Visits
2) Job Orders entered and reviewed
3) Worksite tours/visits (in-person and virtual)
4) Talent matching (Advanced Search)
5) Recruiting events (hiring, job fair, resource, etc.)
6) Pre-employment screening/testing

Individual Participant Learning Completions: Aggregated from WIOA funded worked-based learning:
1) Incumbent Worker Training (IWT),
2) On the Job Training (OJT),
3) Registered Apprenticeship (excludes IRAPS),
4) Work Experience (WEX),
5) Internships, and
6) Customized Training

Employers Utilizing Work-Based Learning: Individual businesses utilizing one or more work-based learning:
1) Incumbent Worker Training (IWT),
2) On the Job Training (OJT),
3) Registered Apprenticeship (excludes IRAPS),
4) Work Experience (WEX),
5) Internships, and
6) Customized Training

All business services will be customized to address the needs of targeted/in-demand industry sectors as well as individual employers. These services will have a wide range of offerings.

When businesses experience skill gaps and workers lack needed training, a company's ability to compete, expand, and retain workers may be compromised. By customizing an approach for either and industry as part of a sector strategy or for an individual employer, business will be able to provide direct input to ensure they are creating the workforce they need.

The PCWDB will partner with Local First Arizona in the establishment of sector strategies using the structure of the U.S. Chamber of Commerce's Talent Pipeline Management (TPM) initiative. TPM will allow the PCWDB and service providers to tailor business services based on facilitated information gathering which will:

- Provide a systematic framework for how employers can engage in collective action regarding common workforce needs
- Better organize and share data related to those needs
- Proactively engage talent-sourcing providers to build high-performing internal and external talent pipelines

Using this structured approach, the PCWDB and service providers will be better positioned to customize targeted service models to address industry wide concerns or adapted for individual employers. Local First will coordinate TPM implementation with the PCWDB Goal Group 2, including ARIZONA@WORK Pinal County partners programs who engage directly with the business community.
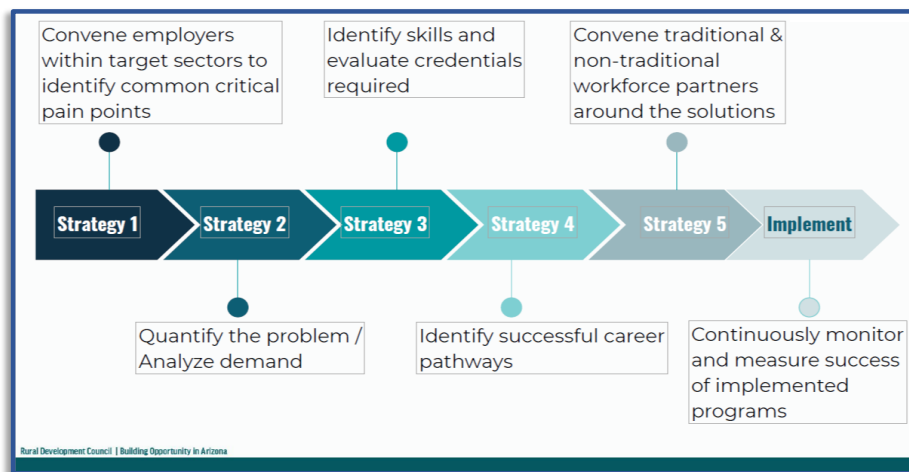
For example, industry expertise was instrumental in developing the "Automation Industrial Technology Certificate". This program is now available as a common curriculum between three community colleges: Central Arizona College, Pima Community College and Maricopa Community Colleges. This is a no wrong door approach for students with curriculum mapped to meet employer needs in the advanced manufacturing sector with all sector businesses along the I-10 corridor having access to successful completers of the program.

In 2021, the PCWDB launched the Business Advancement through Training (BATT) program which will serve as the public face for ARIZONA@WORK Business Services. BATT includes services such as customized training, on-the-job training and incumbent worker training. Incumbent worker training is provided to employers for the purpose of providing grant funding for continuing education and training of incumbent employees at existing Pinal County businesses.

Incumbent worker training provides reimbursement grants to businesses that pay for preapproved, direct, training related costs. Companies may receive a reimbursement rate of – up to 50 percent.

The program will help establish Pinal County businesses upgrade the skills of their current employees which provides enormous benefits to include:

For employers:	For employees:
▪ Increased Competitiveness	▪ Advancement Opportunities
▪ Skilled Workforce	▪ Increased Job Opportunities
▪ Increased Productivity	▪ Industry Recognized Credentials
▪ Increased Profits	▪ Job Retention
▪ Company Growth	▪ Transportable/Transferrable Skills
▪ Reduced Turnover	

In addition to incumbent worker training, the BATT Program includes customized training and on-the-job training. The integration of these training options into ARIZONA@WORK Pinal County's CareerSTEP

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leverages education and training to prepare job seekers for high-growth, high earning potential employment opportunities. These strategies ultimately provide Pinal County businesses with a better prepared workforce.

GOAL 3: PREPARE JOB SEEKERS FOR EMPLOYMENT OPPORTUNITIES IN HIGH GROWTH INDUSTRIES:

Prepare and match ARIZONA@WORK Pinal County job seekers to employers for a successful career pathway (job seeker focus)

The ARIZONA@WORK Pinal County system provides an integrated approach to the provision of services. Through the enhanced coordination and direct linkages between WIOA partner programs outlined in the ARIZONA@WORK Pinal County Memorandum of Understanding and Infrastructure Funding Agreement, information on services are made available to the business and job seeker communities in Pinal County.

Ciustomer Service Entry
- In-Person
- Phone
- Virtual

Assessment of Need
- Assessment of need to identify initial partner referral
- Partner assessment of need/interst/skills to identify possible partner referral/co-enrollment options and service options

Activation of Service Plan
- Lead partner devlop employment plan to address skill gaps
- Employment Plan: **S**pecific **M**easureable **A**ttainable **R**elevant **T**ime driven

The PCWDB continues to analyze economic and workforce data. This analysis will translate into a more meaningful level of expectation and negotiation once the State has indicated it is ready to negotiate. A primary target audience for ARIZONA@WORK Pinal County services are individuals receiving public assistance.

Arizona Health Care Cost Containment System (AHCCCS) is Arizona's Medicaid agency that offers health care programs to serve Arizona residents. The data[8] shows that as of February 2022, 100,496 of Pinal County residents were enrolled in an AHCCCS program. This represents an 11% percent increase in the year-over-year enrollments equating to an increase of 9,958 residents – the largest increase percentage wise in Arizona.

Similar efforts will be put forth to formalize a referral process with the Supplemental Nutrition Assistance Program. Although Pinal County SNAP residents are waived from the employment requirement of the program, ARIZONA@WORK Pinal County will work closely with the program to provide access to services that could benefit all SNAP recipients who are interested in pursuing employment. Per the ADES Family Assistance Administration's January 2022 Statistical Bulletin, there were 21,131 Pinal County households receiving SNAP. These households represent 49,481 individuals of which 26,411 are adults. The same report indicates that 435 Pinal County households receive TANF cash assistance. This represents 975 individuals of which 124 are adults who receive an average of $92.70 average issuance per person which is the second lowest in Arizona behind Apache County ($90.24).

Although income is often compared to the federal poverty levels in order to determine the LLSIL thresholds for defining "low-income," these thresholds do not account for living costs beyond a very basic food budget. The federal poverty measure does not take into consideration costs such as childcare and health care that not only draw from an individual's income, but are also determining factors in one's ability to work and to endure the potential hardships associated with balancing employment and other aspects of everyday life. Further, poverty thresholds do not account for geographic variation in the cost of essential household expenses. [9]

In order to determine if the current levels identified for self-sufficiency in Pinal County are accurate, the PCWDB used the "Living Wage Calculator" [10] developed by the Department of Urban Studies and Planning at the Massachusetts Institute of Technology to revisit the self-sufficiency levels for Pinal County. This calculator uses a market-based approach that draws upon geographically specific expenditure data related to a family's likely minimum food, childcare, health insurance, housing, transportation, and other necessities (e.g. clothing, personal care items, etc.) costs. The living wage draws on these cost elements and the rough effects of income and payroll taxes to determine the minimum employment earnings necessary to meet a family's basic needs while also maintaining self-sufficiency.

The living wage model is a "step up" from poverty as measured by the poverty thresholds but it is a small "step up", one that accounts for only the most basic needs of a family. The living wage is the *minimum*

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[8] https://www.azahcccs.gov/Resources/Downloads/PopulationStatistics/2022/Feb/PopulationbyCounty_2.01.2022.pdf

[9] "Living Wage Calculator" (http://livingwage.mit.edu/counties/04021) and **LIVING WAGE CALCULATOR User's Guide / Technical Notes (2018 Update),** Prepared for Amy K. Glasmeier, Ph.D. By Carey Anne Nadeau, Consultant, Open Data Nation / Department of Urban Studies and Planning Massachusetts Institute of Technology

[10] Ibid.

income standard that, if met, draws a very fine line between the financial independence of the working poor and the need to seek out public assistance or suffer consistent and severe housing and food insecurity. In light of this fact, the living wage is perhaps better defined as a minimum subsistence wage.

By using the living wage calculated in the economic analysis earlier in this plan the threshold for self-sufficiency in Pinal County for employed adults and dislocated workers has been set at 159% of the LLSIL. An annual re-evaluation will be scheduled to ensure that the proper self-sufficiency wages are being used to determine eligibility for each Program Year.

PCWDB PB 21-2 WIOA Title I-B Adult, Dislocated Worker, and Youth Programs Income Calculations and Use of the Lower Living Standard Income Level Matrix for information on income calculations.

Alternatively, the Adult/ Dislocated Worker service provider may consider an individual "underemployed" and approve individualized career services and training services for an individual whose family income is more than the PCWDB approved self-sufficiency threshold in the AJC system and as identified on the LLSIL Matrix published by the Arizona Department of Economic Security when the participant has at least one barriers to employment as defined in WIOA 3(24), and he or she will benefit from WIOA Title I-B Adult Program services.

SERVICE DELIVERY

Consistent with the distributive service delivery model, the PCWDB will continuously evaluate the optimal locations and service site model based on the following:

❖ **Comprehensive One-Stop Centers:** A comprehensive one-stop center is a physical location where jobseeker and employer customers can access the programs, services, and activities of all required one-stop partners and meets the following criteria: (20 CFR 678.305).

   a) A comprehensive one-stop center must have at least one Title I staff person physically present.
   b) The comprehensive one-stop center must provide and promote:
        1. Career services, described in § 678.430
        2. Access to training services described in § 680.200
        3. Access to any employment and training activities carried out under sec. 134(d) of WIOA
        4. Access to programs and activities carried out by one-stop partners listed in §§ 678.400 through 678.410, including Wagner-Peyser employment services
        5. Workforce and labor market information.
   c) Customers must have access to these programs, services, and activities during regular business days at a comprehensive one-stop center. The PCWDB may establish other service hours at other times to accommodate the schedules of individuals who work on regular business days. As the PCWDB works toward a modern service delivery system, not only will the physical and virtual access to services be evaluated, but also the hours of operations for the various modes of service delivery that are implemented.
   d) "Access" to programs and services means having either: Program staff physically present at the location; having partner program staff physically present at the one-stop appropriately-

trained to provide information to customers about the programs, services, and activities available through partner programs; or providing direct linkage through technology to program staff who can provide meaningful information or services.

1. A "direct linkage" means providing direct connection at the one-stop, within a reasonable time, by phone or through a real-time Web-based communication to a program staff member who can provide program information or services to the customer. Reasonable means within two business days or less.

2. A "direct linkage" does not include providing a phone number or computer Web site that can be used at an individual's home; providing information, pamphlets, or materials; or making arrangements for the customer to receive services at a later time or on a different day.

e) All comprehensive one-stop centers must be physically and programmatically accessible to individuals with disabilities, as described in § 678.800. Affiliate Site(s): An affiliated site, or affiliate one-stop center, is a site that makes available to jobseeker and employer customers one or more of the one-stop partners' programs, services, and activities.

❖ **Affiliate Site(s):** An affiliated site is a site that makes available to jobseeker and employer customers one or more of the one-stop partners' programs, services, and activities. Affiliated sites are access points in addition to the comprehensive one-stop center(s) in each local area used to supplement and enhance customer access to services. (20 CFR 678.310) a).

a) An affiliated site does not need to provide access to every required one-stop partner program.

b) The local area will determine the frequency of program staff's physical presence in the affiliated site.

c) Separate stand-alone Wagner-Peyser employment services offices are not permitted under WIOA (20 CFR 678.315 and 652.202).

1. If Wagner-Peyser employment services are provided at an affiliated site, there must be at least one other partner in the affiliated site with staff physically present more than 50 percent of the time the center is open.

2. Additionally, the other partner must not be the partner administering local veterans' employment representatives, disabled veterans' outreach program specialists, or unemployment compensation programs. If Wagner-Peyser employment services and any of these three programs are provided at an affiliated site, an additional partner must have staff present in the center more than 50 percent of the time the center is open.

3. States, in conjunction with the Local Workforce Development Boards, must examine lease agreements and property holdings throughout the one-stop delivery system in order to use property in an efficient and effective way. Where necessary and appropriate, States and Local Workforce Development Boards must take expeditious steps to align lease expiration dates with efforts to consolidate one-stop operations into service points where Wagner-Peyser employment services are co-located as soon as reasonably possible. These steps must be included in the State Plan. (20 CFR 678.310c)

d) All affiliated sites must be physically and programmatically accessible to individuals with disabilities, as described in § 678.800.

- ❖ **Network of One-Stop Partners or Specialized Centers:** Any network of one-stop partners or specialized centers must connect to the comprehensive one-stop center in the area, as well as any appropriate affiliate centers (i.e. such as having processes in place to make referrals to the comprehensive and affiliate sites). (20 CFR 678.320)
    a) Wagner-Peyser employment services cannot stand alone in a specialized center.
    b) Consistent with the requirements for an affiliated site, a specialized center must include other programs besides Wagner-Peyser employment services, local veterans' employment representatives, disabled veterans' outreach program specialists, and unemployment compensation (20 CFR 678.315).

- ❖ **System Electronic Access Points:** In addition to providing access to services through the mandatory comprehensive physical one-stop center and any affiliated sites or specialized centers, required one-stop partner programs must provide access to programs, services, and activities through electronic means, where applicable and practicable. (20 CFR 678.300e)

    a) The provision of programs and services by electronic methods such as Web sites, telephones, or other means must improve the efficiency, coordination, and quality of one-stop partner services.
    b) Electronic delivery must not replace access to such services at a comprehensive one-stop center or be a substitute to making services available at an affiliated site if the partner is participating in an affiliated site.
    c) Electronic delivery systems must be in compliance with the nondiscrimination and equal opportunity provisions of WIOA in section 188 and the implementing regulations at 29 CFR part 37.

ARIZONA@WORK JOB CENTER LOCATIONS:

Comprehensive Center:
  ➢ ARIZONA@WORK Pinal County
    Business and Career Center
    820 East Cottonwood Lane, Building E
    Casa Grande, AZ 85122
    (520) 509-3555

The ARIZONA@WORK Pinal County Business and Career Center is open Monday thru Friday 8 a.m. to 5 p.m. This office follows the Pinal County holiday schedule.

Specialized Centers:

The following locations have been identified as ARIZONA@WORK Pinal County as specialized centers focusing on Youth Program activities:

Central Arizona College

Superstition Mountain Campus

805 S. Idaho Road,
Apache Junction, AZ 85119

The ARIZONA@WORK Pinal County Specialized Youth Center is open from 8 a.m. to 6 p.m., Monday through Thursday. This office is close during statutory holidays.

System Electronic Access:

In determining the optimal location for service delivery points, the PCWDB will utilize source information such as the Poverty Density map provided by the Arizona Office of Economic Opportunity in *Figure 3*. Overlays with known transportation routes, community services and other resources will help to identify potential locations and the appropriate service model throughout Pinal County.

Figure 3
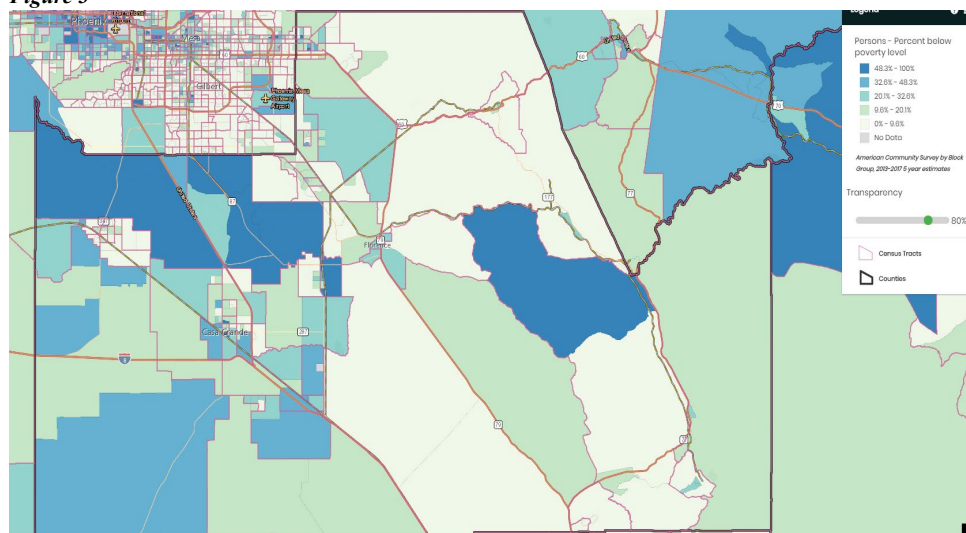
Identification of additional points of access will be based on the current level of inaccessibility to comprehensive services; the lack of public transit; population characteristics (based on the latest U.S. Census data), and each location's demonstrated labor force participation with respect to targeted industry sectors. These informed decisions will allow the PCWDB to create a service delivery model that is adaptable and responsive to the needs of Pinal County communities.

Increasing the ARIZONA@WORK Pinal County footprint will be a priority. The delivery system will strive to decentralize from its current Casa Grande base and design a system that is agile and customizable to the communities served throughout Pinal County. Bringing services to the residents and providing options of access and continued services will be baked into the model.
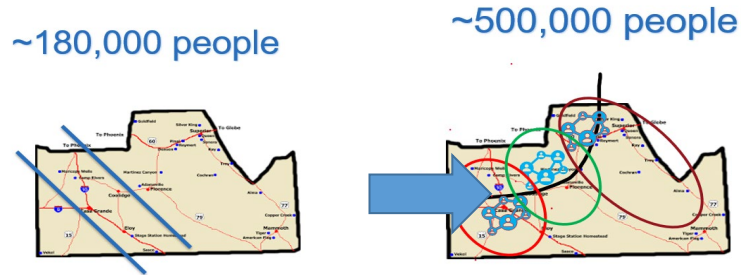
A customer centric service delivery model will be instituted throughout the workforce development system regardless of service delivery location to ensure a free-flowing customer experience. Customers will be referred to appropriate services based on their initial assessment, needs and employment goals. It is the goal of the ARIZONA@WORK Pinal County system to provide access and services that meet the customers' needs. Innovation will be the driver for a service delivery model with the goal of providing various modes of communication and the ability to enroll in programs without necessarily needing to physically travel to a brick and mortar location to do so.

> *"The delivery system will strive to decentralize from its current Casa Grande base and design a system that is agile and customizable to the communities served throughout Pinal County…"*

In support of the effort to innovate workforce development service access and delivery, the ARIZONA@WORK Pinal County is exploring the integration of technology to automate and streamline key communications and appointment scheduling between career planners and individuals seeking services.

STRATEGY #1: LEVERAGE RESOURCES BY MAXIMIZING CO-ENROLLMENT IN CORE PROGRAMS

The potential of co-enrollment into partner programs will begin with the assessment process. Upon consulting with the individual, staff will refer to partner programs that may be of benefit in the development of a comprehensive employment plan.

Career Planners will play a critical role in determining which services are to be accessed to best serve program participants. Through cross training, the Career Planners will collaborate with their partner colleagues to implement an employment plan that may involve co-enrollment.

Adult, Dislocated Worker or Youth Program participants determined to be basic skills deficient or without a high school diploma or GED will be referred for co-enrollment into Adult Education classes.

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ARIZONA@WORK Pinal County Adult Education providers and the Adult, Dislocated Worker and Youth Programs have formalized this referral relationship via an addendum to the MOU/IFA.

Moving forward, ARIZONA@WORK Pinal County will continue to strengthen the leveraging of each partner's resources via co-enrollment. Emphasis will be placed on the opportunities presented by RESEA participants to co-enroll into either the Adult or Dislocated Worker Programs.

All partners are invited to participate in bi-weekly Operational Leadership meetings facilitated by the One Stop Operator. These meetings are meant to serve as cross-partner collaborations where partner staff who have direct interaction with customers can strategize on how best to leverage the resources that collectively represent ARIZONA@WORK Pinal County. Community resource representatives are also invited to participate. Discussions not only focus on in-person delivery at the job centers, but also offer an environment where information can be shared and collective planning can occur. Partner staff also participated in quarterly MOU/IFA update meetings to ensure that planning aligns with these guiding documents. All meetings are offered via Zoom to ensure maximum participation.

In addition to these collaborations, the Adult Education providers (Queen Creek Adult Education and Central Arizona College) have initiated addendums to the ARIZONA@WORK Pinal County MOU/IFA. These addendums provide specific activities based on outreach presentations by Title IB staff to Title II participants. They are intended to facilitate the co-enrollment Adult Education (Title II) participants and appropriate Title IB programs. Currently, co-enrollments are common between Employment Service, and the Adult/Dislocated Worker Programs and the Adult Education and the Youth Program. Monthly meetings occur with Employment Service RESEA staff and Adult/Dislocated Worker staff to increase RESEA referrals that lead to enrollment in the Adult/Dislocated Worker programs. One of PCWDB's priorities is increasing co-enrollment between ARIZONA@WORK partner programs.

- ➢ *STRATEGY #2: PROVIDE INNOVATIVE OPTIONS TO SERVICE ACCESS FOR ARIZONA@WORK PINAL COUNTY CUSTOMERS*

The current operational model provides personalized services for clients who physically come to the ARIZONA@WORK Business and Career Center in Casa Grande or visit a partner organization. This has resulted in an expectation that the customer must come to us. Although electronic access points exist, the model is predicated on a coordination of various partners at the ARIZONA@WORK Pinal County Business and Career Center in Casa Grande and is outdated and not customer centric. Labor intensive efforts, have focused solely on the services provided at the business and Career Center. As a result, there is a lack of integration with service providers not located at the center. Driven by the business and career center and local board certification process, it is realized that change is needed.
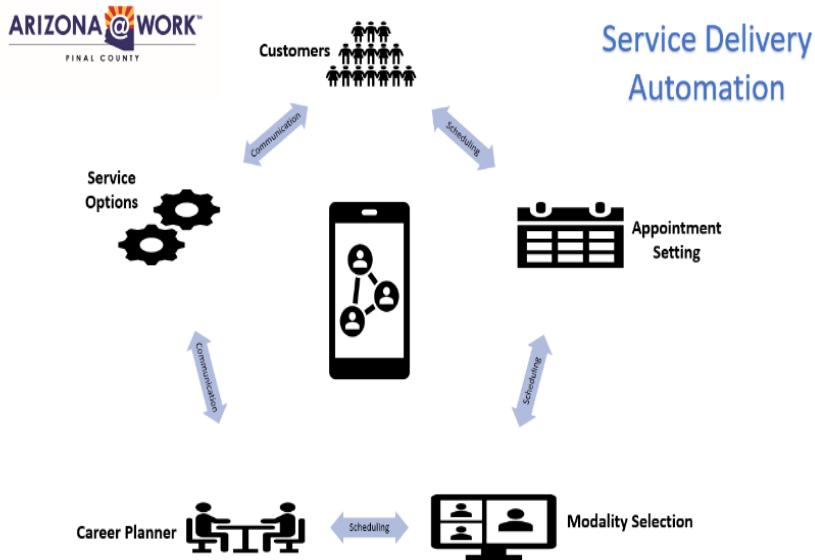
Given available technology and transportation to accessible services, ARIZONA@WORK Pinal County finds itself operating like Blockbuster in the age of Netflix.   Like defunct Blockbuster, service delivery relies on brick and mortar buildings when clients need virtual accessibility options to services or at a minimum - services that are more readily available closer to where they live.

This plan addresses the need to engage the entire county to ensure that every individual seeking employment who is in need of assistance has access to ARIZONA@WORK Pinal County services. Currently, there is one comprehensive center located in Casa Grande, the largest incorporated city in Pinal County. To ensure outreach and service access is available to the balance of the county, ARIZONA@WORK Pinal County will look to build upon successful access points such as the Coolidge Library in order to build a network of locations that are accessible throughout the county. Using labor market data, the PCWDB will develop evidence-based criteria to allow it to make informed decisions on where to locate service points.

The PCWDB will continue to evaluate the flexibility afforded via Training and Employment Guidance Letter (TEGL) 13-19 which allows states to redefine the Wagner-Peyser Employment Service delivery model. The PCWDB will request exploratory discussions with the ADES (state workforce agency).

➢ **STRATEGY #3: ALIGN SERVICE DELIVERY ACTIVITIES**

Aligning career services and business activities to maximize meeting the labor demands of high-growth industries and occupations is critical to the success of individuals served. ARIZONA@WORK Pinal County service delivery will be predicated on a two-path model, centered on the strengths and desires of each individual who seeks assistance and who has been assessed to identify whether the individual is in crisis, has immediate needs to find a job or is ready to pursue a longer path toward a career.

CareerSTEP:

Strategic
Transformational
Employment
Partners

For individuals who seek immediate employment, basic career services are available. For individuals, who are *not* interested in further assistance other than that provided by resources in the business and career center or online, a self-service track will be provided allowing them to become oriented to self-service options. Staff assisted job search and matching will also be available and will be offered by primarily by Employment Service. Resume assistance as well as access to an array of workshops will also be available to individuals choosing this particular service path.

The ARIZONA@WORK Pinal County system is an interwoven community of entities and initiatives – each contributing a key piece to the talent pipeline puzzle. As a key component of this community, the PCWDB has identified three goals – each with a focus to ensure ARIZONA@WORK Pinal County's services are prepared to meet the needs of the job seeker and employer communities. Each goal was assigned to a "Goal Group" comprised of PCWDB members and community representatives.

➢ **Goal Group 1**: Enhance the talent pipeline of work-ready individuals and connect that diverse workforce with high-quality, sustainable jobs.
➢ **Goal Group 2**: Establish the PCWDB as the central convener facilitating workforce activities in the region, rural and non-rural.
➢ **Goal Group 3**: Create aligned and innovative methods of service delivery that demonstrate relevance and responsiveness in a changing economy.

(See Goal 4 for a more in-depth description of the work of each Goal Group)

Basic services available to job seekers include:

➢ Access to ARIZONA@WORK Pinal County Business and Career Center resource room
➢ Job search
➢ Labor market information
➢ Standardized skills assessments
➢ Job-seeker workshops (self-directed/computer-based opportunities, group workshops)

Based on an initial assessment, individuals who express a desire to explore career pathway options and a need to upgrade employability skills will be introduced to the CareerSTEP path. CareerSTEP is an individualized career service pathway that has been developed by the ARIZONA@WORK Pinal County partner programs. Job seekers choosing to enter this path will be assigned to a Career Planner who will work with them to develop a plan of action based on a menu of services offered by ARIZONA@WORK Pinal County partners. These services will be coordinated to focus on filling interpersonal as well as technical skill gaps identified through comprehensive assessments.

Career Planners, providing customers access to both preliminary and in-depth assessments, will coach individuals along the CareerSTEP path. These more in-depth tools will provide the job seeker with a greater awareness of their basic aptitudes, as well as occupational skills and work interests. Individuals identified as basic skills deficient (defined as the ability to compute or solve problems; unable to read, write, or speak English at a level necessary to function on the job, in his or her family, or in society) will

be offered enrollment into the Adult Program as a priority of service applicant. Basic skills assessments, will be provided using TABE 11/12. The TABE will conducted as part of the comprehensive assessment to inform the development of all Individual Employment Plans for all participants receiving training services.

Career**S**TEP, **S**trategic: Focus will be on assisting individuals to identify their own talents through strength-based assessments and collaboration with their Career Planner to match their strengths with evidence based research of the targeted industry and occupational sectors in Pinal County. This matching will assist in the identification of the best mix of workforce services and will afford the individual the best opportunity for success in securing growth-oriented employment.

CareerSTEP, **T**ransformational: Based on the results of the skills and interest assessments conducted, each individual will collaborate with a Career Planner to compose career plan. Although each partner program may call these plans by specific programmatic names (e.g., Individual Employment Plan, Individual Service Strategy, etc.), career plan is the most critical document in the CareerSTEP process. It will serve as the roadmap for the job seeker, outlining the specific steps, training and supportive services to be accessed in order to produce individuals who are prepared and qualified to apply for in-demand opportunities in Pinal County.

CareerST**E**P, **E**mployment: The last step in all IEPs will be referring clients to a Workforce Specialist. The Workforce Specialist will work with individuals to ensure that their AJC registration is current and a resume is customized to the match the specific employment opportunities they are seeking and qualified for. Workforce Specialists will collaborate with each individual's Career Planner to strategically explore the best option for a CareerSTEP participation. This may include on-the-job training (OJT), a paid work experience, or internship.   The Business Service Consultant will be a key member of this collaboration, working to ensure employers are aware of the OJT and work experience benefits to both the employer and potential new hire.

CareerSTE**P**, **P**artners: Community partnerships play a key role in the CareerSTEP continuum of services. The ARIZONA@WORK Pinal County partnerships include the K-12 school system, who will be laying the foundations for Pinal County's talent pipeline; community organizations, who will provide support services during work preparation time, and WIOA required partners, who will be the foundation for service integration and planning. The business community is the mainstay of the entire system, as employers will provide the opportunities to individuals on their path to self-sufficiency. Economic development partners assist in the identification of in-demand occupations/industries as well as communicating with job center staff to ensure economic development and workforce development are aligned. Post-secondary training partners are a critical partner as they are charged with providing the bridge between the gap in skills and the employment opportunities in in-demand industries.

CareerSTEP includes:

- Job Match
- Staff-administered and interpreted skills assessment
- Career planning
- Job referral
- Scheduling appointments with appropriate community based organizations
- Development of a career plan
- Staff-administered skills development strategies
- Research on training options
- Pre-employment workshops
- Group counseling
- Short-term pre-vocational services such as Adult Basic Education, English Acquisition Classes, basic computer literacy, interviewing skills, and soft skills
- Training Services:
  - Occupational Skills Training
  - On-the-Job Training (OJT)
  - Programs that combine workplace training with related instructions
  - Adult Education and literacy activities when integrated with other training services
  - Incumbent Worker Training
  - Customized training
  - Registered apprenticeship programs
- Employment plan development based on career pathways approach

> *"...focus on transformative service delivery, rather than transactional program delivery throughout the workforce system…"*

CUSTOMER EXPERIENCE OVERVIEW

In order to ensure the sustainability of a customer friendly environment, and with the *focus on transformative* service delivery, rather than transactional program delivery throughout the workforce system, it is imperative that all ARIZONA@WORK Pinal County staff and partners embrace a culture enriched with characteristics that include subject matter expertise, respect, professionalism, kind-heartedness, a sense of community, and collaboration. These traits are of the utmost importance and exhibited in our everyday interactions with both internal and external customers in order to maintain an effectual service delivery system that brings value to all.

ARIZONA@WORK Pinal County provides priority of service to qualified veterans or eligible spouses for the WIOA Title I-B Adult, Dislocated Worker, and Youth Programs as well as Employment Service. This means that a qualified veteran or eligible spouse receives priority over a non-veteran or non-eligible spouse for any basic career, individualized career or training services. Priority of service for veterans includes:

- The covered person receives access to the service or resource before the non-covered person
- If the service or resource is limited, the covered person receives access to the service or resource instead of or before the non-covered person

The ARIZONA@WORK Pinal County customer flow will be based on three modes of initial entry: in-person, by telephone or via virtual services.

A.   IN-PERSON
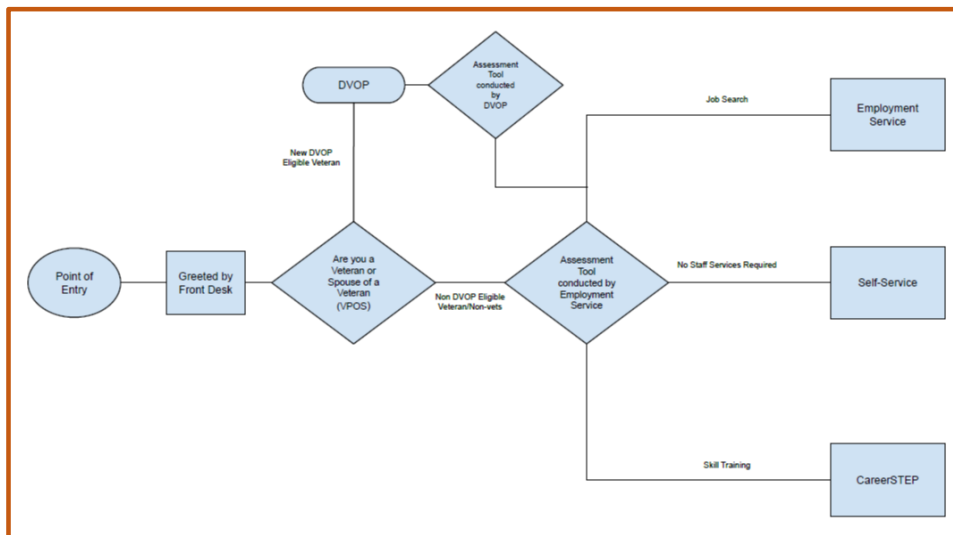
The ARIZONA@WORK Pinal County partners will continuously evaluate the customer flow to ensure a customer-centric approach is provided. In general, the following flow will serve as the basis for an "in-person" experience:

1. Upon entry into the job center, the customer is greeted by staff at the Lobby Desk.
2. To ensure Veterans Priority of Service, each customer will be asked *"Are you a Veteran or a Spouse of a Veteran?"*
   a. **If "Yes",** the Veteran will be given a Veteran Priority of Services (VPOS) form to complete and return to the front desk.
      i. If the Veteran is eligible, the Veteran will be referred over to the Disabled Veteran Outreach Program (DVOP) representative. The DVOP will conduct an assessment to help determine what services may be of benefit to the individual.
      ii. If the DVOP is not available, an Employment Services representative would provide services to the Veteran.
   b. **If "No",** the customer will be directly referred to an Employment Services representative.
3. The Employment Service representative will conduct a conversation using an assessment tool with the customer to assist in determining which services may be of benefit for their unique circumstances.
4. Based on the results of the assessment discussion, the customer will be informed of the services that best match their circumstances.

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a. "*Based on what you have shared with me and the responses you provided on this brief assessment, I'd like to connect you with a Career Planner to share with you our service options offered through our CareerSTEP Pathways to Employment.*"
The CareerSTEP Pathways offer a host of services geared toward putting an employment plan in place based on your Knowledge, Skills, Abilities, and Interests."

b. The Employment Service representative will then provide the option to connect the customer to a workforce force partner.
   i. If "Yes", the Employment Service representative will contact a career planner and inform them they have a customer that matches their service. The career planner will meet the customer, bring them back to their desk and engage the customer regarding the services they offer.
   ii. If "No", the Employment Service representative will escort the customer to a computer in the Resource Room, where the customer can create an Arizona Job Connection (AJC) account and create a resume and upload it into the AJC.

5. Once the customer has completed their AJC account, the customer can start job searching.

TELEPHONE:

- **Phase I (2022)**
  i. All ARIZONA@WORK Pinal County outreach, marketing efforts will direct customers to call the Customer Contact Center for initial connection to services.
  ii. Based on FAQs and scripting provided by ARIZONA@WORK Pinal County, Contact Center staff will screen calls and forward qualifying calls to the Job Center 3600 number.
  iii. Job Center staff will then route the call internally to appropriate partner based on the screening results shared by the Contact Center.

- **Phase II: (Target –2022-2023)**
  Contact Center (or automated prompts the customer can choose) routes the call directly to Job Center staff bypassing the routing to the job center front desk
  i. This will take intricate planning of the scheduling of staff who can receive such calls and call center technology that will need to be explored and presented to ARIZONA@WORK Pinal County if it is outside the scope of current Pinal County resources.
  ii. Appointment setting software will be explored for online customer self-scheduling for service appointments or by Contact Center staff.

VIRTUAL:

ARIZONA@WORK Pinal County under the guidance of the PCWDB will engage in a major effort to upgrade its online presence in order to provide virtual self and staff assisted services.   A robust web site where ARIZONA@WORK services can be accessed will be developed. These services will include but not be limited to:

• Orientation to ARIZONA@WORK Pinal County	• Appointment setting options	• Labor Market Information	• Job Search
• Career Exploration including assessments	• Service Applications	• Workshops	• Resume Building

ARIZONA@WORK Pinal County's staff offer orientations for future participants in a variety of modalities and locations. When fully developed, the orientation process will include an overview of the ARIZONA@WORK Pinal County service offerings. Upon completion of the orientation, individuals should be well informed of the pathway they wish to pursue in order to achieve their employment goals.
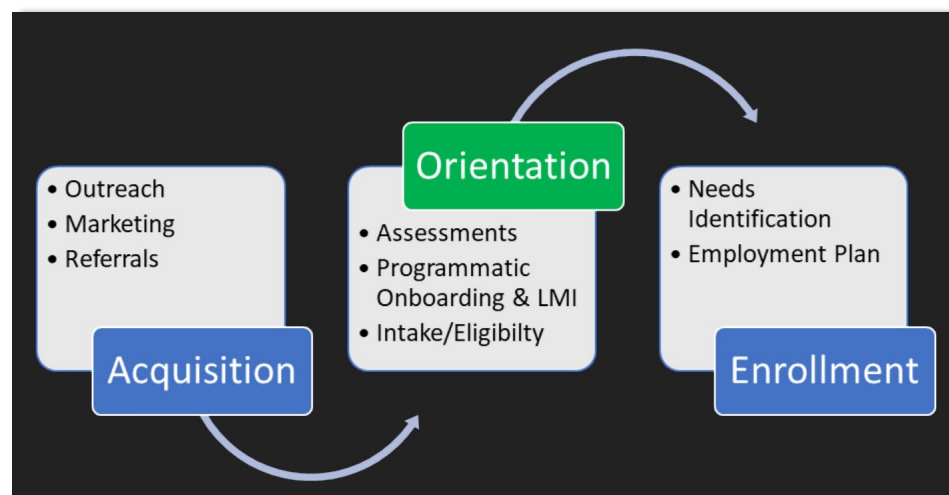
ARIZONA@WORK Pinal County will offer the Arizona Career Readiness Credential (ACRC) into the service mix. The ACRC is a major initiative set forth by Governor Ducey in partnership with ARIZONA@WORK and the Arizona Office of Economic Opportunity (OEO). This tool prepares job seekers for success by demonstrating their command of seven skill areas that are relevant to every occupation, industry and career pathway across the state.

Three foundational academic skills and four personal and interpersonal skills form the framework of the Arizona Career Readiness Credential:

Foundational Skills

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

Interpersonal Skills

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

The ARIZONA@WORK Pinal County system is built on collaboration, the PCWDB and the ARIZONA@WORK Pinal County partners will continue to align our programs, and services to leverage resources and maximize co-enrollments.

➢ **ADULT PROGRAM**

Priority of services for individualized and training services is given to individuals who are low income, recipients of public assistance, and individuals who are basic skills deficient. "Basic skills deficient" individuals in the Adult Program means they are unable to compute or solve problems, or read, write, or speak English at the level needed to function on the job, in the individual's family, or in society. The PCWDB approved "unemployed" as an additional priority group, participants who are included in this priority group are served at lower priority those priority groups listed above.

Individuals are assessed during intake to determine whether an individual is eligible for services, a series of interchangeable assessments that collectively determine a participant's knowledge, interests, skills, and abilities, and an onboarding session that supports informed customer choice.

An adult may be assessed as basic skills deficient through a variety tools and techniques used by Career Planners such as interviews and observations with documentation in case notes followed by a Test of Adult Basic Education or TABE. The Career Planner may also document basic skills deficient using any one of the following: other basic test assessment results, school records or referral or records from the (Title II) Adult Basic Education program. Other assessment components during orientation may include Traitify which uses human interactions with images to create fast validated talent assessments. It is the intention to incorporate the Arizona Career Readiness Credential into the mix of pre-employment assessments. Additionally, this service level focuses on identifying individual barriers that may affect a customer's ability to seek self-sufficient employment or complete training that leads to self-sufficiency. One-on-one reviews of the assessment results will assist clients in determining the best individual career pathway to pursue. Upfront strategies will help identify the best tactics to be used to ensure training funds and pathways are synched to the maximum benefit possible.

Programmatic Onboarding and Labor Market Information shall include information about the ARIZONA@WORK Pinal County services, Eligible Training Provider List (ETPL), and in-demand industries and occupations with wage data in Pinal County and surrounding areas.

> ➤ **DISLOCATED WORKER PROGRAM**

ARIZONA@WORK Pinal County partner staff will be trained on the eligibility criteria of dislocated workers. Staff will be trained to identify individuals who meet the definition of a dislocated worker - beyond the traditional mass layoff criteria– most likely as a result of a Worker Adjustment and Retraining Notification Act (WARN). Dislocated Workers include self-employed individuals who are unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters, and displaced homemakers - individuals who have been providing unpaid services to family members in the home.

Once a customer has been identified as a Dislocated Worker, ARIZONA@WORK Pinal County staff will provide individualized career services via CareerSTEP as needed, through collaboration efforts among partners. Training services will be made available to dislocated workers whose assessment results and training justification indicate that training services are expected to lead to full time employment and self-sufficiency targeting in-demand industries and associated occupations within those industries.

The Dislocated Worker Program offers employment and training programs for eligible workers who are unemployed through no fault of their own or have received an official layoff notice. The program also provides specialized Rapid Response services in collaboration with other partners.

A person is considered **underemployed** if they are employed either full or part-time, with a current annualized wage not exceeding 80% of their wages at the dislocation from their most recent employment, or if their earned wages are at or below the self-sufficiency threshold as identified in most current LLSIL tables published by the Arizona Department of Economic Security.

For purposes of this plan, the Pinal County Workforce Development Board defines the following for the Dislocated Worker Program:

1. **General Announcement**
   The PCWDB defines a "General Announcement" as any announcement made by a company of impending closure and/or layoffs. This is either a WARN notice of an announcement could be given directly to employees such as through mail, e-mail, or in person or it could be an announcement made publicly and published in media outlets.

2. **Unlikely to return to previous occupation or industry**

   The PCWDB defines "Unlikely to return to previous occupation or industry" as the following:

   An individual is considered unlikely to return to a previous industry or occupation when:

   a. Labor market information for the occupation shows a zero or negative growth rate;
   b. The local Chamber of Commerce, Economic Development representative, or other credible sources of regional economic information confirm the occupation or industry has shown a significant employment decline in the local labor market area;
   c. Employment Service confirms that, in the previous sixty days, there was a lack of job orders for that occupation to qualified job seekers, as determined by the Pinal County Workforce Development Board;

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d. A plant closure or substantial layoff within the labor market area in the same industry or occupation has occurred in the last six months from the date of plant closure or substantial layoff;

    e. The individuals have been actively seeking but are unable to find employment in their previous industry or occupation for a period of 90 days or more from employment separation; or

    f. A person is laid off from a job due to lack of certification.

3. **Unemployed as a result of general economic conditions in Pinal County, or as result of a natural disaster**

    The PCWDB defines "Unemployed as a result of general economic conditions in the Pinal County" as:

    a. An individual who has become unemployed during a period in which there is a marked increase in the unemployment rate over the prior quarter or the region has sustained unemployment or poverty rates that are above state or national averages

    b. The LWDB defines Unemployed as result of a natural disaster as: An individual who has become unemployed following a natural disaster that occurred in the LWDA including a wildfire or a public health or safety emergency that has led to business closures.

➢ **YOUTH WORKFORCE ACTIVITIES**

The ARIZONA@WORK Pinal County Youth Program provides a comprehensive array of high-quality services, including career exploration and guidance, continued support of educational attainment, and training in in-demand industries and occupations. The program's goal is for the youth to obtain employment within their career pathway or to enroll in post-secondary education or a registered apprenticeship prior to the end of participation. The Youth Program provides services to In-School-Youth and Out-of-School Youth with barriers to employment, with a special focus on supporting the educational and career success of Out-of-School Youth. .

The Youth Program prepares participants to meet education and career goals and will provide:

- Preparation for postsecondary education and training opportunities, including registered apprenticeships
- Strong linkages between academic instruction and occupational education
- Preparation for unsubsidized employment opportunities along career pathways; and
- Strong connections to employers, including small employers, in-demand industry sectors, and occupations of the local and regional labor markets

To enhance access to the ARIZONA@WORK Pinal County Youth Program and services, services are available at five CAC campuses throughout Pinal County. All of CAC's campuses have facilities that are available for the ARIZONA@WORK Pinal County Youth Program, including and not limited to community rooms, classrooms, libraries, laboratories for student learning, student cafeterias, and meeting rooms.

Strategically Meeting Needs of the Community – With support from a wide array of community partners, the ARIZONA@WORK Youth Program continues to provide services to support in-school and out-of-school youth development within Pinal County and the adjacent Gila River Indian Community. The ARIZONA@WORK Pinal County Youth Program targets in-school and out-of-school youth, with barriers such involvement in the justice system, pregnant and parenting, high school dropout, youth aging out of foster care, and basic skills deficient youth.

In Pinal County, many parents struggle to obtain the basic resources required to nurture children with high hopes, ambition, and dreams – the very things necessary for a good future. According to an U.S. Census Bureau estimate, Pinal County's poverty rate in 2014 was 15.6 percent and 15.9 percent families with children under age 18 live in poverty. The poverty rate on the Gila River Indian Community is 48 percent.

According to the Arizona Children's Action Alliance 2020 KidsCount Data Book[11], six percent of Pinal County's 16- to 19-year-olds are not enrolled in school and not working. The dropout rate for this cohort is four percent. To help their children grow into successful, productive adults, most parents need jobs that pay a living wage, stable housing, and affordable childcare and healthcare. Arizona has one of the highest child poverty rates in the country, with Pinal County having particularly high rates of economic deprivation for children. This is demonstrated by the high percentage of Pinal County high school children being eligible for the income-based federal free and reduced lunch program.

High School Dropout - Arizona has one of the worst high school dropout rates in the nation, and often has the dubious distinction of being bottom of state comparisons of these rates. Based on the Arizona Department of Education FY 2021 Dropout Report (redacted) Pinal County experienced a dropout rate of 5.02%[12]. This compares to an overall 4.48% rate for Arizona.

Basic Skills Deficient - "Basic Skills Deficient" individuals compute or solve problems, read, write, or speak English at or below the ninth grade level; or are unable to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society. As noted, in its research study The Gathering Storm, the National Science Council expresses alarm about America's economic competitiveness being eroded by American youth who leave high school without the basic skills required to contribute to the economy. According to the National Assessment of Adult Literacy (2003), almost 19 percent of Pinal County residents are functionally illiterate.

Every year, CAC experiences a large influx of new students who lack the basic academic skills required for college. For example, at CAC, 85 percent of the incoming students must take developmental level math courses and 55 percent must take developmental reading classes. The lack of basic academic skills contributes to approximately 40 percent of first year students not returning to the college for their second year. Clearly, many and perhaps most of the region's youth leave high school with significant deficits in their basic skills.

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[11] https://azchildren.org/wp-content/uploads/2020/10/2020-KIDS-COUNT-Data-Book.pdf

[12] For purposes of this study, dropouts are defined as students who are enrolled in school at any time during the school year, but are not enrolled at the end of the school year and did not transfer, graduate, or die.

Pregnant and Parenting Youth - Pinal County has one of the highest teenage pregnancy rates in America. According to the Centers for Disease Control, the state teen birth rate for 2019 was 18.5 births for every 1,000 for females 15-19 years of age. Research demonstrates that becoming a mother in her teens significantly reduces a woman's chances for obtaining the skills and qualifications needed for a reasonable wage, diminishes her employment prospects, and increases her likelihood of living her life in poverty. Moreover, children of teenage parents are more likely to become teenage parents themselves, thus perpetuating the cycle of poverty begun by a teenage birth.

Disabled youth - The ARIZONA@WORK Pinal County Youth Program continues to partner with Arizona Department of Economic Security, Vocational Rehabilitation programs for disabled individuals and continues to work closely with the CAC Disability Resources Director for students in training programs. Some of the youth participants have been dual enrolled in both the youth program and Vocational Rehabilitation in the past and the partnership works very well to benefit the youth participants that needs assistance and support.

Youth with disabilities receive extensive pre-employment transition services so they can successfully obtain competitive integrated employment. Young people with disabilities are highly eligible for youth services and the program makes accommodations for those who need them. All youth with disabilities, ages 16 -24 who are not attending school, are eligible for out-of-school services. Youth with disabilities up to age of 21 are eligible for in-school services if they are low-income or meet other eligibility criteria. Section 188 of WIOA is clear that programs funded under WIOA must be fully accessible to individuals with disabilities, and that people with disabilities are entitled to reasonable accommodations and modifications that allow them to fully participate in WIOA funded programs.

ARIZONA@WORK Pinal County
Youth Program Design Framework

Outreach And Recruitment
• Outreach to identify youth, ages 14-24, with barriers to employment
• Outreach to community partners, youth probation and schools

Intake and Eligibility
• Determine if youth meets eligibility requirements per WIOA regulations
• Collect Eligibility Documentation
• Provide orientation for ARIZONA@WORK Pinal County and the Youth Program

Objective Assessment
• Assess youth to identity participant's interests, aptitudes, goals, basic and occupational skills, work/education history, employability, barriers, supportive service needs, and developmental needs

Development of Individual Service Strategy
• Identify educational and employment Goals taking into consideration career planning
• Develop individualized plan for service delivery based on objective assessment, including one or more program elements, and supportive services.

Case Management
• Coordinate Individual Service Strategy and services
• Career planning and post-secondary education and/or job placement
• Contact with youth at least every 30 days
• Post-program exit follow-up services for at least 12 months

Outreach and Recruitment –Outreach and recruitment activities, are directed towards the entire region as a whole, it is coordinated to focus on communities of highest need at scheduled timeframes during the program year. For example, communities such as Coolidge, Eloy, Florence, Superior, Ray, Kearny, Dudleyville, Mammoth, San Manuel, and Oracle have particularly high rates of unemployment and poverty, and will have large populations of ARIZONA@WORK Pinal County Youth Program eligible youth with acute needs.

ARIZONA@WORK Pinal County Youth Program staff will actively encourage individual referrals from human service providers, training centers, nonprofit agencies, faith-based organizations, probation, foster care, and local schools. To support this outreach, the staff ensure that these organizations are aware of the project and its eligibility process. This strategy results in an increased applicant pool and the ability to coordinate services, share assessment information, and leverage resources once young people enroll in the program.

The Youth Program provides linkages to the Pinal County communities and ARIZONA@WORK Pinal County partners to:
   a. Ensure that parents, youth participants, and members of the community with experience in youth programs are involved in the design and implementation of the ARIZONA@WORK Pinal County Youth Program.
   b. Make opportunities available to individuals who have successfully participated in the youth program to volunteer, and provide assistance to participants in the form of mentoring, tutoring and/or other services.
   c. Provide appropriate connections between the youth program and the ARIZONA@WORK Pinal County system that will foster participation with local youth and include:
      1. Local area justice and law enforcement officials
      2. Local public housing authorities
      3. Representatives of other area youth initiatives, including those that serve the homeless and private youth initiatives
      4. Coordination and provision of youth services
      5. Linkages to the job market and employers
      6. Access for eligible youth to resources, information and services
      7. Other activities designed to meet the purposes of the youth program and youth services

Interview/Orientation - The career planners provide an orientation to all interested youth, to ensure potential applicants understand the program's benefits, policies, service options and expectations regarding joint responsibility, attitude, behavior, and commitment. The eligibility determination process, application, and required documentation (proof of age, citizenship/registered alien status, income, etc.) are explained. The youth and/or parent/caregiver, as appropriate, are apprised of the procedures for scheduling eligibility appointments. The career planners also maintain a list of potential applicants and follow up with the youth and the parent/guardian (for youth under 18 years of age) to determine additional services that may be needed to ensure completion of the application process.

Eligibility is determined prior to providing services to the participant, to comply with WIOA Regulations. In-School Youth must be low income, be attending school, be between the ages of 14 and 21 at the time of enrollment and have a barrier to employment. Out of school youth, must be between the ages 16 to 24, be not be attending school and have a barrier to employment. Only out-of-school youth,

with specific barriers to employment, are required to be low income. Not more than five percent of in-school and out-of-school youth may be enrolled in the ARIZONA@WORK Youth Program when they meet all other eligibility requirements, except low income requirements. Eligibility documentation is collected prior to enrollment. For PCWDB's definition of the "Additional Assistance barrier" for the definition of In-School and Out of School, refer to Exhibit 7.

Assessment – The career planners conduct careful assessments of each youth participant. A continuous process during the participant's involvement in the Youth program, the assessment evaluates progress, performs a goal setting and attainment process, and documents outcomes. "Objective Assessment" is the first activity following a youth's enrollment in the program.

This client-centered process identifies the participant's interests, aptitudes, goals, basic and occupational skills, work/education history, motivation, barriers, life circumstances, and supportive service needs. Objective Assessment is typically completed at the time of enrollment. The assessment tool is the Test of Adult Basic Education (TABE) for reading, math and language and the O*NET Career Interest Inventory. The ARIZONA@WORK Pinal County Youth Program offers the TABE Online assessment through a partnership with the Adult Education program. Test results are shared between partners for out of school youth who are attending GED (HSE) classes and therefore do not duplicate services.

ARIZONA@WORK Pinal County Youth program purchased laptops that have career assessment software loaded on them for students to use for online assessments anywhere in Pinal County. The career planners can proctor these assessments by going to where the participants are located, and this helps with transportation difficulties.

Career Planning is coordinated with ARIZONA@WORK Pinal County partners and other stakeholders by outreach, recruitment and retention activities accomplished by the Youth Program Career Planners and the Project director. Most of the partner programs have similar career planning goals and requirements for participants, students, and clients. Information about job fairs, community activities and workshops provided by the partners are shared through community connections and distributed to Career Planners and participants.

The youth are encouraged to attend as many opportunities, as possible, and transportation assistance is provided, as needed so they can attend. Many of the out-of-school youth attend the HSE/GED classes at Central Arizona College on various campuses around Pinal County. Also, participants who are disabled can be dual enrolled with Vocational Rehabilitation to provide seamless service to the youth. Ongoing communication ensures continuity of service provision.

Career Exploration - A primary purpose of the ARIZONA@WORK Pinal County Youth Program is to assist youth in finding entry-level employment and advance in the workforce through education and training. Finding good jobs in many of our region's local communities is particularly challenging. However, CAC provides certificate and degree programs that prepare students for careers in the in-demand and targeted occupations and industries.

This ARIZONA@WORK Pinal County Youth Program refers youth to training and education that prepares them for work in emerging in demand career fields. The ARIZONA@WORK Pinal County Youth Program has access to the Arizona Career Information System, O*NET and GCFLearnFree.org, which are online tools that allows students and community members to explore potential careers.

Students enter a keyword of whatever career suits their interest and then can quickly learn about employment prospects in the field, job opportunities, income potential, and the education and training it would take to accomplish their goals.

Goal Setting - The career planners use SMART (Specific, Measurable, Achievable, Relevant, Time driven) goals to help youth participants set realistic and manageable goals for education and employment:

Setting goals help youth identify roadblocks that they may face on their way towards achieving their goals by encouraging them to take advantage of resources, transportation assistance, supportive services, time management, and a safe environment to be able to make good choices. The goals the youth set allow them to progress and reach their individual career pathways.

The career planners provide follow up services to youth who have completed the program. The follow-up process will monitor the participant's transition to employment and/or further education and provide assistance when needed. ARIZONA@WORK Pinal County Youth Program Staff provides follow up services for at least one year after participants exit the program. The career planners provide follow-up and retention activities to ensure youth are provided with the necessary supports and services following program completion and transition to post-exit status.

Individual Service Strategy (ISS) – This process is both the final step in the assessment and the initial step in plotting the participant's path in relation to the proposed program design. The career planner and the participant develop a plan based on information gathered during assessment. The ISS describes the youth's commitment to the program and estimates how long he or she will need to participate. The ISS also strengthens the ARIZONA@WORK Pinal County Youth program accountability, by justifying and recording decisions made about the participant's training, services, and referral to other programs and/or supportive services.

The individual service strategy plan also provides:

- Activities leading to the attainment of a secondary school diploma or its recognized equivalent, or a recognized postsecondary credential
- Preparation for postsecondary educational and training opportunities
- Strong linkages between academic instruction and occupational education that lead to the attainment of recognized postsecondary credentials
- Preparation for unsubsidized employment opportunities, in appropriate cases; and
- Effective connections to employers, including small employers, in in-demand industry sectors and occupations of local and regional labor markets.

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To develop the ISS, each youth will meet with his/her assigned career planner to establish goals based on assessment results, develop a strategy to meet those goals, and understand the program's specific steps, supports, actions, and expectations. The ISS planning efforts will result in an appropriate mix and sequence of training and services to address barriers and training needs. The career planner and the participant will review the ISS monthly and update as needed- to ensure adequate progress and to identify and review any changing needs or circumstances.

As the youth receives the services listed in the ISS, ongoing assessment will identify gains and improvements in academic levels, skills, and developmental needs. If there are gains and improvements,

the ISS will be updated to meet the youth's evolving needs, ensuring that ongoing services remain appropriate to the participant. The program will develop service strategies that identify career pathways that include employment and education goals, appropriate achievement objectives, and appropriate services based on the objective assessment results.

Case Management- Effective career management will play a significant role in the provision of comprehensive career planning, follow-up and supportive services. Through interaction with the participant, the Career Planner will identify issues and challenges that may impede progress and success; challenges may include personal crises, basic needs (e.g. food, clothing, shelter,) legal issues, childcare, etc. Participants will be linked with appropriate professionals and/or supporting resources specific to individual needs. Staff will be responsible for documenting the delivery of services, progress toward goals, and goal attainment, through ISS development and revision, as well as case notes.

Follow-Up and Retention Activities provide 12-month follow-up and retention activities to ensure youth are provided with the necessary support and services following program completion and transition to post-exit status. Such activities include;

- Work with participants to identify barriers prohibiting self-reliance and productive citizenship. Employ required retention/post-exit strategies.
- Maintain regular contact with participants, supervisors, and/or training/education providers to monitor the youths' status, identify and provide necessary supports, and intervene as needed.
- Perform scheduled quarterly contact attempts and the retrieval of current status back up documentation.
- Coordinate follow-up activities to enhance post-exit services, to increase retention-related performance.

ARIZONA@WORK Pinal County Youth Program staff conduct outreach to community agencies, schools, and organizations, and also use print and electronic media campaigns. Career Planners will attend any job or reengagement fairs put on by school districts in order to access youth who are currently not attending school or who have dropped out. Career Planners will reach out to agencies, such as TANF, community and faith-based organizations, probation departments, foster care, employers, and community clubs to assist with finding out-of-school youth.

ARIZONA@WORK Pinal County Youth Program staff actively encourage individual referrals from human service providers, training centers, nonprofit agencies, faith-based organizations, probation, and local schools. To support this outreach effort, staff will ensure that these organizations are aware of the ARIZONA@WORK Pinal County Youth Program and its eligibility process. This strategy will result in an increased applicant pool and the ability to coordinate services, share assessment information, and leverage resources once young people enroll in the program.

Year Round Services - All of the 14 elements service elements are available year round: Tutoring, study skills training, instruction and evidence based dropout prevention and recovery strategies that lead to completion of the requirements of secondary school diploma or High School Equivalency (HSE), including certificate of attendance or similar documentation for individuals with disabilities, or a recognized postsecondary credential; alternative high school services, or drop out services; occupational skills training; paid and unpaid work experiences.

Long-Term Support for Youth - Adult Mentoring is provided for the duration of 12 months and occurs during participation and during follow-up services after exit from the program. Youth could then be referred to agencies that could continue to provide support, services, guidance and counseling. The youth program would coordinate with the organization it refers a participant to in order to ensure the continuity of service.

Accessibility - The Youth Program administers assessments to individuals with disabilities who will be provided appropriate accommodations according to the guidelines associated with the assessment tools used to determine functioning levels, Section 188 of WIOA, and PCWDB for ARIZONA@WORK Pinal County policy. The following tagline is used on all documentation and marketing materials: Equal Opportunity Employer / Program - Auxiliary aids and services are available upon request to individuals with disabilities.

Drug and Alcohol Abuse - Drug and alcohol abuse are recognized barriers for at-risk youth. Youth with drug and alcohol abuse may have additional issues that underlie their substance abuse, such as being homeless or transient, abused sexually, physically or emotionally, mentally ill, neglected at home or live in stressful family environments, lacking social or emotional supports, and negative peer pressure.

Youth who struggle with these issues receive support and guidance from the career planners and are referred to resources in the community that assist them with a needs-assessment and counseling. Referrals to counseling appropriate to the needs of the individual are given to participants and partnerships with local resources, such as Horizon Health and Wellness, the Casa Grande Alliance, Pinal Hispanic Council, and other counseling agencies.

Progress, Performance and Performance Tracking - The ARIZONA@WORK Youth Program understands that the required performance measures are negotiated by the PCWDB for recipients of WIOA funds. Most of these measures are determined for the clients *exiting* the program, not for the entire cohort of participants. For example, youth receiving a credential, employment, retention of employment, and returning to school are the core performance measures for both in school and out of school youth. The ARIZONA@WORK Youth Program anticipates meeting or exceeding all mandated core performance measures.

Youth Program staff track performance through utilization of reports in the AJC system and keeps accurate records of all participant activities to ensure the negotiated targets are being met or exceeded.

Partnerships and Program Elements - The ARIZONA@WORK Youth Program works with the partners embraces a three-stage collaboration model, recognizing that collaborative efforts often represent a point on a continuum of linking, partnering, and coordination.

The ARIZONA@WORK Youth Program directs WIOA resources to provide comprehensive services while organizing existing opportunities and supports available from its collaborative partners. This ensures an economy of scale, fewer layers, centralized management, and successful participant and program outcomes.

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The ARIZONA@WORK Youth Program involves a high degree of collaboration with education, business, and community partners. The Youth Program has well-established relationships with schools, community-based organizations, human service agencies, and faith-based organizations, other community colleges, and business/employers. For example, the Youth Program is a member of several of the Chambers of Commerce organizations located in our regions. The Youth Program will draw on Chamber services and membership to gain additional business support for the project, including hiring students for subsidized employment and providing information about training and education requirements for the local workforce.

The ARIZONA@WORK Youth Program has developed an extensive partnership to support this project, including but not limited to Apache Junction High School, Central Arizona Valley Institute of Technology, Coolidge High School, Coolidge Youth Coalition, Pinal Hispanic Council, Pinal County Juvenile Court Services, and Seeds of Hope. The Youth Program will expand these partnerships during the project period and will also partner with many businesses for work experience.

The ARIZONA@WORK Youth Program has well-established working relationships with schools, community-based organizations, human service agencies, local government, faith-based organizations, other community colleges, and business/employers. The Youth Program communicates frequently with the staff and representatives of these organizations.

Apache Junction High School and Coolidge High School participate in and help facilitate outreach activities that increase students' awareness about the benefits of participating in the Youth Program. The school counselors are now able to refer eligible students to the program. (Element #2)

> *ARIZONA@WORK Pinal County Partners* - The partners who work closely with the Youth Program were selected because they assist youth participants with other services, resources, and guidance. Many of the partners assist with recruitment and retention efforts by referring youth to enroll in the ARIZONA@WORK Pinal County Youth Program. Partners, which include Adult Education, Vocational Rehabilitation, Employment Services, and other youth agencies, are required by the new WIOA legislation to follow all the guidelines and policies in order to remain in compliance. Most of the partners co-locate at the Arizona Business and Career Center and assist with continuity of positive customer service flow through the center.
> *Central Arizona Valley Institute of Technology (CAVIT)* – This joint vocational school district, which serves several high schools in Pinal County, provides vocational training for youth, regardless of whether they are in high school, and service learning opportunities for ARIZONA@WORK Pinal County Youth participants enrolled in CAVIT programming. (Elements 3 & 5)
> *Seeds of Hope* – This faith-based community development organization provides after school programming and summer programming as well as other activities for ARIZONA@WORK Pinal County Youth participants who live in Casa Grande's West Side neighborhood. Seeds of Hope staff refer youth to the project; and accept referrals from ARIZONA@WORK Pinal County Youth staff for services provided at Seeds of Hope facilities. (Elements 7 & 10)
> *Coolidge Youth Coalition* – This local nonprofit organization staff provides referrals of Coolidge youth to the ARIZONA@WORK Pinal County Youth program staff. Coolidge Youth Coalition provides education programming and other services to a significant number of young single

mothers, expecting teens, high school dropouts, and youth with deficiencies in basic academic skills. (Elements 7 & 10)

➤ *Pinal Hispanic Council* – This behavioral health agency refers WIOA eligible youth to the project. It has also pledged to provide behavioral health services to ARIZONA@WORK Pinal County Youth participants who need this assistance. (Elements 7 & 10)

➤ *Coolidge Rotary Club* – Members refer Coolidge youth to the project, assist with transporting Coolidge ARIZONA@WORK Pinal County participants to the CAC campus, and provide Rotary scholarships to ARIZONA@WORK Pinal County Youth from the Coolidge area. (Elements 6, 7 & 10)

➤ *Pinal County Juvenile Court Services* – The court services help facilitate outreach activities that increase awareness of the program among its clients and their families.

ARIZONA@WORK Pinal County Youth Program Process Mapping
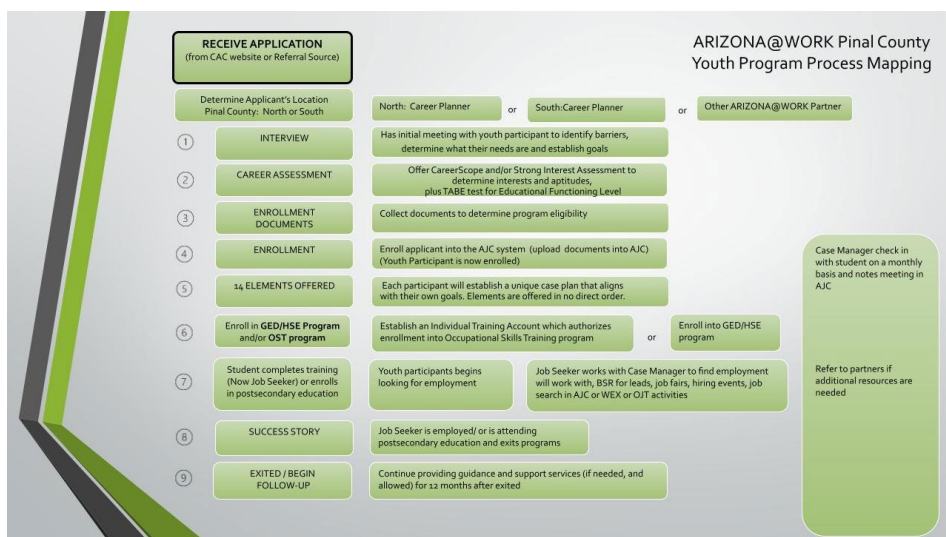
14 ELEMENTS OF THE YOUTH PROGRAM

The following elements will be available to participants of the Youth Program and used to develop a detailed service strategy:

- *ELEMENT #1*

Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to the completion of the requirements for a secondary school diploma or its recognized equivalent.

Tutoring and study skills - Tutoring is available to all youth who indicate a need for additional educational assistance. ARIZONA@WORK Pinal County Youth staff work closely with instructors and tutoring programs within the youth's educational setting to ensure that the necessary academic support is provided.

- At CAC, tutoring and study skills classes are available to college students and community members as needed.
- Several of the region's high schools have additional tutoring and study skills programs available for their students
- If on-campus tutoring is unavailable or not complimentary to the needs of the youth, the staff assist in accessing other tutoring services or summer school.
- The ARIZONA@WORK Pinal Youth Program can refer out of school youth to agencies that provide tutoring assistance to improve basic academic ability or to support G.E.D. (HSE) Preparation. For example, in Casa Grande, the Salvation Army has a computer lab with education

software that individuals can use to improve their basic academic skills. Coolidge Youth Coalition has volunteer tutors to help Coolidge youth prepare for the High School Equivalency preparation. Apache Junction Library provides computer labs with educational software to the community.

A study skills program's benefits include improved writing skills, enhanced reading comprehension, and increased organizational skills. These benefits can result in increased academic performance (as measured by G.P.A. and classroom attendance, for example) and higher rates of student retention and graduation.

Many of these topics are also offered in a Pathways to Success workshop model that is free to the community, students, and staff utilizing the ITV network making these classes available to the entire Pinal County area:

Principles of clear writing	Keeping lists of commonly used facts, tables charts	Thinking skill development
Working on group projects	Reviewing study guide	Increasing Concentration
Organization	Reading Comprehension	Studying similar subjects at separate times to avoid confusion
Studying with friends	Making up possible questions	Effective listening
Time Management	Basic understanding of content	Using memory effectively
Drill and memorization	Testing yourself	Comprehension
Avoiding procrastination	Extracting important details	Avoiding distractions
Increasing vocabulary	Reading the directions	Application
Using an organizational planner or assignment book	Critical reading	Paying attention in class
Website evaluation	Reading through entire test	Problem Solving
Test taking strategies	Taking notes	Understanding the problem
Reviewing after lectures	Answering easy questions first	Devising a plan
Asking questions as you read or listen/Answering questions directly	Improving reading speed	Carrying out the plan
Reviewing notes	Active reading	Looking Back

The career planners have the responsibility of providing skills workshops for ARIZONA@WORK Youth Program participants unable to access study skills programs elsewhere. The staff use the study skills curricula available at Central Arizona College. These workshops would buttress or refresh the study skills that a participant may have already acquired in earlier training.

Skill attainment training develops work readiness, basic education, and/or occupational skills that contribute to academic and employment success. All youth, regardless of age, receive training in at least one of the following three areas, based on need.

1) Career Guided Pathways Work readiness programs, which includes career exploration and planning, financial literacy, college and career readiness, academic preparation, life planning, goal setting, self-advocacy, and creation of a 10-year life plan and professional/academic e-portfolio (includes cover letter, resume, and other employment related information).

2) CAC Connect Gateway to College is available to high school students. These activities include the same information as the Work Readiness Programs, but also have life skills, study skills, tutoring, and basic education skills embedded in the information. Research has shown that the sooner youth begin to think about and plan for their future career and life goals, the better the retention and completion rates for both high school and secondary education.

3) Information that supports basic education skills are provided by ARIZONA@WORK Youth Program and the collaborating high schools. The career planners are responsible for coordinating training; communicating skill attainment goals; developing a specific educational plan with schools/adult education programs; and monitoring progress toward skill attainment outcomes. In all cases, the career planners and youth mutually establish specific basic skills goals. Training objectives and evaluation of achievement are outlined to promote goal attainment while providing numerous opportunities. Basic education training is provided to young people, whose academic assessment results indicate English, reading, writing, or computing skill levels at or below grades 8 and 9. The following identifies Basic Education Skill attainment that focuses on achieving successful outcomes in the training areas listed.
   - Skill Attainment Training Area
   - Outcome
   - Basic Education Skills
   - Improvement in Reading, Language, and/or Math education levels
   - Required Education
   - Successful completion of coursework and attainment of high school credit or obtaining a high school diploma or HSE/GED
   - Completing English Language Learners training and demonstrating, through assessment, that English Language Learners services are no longer necessary.

This ARIZONA@WORK Youth Program refers in-school youth to existing before- and after-school activities and encourage them to stay in school and graduate. Staff provide positive role models for participating youth and engage parents in their children's education whenever possible. Moreover, the ARIZONA@WORK Youth Program encourages young people to make constructive contributions to organizations and communities through service learning and work experience.

- **ELEMENT #2**

Alternative secondary school services, or dropout recovery services, as appropriate.

All out-of-school participants who lack a high school diploma or equivalent are required to enroll in a High School Equivalency program. Alternative secondary school partnerships and linkages include school districts, charter schools, and other adult education agencies.

To support dropout recovery, the following 14 elements mentioned in the WIOA Title I legislation, are available, as needed: Tutoring, study skills training, instruction and evidence based dropout prevention and recovery strategies that lead to completion of the requirements of secondary school diploma or High School Equivalency (HSE), including certificate of attendance or similar documentation for individuals with a disabilities), or a recognized postsecondary credential; alternative high school services, or drop out services; occupational skills training; paid and unpaid work experiences. Youth are always encouraged to stay in high school, if that is an option for them, otherwise they are referred to a HSE/GED program.

Education services leading to skill attainment for a participant who has dropped out of high school will typically take one of several forms, depending on his or her education status, individual circumstances, and functional level of basic skills. Whenever appropriate and possible, youth who have dropped out of school will be encouraged to re-enroll in their local high school. This is the optimum course of action for youth who have reasonable expectations of graduating with their cohort class, were progressing adequately while in school, or were not expelled or placed on long-term suspension.

Enrollment in alternative school within the youth's school district or at a charter school is an option if he or she is in need of an accelerated graduation plan offered by these schools, requires a non-traditional educational environment to maximize learning, or has behaviors that preclude re-enrollment at his or her local high school.

Enrollment in an Adult Education program can provide educational opportunities for youth, including those who elect not to return to high school and those denied enrollment in a traditional high school. Adult Education services can be an option for out of school youth who attained a secondary school diploma or its equivalent but are basic skills deficient. CAC and Queen Creek Adult Education provide English Language Acquisition instruction and High School Equivalency instruction at several sites within Pinal County.

The ARIZONA@WORK Youth Program strives to ensure that in-school youth remain in high school and graduate. The career planners advocate for youth with teachers, guidance counselors, and other school and college staff. By communicating assessment results with these personnel and parents, students benefit from concerned adults encouraging their academic success and will be more likely to complete their education. (As necessitated by law, all participants will be required to sign a release form that allows assessment-related information to be shared and reviewed for education and employment purposes.)

- **ELEMENT #3**

Paid and unpaid work experiences that have academic and occupational education as a component of the work experience

Work experiences are planned, structured learning experiences that take place in a workplace for a limited period of time. This would also make adult mentoring available, which would include a youth being matched with an adult mentor, an employer, or an employee of an employer. These adult mentors can

offer face to face guidance, support, and encouragement to develop the competence and character of the youth participant.

The ARIZONA@WORK Pinal County Youth Program will link the Individual Service Strategy to the performance indicators and include connections to employers of all types, especially in in-demand industry sectors and occupations by provision of detailed paid or unpaid Work Experience opportunities for each participant that is interested. These employers will also be trained to be Adult Mentors and the youth placed at the work site will be trained on workplace readiness skills prior to beginning employment.

Youth participants will be entered into any appropriate pre-apprenticeship or apprenticeship programs that fit their training or employment plan and goals. They can also be co-enrolled into the Adult program, to take advantage of greater opportunities than the youth program alone can provide.

Pre-apprenticeship programs are available at various community colleges in the Phoenix and Tucson areas, which are within commuting distance from Pinal County, and some state agencies, cities, and towns. Apprenticeships are also available with the skills trade departments at some of the state universities and community colleges, trades associations, Native American governments, cities, utilities, federal facilities, and dozens of public and private companies throughout Arizona. The career planner helps youth to research and participate in pre-apprenticeship and apprenticeship programs as appropriate.

The ARIZONA@WORK Pinal County Youth Program career planners will coordinate with the ARIZONA@WORK Pinal County Business Services team to provide outreach to employers countywide, while also administering the Work Experience component for both the youth and the training providers. Employers will also be trained on Adult Mentoring activities to assist youth with their program of study or employment activities.

CAC students participating in the ARIZONA@WORK Pinal County Youth Program are able to use the college's student employment services to identify job opportunities. Several cities and town in the region offer employment in summer recreational programs. This type of work experience provides youth with an introduction to the world of work. The career planners help youth identify, prepare for, and apply for these work experiences. These experiences provide career exploration through a structured exposure to work and an introduction to opportunities in high demand occupations and industry clusters. The proposed project budget contains a line item to fund subsidized employment. Twenty percent of the overall budget is dedicated to funding work experiences.

The work experience complements academic instruction by providing a context for the practical application of learned skills. Work sites may be in the public, private non-profit or private sector, and will be developed to provide an experience that approximates a "real work" situation. Work experiences may be paid or unpaid depending on various factors, such as the intensity and duration of the experience. Work experiences that have job responsibilities outlined in training agreements will be paid.

Worksite assignments are based on the youth's objective assessment, the ISS, commitments from employers, opportunity for employment upon completion of training, the worksite's ability to integrate basic academic skills into work/training activities, and Child Labor Laws. The career planners provide the worksite supervisors with a workshop that covers the methodology involved in training and evaluating occupational skills and work readiness skills.

- **ELEMENT #4**

Occupational skill training, which includes priority consideration for training programs that lead to recognized post- secondary credentials that align with in-demand industry sectors or occupations in the local area involved, if the Local Board determines that the programs meet the quality criteria described in WIOA sec. 123

ARIZONA@WORK Pinal County Youth may receive training through occupational skills training, on the job training, skills upgrading and retraining, and/or customized training. Participants are exposed to the identified industry clusters to increase participation in high demand employment sectors that offer high wages. Training usually takes place in a classroom and results in an earned credential such as a certificate, diploma, license or degree. The ISS documents all activities resulting in training selection, the leveraging of financial aid, and community-based support for training.

Classroom-based skills training is provided by training institutions that have met the Eligible Training Provider List (ETPL) standards. ARIZONA@WORK Pinal County Youth staff communicates with the classroom instructor to identify specific occupational skills, training objectives, and a training plan. In both on-site and classroom-based training, participant progress is assessed on a continuous basis. Training duration and/or methodology is modified as necessary to provide the opportunity for skill attainment.

Use of Waivers – On July 20, 2020, the ADES informed Local Workforce Development Board (LWDB) chairs and directors that the U.S. Department of Labor, Education and Training Administration (DOL ETA) approved the requested Individual Training Account (ITA) waiver requested in the State Unified Plan. This allows the waiving of the requirement limiting Individual Training Accounts to only out of school youth (OSY), ages 16–24. In addition to these Out of School Youth, the DOL ETA is allowing Arizona to use ITAs for in-school youth (ISY), ages 16–21. Although the Pinal County focus is on engaging and enrolling OSYs, where and when an eligible ISY is identified and enrolled in to the program, this waiver will be taken into consideration. All ITA information for all youth receiving training through ITAs will be entered into the Arizona Job Connection (AJC) system.

- **ELEMENT #5**

Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.

ARIZONA@WORK Pinal County will link academic learning with occupational learning. During their work experience, Youth Program participants have the opportunity to develop and demonstrate soft skills and competencies learned in the work readiness classes and workshops. As noted, work experience participants are required to attend a Work Readiness workshop prior to placement at a worksite.

Education is offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster and requires integrated education and training. The three components for integrated education and training program are as follows:

1. Adult education and literacy activities such as basic academic skills training, critical thinking skills, or digital literacy skills
2. Workforce preparation activities such as self-management skills grooming for employment, or following directions; and

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3. Workforce training such as occupational skills training, on-the-job training, job readiness training, or customized training.

The career planners provide activities that help youth transition to post-secondary education and training:

- Informing participants of legal responsibilities after turning 18
- Assessing participant strengths, abilities, and interests
- Helping participants prepare and submit post-secondary education applications and financial aid
- Investigating and applying for scholarships; and
- Developing a portfolio that demonstrates accomplishments and competencies.

Youth participants are encouraged to take advantage of Transitions courses that are offered during the fall at Central Arizona College. These participants can also work part time in their work experience assignment while attending school. Both of these activities will assist with training on the following services, will provide labor market and employment information in the local area: Career awareness; Career exploration; Career counseling; Labor market trends; High demand occupations; and Job openings.

- **ELEMENT #6**
Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors.

Leadership Development – The ARIZONA@WORK Pinal County Youth participants gain leadership experiences and exposure to leaders through service-learning projects, team leadership training, life skills training, and soft skills training. For example, the work readiness workshops incorporate visits from ARIZONA@WORK Pinal County Youth participants who have already completed this training. The career planners, peers, success coaches, and partnership personnel provide examples and models of leadership. The ARIZONA@WORK Pinal County Youth Program will include a Youth Advisory Committee which provides ARIZONA@WORK Pinal County Youth participants with the opportunity for input about the project's program, activities, and services. Through this committee, participating youth gain experience in several requirements of leadership, including decision-making, being respectful of other people's opinions, being able to reach consensus, and working with other people to overcome problems and challenges.

Community Service and peer centered activities - The youth program provides linkages to the Pinal County communities and ARIZONA@WORK partners to ensure that parents, youth participants, and members of the community with experience in youth programs, are involved in the design and implementation of the Youth Program.

Opportunities are made available to individuals who have successfully participated in the youth program to volunteer and provide assistance to participants in the form of mentoring, tutoring and/or other services and the program will provide appropriate connections between the youth program and the Arizona Business and Career Center that foster participation with local youth. Agencies that can assist with guiding youth are justice and law enforcement officials, public housing authorities, Job Corps, YouthBuild, Boys and Girls Clubs, representatives of other area youth initiatives, including those that

serve the homeless and private youth initiatives. Youth Program staff assist with coordination and provision of youth services, linkages to the job market and employers, access for eligible youth to resources, information and services, and other activities designed to meet the purposes of the youth program and youth services.

Work Readiness Training – Work Readiness Training is a scheduled activity for participants whose pre-assessed levels of proficiency in work readiness skills indicate a need for this training. Participation in this activity can occur at any time following Comprehensive Assessment and is determined by participant need and the sequence of activities outlined in the ISS. The duration of training will vary, based on the participant's learning pace, degree of deficiency, and program goal(s). The career planners are the primary providers of work readiness training to ensure that the specific requirements for skill attainment are met. Collaborating business partners may offer supplemental workshops that provide for exploration of industry clusters and postsecondary opportunities.

The career readiness workshops teach skills and knowledge related to career and personal awareness, understanding and accessing the labor market, daily living skills, job seeking skills, punctuality, attendance, presenting a neat appearance, exhibiting good conduct, showing initiative and reliability, and assuming the responsibilities involved in maintaining a job. The following outlines the specific content of the training components in youth workshops.

Work Readiness Skills	
Making Career Decisions	Survival/Daily Living Skills
Using Labor Market Decisions	Being Consistently Punctual
Preparing Resumes	Maintaining Regular Attendance
Filling Out Applications	Demonstrating Positive attitudes and behavior
Interviewing/Follow-Up Letters	Presenting Appropriate Appearance
Exhibiting Good Interpersonal Relations	Completing Tasks Effectively

The curriculum addresses the specific learning objectives (indicators) delineated in the skill attainment system/workplace standards. Emphasis is placed on values clarification, self-perception, motivation and employer expectations, and the practical application of these skills in relation to work.

The Youth Programs' approach is to combine work readiness skills training with work experience or training in basic education or occupational skills, and to use these activities to assess the participant's ability to demonstrate workplace skills outlined in the above table. This approach is consistent with principles of competency-based learning and instruction and is supported by national field studies indicating that job-keeping skills are most effectively trained and measured in a work or simulated work environment. Therefore, whenever possible, the classroom portion of work readiness skills training is followed by a paid or unpaid work experience. All participants are required to have work readiness training prior to being placed in a work experience position.

The ARIZONA@WORK Youth Program also has work readiness classes that are available for ARIZONA@WORK Pinal County Youth Program participants. The career planners are able to incorporate the content of these existing classes into the work readiness training they provide. The ACRC will be incorporated into the Youth Program service delivery.

- ### ELEMENT #7
Supportive services
Supportive services will be available throughout the youth's participation in the program. Supportive services will provide participants with the assistance necessary to complete the agreed upon program activities and transition to employment, postsecondary education, and/or advanced training. Support may include assistance with transportation, childcare, housing, referral to medical services, appropriate work attire, and work related tools. Whenever possible, support services will be accessed through in-kind contributions and/or reduced fees for services in order to maximize available resources.

- ### ELEMENT #8
Adult mentoring for a duration of at least 12 months that may occur both during and after program participation.
The purpose of adult mentoring is to build supportive relationships between youth and adults and to provide young people with positive adult role models.

Mentoring within the program occurs in various ways. Informally, teachers, counselors, worksite supervisors and ARIZONA@WORK Pinal County Youth staff fulfill the role of mentors to participants. These adults can help the ARIZONA@WORK Pinal County Youth participants make wise decisions about their future. The adults also provide the encouragement and emotional support.

When appropriate, the career planners refer participants to formally organized and recognized adult mentoring programs. The career planners document the time each participant spends being mentored and records issues that are communicated to them by either the participant or the individual providing the mentoring.

- ### ELEMENT #9
Follow-up services for not less than 12 months after the completion of participation.

The follow up career planner provides follow-up and retention activities to ensure youth are provided with the necessary supports and services following program completion and transition to post-exit status. The requirement for a minimum of 12 months of follow-up services can contribute to the continued growth and development of the participant, and are consistent with youth development principles: improvement of academic achievement, support to complete post-secondary education, preparation for successful employment, and access to necessary supportive services to ensure successful outcomes. The identification of barriers prohibiting self-reliance and productive citizenship is central to a comprehensive follow-up strategy. Additionally, maximizing program performance must focus on retention/post-exit strategies, as status during the 2nd and 4th quarters following program exit is key to core youth performance measures.
Project staff maintains responsibility for providing follow-up services to participants, as well as maintaining regular contact with participants, supervisors, and/or training/education providers to monitor the youths' status, identify and provide necessary supports, and intervene as needed. Staff perform

scheduled contact attempts and the retrieval of current status back up documentation. In addition, program leadership coordinates follow-up activities to enhance post-exit services, thus resulting in increased positive retention-related performance.

- **ELEMENT #10**

Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling, mental health counseling as well as referrals to counseling, as appropriate to the needs of the individual participant.

Comprehensive Guidance and Counseling is part of a process of helping youth make informed educational, occupational, and life choices. Most youth who seek or are referred for participation in the ARIZONA@WORK Pinal County Youth Program have experienced many trials during their life and may have been referred due to some sort of life impacting circumstance. ARIZONA@WORK Pinal County Youth Program Career Planners will provide encouragement and models positive thinking. Career Planner will be trained to be attentive to signs of need within participants in order to be effective youth career coaches.

When creating an ISS, any treatment objectives will be discussed and those goals incorporated with ISS goals. Career Planners may partner with the therapist or group counselor to get an update on progress or schedule team meetings to keep everyone on the same page. If an issue is identified through parental or youth discussion, Career Planners will initiate a referral to community resources. If a youth requires drug and alcohol or mental health counseling, a referral can be made to community based behavioral health agencies such as Pinal Hispanic Council or Horizon Human Services, both of which provide free counseling for clients in Pinal County.

- **ELEMENT #11**

Financial literacy education

Financial literacy is the ability to use knowledge and skills to manage one's financial resources effectively for lifetime financial security. Financial literacy education enables young people to start positive habits early (such as saving money and budgeting) and to avoid making decisions that could result in years of financial difficulty, such as incurring an unmanageable level of credit card debt.

Surveys indicate that the majority of teens do not understand that credit cards accumulate interest and are neither able to balance a checkbook nor check the accuracy of a bank statement. Additionally, studies indicate that a sizeable majority of college students have at least one credit card, as well as have incurred several thousand dollars in credit card debt while in school. A recent Federal Deposit Insurance Company (FDIC) survey indicated that a large majority of surveyed teens are eager to learn more about how to manage and handle their money.

Youth participate in Money Management workshops utilizing online modules, which will give them a better understanding of U.S. currency values, how to count bills and coins to pay or give money, how to use vending machines and ATMs, improve basic banking skills, including paying with a debit card and depositing money, and become familiar with the process of paying bills and filling out tax forms. Participants also learn the following subjects to better manage their money:

MONEY MANAGEMENT WORKSHOPS

- ➤ Bank On It - An introduction to bank services
- ➤ Check It Out - How to choose & keep a checking account
- ➤ Setting Financial Goals - Money management/Retirement & Investing
- ➤ Pay Yourself First - Why you should save, save, save: Budget/Saving
- ➤ Borrowing Basics - An introduction to credit
- ➤ Charge It Right - How to make a credit card work for you
- ➤ Paying for College & Cars - Installment loans
- ➤ A Roof Over Your Head - Informed decisions on apartments and homes

➤ **ELEMENT #12**
Entrepreneurial skills training

Central Arizona College Small Business Development Center (SBDC) can assist youth with one-on-one confidential counseling where counselors use their real-life business ownership and management experience to give clients advice that is relevant and practical. SBDC services include, but are not limited to, assisting businesses with wellness evaluations, financial, marketing, production, organization, engineering and technical problems, feasibility studies, including: Accounting, Financial/Loan Packaging, Advertising, Government, Procurement, Business Plan Development, Market Research & Analysis, Business Startup, Management Issues, Cash Flow Management, Marketing, Commercialization of Technology, Personnel, Computer Applications, Positioning, Customer Analysis, Pricing Strategies, Environmental Management, Promotion, Exporting, Strategic Planning.

Entrepreneurial skills training provides the basics of starting and operating a small business. These trainings develop the skills associated with entrepreneurship and may include, but are not limited to:

- • Taking initiative
- • Creatively seeking out and identifying business opportunities
- • Develop budgets and forecast resource needs
- • Understand various options for acquiring capital and the trade-offs
- • Communicate effectively and market oneself and one's ideas.

Workshops would be organized, as needed, for youth and the information will be included in ongoing training by the Career Planners.

• **ELEMENT #13**
Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services.

It is important that when participants make career choices that they have a good understanding whether an adequate supply of the jobs in which they are interested exists. It is also important that they know the sectors in which those jobs are located so they know where to look for employment and to receive specific training and preparation to work in those particular sections. Additionally, ARIZONA@WORK Youth Program want to ensure that participants receive training for or seek jobs that exist – and that exist in sufficient numbers needed to ensure participants have a reasonable chance of securing work in the fields of their choice.

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Fortunately, the ARIZONA@WORK Youth Program has access to online tools that will enable participants and the career planners to obtain valuable information about careers, labor market conditions, and where jobs are located.

- When a participant asks about future job growth in a specific field, the career planners answer questions by accessing regional, state, and national job market data provided by EMSI, an economic modeling company under contract with the ARIZONA@WORK Youth Program.
- Participant and career planners can access the Arizona Career Information System (AzCIS), which helps people career and educational goals, connect majors to the world of work, locate scholarships, prepare to transfer to another institution, and find graduate schools.
- Through Central Arizona College, ARIZONA@WORK Youth Program participants are able to access My Next Move, an online tool that allows people to search careers by key words or browse careers by industry type. Additionally, My Next Move can answer questions about careers that participants might enjoy and will then suggest careers that match the participant's interest or training.
- Career planners and participants can use O*NET, the nation's primary source of occupational information. O*NET contains information on hundreds of standardized and occupational-specific descriptors. The database also contains career exploration tools, career assessment instruments, and an interactive application for exploring and searching occupations.

With encouragement from the career planners, participants are able to attend Job Fairs that CAC regularly arranges and holds for its students and the wider public. The Job Fairs not only feature private and public entities looking for workers but also involve organizations seeking to provide careers in various fields, recruiting for internship and volunteer positions or providing continuing education information. Youth Program career planners also refer youth participants to jobs listed in the AJC system.

- **ELEMENT #14**
Activities that help youth prepare for and transition to post-secondary education and training.

All new enrollees in the ARIZONA@WORK Pinal County Youth Program are required to complete the workshops and activities listed below, unless their assessment indicates there is not a need for a specific workshop or activity. The career planners develop a schedule of activities with the participants as soon as they are enrolled. Each participant understands that services such as payment of college tuition and support services hinges on their participation in the workshops and activities. This requirement will be documented in the participant's ISS, which he or she will sign.

The following lists the special programs and activities that will help youth prepare for and transition to post-secondary education and training and that is mandated, depending on the participant's individual requirements.

➢ Adult Mentors - Adult mentoring for first year college students – collaboration with other CAC grant projects and programs, as needed.
➢ Dual Enrollment - Courses allowing high school students to obtain high school credit and college credit simultaneously
➢ Career Exploration - On-line career exploration, overview of college classes that prepare students for employment in specific fields, field trips. Use of O*Net (on-line job and training search program) and GCF learnfree.org
➢ Apply for federal financial aid (i.e. Pell) - WIOA Title IB eligible youth attending college must apply for a Pell grant (a federal WIOA requirement)
➢ Career Guided Pathways Work Readiness workshops - Provides training in soft skills, resume preparation, job searches, standards of professional dress, etc. Students may need an income while they are at college or are in a post-secondary training program.
➢ Financial Literacy workshops - Provides the prerequisite knowledge required for financial literacy and money management.
➢ Scholarship and Financial Aid Opportunities - As per federal requirements, all WIOA Title IB eligible youth enrolled in college must apply for a Pell grant. The career planners will ensure that all WIOA Title IB eligible youth either attending college or enrolling in college complete the federal financial aid form (commonly known as FAFSA).

CAC offers Promise for the Future, a scholarship program designed to encourage students in Pinal County to stay in high school and graduate with a 2.75 grade point average. Students along with their parents sign a contract of commitment during the students eighth grade year. Students graduating with the required minimum GPA from a Pinal County High School receive a Promise for the Future Scholarship, which entitles them to a full tuition waiver to attend any CAC campus for up to four semesters. To date, more than 2,000 high school students have signed Promise for the Future contracts.

The ARIZONA@WORK Youth Program makes an effort to reach out to students who have signed Promise for the Future agreements. The financial benefits provided by the Promise for the Future scholarship, coupled with the support provided by the ARIZONA@WORK Pinal County Youth program, provides students with the additional support they need to complete their educational goals.

CAC offers dual enrollment courses in the areas of general education (transfer track) and courses that prepare students for work in specific fields. The students are required to complete the college entrance exams in both instances. Offering dual enrollment provides high school students with the opportunity to obtain high school credits and college credits simultaneously.

➢ **RAPID RESPONSE**
Rapid Response services provide short-term early intervention and immediate assistance with layoffs and plant closures. Rapid Response is designed to assist impacted workers to transition to their next employment as soon as possible.
NOTE: *As of May 2020, the state has elected to reserve the statutory maximum of 25% of the Dislocated Worker funds for statewide Rapid Response activities. It is unknown what impact this will have on the delivery model of Rapid Response activities in each local workforce area as the state develops its strategies.*

> ## TRADE ADJUSTMENT ASSISTANCE (TAA)

The TAA program provides additional benefits for dislocated workers of companies that are directly affected by increased imports or certain shifts in production to other countries. TAA petitions trigger provision of Rapid Response services and specialized training services, the coordinated planning of which will lead to more rapid reemployment.

Basic education needs such as High School Equivalency, English Acquisition Classes, personal computer, and advanced job search techniques may be offered, along with supportive services/referrals which may involve transportation, food, and housing assistance, to ensure as best as possible that barriers to employment are being addressed so that the job-seeker may focus fully on enhancing their employability skill levels. The relationship between the Career Planner and job seeker is critical to the individual's success. Job seekers will be provided with access to their Career Planner throughout their plan.

> ## EMPLOYMENT SERVICE

Employment Service program staff focus on providing basic career services including job search and placement assistance, provision of information on in-demand industry sectors and occupations, and information on non-traditional employment. Employment Service staff also provide support for such functions as job order entry and career services to Unemployment Insurance recipients.

> ## UNEMPLOYMENT INSURANCE (UI) PROGRAMS

On August 13, 2015, The U.S. Department of Labor/Employment and Training Administration issued Unemployment Insurance Program Letter (UIPL) 20-15, *"Unemployment Insurance and the Workforce Innovation and Opportunity Act of 2014."* The UIPL outlined the relationship between the services offered via the WIOA and the UI programs. Specifically, the UIPL reiterates that UI is a mandated one-stop partner program, although it is no longer required to have a seat on the local workforce development boards.

The relationship between the UI programs and the other workforce system partners cannot be overstated, especially in extraordinary times such as COVID-19 presents. The goal of all ARIZONA@WORK Pinal County programs is to assist individuals with barriers to employment through a systematic plan of action while leveraging the resources each program provides. The UI Program, by issuing benefits to qualified individuals, provides a resource that assists these same individuals in re-entering the workforce as quickly as possible, using, for example, TAA program resources.

In general, ARIZONA@WORK Pinal County will ensure that UI program activities are ingrained into the overall workforce delivery system by implementing the following strategies (this list is not exhaustive):

> - Providing ring-down phones that dial directly to the State UI call centers;
> - Helping UI claimants access the full range of one-stop services both on-line and in-person through the ARIZONA@WORK Pinal County system;
> - Ensuring UI claimants meet eligibility requirements (such as searching and registering for work as required by state law);
> - Providing effective services to veterans who file for benefits under the Unemployment Compensation for Ex-Service members (1) program;
> - Connecting UI claimants to Re-Employment Service through the RESEA program.

The Re-Employment Service Eligibility Assessment (RESEA) focuses on those claimants who have been determined to most likely exhaust their UI benefits prior to employment being secured to replace former wages. RESEA service delivery will be integrated into the ARIZONA@WORK Pinal County customer flow. There are two primary goals associated with RESEA: 1) Identify any barriers to employment; and 2) Ensure UI benefits are properly paid to eligible UI claimants by conducting a thorough UI eligibility review.

ARIZONA@WORK Pinal County workforce specialists will meet one-on-one with claimants who meet the RESEA profile. Covid-19 required a modification to the requirement that these service interactions occur in person and allowed for telephone services to satisfy this requirement. ARIZONA@WORK Pinal County will pursue continuation of this option along with technology advancements to provide RESEA services. In addition to the use of technology to change this business model, ARIZONA@WORK Pinal County will challenge the norm and seek to engage the Dislocated Worker Program as a RESEA service provider.

Regardless of the mode used to connect with UI claimants, as a condition of ongoing receipt of benefits, RESEA meetings are mandatory and failure to comply could result in a loss of UI benefits. During this meeting, the workforce specialist will conduct an Unemployment Eligibility Review as well as conduct a review of the claimants work search activity. During this interview, an Individual Employment Plan (IEP) will be developed and entered into Arizona Job Connection. Labor Market Information specific to the job/career path in which the customer is seeking employment, as well as job search and job placement assistance through Arizona's labor exchange website will be provided. The workforce specialists will also review the claimant's resume and make suggestions for improvement and, if necessary, may refer the claimant to a resume writing workshop or a career guidance counselor. Based on the overall assessment of the claimant, the workforce specialist may also refer the claimant to other partner programs that may be beneficial to the overall strategy of returning the individual to employment.

➤ **ADULT EDUCATION**
There are two Title II providers of adult education in Pinal County. Programs are available through Central Arizona College (CAC) and Queen Creek Adult Education Program (QCAEP). These programs are currently offering adult education and literacy activities, including workforce preparation activities throughout the county. Both Central Arizona College and Queen Creek Adult Education Program offer the Arizona Career Readiness Credential.

QCAEP provides all levels of English instruction and High School Equivalency classes free of charge. Classes are available day and evening. In addition to class time, students have access to a state of the art computer lab, and blended learning is available. QCAEP offers free, high quality pre-school services for the children whose parents are enrolled in the adult education classes. Furthermore, The Adult Education Program is located in the District's Family Resource Center which provides referrals to families in crisis or in need. This arrangement is value added for adult learners who may need to tap in to support services in the community.

As a core partner of the ARIZONA@WORK Pinal County system, CAC's Adult Education Program provides adult education and literacy instruction/activities for ARIZONA@WORK Pinal County clients, as well as community members at large. Strategies implemented to ensure performance targets are met include: offering classes throughout the county at convenient times, providing high quality professional

learning opportunities for all instructors, offering tutoring and disability resources for all students, working with CAC's developmental education staff to ease the transition to post-secondary education, and implementing College and Career Ready components in each adult education class. Furthermore, CAC's Adult Education program employs a full-time College and Career Navigator who assists students individually as they transition out of the program and into post-secondary and/or career opportunities.

The CAC Adult Education program works cooperatively with the greater Central Arizona College community to ensure classrooms outfitted with up-to-date technology, as well as routine building and IT maintenance, and assistance as needed from CAC's Student Accessibility Coordinator. Because of this partnership, CAC Adult Education is able to offer classes at every CAC campus as well as the Casa Grande Center and the Gila River Indian Community in Sacaton. The current director of CAC's Adult Basic Education (ABE) program has been a sitting member of the PCWDB since July 2015.

QCAEP and CAC's Adult Education programs utilize the state approved Arizona Adult Education Data Management System (AAEDMS) to keep track of all student data, including demographics, class registration, attendance, assessment scores, and individual goals. Program staff collect data on a monthly basis. Additionally, all programs follow the Arizona Department of Education guidelines regarding regular, quarterly student follow up.

Regardless of provider, a key component of the Adult Basic Education program is the Integrated Education and Training (IET). Integrated Education and Training is a service approach that provides adult education and literacy activities concurrently and contextually with workforce preparation and workforce training for a specific occupation or occupational cluster for the purpose of educational advancement (34 CFR §463.35). IET is a powerful model to provide foundational skill development and occupational skill acquisition to promote career advancement when provided as part of a career pathway and with the coordination of critical workforce development and support services activities from WIOA Title IB programs.

Local workforce plans and MOUs include strategies that promote and support the investment of WIOA Title IB funds to provide the support services activities in coordination with Title II for IET participants, including career counseling, navigation, placement and retention services, and training opportunities. In addition, co-enrollment policies between all core programs actively promote co-enrollment and specific targets should be set for co-enrollment of high-need populations.

➤ **VOCATIONAL REHABILITATION**
Increasing awareness of disability related issues, including etiquette and culture, through Vocational Rehabilitation (VR) provided training and resources will improve the professionalism and effectiveness of the ARIZONA@WORK Pinal County partner staff while attending to individuals with disabilities who are accessing center services.

In addition to training in a variety of disability related topics, the VR program will offer technical assistance to the system partners surrounding Social Security Work Benefits, Americans with Disabilities Act, and Rehabilitation Act Section 503 compliance.

VR is committed to ensuring programmatic and physical access to afford equal, effective and meaningful access to services for individuals with disabilities served by the ARIZONA@WORK Pinal County workforce system. VR staff will work cooperatively with program partner staff to determine the assistive

technology needs of the comprehensive center in order to allow individuals with disabilities to access services in the comprehensive center and other service delivery points allowing for seamless participation alongside other job seekers. Job center staff will be trained by VR on the use of the assistive technology. In order to facilitate access to system services, VR staff will work cooperatively with job center staff in order to facilitate reciprocal referrals and joint service planning. Client data, such as demographic information and evaluation and testing results, can be shared between partners with client approval to assist in reciprocal referrals and joint service planning.

> ### PROGRAMS OF STUDY AUTHORIZED UNDER THE CARL D. PERKINS CAREER AND TECHNICAL EDUCATION ACT OF 2006

Central Arizona College (CAC) has many career and technical education (CTE) programs that qualify for support from Carl D. Perkins grant funding. To be eligible to receive Perkins money each program must be affiliated with an outside third party that sets standards and assessment measures that support the credentials that the students work for to earn certificates and degrees. Programs of study must have an active advisory group that offers advice for improving each program and they must keep records of meetings, attendance, announcements, etc.

Examples of how CAC has used these funds include programs in Nursing and Radiology, where students must engage in clinical experiences at facilities, which are qualified to handle their training. Carl D. Perkins grant funding is used to reimburse those students for their mileage, as a number of those trainings are located in Maricopa County. Programs such as welding, emergency medical technician and heavy equipment benefit by Perkins funds paying for capital items needed for the program to meet standards set by their accrediting agency.

A number of high schools also participate in CTE programs. These programs contribute to the opportunity to establish pre-apprenticeship programs leading to the possibility of registered apprenticeship programs to complete the course of study leading to industry-recognized credentials.

> ### SECONDARY AND POSTSECONDARY EDUCATION

The PCWDB has made a commitment to engage with not only secondary, but also post-secondary education partners. ARIZONA@WORK Pinal County continues to participate in the Pinal Partnership Business and Education Workforce Committee – mapping out strategies to engage the elementary and secondary school systems in developing a talent pipeline to support the ongoing and projected growth of Pinal County's in-demand and targeted industries.

ARIZONA@WORK Pinal County provides services to Veterans and eligible spouses through the Jobs for Veterans State Grant (JVSG) with coordination between all partner programs offered through the system. ARIZONA@WORK Pinal County does not have a fulltime onsite Veterans Local Veterans Employment Representative (LVER). Recognizing the critical role LVERs contribute in the facilitation of system-wide services for Pinal County's veteran population, a LVER provides itinerant services from Tucson. The LVER will also be an important contributor to the business services function. In this role, they will advocate on behalf of veterans for employment and training opportunities with business, industry and community-based organizations. The LVER will continue to perform a vital role in establishing and maintaining regular contact with employers, including federal contractors. Furthermore, the LVER will provide labor market information to businesses and other entities as a key function in

addition to working with service providers to promote veteran job seekers who have highly marketable skills and experience.

Additional responsibilities carried out by the LVER include the facilitation of a full range of employment, training, and placement services to meet the needs of veterans, as well as providing technical advice to the service delivery point manager on Title 38, Jobs for Veterans Act, Veteran Program Letters, and Veterans Priority of Service (VPOS). VPOS is a critical function with the Disabled Veteran Outreach Program (DVOP) serving as the primary contact in the workforce system in serving qualified veterans or eligible spouses. Other VPOS services are provided via the Employment Service program for individuals identifying themselves as veterans.

Regional Coordination will be assured between the Veterans Program and other partners. Recently separated U.S. veterans, those within 48 months after discharge or release from active duty, will qualify as a dislocated worker. Also qualifying as a dislocated worker is the spouse of a member of the Armed Forces on active duty, as defined in U.S.C. Title 10 Section 101 (d) (1), who has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member; or the spouse of a member of the Armed Forces on active duty (or who has been discharged from the military) who is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment.
The Veterans Program will work closely with the Dislocated Worker Career Planners to ensure that all qualifying veterans' services are coordinated. Case management and career planning via AJC will complement the services available through both programs.

In addition to the veteran's services provided by the JVSG, the Pinal County Workforce Development Board will work with the Arizona Coalition for Military Families to coordinate county level initiatives to enhance services to veterans residing in the county. Programs such as the Department of Defense's Skillbridge will be promoted. Options will be explored to incorporate these programs into employee recruitment efforts.

➤ *STRATEGY # 4: UNDERSTANDING THE LABOR DEMANDS OF HIGH-GROWTH INDUSTRIES AND OCCUPATIONS*

Training services are designed to close the skill gap between the workplace skills an individual possesses and those necessary to secure employment opportunities available in local industries. Close coordination between economic development and workforce development will assist in identifying the skillsets necessary to earn industry-recognized credentials. Facilitating alignment with training providers will allow the overarching workforce system to focus on communicating the training programs necessary to keep the talent pipeline open and flowing with qualified candidates.

As stated in Training and Employment Notice 17-15, WIOA codifies the essential elements of career pathways into law. The term "career pathway" means a combination of rigorous and high-quality education, training, and other services that:

➢ Aligns with the skill needs of industries in the economy of the state or regional economy involved
➢ Prepares an individual to be successful in any of a full range of secondary or postsecondary education options, including apprenticeships
➢ Includes counseling to support an individual in achieving the individual's education and career goals
➢ Includes, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster
➢ Organizes education, training, and other services to meet the particular needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable
➢ Enables an individual to attain a secondary school diploma or its recognized equivalent, and at least one recognized postsecondary credential
➢ Helps an individual enter or advance within a specific occupation or occupational cluster.

ARIZONA@WORK Pinal County Career Planners, with guidance provided by the Pinal County Workforce Development Board's Goal Group 1, will use the U.S. Department of Labor – sponsored "Career Pathways Toolkit: A Guide for System Development" as the basis for Career pathways strategic planning. The Toolkit features "Six Key Elements of Career Pathways" as the basis for career and training planning. The components under each element are not sequential and may occur in any order. Likewise, multiple partners can engage in the components simultaneously to carry out the mission of the career pathways system. The six elements are:

1. Build cross-agency partnerships and clarify roles
2. Identify industry sectors and engage employers
3. Design education and training programs
4. Identify funding needs and sources
5. Align policies and programs
6. Measure system change and performance

The Toolkit outlines key components in support of the elements that are consistent with the focus of this plan, and which are predicated on the following:

- ➢ Understand Each Other's Programs
    - • Understand each other's specific goals, resources, and program performance measures and requirements.
    - • Conduct a service/resource mapping session. Many of the participating organizations and agencies are trying to achieve similar objectives, such as strengthening the local economy; however, they measure their progress in different ways. By understanding the core elements of each partner's work, the leadership team can develop a systemic framework that can complement everyone's goals.
- ➢ Understand Career Pathways
    - • Make sure all partners understand the big picture of developing a career pathways system. Partners adopt a shared definition of career pathways and key related concepts to embed them into their own strategic plans/goals/strategies and into new and existing policies to support career pathways.
- ➢ Focus on Mission
    - • Reflect the mission in all career pathways materials and constantly remind partners that the success of the career pathways system depends on the participant outcomes and how well they align with employer demands.
- ➢ Communicate Expectations
    - • Clearly communicate expectations of each of the participating partners while also acknowledging the value of their contribution to the overall effort. Partners need to realize the importance and impact of their contributions.
- ➢ Use Performance Data
    - • Use performance data to demonstrate progress and impact. This will also support partner buy-in and reinforce continued engagement over time. When the team regularly reviews data and compares itself to benchmarks, partners can make course corrections and are clear that their contributions are adding value.

Each staff member of the ARIZONA@WORK Pinal County system will be expected to apply the career pathways strategies. Core partner staff will engage in intensive training so they are aware of the current employment opportunities in the county and the pathways to employment within those industries, including what is defined as "non-traditional" employment opportunities. They will be able to clearly communicate to job seekers these opportunities and refer them to the services that will be able to create a pathway plan (i.e., Career Plan/Individual Employment Plan/Individual Service Strategy) to outline the roadmap to economic independence.

Close coordination between economic development and workforce development will assist in identifying the skillsets necessary to earn industry-recognized credentials.

Aligning with local business attraction and retention efforts, ARIZONA@WORK Pinal County will focus its energies in educating participants on the employment opportunities that are available within identified in-demand industries, as well as prepare for forecasted targeted industries/occupations. It will be critical to have training programs on the ETPL that sync with these industries and their associated occupations.

Engaging training providers to align with economic development efforts will lead to the creation of a talent pipeline. The timing of training program availability and the length of such programs must be

developed with employer input; through this input, ARIZONA@WORK Pinal County will be able to produce a ready and able workforce to meet the employer's needs exactly when needed and not produce a workforce that is developed too late or too early to meet the real-time need of business.

Training services will be offered to all eligible participants. The menu of training services offered include:

➢ Occupational Skills Training funded through individual training accounts (ITA's) and listed on the Eligible Training Provider List
➢ On-the-Job Training (OJT)
➢ Programs that combine workplace training with related instructions
➢ Skill upgrading and retraining
➢ Adult education and literacy activities when integrated with other training services
➢ Customized training
➢ Incumbent Worker Training
➢ Registered apprenticeship programs

All adults and dislocated workers who receive Title IB staff assisted services will be enrolled into the program and registered in the Arizona Job Connection (AJC) prior to receiving services.

Through the ARIZONA@WORK Pinal County system, adults and dislocated workers in need of training will be provided an Individual Training Account (ITA) and access to lists of eligible providers of training. Individual Training Accounts allow customers to make an informed choice when selecting a training provider, based on the specific information shared by each provider. Each ARIZONA@WORK Pinal County Job Center location must make the State List of Eligible Training Providers through the Arizona Job Connection website available to customers.

Determining the best mix of training services will be unique to each individual's needs. In order to determine the need for training services for qualified individuals, the Career Planners will conduct an interview to determine the career aspirations and match those against assessment results. The conversation with the Career Planner is critical in that it creates the major segment of the blueprint for success of the individual as part of the career plan. The discussion will include an evaluation as to how, through the career services, the individual is unlikely or unable to obtain or retain employment, that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment.

Based on information gathered from this interview and evaluation, the Career Planner will make a determination as to the need for training services in order to position the individual to obtain or retain employment. The determination will include an assessment of the skills and qualifications the individual possesses to successfully participate in the selected training program. This assessment will be documented on the Training Services Eligibility Justification Checklist.

Training will be provided to Career Planners to ensure they are comfortable in navigating what can be a delicate conversation; depending on an individual's career aspirations, training may be denied if it does not meet stated criteria. Identifying in-demand occupations, in which employment opportunities exist or are projected to exist at the time training is completed in contrast to a participant's interest in occupations that show no near-term promise of employment in Pinal County, will be factors in considering the approval of an ITA.

Consultations with a Career Planner will be documented in the participant's file and include at a minimum an evaluation of the following:

➢ Participant's assessment results to determine if his/ her skills are sufficient to meet the skills needed to successfully complete a selected training program;
➢ Program prerequisites;
➢ Availability of training funds;
➢ Cost of the training program;
➢ Comparison of training programs
➢ Availability of jobs in the local job market and the minimum entry wage for related occupations. Jobs must be in in-demand occupations or industries in the local area.

Funding for training is limited to participants who are unable to obtain grant assistance from other sources or who require assistance beyond what is available from other sources. The Adult, Dislocated Worker and Youth Program participants who have been identified as candidates to receive training services are required to apply for a Pell Grant to pay for tuition, and to submit the Pell Grant award or denial letter for each semester they attend approved training. An individual may enroll in training while his or her Pell Grant application is being processed.

The Youth Program will also provide the occupational skills training using ITAs and training programs listed on the ETPL. Other ARIZONA@WORK Pinal County partners, such as PPEP, will provide funding for training as well. Career planners generally determine the extent of other training resources used in order to ensure WIOA funds are expended for the best possible training outcome. Central Arizona Valley Institute of Technology (CAVIT), a joint vocational school district that serves several high schools in Pinal County, will provide vocational training for youth, regardless of whether they are currently enrolled in high school, as well as service learning opportunities for ARIZONA@WORK Pinal County Youth participants enrolled in CAVIT programming.

Communication with other ARIZONA@WORK Pinal County partner programs will identify whether participants are co-enrolled in any other programs. For those participants who are co-enrolled in various workforce system programs, the cost of training will be leveraged and coordinated to maximize the resources available to ensure successful completion of the targeted training.

To ensure that program training funds are awarded only when no other sources of funding are available or the amount available is insufficient in covering the participant's training costs, Career Planners will assist participants in researching and determining alternative sources of funding that may be available, which may include:

➢ State-funded training funds
➢ Trade Adjustment Assistance (TAA)
➢ Rehabilitation Act funds
➢ Temporary Assistance for Needy Families
➢ Federal Pell Grant funds
➢ Other federal grant funds

In making the determination that Adult, Dislocated Worker or Youth Program funds are required, the full cost of training, including the cost of supportive services and other appropriate costs, will be taken into consideration to ensure the training is completed successfully.

ARIZONA@WORK Pinal County does not contract for training services. Once a training program has been identified on the Eligible Training Provider List (ETPL), the Adult and Dislocated Worker participants and Youth selecting to participate in Occupational Skills Training, will create an Individual Training Account (ITA) Plan. At a minimum, the plan associated with the ITA will contain the following components:

> - Total cost of the training program including tuition, supplies, books, and any fees
> - Dollar amount of additional sources of training funds, including funds from other job training programs and grants to be applied to the training cost
> - Pell Grant eligibility and the award amount that will be applied to the training cost
> - Duration of the ITA Plan
> - Signatures from the career planner and participant
> 1. Assessments (i.e., IEP) to document the participant's ability to complete the training
> 2. Labor market information relevant to the training to document the reasonable expectation of high-pay/high-demand employment upon completion of training

ITAs allow customers to choose their preferred training provider-based on their training goals. The ITA will be utilized for all training options that are listed on the ETPL, specifically in-demand occupations as defined by the PCWDB. Customers will have access to the ETPL through the Arizona Job Connection website.

A cap of $6,000 per participant per program year for ITAs has been established. Based upon the levels of funding allocations, the PCWDB in consultation with the contracted provider of Adult and Dislocated Worker Program services, will evaluate the established limits on ITA's and determine if adjustments must be made to the per participant dollar amount and/or durations of training.

In addition to the ITA, supportive services will be offered and provided to the participants to assist in addressing barriers that may inhibit success in participating in the training program. Administrative management must approve the request for funding training assistance. Training services will be directly linked to in-demand occupations in the local area, or in another area to which the adult or dislocated worker receiving such services is willing to relocate.

Approval of all ITAs issued for training must be documented in the participant's case file providing evidence based on real-time labor market information for identifying in-demand occupations. Sources used to validate growth industries and occupations will be projections identified earlier in this plan as well as those provided by the Arizona Office of Economic Opportunity. Targeted and in-demand industries and occupations may change based on economic development activity. Identification of these industries and associated occupations will be monitored regularly by program staff to ensure training is aligned with the needs of the local business community.

If the participant meets the criteria for training services, the request will be submitted to the Adult and Dislocated Worker service provider Program Director or Youth service provider Program Director. If the criteria is not met, the training will be denied and subject to revision and appeal.

Dislocated Worker, Adult, and Youth programs' participants will receive, and sign, an acknowledgement of understanding of the ARIZONA@WORK Pinal County complaint procedure during the program enrollment process. The "Alleged Violation of The Requirements of Title I of the Workforce Innovation and Opportunity Act" complaint procedures are also posted at http://www.arizonaatwork.com/pinal-county/plans-policies-lawsfederal-regulations.

➢ ELIGIBLE TRAINING PROVIDER LIST

All training providers who wish to offer programs with ARIZONA@WORK Pinal County and be able to receive funding via an ITA must be approved and posted on the Eligible Training Provider List (ETPL). Providers must register online at www.azjobconnection.gov (AJC) and have a Federal Employer Identification Number (FEIN). All programs offered by each training provider must be approved by the PCWDB.

The PCWDB has designated the ARIZONA@WORK Pinal County Compliance and Monitoring Specialist to be responsible for the approval of providers and programs on the ETPL. The Director or designated staff is responsible for the following:

➢ Ensuring distribution and appropriate use of the ETPL through the ARIZONA@WORK Pinal County system
➢ Assisting in determining the initial eligibility of training providers
➢ Coordinating with ADES to ensure that approved training provider programs are placed on the statewide ETPL in a timely manner
➢ Monitoring training providers for compliance and performance
➢ Reviewing training programs for initial eligibility
➢ Collecting performance and cost information and any other required information related to programs from training providers
➢ Executing procedures prescribed by DES to assist in determining the continued eligibility of all training programs
➢ Evaluating performance data of all training providers during the continued eligibility review to verify that the training programs meet minimum performance standards
➢ Consulting with the State ETPL Coordinator in cases where termination of an eligible provider is considered
➢ Ensuring removal of training programs that are found to not meet ETPL requirements and performance levels and/or are out of compliance with provisions of the WIOA
➢ Notifying training providers and the State ETPL Coordinator of denial of programs at the local level
➢ Working with ADES to ensure there are a sufficient number and types of training services, including eligible training providers with expertise in assisting individuals with disabilities and eligible providers with expertise in assisting adults in need of adult education and literacy activities serving the local area
➢ Giving training providers an opportunity to appeal a denial or termination of eligibility of programs that includes an opportunity for a hearing at the local level, a timely decision, and a right to appeal to ADES

Programs are approved for the ETPL through a Consent Agenda at each PCWDB meeting. A summary report of those programs that have been approved, denied and removed from the ETPL will also be provided. Approval of programs is contingent on a number of factors. Consideration is given in relation to the cost of the program including:

1) Cost comparison to other similar programs;
2) Determining if the program is related to an in-demand occupation or sector and is in line with a career pathway;
3) Verification of the information provided on the training program credential checklist and determination if the program results in a recognized credential;
4) Verification of minimum wage information as well as verification that all of the program information is complete in AJC; and
5) Identification of any corrections needing to be made by the training provider prior to approval.

Determination will be made utilizing the "Training Program Credential Checklist" – ensuring that all criteria meet the local and state standards for inclusion on the ETPL. Recommendations for approval of initial eligibility of providers will be forwarded to the PCWDB for final approval as described above.

Pinal County adheres to state policies in determining the subsequent eligibility of all providers. Local policy will reflect the requirement of collecting and analyzing performance data for subsequent program approval. This evaluation will assist in determining if the program meets state standards, and verifying if the related occupation is still in-demand in the local area; if it is determined that the occupation no longer meets ETPL requirements, a recommendation for removal of the program/provider will be forwarded to the State ETPL Coordinator. Local ETPL policy will be revised to reflect alignment with State ETPL policy when appropriate. An appeal process will be outlined to coincide with the requirements and timeframes outlined in the State policy.

A challenge faced by Pinal County is the lack of formal training providers other than Central Arizona College (CAC). The PCWDB understands the need to develop strong ties with CAC and other providers, including technical schools, in order to ensure that local educational and training programs can be accessed and utilized in order to meet the needs of employers in the area, leading to the successful delivery of a trained workforce supporting local business development.

➤ **SUPPORT SERVICES**
Effective career management will play a significant role in the provision of comprehensive career planning, follow-up and supportive services. Through interaction with the participant, the Career Planner will identify issues and challenges that may impede progress and success; challenges may include personal crises, basic needs (e.g. food, clothing, shelter,) legal issues, childcare, etc. Participants will be linked with appropriate professionals and/or supporting resources specific to individual needs.

Staff will be responsible for documenting the delivery of services, progress toward goals, and goal attainment, through IEP/ISS development and revision, as well as case notes. Career Planners provide customers access to both preliminary and in-depth assessment tools in addition to those offered as part of the welcome function. These more in-depth tools will provide jobseekers with a greater awareness of their basic aptitudes (e.g. TABE for math, English, and reading level determinations), as well as occupational skills and work interests. Additionally, this service level focuses on identifying individual barriers that

may affect a customer's ability to seek self-sufficient employment or complete training leading to self-sufficiency.

One-on-one reviews of the assessment results will determine the best career pathway an individual may choose to follow. Once agreed, the Career Planner and jobseeker will work together to compose an Individual Employment Plan (IEP) which will serve as the roadmap. Basic education needs such as High School Equivalency, English as a Second Language (ESL) classes, basic computer skills classes, and advanced job search techniques may be offered, along with supportive services/referrals including transportation (through the use of gas cards and/or reimbursement), food, and housing assistance, in order to address possible barriers to employment that will allow jobseekers to fully focus on enhancing their employability skill levels. Supportive services are also available to youth that provide assistance for needs to help them be successful in completing their educational program and obtaining employment.

GOAL 4: PROVIDE AN EFFICIENT, ACCOUNTABLE WORKFORCE SYSTEM
Accelerate measurable impact and performance for less cost (county service delivery)

Transparency

Efficiency   Accountability
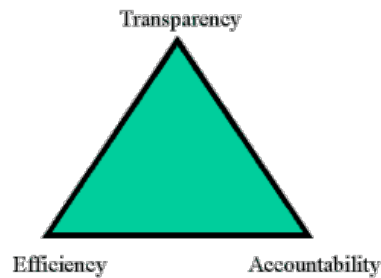
➢ *STRATEGY 1: DEVELOP A JOB-DRIVEN PUBLIC WORKFORCE DEVELOPMENT SYSTEM IN PINAL COUNTY*

Each local area was required to choose at least three descriptive measures that need improvement and create proposed goals and a plan for improvement for each measure. Progress in completing these improvement plans will be incorporated into the next ARIZONA@WORK Business and Career Center certification for the local areas. In response to this requirement, the PCWDB selected the following:

- Extensive Knowledge of Local Economy
- Business Engagement
- Highly Integrated Service Delivery System

As a part of the PCWDB's 2020 strategic planning initiative, plans for improvement in these three areas will be developed.

The PCWDB will dedicate its efforts toward cross-program strategies that focus on partnerships including not only employers and workforce system partners, but also partners tied to economic development, education, business groups and associations, as well as community service organizations that play an integral role in cross-program processes. The rudiments of such partnerships – asset mapping across all entities – have yet to take shape with any consistency, but must improve, to meet both employer and job-seeker needs in the most efficient, cost-effective ways available throughout the local area.

To fulfill its vision, the Workforce Arizona Council will focus on developing the following characteristics throughout the system, including measuring the degree to which the local and regional workforce areas successfully offer activities that result in the growth of these characteristics:

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Extensive Knowledge of Local Economy	Industry-recognized Credentials	Highly Integrated Service Delivery System	Access to Services
Continuous Evaluation and Improvement of Services	Career Pathways	Use Evidence-based, Best and Promising Practices for Service Delivery	Business Engagement
Sector Partnerships	Work-Based Learning Opportunities	Job Seekers Trained for In-Demand Jobs	Actively Engage Veterans and Other Priority and Special Populations

➢ *STRATEGY 2: SUSTAIN A HIGH-PERFORMING LOCAL WORKFORCE DEVELOPMENT BOARD*

The PCWDB was recertified by the Workforce Arizona Council in December 2019.

Pinal County Workforce Development Board

Category	#
A - Majority Local Business Representatives (>50%)	10
B - Local Workforce - Labor and apprenticeship required; CBOs and other youth-related organizations optional (20% of full board min)	4
C - Education and Training - Title II and higher education required. Local education and CBOs helping individuals with barriers (optional)	2
D - Government, Economic, and Community Development - Eco/Dev, Wagner-Peyser (Employment Service), and Vocational Rehabilitation required; philanthropic and other representatives are optional	3

In February 2020, the PCWDB procured a vendor to assist in the establishment of a new foundation for the strategic direction of workforce development in Pinal County. This effort resulted in the development of a strategic plan based on the six purposes of WIOA and the following goals, mission and vision:

- **Mission:** *The mission of the Pinal County Workforce Development Board is to fulfill the Six Purposes of WIOA.*

- **Vision for Workforce Development in Pinal County:** *Pinal County: A vibrant, affordable community, home to a skilled, diverse workforce; providing innovative opportunities for job seekers, employers, and employees to learn, grow, and prosper.*

The three goals of the PCWDB:

Goal 1: *Enhance the talent pipeline of work-ready individuals and connect that diverse workforce with high quality, sustainable jobs.*

Goal 2: *Establish the Pinal County Workforce Development Board as the central convener facilitating all workforce activities in the region, rural and non-rural.*

Goal 3: *Create aligned and innovative methods of service delivery that demonstrate relevance and responsiveness in a changing economy.*

This plan will inform the PCWDB on how best to approach its legislated roles and responsibilities with the goal of a highly efficient and accountable workforce system serving to the benefit of Pinal County's businesses and jobseekers. The PCWDB's strategic plan will ultimately inform the contents of the ARIZONA@WORK Pinal County Workforce Development Plan.

The Workforce Arizona Council (Council) "Certification of the ARIZONA@WORK Job Centers Policy" issued in August 2017 outlined the Council's vision of a job-driven public workforce development system in Arizona that focuses equally on the employment needs of job seekers and employers' needs for skilled labor with industry-recognized credentials to meet their current and future demand for labor.

To fulfill its vision, the Council outlined a focus on developing the following characteristics throughout the system, including measuring the degree to which the local and regional workforce areas successfully offer activities that result in the growth of these characteristics:

1. Extensive Knowledge of Local Economy;
2. Business Engagement;
3. Sector Partnerships;
4. Work-Based Learning Opportunities;
5. Job Seekers Trained for In-Demand Jobs;
6. Industry-recognized Credentials;
7. Career Pathways;
8. Access to Services;
9. Active Engagement of Veterans and Other Priority and Special Populations;
10. Highly Integrated Service Delivery System;
11. Continuous Evaluation and Improvement of Services; and
12. Use of Evidence-based, Best and Promising Practices for Service Delivery.

Per the policy, local boards must choose at least three descriptive measures that need improvement and create proposed goals and a plan for improvement for each measure, with progress in completing these improvement plans incorporated into the next ARIZONA@WORK Job Center certification for the local area. In response to this, the PCWDB selected the following three measures on which to focus:

➢ Extensive Knowledge of Local Economy
➢ Business Engagement; and
➢ Highly Integrated Service Delivery System

An aspect of the strategic planning sessions and associated plan will be the PCWDB taking an inward look at its operations. This will include as assessment of its structure including but not limited to member recruitment, onboarding, and committee composition. The underlying key will be to have a membership that is knowledgeable, informed and engaged.

In addition, the PCWDB will work to forge a cohesive relationship with the Pinal County Board of Supervisors. The Shared Governance Agreement identifies the shared responsibilities both entities agree to, and will be used to guide this relationship in building a strong local workforce system.

The PCWDB will continue to conduct an annual board retreat to remain current on the local plan and the WIOA, provide training for the board members, and develop strategies to unite business, economic and political leaders to shape the direction of workforce investment in Pinal County. PCWDB members will also continue to review board by-laws, as well as explore data and various strategies in an effort to enhance services.

➢ *STRATEGY 3: EFFICIENTLY ALIGN, PRIORITIZE, AND SELECT WORKFORCE DEVELOPMENT SYSTEM PROJECTS*

Pinal County is the youngest workforce development area in the State of Arizona which presents both opportunities and challenges. ARIZONA@WORK Pinal County's workforce development system's maturation process has, and must, continue to include the trial and error of innovative workforce development projects and initiatives that align with the forward thinking strategies outlined by the PCWDB.

As the PCWDB attempts to boldly go where no workforce development system has gone before, the safeguarding of limited resources and disciplined use of evidenced-based decision making practices are paramount in order to maintain system efficiency and mitigate the impact of project and initiative failures. In order to help accomplish this, the PCWDB and its workforce development system service providers shall use a Project Selection Tool such as the one depicted below to guide project selection decision making.

PROJECT SCREENING MATRIX

Criteria	Strategic Fit	Funding Availability	Program/Partner Capacity	Perceived Need	System Readiness	Weighted Total
Weight	**3.0**	**2.5**	**3.0**	**1.0**	**1.5**	
Sample XYZ	2	1	3	3	4	26.5
Project 123	3	3	2	5	1	29
Project Select this one	2	5	2	5	5	37
Project Don't do this	2	2	3	1	2	24
Project ABC	3	5	1	2	1	28

This tool provides a vital evaluative framework upon which successful initiatives can be launched. Specifically, this tool prioritizes projects based on strategic alignment, funding availability, system capacity and readiness, and need.

> ➤ *STRATEGY 4: PRACTICE EVIDENCED-BASED ADVERTISING, OUTREACH, AND STRATEGIC PUBLIC RELATIONS*

In alignment with the goal of providing an efficient, accountable workforce system, the PCWDB will develop a marketing campaign that aligns with strategic goals in order to solidify a presence in Pinal County and close the gap between public awareness and service availability.

When developing this campaign, the PCWDB will consider a dual faced marketing approach where one focus is on board level marketing and the other focus is on service delivery. Board level marketing should be directly related to the advancement of the PCWDB's mission and strengthening its legitimacy as a solution based visionary throughout Pinal County's business and workforce development communities.

PCWDB members must realize their responsibility in facilitating such messaging to achieve and sustain a reputable community standing. Encompassing large rural expanses with an underdeveloped communication infrastructure poses unique challenges to this endeavor but strategic outreach in the community to foster partnerships and strengthen awareness is a critical element to a comprehensive outreach plan.

In order to avoid blending of operational oversight responsibilities and service delivery roles, it is recommended that the service delivery marketing campaign development is included in future iterations

of the ARIZONA@WORK Pinal County service provider contracts, intergovernmental agreements, Memorandum of Understanding, and Infrastructure Funding Agreement. This strategy will adhere to all standards within the ARIZONA@WORK brand guidelines, promote services rather than programs, and give consideration to targeted populations to include individuals with barriers to employment when developing materials and conducting outreach.

PERFORMANCE AND CONTINUOUS IMPROVEMENT

Aligning performance accountability and reporting for WIOA's core programs and additional DOL-administered programs facilitates the alignment of programs and services to support customer-centered service approaches by providing a *system* of programs and services that best fits the customer's needs.

Additionally, the ability to look across program results, and to look at the data beneath those results, can provide useful management information and can serve as a basis to evaluate and assess how programs and services are impacting a variety of customers. Customers will also have information to better inform their choices when selecting training programs. In order for customers to receive seamless services in the ARIZONA@WORK Pinal County system environment, it is imperative that all partner staff in the system understand each other's organization, their services and their goals. ARIZONA@WORK Pinal County core partners will team together to develop a training curriculum that will ensure new employees are on-boarded with an awareness of the common goals and agreed upon strategies to deliver customer centric services.

As depicted in *Figure 4,* all core and required partner staff will complete training in common on-boarding procedures. This training will provide a foundational overview of the public workforce system as a whole, but also specifically the ARIZONA@WORK Pinal County system. This training will clearly delineate the role of each staff member and the role their function plays in the overall success of the customers being served. Specific job requirements will be the responsibility of each program's leadership – but all program training will be offered in the context of the ARIZONA@WORK Pinal County system.

Figure 4
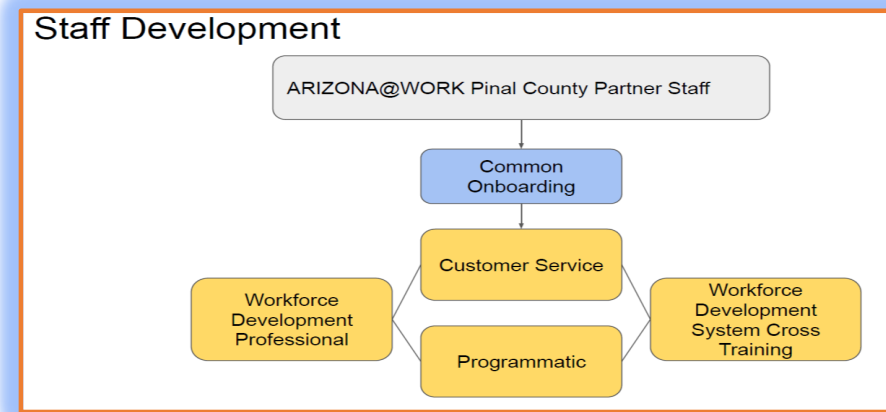
Cross training, including customer service training will be provided to all partners, coordinated by the ARIZONA@WORK Pinal County One-Stop Operator. Training will be conducted quarterly at a minimum at staff meetings and within individual partner programs at regular monthly meetings. Staff will also be completing core competencies training approved by the Workforce Arizona Council.

The WorkforceGPS (https://www.workforcegps.org/) site also provides substantive webinars on customer service and a wealth of other trainings, which can be viewed as individual staff schedules dictate. Since policy updates are very specific to each state, Pinal County will defer to the Workforce Arizona Council to determine what policies to address and when.

The PCWDB understands that as gatekeepers of new guiding principles and processes for the workforce system, members need to be engaged in core competency trainings. Therefore, the PCWDB does foresee accessing these trainings periodically along with all ARIZONA@WORK Pinal County system staff. With new federal regulations under the Workforce Innovation and Opportunity Act, and following state policy, the PCWDB will continue to review best practices from throughout the country to ensure that stakeholders within the ARIZONA@WORK Pinal County system have the best possible information to update programs and processes.

To build upon the vision and mission statements of both the PCWDB and the County, as well as aligning with the priorities outlined by the Governor, the PCWDB will develop a high level "point-in-time" dashboard of selected data points for the local workforce board membership on one page. The data points may be adjusted periodically based on the PCWDB's request to include data points such as:

- Average number of visits per month
- Number of new (first time) visitors
- Number of employers served
- Job seekers served
- Number of referrals between ARIZONA@WORK Pinal County partners
- Pinal County Labor Force
- Pinal County Unemployment Rate
- Pinal County Average Earnings
- WIOA Negotiated Performance Measures (Goals and Actual)
- Number of participants enrolled in the ARIZONA@WORK Pinal County partner programs
- Program Year Expenditure Rates for the Adult, Dislocated Worker and Youth Programs

It will be critical that the Board also include non-core required partner outcomes as well when assessing the overall workforce system. For instance - the core and required partners will collaborate with PCWDB input to develop a customer survey to capture both employer and job-seeker impressions on service delivery. This will enable the workforce system to continually measure its progress in meeting customer expectations.

Tracking of program data and analyzing it serves as the cornerstone for an evidence-based, designed system of service delivery at several levels:

- Pinal County Board of Supervisors (Chief Elected Officials): As the body ultimately responsible for the expenditure of the WIOA Title I funding allocated to Pinal County, performance data will be made available to the Board of Supervisors on a regular basis and upon request. This data will help in the evaluation of service providers who the County contracts with to provide WIOA services. Performance goals negotiations will take into account the economic climate of the County and incorporate the strategic economic and workforce development direction the Board of Supervisors set.

- Pinal County Workforce Development Board: Programmatic and fiscal performance data will be presented to the PCWDB as part of a standing agenda item at each full board meeting. By presenting this data to the Board, program and fiscal staff will have the opportunity to share best practices as well as strategies focused on continually improving performance. The Board will also work with program staff to evaluate trend data and strategize on annual performance negotiations with the State.

- ARIZONA@WORK Pinal County Partner Staff: Core negotiated program performance metrics are what the County will be held accountable to from a WIOA perspective. Additional metrics will be developed by the PCWDB in an attempt to provide "real-time" data as opposed to the time-lagged federal performance measures. It will be critical for partner staff to be aware of the contribution each makes to the health of the workforce delivery system regardless of which set of metrics is being tracked. Tracking of data allows program planning to be based on facts, and allows for capturing trends –both positive and negative. Positive trending of performance allows for validation of agreed upon processes while the early detection of negative performance trends

will allow ARIZONA@WORK Pinal County to address and correct processes that do not benefit the customers and programs.

Beyond the core programs performance, the underlying fact is that the ARIZONA@WORK Pinal County system is comprised of a number of required WIOA partner programs, as well as partners who are not "required". The PCWDB will develop metrics to measure the effectiveness of the entire workforce system, allowing the evaluation and adjustment of strategies to keep pace with an ever changing economic and workforce development environment.

The PCWDB works closely with the Board's Executive Committee, the Economic and Workforce Development Department, and city and town economic development managers to assess current local and regional economic conditions. Other areas assessed will include previous performance outcomes, future projections for business expansions and job growth, plans for workforce system capacity building, and other factors that may impact performance levels to establish Pinal County parameters as a prelude to performance negotiations.

Federal performance measures for the Adult, Dislocated Worker and Youth Programs will be negotiated with the Arizona Department of Economic Security and be facilitated through the PCWDB. PCWDB staff will gather and analyze labor market information in anticipation of proposing levels of performance targets (*See Appendix I*).

Negotiated indicators of performance for to meet federal requirements are summarized below.

PROGRAM	PRIMARY INDICATORS OF PERFORMANCE
• **Adult** and **Dislocated Worker Programs** authorized under chapter 3 of subtitle B; • **Adult Education and Literacy Activities** authorized under title II; • **Employment Service Program** authorized under sections 1 through 13 of the Wagner-Peyser Act (29 U.S.C. 49 et seq.) (except that sub clauses (IV) and (V) shall not apply to such program); and • **The program authorized under title I of the Rehabilitation Act of 1973** (29 U.S.C. 720 et seq.), other than section 112 or part C of that title (29 U.S.C. 732, 741) *NOTE: Primary Indicators of Performance marked with an asterisk (*) to the right also apply to the Youth Program (see below)*	i. The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program; ii. The percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program; iii. *The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program; iv. *The percentage of program participants who obtain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent (subject to clause (iii)), during participation in or within 1 year after exit from the program; v. *The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment
Youth Program authorized under chapter 2 of subtitle B	i. The percentage of program participants who are in education or training activities, or in unsubsidized employment, during the second quarter after exit from the program; ii. The percentage of program participants who are in education or training activities, or in unsubsidized employment, during the fourth quarter after exit from the program; and iii. The primary indicators of performance described in sub clauses (III) through (VI) of subparagraph (A)(i) *(See above)*

As of the submission of this plan, PY2022-2023 levels of performance have yet to be negotiated.

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The indicator for "Services to Employers" has been an effort facilitated by the Workforce Arizona Council. Although in the pilot stage, initial measures to be tracked at the state level only are outlined in below:

Federal (WIOA) Employer Measure	Methodology
Retention Rate	Percentage of participants who exit and are employed with the same employer/business in the 2nd and 4th quarters after exit
Employer Penetration Rate	Percentage of employers using services out of all employers in the state
Arizona State Employer Measures	Methodology
Connecting with Employers:	Aggregated by the following 6 data points: • Consultations / Visits • Job Orders entered and reviewed • Worksite tours/visits (in-person and virtual) • Talent matching (Advanced Search) • Recruiting events (hiring, job fair, resource, etc) • Pre-employment screening/testing • Purpose: Increase services to employers
Individual Participant Learning Completions:	Aggregated from WIOA funded worked-based learning: • Incumbent Worker Training (IWT), • On the Job Training (OJT), • Registered Apprenticeship (excludes IRAPS), • Work Experience (WEX), • Internships, and • Customized Training
Employers Utilizing Work-Based Learning	Individual businesses utilizing one or more work-based learning: • Incumbent Worker Training (IWT), • On the Job Training (OJT), • Registered Apprenticeship (excludes IRAPS), • Work Experience (WEX), • Internships, and • Customized Training

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In order to break out of the historically siloed approach of measuring local area performance based solely on Adult, Dislocated Worker and Youth Program outcomes, ARIZONA@WORK Pinal County seeks to approach performance from a holistic perspective. Although levels of performance are negotiated at the local level for the Adult, Dislocated Worker and Youth Programs, ARIZONA@WORK Pinal County will be pursing discussions with core partners at the state level to determine how best to measure the health and success of all workforce activities based on Pinal County-specific metrics much like the Adult, Dislocated Worker and Youth Programs are held to.

This approach will be consistent with WIOA regulations found at 20 CFR (Code of Federal Regulations) § 463.205 *(What performance indicators apply to local areas and what information must be included in local area performance reports?)* which states that each local area in a State under WIOA Title I is subject to the same primary indicators of performance for the core programs for WIOA title I under § 463.155(a)(1) and (c) that apply to the State.

Each core partner will be asked to identify performance targets based on its federal agency's requirements and calculate the Pinal County rate for each of the targets. It is anticipated that a transition period will be required, as certain core partners such as Adult Education and Vocational Rehabilitation have not previously shared common measures with Title I and Title III programs. However, initial steps to develop a common, comprehensive core partner performance report will be pursued based on targeted outcomes reflecting activity in Pinal County.

Both Equus Workforce Solutions and CAC will submit Monthly Expenditure and Cash Draw Reports to the Pinal County WIOA Financial Manager. These reports will track the expenditures of the Adult, Dislocated Worker and Youth funds allocated to each contracted provider. The Financial Manager will work closely with each contractor to ensure expenditure rates are consistent with the respective grant timelines and that expenditures are all allowable costs. The Financial Manager will continue to provide the PCWDB with a financial report during regularly scheduled meetings.

ARIZONA@WORK Pinal County core programs expect to be monitored by their respective State agencies on an annual basis. PCWDB staff will monitor contracted providers, Equus Workforce Solutions, CAC and CPLC (the one-stop operator) during each program year. The Pinal County Economic and Workforce Development Department hired a Compliance/Monitoring Specialist to ensure that all board issues policies and required monitoring of the contracted providers is completed.

A "desk review" will consist of verifying data that has been entered in the Arizona Job-Connection (AJC) by both the client/participant and the Career Planner assigned to the participant for the Adult, Dislocated Worker and Youth Programs. All required documents will be uploaded into the AJC System. Monitoring and data validation reviews will occur on a monthly basis. Programmatic monitoring and data validation aim to determine the rate of accuracy of system staff's compliance with local, state, and federal rules, regulations, policies, procedures, and documented practices.

As part of the negotiated Memorandum of Understanding to be signed by all core programs and other required program partners, metrics will be developed to measure the effectiveness of the entire ARIZONA@WORK System and will be vetted by the PCWDB. Measures for consideration include:

Customer Perspective	Internal Perspective
• Number of Clients Served by the ARIZONA@WORK Pinal County system • Training Related Employment • Job Placements to Job Seekers • Average wage at placement	• Number of website inquiries • Number of clients referred to employers • Customer Satisfaction Survey • Employer Satisfaction Survey
Financial Perspective	Growth and Learning Perspective
• Training Dollars per program • Training Dollars per participant • Average Cost per participant in Job Search • Average Cost per participant in Training	• Number of Staff cross-trained • ARIZONA@WORK Pinal County Partner Staff completing Core Competencies Certification • Number of PCWDB members completing refresher training

CONTINUOUS IMPROVEMENT OF ELIGIBLE PROVIDERS OF TRAINING SERVICES

Creation of a qualified workforce to meet the strategic goals of the county and the business community is of the utmost priority if Pinal County is to succeed in meeting its strategic goals. The provision of viable training programs must be made available to the job seekers and program participants who are the commodity most in need to be molded into qualified candidates for the employment opportunities that will be made available in in-demand occupations and targeted industries being developed through economic development activities. Designated staff will be responsible for review of the requests from training providers to be approved for inclusion on the Arizona ETPL. Upon review of the submitted requests, staff will make the determination, based on required criteria whether to certify the programs.

The PCWDB has designated program staff to maintain the ETPL. All training programs that operate within Pinal County and request inclusion on the ETPL, will be reviewed for compliance before being added to the ETPL. Once approved, the training providers will be placed on the PCWDB consent agenda at the regularly scheduled PCWDB meeting.

In general, providers seeking approval to offer training on the ETPL must meet the following qualifying criteria per the Arizona State WIOA Policy and Procedure Manual[13]:

1. An institution of higher learning that provides a program leading to a recognized postsecondary credential;
2. Entities that provide registered apprenticeship programs;
3. Other public and private providers of training programs, including joint labor-management organizations and providers of adult education and literacy activities when such activities are provided in combination with occupational skills training

Private post-secondary institutions and training providers must be licensed by the appropriate Arizona or federal licensing authority, as required by Arizona and Federal law. Private post-secondary providers must be licensed by the Arizona State Board of Private Postsecondary Education

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[13] https://des.az.gov/sites/default/files/media/etpl_policy_final10_3_16.pdf

(http://azppse.state.az.us/). For training providers of adult education and literacy activities that are provided in combination with occupational skills training, the provider of the adult education instruction must be listed on the Arizona Department of Education's list of Adult Basic Education (ABE) (Basic Reading, Writing, and Mathematics Skills) and High School Equivalency exam preparation classes. Adult Education instruction must be a State funded Title II provider of Adult Education. Apprenticeships are not licensed but must be registered with the Arizona Office of Apprenticeship.

Key to being approved for listing, as a training provider on the ETPL, will be the provider's ability to meet the following provisions within their training programs in order to meet the needs of local employers and serve individuals with barriers to employment:

1. Training programs must target skill preparation for occupations in-demand primarily in Pinal County and secondly in the state;
2. In-demand will be defined by the market analysis included in this plan as well as periodic updates to a developing economic landscape;
3. Training programs must align with industry sector strategies and career pathways; and
4. Training programs provide job driven training that leads to recognized postsecondary credentials.

Moreover, all ETPL training providers as recipients of WIOA Title IB Funds must comply with the following laws:

➢ Regulations under WIOA Section 188;
➢ 29 CFR 37, Title VI of the Civil Rights Act of 1964;
➢ Age Discrimination Act of 1998;
➢ Sections 504 and 508 of the Rehabilitation Act of 1973;
➢ Title IX of the Education Amendments of 1972;
➢ Title II Subpart A of the American with Disabilities Act of 1990; and
➢ The Genetic Information Nondiscrimination Act of 2008

Training providers that have been debarred by any state or the federal government will not be eligible to be included on the ETPL during the debarment period. A program summary will include programs that do not qualify or are removed from the ETPL and will be placed on the consent agenda. Programs that do not meet stated performance metrics dictated by both the State and local workforce board will be removed from the list. A quarterly ETPL status report, which will include performance data on each of the programs, will be provided to the PCWDB when performance data is available.

COMPLIANCE WITH WIOA SECTION 188

ARIZONA@WORK Pinal County will fully comply with Section 188 of the WIOA, the Americans with Disability Act, Section 504 of the Rehabilitation Act of 1973 (amended); the Age Discrimination Act of 1975; Title IX of the Education Act of 1972; and 29 CFR Part 38. This degree of compliance applies to all recipients, programs or activities that are offered through the ARIZONA@WORK Pinal County system and offered through the designated comprehensive center as well as access point locations. Beyond the essential compliance efforts stated above, ARIZONA@WORK Pinal County has developed the following operational "equal rights" system:

Designation of Local Level Equal Opportunity (EO) Officer. The Pinal County Economic and Workforce Development Department's Compliance/Monitoring Specialist currently serves as the designated local Equal Opportunity (EO) Officer. The Local Equal Opportunity Officer's name is posted on the "Equal Opportunity is the Law" posters at the ARIZONA@WORK Pinal County Business and Career Center and will be posted at other service delivery sites as they are identified. "Equal Opportunity is the Law" posters are also posted online on the ARIZONA@WORK Pinal County webpage. EO and Complaint training in the comprehensive center will be conducted annually with all WIOA program staff who work in the comprehensive center as well as those who represent a core program and work at one of the affiliate sites or are stationed at an access point. (For designated Local, State and Federal EO Officers see *Exhibit 7)*

The EO Officer will be responsible for ensuring EO and nondiscrimination in the administration and in the operation of programs, activities, and services within the ARIZONA@WORK Pinal County service delivery system which includes:

- Coordinate EO training (to include disability awareness and the use of accessibility; equipment utilized in Job Centers) twice per year at minimum for ARIZONA@WORK Job Center staff;
- Maintain Equal Employment Opportunity (EEO) compliance in the provision of and access to services;
- In coordination with the One stop Operator, ensuring that ARIZONA@WORK Pinal County Business and Career Center and affiliate sites are in compliance with all applicable Americans with Disabilities Act (ADA) guidelines and is easily accessible to individuals with disabilities;
- Process and investigate discrimination complaints as necessary;
- Provide reports of all EO matters to the Compliance/Monitoring Specialist;
- Ensure that brochures, pamphlets, flyers, and other publications and materials, provided in written or oral form, electronic or hard copy formats, which describe any WIOA Title I funded program or activity to customers, staff or general public include the EO Tagline – "Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities" ;
- Ensure reasonable efforts are made to provide language services, interpretation or translation, free of charge, for Limited English Proficiency (LEP) individuals;
- Ensure that each program or activity, when viewed in its entirety, is operated in a manner that makes it accessible to qualified individuals with a disability. At the request of an individual, this may include making a program available at an alternative accessible facility. Program accessibility also requires the provision of auxiliary aids or services, such as qualified interpreters on site or through video remote interpreting services, exchange of written notes, voice, text, and audio-based telecommunications products and systems, videotext displays, telephone handset amplifiers, assistive listening systems, or other effective aids for individuals with hearing impairments, braille materials and displays, large print materials, accessible electronic and information technology or other effective aids;
- Notify the State WIOA EO Officer and the Pinal County Workforce Development Director as necessary of any administrative enforcement actions or lawsuits filed alleging discrimination on the grounds of race, color, religion, sex, national origin, age, disability, political affiliation , or belief and, for beneficiaries only, citizenship or participation in WIOA Title I financially assisted programs or activities;

- Maintain competency by attending EO and nondiscrimination training;
- In coordination with contracted providers, ensure that EO assurances are completed for each employer which participates in a WEX or OJT;
- In coordination with contracted providers, ensure EO monitoring reports are completed annually for each WEX or OJT employer;
- Interface with the State WIOA EO Compliance Program Manager, complete required quarterly reports, and coordinate requested state monitoring

Complaint System. A formal complaint system has been established to ensure individuals have access to communicate any alleged non-compliance based on discriminatory actions. In order to ensure that all customers of the ARIZONA@WORK Pinal County are afforded the right to elevate any concerns they have regarding their receipt of services, the Complaints, Grievances and Appeals Policy has been developed to ensure alignment with WIOA Section 188. The policy is meant to address two types of complaints:

1. *Complaints based on discrimination claims.* The nondiscrimination and Equal Opportunity provisions found in Section 188 of the Workforce Innovation and Opportunity Act (WIOA) prohibit discrimination against applicants, beneficiaries and employees based on race, color, national origin, age, disability, sex, religion, and political affiliation or belief, as well as against beneficiaries on the basis of citizenship and participation in WIOA.
2. *(Program/Service Delivery) Complaints based on reasons other than discrimination.* High-level service delivery to customers of ARIZONA@WORK Pinal County is a primary tenant of the workforce system. Any customer has a right to elevate questions or concerns regarding the level of service they received. These include denial of services for reasons other than those based on discrimination claims.

Complaints reflect on the entire system – regardless of origin or program association. In addition to Section 188, efforts have been initiated with ADES to consolidate quarterly reporting of complaints between MSFW/Employment Service and the balance of the Section 188 required partners' reporting. The intent is to capture all complaints within the ARIZONA@WORK Pinal County system to drive shared planning on how best to address incidents that caused a customer to go to the lengths of filing a complaint. All types of complaints are reported to PCWDB staff and tracked on a single tracker. The tracker will be shared with ADES Office of Equal Opportunity to meet reporting requirements.

ARIZONA@WORK Pinal County will operate under the principle that as stewards of the public's trust staff are held to unsurpassed standards of service delivery regardless of an individual's personal circumstances. Under these principles, ARIZONA@WORK Pinal County sites will utilize the following strategies to ensure equal opportunity is provided to all customers in a nondiscriminatory manner:

➢ **Notice to Special Populations.** The ARIZONA@WORK Pinal County Business and Career Center in Casa Grande has a notice and communication system accessible to everyone entering the comprehensive center. "Equal Opportunity is the Law" posters in English and Spanish are posted in the Center as well. "Equal Opportunity is the Law" forms are provided to Adult, Dislocated Worker, and Youth Program enrollees, who must acknowledge receipt of the document. The forms are then placed in participant files. Individuals with limited English

proficiency are informed of their rights utilizing bilingual staff, and other customers are informed of the availability of nondiscrimination policies in service orientation sessions. All promotional material contains the requisite EO tagline "Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities". Individual who self - identify as disabled and request special accommodations are offered services in a manner that will best serve them.

- **Pinal County will utilize the LanguageLine®.** LanguageLine® Phone Interpreting℠ connects with a professional phone interpreter within seconds. Available 24/7/365, and fluent in 240 languages, this service will be used to access interpreters when there is no on-site staff who can provide a personal interpretation to customers who may be Limited English proficient.
- **Universal Access**. ARIZONA@WORK Pinal County provides universal access. Visual representations of such accessibility are displayed throughout the Business and Career Center location. Universal access messaging will also be incorporated on the ARIZONA@WORK Pinal County website.
- **Assistive Technology.** Assistive Technology is available at no charge to all customers entering any ARIZONA@WORK Pinal County Job Center. Leaning on the expertise provided by the Vocational Rehabilitation Program, the One-Stop Operator in conjunction with the local EO Officer, will work to identify a provider organization that can assist with ensuring comprehensive assistive technology equipment in good working order is in every Job Center, develop a plan for maintaining and monitoring that equipment and provide all Job Center staff with an initial training on the proper use of each piece of equipment. The One Stop Operator will work with the trainer to develop a step-by-step training manual that will be provided to each Job Center to ensure continuity of knowledge regarding operation of the assistive technology equipment. A dedicated station in the job center provides access to such technology. Cost allocation of the technology solutions will be included in the ARIZONA@WORK Pinal County MOU/IFA.
- **Compliance with Section 504 and the Rehabilitation Act of 1973, as Amended and 29 CFR Part 38.** The Pinal Workforce Development Area has implemented an equal opportunity and nondiscrimination policy that is compliant with WIOA and 29 CFR Part 38An annual WIOA Equal Opportunity and Non-Discrimination audit will be conducted by the State Equal Opportunity Officer to ensure compliance with Equal Opportunity policies.
- **Data and Information Collection and Maintenance.** The local Equal Opportunity Officer, with the assistance from the ARIZONA@WORK Pinal County staff, collects and maintains Equal Employment Opportunity (EEO) data with regard to system registrants and participants. This information is stored in AZJobConnection electronic workforce system.
- **Monitoring Recipients for Compliance.** Pinal County has two sub-recipients: Equus Workforce Solutions, which administers the Adult Program and Dislocated Worker Program. Central Arizona College, administers the Youth Program. These sub-recipients are monitored for EEO-related compliance once a year. Their staff will be included in the annual EO and Complaint Training.
- **Complaint Processing Procedures**. The Pinal County workforce system developed and implemented complaint and grievance procedures based on the revised policies. Program participants are provided with information about the Pinal Workforce Development Area's complaint and grievance policies upon enrollment and receive a copy of the complaint policy, which they must sign, having acknowledged they have read and understand the information. A

signed acknowledgement of the complaint and grievance procedure policies is placed in each registered participant's file.

- **Review of Assurances, Job Training Plans, Contracts, and Policies and Procedures.** ARIZONA@WORK Pinal County both ensures federal EO compliance with programmatic and architectural accessibility (i.e. reasonable accommodations) for individuals with disabilities ensures compliance with EO policies. Whenever possible and with proper notice (generally 48 hours), the ARIZONA@WORK Pinal County fulfills requested accommodations.

- **Compliance Assurances – Contractors and Service Providers** ARIZONA@WORK Pinal County is committed to making all services, facilities, and information accessible to individuals without regard to race, color, religion, sex, national origin, age, disability, political affiliation, or belief. This applies to all programs, activities, and services provided by or made available to potential employees, volunteers, contractors, service providers, licensees, clients, and potential clients within the ARIZONA@WORK Pinal County system. To reinforce this commitment, all contractors and service providers are required to provide written assurance in their agreements, grants, and contracts that they are committed to and will comply with related laws and regulations as mentioned previously in this section.

ARIZONA@WORK Pinal County has established a comprehensive communication system, both written and electronic, that is accessible to all registrants, applicants, eligible applicants/registrants, applicants for employment, employees and interested members of the public. The system makes them aware of the local area's obligation to operate its programs and activities in a nondiscriminatory manner, and the extent of the rights of members of these groups to file complaints of discrimination.

- ### EQUAL OPPORTUNITY AND COMPLAINT, GRIEVANCES AND APPEALS POLICIES
The Equal Opportunity and Complaint policies are posted on the ARIZONA@WORK Pinal County website (https://arizonaatwork.com/pinal-county/plans-policies-lawsfederal-regulations) along with all other programmatic policies. The EO and Complaint, Grievances and Appeals policies were developed following the same formulas as all other programmatic policies, which consists of an initial draft being developed and then issued for public comment for 10 days via a posting on the ARIZONA@WORK Pinal County website. All ARIZONA@WORK Pinal County policies are posted on the ARIZONA@WORK Pinal County website.

EXHIBITS

EXHIBIT 1: DISTRIBUTION LIST FOR PUBLIC COMMENTS

PINAL COUNTY   Joel Millman <joel.millman@pinal.gov>

2020-23 ARIZONA@WORK Pinal Cty Workforce Dev Plan Modification - Public Comment Period

1 message

Joel Millman <joel.millman@pinal.gov>   Wed, Mar 23, 2022 at 9:29 AM
Bcc:

Per Section 108 of the Workforce Innovation and Opportunity Act (WIOA), one of the roles and responsibilities of the Pinal County Workforce Development Board (local board) is to "...*develop and submit to the Governor a comprehensive 4-year local plan, in partnership with the chief elected official. The local plan shall support the strategy described in the State plan ... and otherwise be consistent with the State plan. ...*"

WIOA further requires that at the end of the first 2-year period of the 4-year local plan, each local board shall review the local plan and the local board, in partnership with the chief elected official Pinal County Board of Supervisors), shall prepare and submit modifications to the local plan to reflect changes in labor market and economic conditions or in other factors affecting the implementation of the local plan."

The ARIZONA@WORK Pinal County Workforce Development Department Area Plan 2020-2023 modification (Local Plan) **draft i**s now available for public review and comment Click **HERE** to access the plan. Not all Exhibits and Appendices are attached or completed at this time. **Written comments will be accepted until April 8, 2022 at 5:00 PM at which time the public comment period will be completed. Comments are to be submitted to:** arizonaatwork@pinal.gov

Please note:
1. The Table of Contents in the plan draft is interactive - click on a topic and you will be taken directly to that page.
2. The plan document contains yellow highlighted text that represents modified language
3. Attached, please find a crosswalk summary of significant narrative revisions

The plan is based on the state policy issued by the Arizona Department of Economic Security (ADES-State WIOA Grantee).

Staff will be preparing a presentation for the April 20, 2022 Pinal County Board of Supervisors Work Session. The target date for submission to ADES for preliminary review is April 25th. Once this review is completed, the plan will be presented to the Pinal County Workforce Development Board and the Pinal County Board of Supervisors for final sign-off and official submission to the Governor-appointed Workforce Arizona Council (State Workforce Board).

Thank you..

Joel

Joel Millman

Director

ARIZONA@WORK Pinal County

Office: (520) 866-8088

Cell: (520) 840-0729

joel.millman@pinal.gov

Pinal County Workforce Development Board Administration Office/Pinal County Economic and Workforce Development Department:

135 N. Pinal Street | Florence, AZ 85132

ARIZONAatWORK.com/pinal

"Perfection is not attainable. But if we chase perfection, we catch excellence" – Vince Lombardi

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📄 **Pinal Cty 2020-23 Modification Revisions Crosswalk.pdf**
177K

PINAL COUNTY   Joel Millman <joel.millman@pinal.gov>

!!Public Comment Period!! 2020-2023 ARIZONA@WORK Pinal County Workforce Dev Plan - Draft Mod
1 message

Joel Millman <joel.millman@pinal.gov>   Wed, Mar 23, 2022 at 8:23 AM
Cc:

IN ORDER TO COMPLY WITH OPEN MEETING LAWS, PLEASE <u>DO NOT</u> SHARE OR DISCUSS THIS EMAIL WITH OTHER MEMBERS OF THE
PINAL COUNTY WORKFORCE DEVELOPMENT BOARD

Pinal County Workforce Development Board Members:

Section 108 of the Workforce Innovation and Opportunity Act (WIOA) states in part:

"Each local board shall develop and submit to the Governor a comprehensive 4-year local plan, in partnership with the chief elected official. The local plan shall support the strategy described in the State plan in accordance with section 102(b)(1)(E), and otherwise be consistent with the State plan. …

At the end of the first 2-year period of the 4-year local plan, each local board shall review the local plan and the local board, in partnership with the chief elected official, shall prepare and submit modifications to the local plan to reflect changes in labor market and economic conditions or in other factors affecting the implementation of the local plan."

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Thanks.

Joel

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Director

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PINAL COUNTY   Joel Millman <joel.millman@pinal.gov>

2020-23 ARIZONA@WORK Pinal County Workforce Dev Plan Modification
1 message

Joel Millman   <joel.millman@pinal.gov>
Wed, Mar 23, 2022 at 2:33 PM Bcc:
<

As a key stakeholder in the ARIZONA@WORK Pinal County workforce system, please note the following:

Per Section 108 of the Workforce Innovation and Opportunity Act (WIOA), one of the roles and responsibilities of the Pinal County Workforce Development Board (local board) is to "...*develop and submit to the Governor a comprehensive 4-year local plan, in partnership with the chief elected official. The local plan shall support the strategy described in the State plan ... and otherwise be consistent with the State plan. …"*

WIOA further requires that at the end of the first 2-year period of the 4-year local plan, each local board shall review the local plan and the local board, in partnership with the chief elected official Pinal County Board of Supervisors), shall prepare and submit modifications to the local plan to reflect changes in labor market and economic conditions or in other factors affecting the implementation of the local plan."

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Thanks.

Joel Millman

Director

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"Perfection is not attainable. But if we chase perfection, we catch excellence" – Vince Lombardi

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EXHIBIT 2: PUBLIC COMMENTS

Public Notice

The ARIZONA@WORK Pinal County Workforce Development Department Area Plan 2020-2023 modification (Local Plan) is now available for public review and comment,

Reference: Workforce Innovation and Opportunity Act (WIOA), dated July 22, 2014 (P.L. 113-128) Section 108; 20CFR, Part 603, 651, 652, et. al, Subpart D; Sections 679.500 and 679.560 of the WIOA Final Rules dated August 19, 2016; State Workforce Policy #1 WIOA Local Governance, adopted June 5, 2019.

The Local Plan may be reviewed ONLINE at the following sites:
- Pinal County Website: https://www.pinalcountyaz.gov/Pages/Home.aspx
- ARIZONA@WORK Pinal County Website: https://arizonaatwork.com/locations/pinal-county/policies-and-plans

Not all Exhibits and Appendices are attached or completed at this time. Written comments will be received until April 8, 2022 at 5:00 PM at which time the public comment period will be completed.

Comments are to be submitted to: arizonaatwork@pinal.gov

Equal Opportunity Employer/Program
Auxiliary aids and services are available upon request to individuals with disabilities.

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

No public comments were received expressing disagreement with the local plan.

EXHIBIT 3: SUBSTATE ALLOCATIONS

Exhibit 3

U. S. Department of Labor
Employment and Training Administration

FOR USE IN SUB-STATE ALLOCATION FORMULAS

Workforce Innovation and Opportunity Act (WIOA) Statutory and Discretionary Formulas for Sub State Allocations

Sub-State Allocations Statutory Formula Descriptions

WIOA Youth Activities
> *Formula:*
> 1/3: Local area relative share of total unemployed in areas of substantial unemployment (ASU) (average 12 months ending 6/30)
> 1/3: Local area relative share of excess unemployed (average 12 months ending 6/30)
> 1/3: Local area relative share of disadvantaged youth (American Community Survey 2011-2015)
> *Minimums:*
> A local area may not receive an allocation percentage that is less than 90 percent of the average allocation percentage of the past 2 years.
> *Maximum:* Not allowed

WIOA Adult Activities
> Same as Youth Activities, except
> > Formula uses disadvantaged ADULTS instead of YOUTH

WIOA Dislocated Workers
> *Formula:*
> Funds to local areas must be allocated based on a formula created by the Governor using the following 6 data factors:
> - Insured unemployment data
> - Unemployment concentrations
> - Plant closing and mass layoff data
> - Declining industries data
> - Farmer-rancher economic hardship data
> - Long-term unemployment data
>
> The formula will use the most appropriate data available
> Weighting a factor zero is not permitted unless a rational is presented in an approved State Plan.
> *Minimum:*
> A local area may not receive an allocation percentage that is less than 90 percent of the average allocation percentage of the past 2 years.
> *Maximum:* Not required, but allowed

_____

Sub-State Allocations Discretionary Formula Descriptions for Youth and Adult Activities
_____

WIOA Youth Activities
> *Formula:*
> No less than 70 percent of the funds will be distributed as stated in the statutory formula;
> 1/3: Local area relative share of total unemployed in areas of substantial unemployment (ASU) (average 12 months ending 6/30)
> 1/3: Local area relative share of excess unemployed (average 12 months ending 6/30)
> 1/3: Local area relative share of disadvantaged youth (American Community Survey 2011-2015)
> No more than 30 percent of the remaining funds will be distributed using additional data related to **both**:
> > (1) Excess youth poverty in urban, rural, and suburban local areas; **and**
> > (2) Excess unemployment above the State average in urban, rural, and suburban local areas
> *Minimums:*
> Statutory formula minimum must be applied to 70 percent or greater funds, or to the entire allocation.
> *Maximum:* Not allowed

WIOA Adult Activities
> Same as Youth Activities, except
> > Formula uses disadvantaged ADULTS instead of YOUTH **and** EXCESS POVERTY instead of excess YOUTH poverty

Formula Data Factor Definitions

WIOA Youth and Adults Programs
> ASU: contiguous areas with unemployment rate of 6.5 percent or more
> Excess unemployed: higher of:
> > (1) excess unemployed (unemployment in excess of 4.5 percent) in ASU's; or
> > (2) excess unemployed (unemployment in excess of 4.5 percent) in all areas
> Disadvantaged adults: individuals, age 22-72, meeting (or member of family meeting):
> > Census poverty level or 70 percent of lower living standard income level (LLSIL).
> Disadvantaged youth: individuals, age 16-21, meeting (or member of family meeting):
> > Census poverty level or 70 percent of lower living standard income level (LLSIL).

WIOA Youth and Adult Sub-State Allocations:
Must be allocated to local areas per Formula or Discretionary rules

States must choose one of these allocation methods

Formula Allocation: Must be equally split

$\frac{1}{3}$ → ASU

$\frac{1}{3}$ → Excess Unemployment

$\frac{1}{3}$ → Disadvantaged Adult/Youth

Minimum percentage (stop loss) applies

Discretionary Allocation: Ratio Split

≥ 70%   ≤ 30%

Must be split in equal parts and must total no less than 70% of total funding

$\frac{1}{3}$ → ASU

$\frac{1}{3}$ → Excess Unemployment

$\frac{1}{3}$ → Disadvantaged Adult/Youth

Minimum percentage (stop loss) applies

+

May be split at any ratio using both factors but no more than 30% of total funding

Excess Unemployment above state average

Excess Youth/Poverty

Minimum percentage (stop loss) may apply

WIOA Dislocated Worker Sub-State Allocations:
Must be allocated to local areas per
Formula created by the Governor

States must use the following six data factors using the most appropriate data available

| Insured unemployment data | Unemployment concentrations | Plant closing and mass layoff data | Declining industries data | Farmer-rancher economic hardship data | Long-term unemployment data |
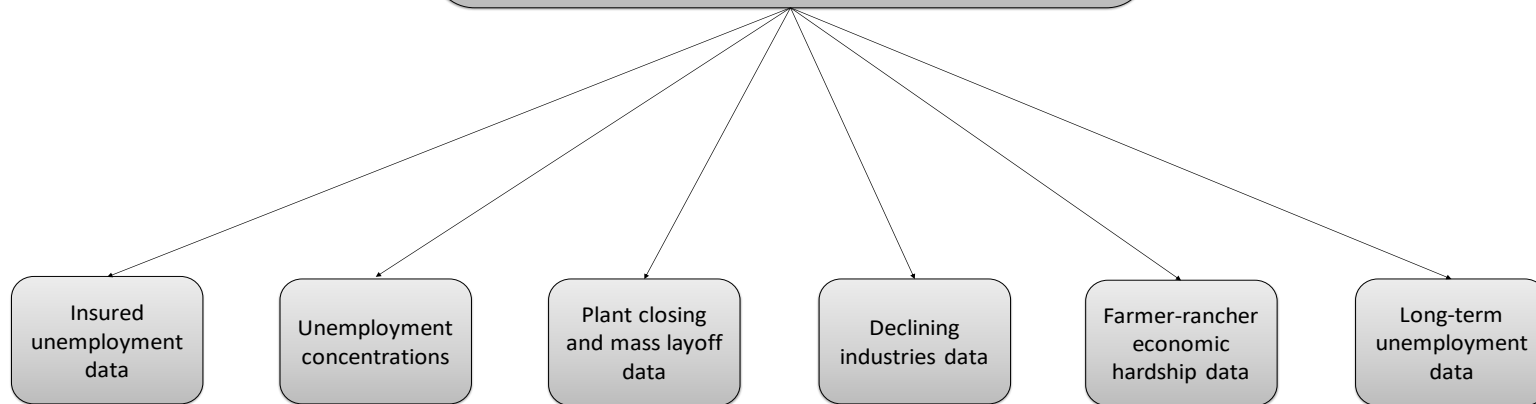
Sum of the weights of the six data factors must add up to 100 percent

Minimum percentage (stop loss) applies

Maximum percentage (stop gain) not required but may apply

Weighting a factor zero is not permitted unless a rational is presented in an approved State Plan

EXHIBIT 4: LIVABLE WAGES

Exhibit 4

Living Wage Calculation for Pinal County, Arizona

Source:
LIVING WAGE CALCULATOR
User's Guide / Technical Notes - 2018 Update
Prepared for Amy K. Glasmeier, Ph.D.
By Carey Anne Nadeau, Open Data Nation
Updated 12/30/2018
Department of Urban Studies and Planning
Massachusetts Institute of Technology
77 Massachusetts Ave., Room 7-346
Cambridge, MA 02139

The living wage shown is the hourly rate that an individual in a household must earn to support his or herself and their family. The assumption is the sole provider is working full-time (2080 hours per year). The tool provides information for individuals, and households with one or two working adults and zero to three children. In the case of households with two working adults, all values are per working adult, single or in a family unless otherwise noted.

The state minimum wage is the same for all individuals, regardless of how many dependents they may have. Data are updated annually, in the first quarter of the new year. State minimum wages are determined based on the posted value of the minimum wage as of January one of the coming year (National Conference of State Legislatures, 2019). The poverty rate reflects a person's gross annual income. It is converted it to an hourly wage for the sake of comparison.

Living Wage:

Living Wage:												
	1 Adult				2 Adults (1 Working)				2 Adults (Both Working)			
# Children	0	1	2	3	0	1	2	3	0	1	2	3
Living Wage	$ 12.29	$ 25.57	$ 31.65	$ 41.06	$ 19.79	$ 24.38	$ 27.01	$ 31.82	$ 9.90	$ 14.18	$ 17.21	$ 21.31
Poverty Wage	$ 6.00	$ 8.13	$ 10.25	$ 12.38	$ 8.13	$ 10.25	$ 12.38	$ 12.38	$ 4.06	$ 5.13	$ 6.19	$ 7.25
Minimum Wage	$ 11.00	$ 11.00	$ 11.00	$ 11.00	$ 11.00	$ 11.00	$ 11.00	$ 11.00	$ 11.00	$ 11.00	$ 11.00	$ 11.00

Typical Expenses

These figures show the individual expenses that went into the living wage estimate. Their values vary by family size, composition, and the current location.

Typical Expenses:

	1 Adult				2 Adults (1 Working)				2 Adults (Both Working)			
# Children	0	1	2	3	0	1	2	3	0	1	2	3
Food	$ 3,592	$ 5,306	$ 7,976	$ 10,578	$ 6,586	$ 8,208	$ 10,589	$ 12,893	$ 6,586	$ 8,208	$ 10,589	$ 12,893
Child Care	$ -	$ 7,017	$ 13,020	$ 19,022	$ -	$ -	$ -	$ -	$ -	$ 7,017	$ 13,020	$ 19,022
Medical	$ 2,569	$ 7,781	$ 7,492	$ 7,613	$ 5,820	$ 7,492	$ 7,613	$ 7,514	$ 5,820	$ 7,492	$ 7,613	$ 7,514
Housing	$ 8,928	$ 12,876	$ 12,876	$ 18,612	$ 10,416	$ 12,876	$ 12,876	$ 18,612	$ 10,416	$ 12,876	$ 12,876	$ 18,612
Transportation	$ 4,094	$ 7,982	$ 10,126	$ 11,032	$ 7,982	$ 10,126	$ 11,032	$ 11,564	$ 7,982	$ 10,126	$ 11,032	$ 11,564
Other	$ 2,734	$ 4,558	$ 4,732	$ 5,953	$ 4,558	$ 4,732	$ 5,953	$ 5,955	$ 4,558	$ 4,732	$ 5,953	$ 5,955

Required Income:

Required Annual Income:

	1 Adult				2 Adults (1 Working)				2 Adults (Both Working)			
# Children	0	1	2	3	0	1	2	3	0	1	2	3
Required Annual Income After Taxes	$ 21,918	$ 45,519	$ 56,222	$ 72,809	$ 35,362	$ 43,435	$ 48,062	$ 56,539	$ 35,362	$ 50,452	$ 61,082	$ 75,561
Annual Taxes	$ 3,645	$ 7,660	$ 9,606	$ 12,606	$ 5,812	$ 7,281	$ 8,122	$ 9,646	$ 5,812	$ 8,557	$ 10,491	$ 13,106
Required Annual Income Before Taxes	$ 25,563	$ 53,179	$ 65,829	$ 85,415	$ 41,173	$ 50,716	$ 56,185	$ 66,185	$ 41,173	$ 59,009	$ 71,573	$ 88,667

EXHIBIT 5: ADDITIONAL ASSISTANCE

Youth Who Requires Additional Assistance

ARIZONA@WORK Pinal County defines the "youth who requires additional assistance" as an individual who needs additional assistance to complete an educational program, or to secure and hold employment. Not more than five percent of all In-school enrolled in the program each year are eligible **only** based on the "requires additional assistance" criterion.

(Note: All In-School/Out-of-school Youth must be low income unless included in the 5% low-income exception)

Out of School Youth (OSY)		
In addition to meeting the low-income eligibility criteria, a youth who needs additional assistance may be eligible for ARIZONA@WORK Pinal County Youth Services *if one of the following criteria is met under this category*:		
Section	**Policy Provision**	**Documentation Needed**
Poor Work History/Underemployed	Has poor, limited or no work history and/or sporadic employment and is no longer employed or is seeking employment for the last 2 months, but remains unemployed or underemployed.	▪ Work History Form ▪ Case notes
Has Incarcerated Parent(s)	One or both parents is incarcerated	▪ Legal Document ▪ Self-Attestation ▪ Case Note
Occupational Skills/ Further Education Deficiency	Lack of educational, occupational and/or technical training that reduces opportunities for gainful employment and causes income poverty; poor access to quality education and job opportunities	▪ Work History Form ▪ Self-Attestation ▪ Case Note
Counseling Services	Is receiving or has received additional services through a licensed Counseling/Rehabilitation Agency.	▪ Referral/Letter from Agency
In School Youth (ISY)		
In addition to meeting the low-income eligibility criteria, a youth who needs additional assistance may be eligible for ARIZONA@WORK Pinal County Youth Services *if one of the following criteria is met under this category:*		
Section	**Policy Provision**	**Documentation Needed**
Poor School Attendance	Has displayed chronic poor attendance within the last school quarter and/or has an attendance rate of less than 85%.	▪ School Record
Alternative Schooling	Is currently attending an alternative school/education program that leads to a High School Diploma or High School Equivalency.	▪ School Record
At Risk of Drop Out	Is currently at risk of dropping out of school, as determined by referral from a school staff person, probation officer, or other responsible person with proper documentation and/or possesses unsatisfactory grades, GPA, and/or amount of credits.	▪ School Record
School Disciplinary	Has received or is receiving continuous disciplinary actions and/or is under a type of academic probation.	▪ School Record
Counseling Services	Is receiving or has received additional services through a licensed Counseling/Rehabilitation Agency.	▪ Referral/Letter from Agency
COVID-19 Challenges	Has been negatively impacted academically due to the COVID-19 pandemic as a result of school closures and virtual learning, or has faced mental health challenges including grief, depression and anxiety as a result of COVID-19 pandemic.	▪ School Record ▪ Self-Attestation ▪ Case notes ▪ Referral/ Letter from Agency ▪ Medical Records

EXHIBIT 6: PROGRESS METERS

Exhibit 6

The Arizona We Want Progress Meters

Learn More

Jobs | Education | Young Talent | Health and Well-being | Natural Resources | Infrastructure | Civic Participation | Connected Communities

In November 2019, the Business, Education and Workforce Committee of the Pinal Partnership[1] hosted its 6th Annual Summit at the Central Arizona College, San Tan Campus. The theme of the event was "Collective Impact" and revolved around the Center for the Future of Arizona's Progress Meters. Brief overviews of each progress meter were provided and subsequent discussions were held around the each meter and the collective impact it has on the others.

In the world of workforce development it is not difficult to make a case of the collective impact each meter may have when strategizing on an overall workforce development strategy. Research has shown that low childhood literacy has negative long-term consequences, and three-fourths of Arizona's third-graders do not read proficiently. Statistics show that children who are not able to read at grade level by fourth grade are four times more likely not to graduate from high school, and this can contribute to a cycle of poverty. The Opportunity Youth as an element of the Education Progress Meter targets the same population as the WIOA Youth Program.

Impacts of education to develop a workforce pipeline coincides with the intent of WIOA. It is a natural alignment of focus in terms of Infrastructure (e.g., roads, broadband) , Young Talent, Health along with Natural Resources (as an economic development targeted industry) and Civic Participation. Collectively, the Progress Meters track critical elements that must be in sync to attract train and retain a viable workforce.

The Progress Meters also allow for common ground definitions/data points for all state and local efforts rather than a myriad of initiatives with disparate (or closely aligned) missions but self-focused data points and outcome data/criteria.

Below is a summary of each of the meters.[2]

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[1] Pinal Partnership was formed to bring together all the people and ideas that will ultimately lead Pinal County to its full potential. Active Pinal Partnership committees that support issues facing Pinal County are: Education; Parks, Trails, Open Space and Public Lands; Health and Human Services; Government Relations; Economic Development; Transportation and Infrastructure and Water Resources

[2] NOTE ABOUT THE DATA: For the medium and smaller Arizona counties and MSAs, results are known to require regular revisions. The most reliable data are provided through the annual numbers. When revisions are made, the metrics are adjusted within the CFA website and the Local Progress Meter Data Profile Report. As the data is dynamic,

Exhibit 8

Jobs Progress Meter

WHY IT MATTERS: Arizonans want jobs that utilize their talents, build their future, and help our economy thrive.

WHAT SUCCESS LOOKS LIKE: Arizonans have the career advancement, training and education opportunities they need to reach their full potential and are equipped to participate at all stages of life in a growing, vibrant and rapidly evolving economy.

The Jobs Progress Meter tracks the following:

ELEMENT	DESCRIPTION	DATA AVAILABILITY
Job Growth (https://www.arizonafuture.org/az-progress-meters/jobs/job-growth/)	Job growth represents net job growth: the number of jobs created minus the number of jobs lost during a given period. Arizona continues to grow in population, and with that growth there are more people who need jobs.	*Job Growth is updated monthly and annually for the following localities:* - State - Counties - Certain Municipal Statistical Areas (MSAs)
Unemployment Rate (https://www.arizonafuture.org/az-progress-meters/jobs/unemployment-rate/)	Unemployment is measured by the total number of unemployed as a percent of the civilian labor force. The US Bureau of Labor Statistics refers to this percentage as "U-3." The unemployment rate is published monthly, and it is widely reported as an important indicator of the health of the labor force. People who choose not to work because they are retired or are at-home parents, for example, are not counted toward the unemployment numbers. Unemployment will be reported in comparison with recent periods.	*Unemployment is updated monthly, quarterly and annually for the following localities:* - State - Counties - Certain Municipal Statistical Areas (MSAs)

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the meters are best viewed on the interactive website pages provided by the Center for the Future of Arizona. Some data is only available at the Metropolitan Statistical Area (MSA) level while other data sets can be drilled down to County level.

Exhibit 8

ELEMENT	DESCRIPTION	DATA AVAILABILITY
Underemployment Rate (https://www.arizonafuture.org/az-progress-meters/jobs/underemployment-rate/)	Underemployment is a measure of the percentage of the labor force that is unemployed, employed in work that under-utilizes their skills, or employed part-time but not by choice. Arizona's underemployment rate is compared to the national average. The Bureau of Labor Statistics' official measure of underemployment is known as "U-6."	*Underemployment is updated quarterly and annually for the following localities:* • State
Labor Force Participation (https://www.arizonafuture.org/az-progress-meters/jobs/labor-force-participation/)	The Labor Force Participation rate is the proportion of the working-age population that is either working or actively looking for work (officially labeled unemployed). Arizona's economy has the potential to grow more rapidly with a higher labor force participation rate. While the US and Arizona labor force participation rates had declined during the Great Recession, the trend now appears to have reversed and become more positive.	*Labor Force Participation is updated monthly, quarterly and annually for the following localities:* • State
Average Wages Per Worker (https://www.arizonafuture.org/az-progress-meters/jobs/average-wages-per-worker/)	Average Wages Per Worker are calculated by dividing total wages by the average of the employment levels for a given period, such as quarterly or annually. Comparisons are made with recent periods, between similar counties, and between Arizona, the nation and other Western states. Arizona's median family income has been below average. The ability of Arizonans to earn a livable wage is significant to each family's quality of life and to the state's ability to provide services through taxes.	*Average Wages Per Worker is updated annually and reports the annual average wages for employed persons for the previous year within the following localities:* • Nation • States • Counties

Exhibit 8

Education Progress Meter

WHY IT MATTERS: Education changes lives and creates opportunity.

WHAT SUCCESS LOOKS LIKE: Every Arizonan is prepared for success in life and work, and our state is known for its critical thinkers, problem-solvers, innovators, and adaptive life-long learners.

The Education Progress Meter tracks the following[3]:

ELEMENT	DESCRIPTION	DATA AVAILABILTY
Quality Early Learning (https://www.arizonafuture.org/az-progress-meters/education/quality-early-learning/)	Quality Early Learning is defined as the percentage of Arizona 3- and 4-year old children that are in high-quality preschool settings as determined by Read on Arizona.	*Included in this number:* • Children age three or four years who are enrolled in an early learning setting that meets at least one of these conditions: • Quality First with 3, 4, or 5-star rating • Head Start programs • Programs participating in the Preschool Development Grant • National accreditation from one of the following organizations: • National Association for the Education of Young Children • American Montessori Society • Association for Christian Schools International • National Accreditation Commission for Early Care and Education Programs • National Early Childhood Program Accreditation

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[3] Arizona State University's Morrison Institute for Public Policy is the data steward for the Education Progress Meter.

Exhibit 8

ELEMENT	DESCRIPTION	DATA AVAILABILTY
		Not included in this number: • Those outside the age range and those in settings not meeting the above criteria.
Third Grade Reading (https://www.arizonafuture.org/az-progress-meters/education/third-grade-reading/)	Third Grade Reading is defined as the percentage of 3rd Graders who pass their language arts assessment with a rate of "proficient" or "highly proficient".	*Included in this number:* • Third grade students in district and charter schools in Arizona. *Not included in this number:* • Third grade students with significant cognitive disabilities. • Students in private schools.
Eighth Grade Math https://www.arizonafuture.org/az-progress-meters/education/eighth-grade-math/	Eighth Grade Math is defined as the percentage of 8th Graders who pass one or more of their eighth-grade assessments with a rate of "proficient" or "highly proficient". Data can be viewed for any one of the four assessments including the general exam, Algebra 1, Algebra 2, and Geometry.	*Included in this number:* Eighth grade students in public schools who took an AzMERIT math tests: including the general 8th grade math exam, Algebra I, Algebra II, and Geometry. Some eighth grades students may be included multiple times depending on the number of tests taken. *Not included in this number:* • Students with significant cognitive disabilities. • Students in private schools.
High School Graduation Rate https://www.arizonafuture.org/az-progress-meters/education/high-school-graduation-rate/	High School Graduation Rate is defined as the percentage of people who graduate from high school in 4 years.	*Included in this number:* Students in district and charter high schools that graduated within four years. *Not included in this number:* • Students who take more than four years to graduate from high school. • Students in private high schools.

Exhibit 8

ELEMENT	DESCRIPTION	DATA AVAILABILTY
Opportunity Youth https://www.arizonafuture.org/az-progress-meters/education/opportunity-youth/	Opportunity Youth is defined as the percent of 16-24-year olds that are NOT going to school or working.	*Included in this number:* Arizona residents age 16-24, inclusive, who are neither working nor attending school. *Not included in this number:* Those outside the age range and those working or attending school. Those living in group quarters are excluded from poverty measures because their income is not calculated for the poverty statistic.

Post High School Enrollment
https://www.arizonafuture.org/az-progress-meters/education/post-high-school-enrollment/
	Post-High School Enrollment is defined as the annual percentage of Arizona high school graduates who register for college in the immediate school term following graduation.	*Included in this number:*
		Arizona district and charter high school students who graduated in 2017-18 school year and enrolled in post-secondary education during the 2018-19 school year. Post-secondary enrollment includes in-state and out-of-state universities, community colleges, or private postsecondary trade schools.
		
		Not included in this number:
		• Students who have enlisted in the military.
		• Students attending the small number of private postsecondary institutions that do not send data to the National Student Clearinghouse.
		• Students on religious missions.
		• Additionally, three types of schools, and their accompanying students were removed from the county-level data:
		  ○ Graduates of three schools whose county location could not be definitively identified. These schools had a total of 80 graduates and 21 enrollees in postsecondary education.
		  ○ Graduates of 54 high schools whose graduating class was 5 or fewer students. These schools would have total maximum of 255 (51 x 5) graduates.
		  ○ Graduates of 110 high schools that had fewer than 5 students enroll in the postsecondary education.

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ELEMENT	DESCRIPTION	DATA AVAILABILTY
Post-Secondary Attainment https://www.arizonafuture.org/az-progress-meters/education/post-secondary-attainment/	Post-Secondary Attainment is defined in two ways: • State data are presented as the annual percentage of Arizona residents who have *some form of post-secondary certificate or degree*. This could include education from a technical school, military service credentials, apprenticeships or a degree from college or university. It is on this measure that the goal of 60% is established. • County and Demographic data are presented as the annual percentage of Arizona residents with *a 2-year Associate's degree or higher*. This is due to the fact that annual data for these groups in the broader definition of attainment as described in (1.) are not generally within acceptable standards of error because of small sample sizes. If we included all forms of post-secondary credentials, this number would be approximately 5% points higher for most localities and demographics.	*Included in this number*: • Arizona residents age 25-64 who have two-year, four-year, or advanced degrees from public or private institutions or who have an active professional certificate or license. • Alternatively, for county data and demographic subgroups, this measure includes only those with Associate's degrees or higher as data for professional certificates or licenses are not available due to the limited sample size. *Not included in this number:* • Those who have never had post high-school education or have attended but earned neither a degree or non-degree certificate are not included. Also excluded are people under age 25, many of whom are still working on their education. • Those age 65 and over, many of whom are retired, are also excluded. • Those living in group quarters are excluded from poverty measures because their income is not calculated for the poverty statistic.
Teacher Pay https://www.arizonafuture.org/az-progress-meters/education/teacher-pay/	Teacher Pay is defined as the rank of Arizona's elementary school teachers as compared to the other US states and British Colombia. Importantly, these data measure the salaries of all teachers, including those at charter schools and account for primary and secondary school teachers separately.	*Included in this number:* Median pay for district, charter, and private school elementary teachers, except for special education teachers. Median pay for public and private school secondary teachers, except for special education and career/technical education teachers. These numbers are adjusted to compensate for the regional cost of living. Included in these wage estimates are base salary, cost-of-living allowances, incentive pay, and several other items. *Not included in this number:* Preschool, special education, career and technical teachers, teacher's aides, or administrators. Overtime pay, stock

Exhibit 8

ELEMENT	DESCRIPTION	DATA AVAILABILTY
		bonuses, and year-end-bonuses are excluded from the calculation of wages. *NOTE: A complete description of the BLS definition of wages can be found at: https://www.bls.gov/oes/oes_ques.htm#def*

Exhibit 8

Young Talent Progress Meter

WHY IT MATTERS: Arizona's long-term success depends on the contributions of all our young people.

WHAT SUCCESS LOOKS LIKE: Arizona is "the place to be" for the next generation of doers, makers, thinkers and innovators to advance their lives and communities.

Throughout 2018, CFA hosted 12 focus groups with 100 young people with a target of ages 18-39.The Young Talent metrics continue to be refined and shaped in the year ahead as dialogue continues with communities about their key priorities and aspirations for the future of the state.   Current themes that have emerged from these discussions include an emphasis on the following types of issues:

- Quality of Public Transit
- Rural/Urban Access to Broadband
- Ratio of Counselors to Students in Arizona High Schools
- Investment in Education
- Reputation of Arizona Colleges and Universities
- Retention of College Graduates over Time
- Availability of Affordable, Workforce Housing
- Cost of Living
- Extent of Substance Abuse
- Diversity of Arizona's Population
- Health of Arizona's Nonprofits

Exhibit 8

Health and Well-Being Progress Meter

WHY IT MATTERS: Health and well-being are essential to our quality of life and to the success of our communities.

WHAT SUCCESS LOOKS LIKE: Arizonans enjoy good health, live in healthy communities, and have access to affordable health care and wellness resources.

The Health and Well-Being Progress Meter tracks the following:

ELEMENT	DESCRIPTION	DATA AVAILABILITY
Asthma	Asthma is measured by the percent of Arizonans who reported they have been told by a healthcare professional that they have asthma.	Asthma is updated annually and is available for the following localities: • Nation • States • Counties
Percentage of Arizonans Without Health Insurance https://www.arizonafuture.org/az-progress-meters/health-and-wellbeing/percentage-of-arizonans-without-health-insurance/	This metric is measured by the percentage of Arizonans who reported they do not have health insurance as compared to the national average.	Percentage of Arizonans without Health Insurance is updated annually and is available for the following localities: • Nation • States • Counties
Relative Cost of Arizona Healthcare https://www.arizonafuture.org/az-progress-meters/health-and-wellbeing/relative-cost-of-arizona-healthcare/	Relative Cost of Arizona Healthcare is measured in two ways:	1. Arizonan's health spending per capita is updated annually and is available for the following localities: • Nation • States

Exhibit 8

ELEMENT	DESCRIPTION	DATA AVAILABILITY
	(1) Arizona's spending per capita on healthcare (i.e., the total amount of spending on healthcare in Arizona, divided by the total population); and (2) the percentage of Arizonans who reported they did not seek medical treatment in the past year due to cost, as compared to the nation as a whole.	2. The percentage of Arizonans who reported they did not seek medical treatment in the past year due to cost is updated annually and is available for the following localities: • Nation • States • Counties
Air Quality https://www.arizonafuture.org/az-progress-meters/health-and-wellbeing/air-quality/	Air Quality is measured by the number of days that exceed the federal Environmental Protection Area standard for maximum pollutant concentrations. Measures are only available in areas that are considered "Nonattainment Areas." Depending on the area, ozone and particulate matter are measured.	Air Quality is updated annually and is available for nonattainment areas.
Physical Activity https://www.arizonafuture.org/az-progress-meters/health-and-wellbeing/physical-activity/	Physical Activity is measured by three indicators: (1) Percentage of Arizonans who report exercising for at least 30 minutes three or more days per week; (2) Percentage of Arizonans who report they meet both recommended aerobic and strength physical activity guidelines; and (3) Percentage of Arizona youth who are active at least five days per week.	1. Percentage of Arizonans who report they meet both recommended aerobic and strength physical activity guidelines, which are defined as: Aerobic Guideline=150+ Minutes/Week, Strength Guideline=2+ Sessions/Week. Data are updated annually and are available for the following localities: • Nation • State • County 2. Percentage of Arizonans who report exercising for at least 30 minutes three or more days per week is updated annually and is available for the following localities: • Nation • State 3. Percentage of Arizona youth who are active at least five days of the week is updated annually and is available for: • Nation • State

Exhibit 8

ELEMENT	DESCRIPTION	DATA AVAILABILITY
Infant Mortality https://www.arizonafuture.org/az-progress-meters/health-and-wellbeing/infant-mortality/	Infant Mortality is measured as the number of children who die before their first birthday, per 1,000 live births.	Infant Mortality is updated annually and is available for the following localities: • Nation • States • Counties
Incidence of Diabetes https://www.arizonafuture.org/az-progress-meters/health-and-wellbeing/incidence-of-diabetes/	Incidence of Diabetes is measured by the percent of Arizonans who reported they have been told by a healthcare professional that they have diabetes.	Incidence of Diabetes is updated annually and is available for the following localities: • Nation • States • Counties
Incidence of Cardiac and Cerebral Disease https://www.arizonafuture.org/az-progress-meters/health-and-wellbeing/incidence-of-cardiac-and-cerebral-disease/	Incidence of Cardiac and Cerebral Disease is measured by four discrete metrics, including: (1) percent of Arizonans who reported they have been told by a healthcare professional that they had a heart attack; (2) rate of deaths of Arizonans from diseases of the heart, age-adjusted, persons per 100,000 population; (3) percent of Arizonans who reported they have been told by a healthcare professional that they had a stroke; and (4) rate of deaths of Arizonans from cerebrovascular disease, age-adjusted, persons per 100,000 population.	Incidence of Cardiac and Cerebral Disease is updated annually and is available for the following localities: • Nation • States • Counties
Mental Health Distress https://www.arizonafuture.org/az-progress-meters/health-and-wellbeing/mental-health-distress/	Mental Health Distress is measured as the percent of Arizonans who reported frequent mental distress which equates to 14 or more days of poor mental health in the last 30 days.	Mental Health Distress is updated annually and is available for the following localities: • Nation • States • Counties
Hypertension https://www.arizonafuture.org/az-progress-meters/health-and-wellbeing/hypertension/	Hypertension is measured by the percent of Arizonans who reported they have been told by a healthcare professional that they have high blood pressure.	Hypertension is updated annually and is available for the following localities: • Nation • States • Counties

Exhibit 8

Natural Resources Progress Meter

WHY IT MATTERS: Arizona's natural beauty and resources are unique assets that contribute to our quality of life and economy.

WHAT SUCCESS LOOKS LIKE: Arizona's natural resources are sustainably managed for future generations to support our shared prosperity.

The Natural Resources Progress Meter tracks the following:

ELEMENT	DESCRIPTION	DATA AVAILABILITY
Likelihood of Water Shortage from the Colorado River https://www.arizonafuture.org/az-progress-meters/natural-resources/likelihood-of-water-shortage-from-the-colorado-river/	The Likelihood of a Water Shortage from the Colorado River is measured by the Bureau of Reclamation, based on annual projections of water levels in Lake Mead, the reservoir that supplies much of Arizona's water.	Likelihood of Water Shortage from the Colorado River data are only available for Lake Mead, the reservoir from which Arizona's supplies are received. Updated every January and August, the August projection of the following January 1 water elevation determines whether a shortage is to be declared on the system.
Per Capita Water Use https://www.arizonafuture.org/az-progress-meters/natural-resources/per-capita-water-use/	Per Capita Water Use is measured as gallons per person used per day (GPCD). This measure is simply the amount of water used every day for a given geography and use, divided by the number of people.	Per Capita Water Use is updated annually and is available for: • State • Water providers that are either within an Active Management Area (AMA) or who report their data to the Department of Water Resources.

Exhibit 8

ELEMENT	DESCRIPTION	DATA AVAILABILITY
Efficiency of Water Infrastructure https://www.arizonafuture.org/az-progress-meters/natural-resources/efficiency-of-water-infrastructure/	Efficiency of Water Infrastructure is measured by the amount and percent of water withdrawn from water sources (e.g., wells, lakes) by a water provider that is lost or unaccounted for before reaching the end user.	Efficiency of Water Infrastructure is updated annually and is available for total amount and percentage lost for: • Arizona's Active Management Areas (AMAs) • Water providers within the AMAs • Water providers within Community Water Systems (CWS) that report their data
Relative Amount of Population and Land Area within Protected or Somewhat Protected Areas of Arizona https://www.arizonafuture.org/az-progress-meters/natural-resources/relative-amount-of-population-and-land-area-within-protected-or-somewhat-protected-areas-of-arizona/	Relative Amount of Population and Land Area within Protected or Somewhat Protected Water Areas of Arizona is measured by calculating the percentage of people and land within Active Management Areas (AMAs), mandatory adequacy jurisdictions and Irrigation Non-Expansion Areas (INAs) across Arizona.	Relative Amount of Population and Land Area within Protected or Somewhat Protected Areas of Arizona is updated annually and is available only for Arizona in a comparison with previous years.
Extent of Resolution of Arizona's Disputed Water Rights https://www.arizonafuture.org/az-progress-meters/natural-resources/extent-of-resolution-of-arizonas-disputed-water-rights/	Extent of Resolution of Arizona's Disputed Water Rights is measured by the number of Hydrographic Survey Reports (HSR) completed by Arizona Department of Water Resources for the 10 basins within the adjudications.	Extent of Resolution of Arizona's Disputed Water Rights is updated annually and is available for Arizona's 10 basins within the Little Colorado and Gila rivers adjudications with an annual comparison to the previous year.
Amount of Open Space and Acres of Open Space per Capita https://www.arizonafuture.org/az-progress-meters/natural-resources/amount-of-open-space-and-acres-of-open-space-per-capita/	Amount of Open Space" is measured by the number of acres of open space, including parks, preserves and federal public lands. "Acres of Open Space per Capita" is the number of acres divided by the latest population estimates of subject geographies. These metrics do not include State Trust lands, which are not available for public use without a permit.	Acres of Park Land and Acres of Park Land per Capita are updated when data are available for the following localities: • Arizona • Certain counties • Certain cities

Exhibit 8

ELEMENT	DESCRIPTION	DATA AVAILABILITY
Adoption of Regional/Municipal Resource Conservation Plans https://www.arizonafuture.org/az-progress-meters/natural-resources/adoption-of-regional-municipal-resource-conservation-plans/	Adoption of Regional/Municipal Resource Conservation Plans is measured by the number of adopted, qualifying conservation plans. Qualifying Natural Resource Conservation Plans must meet the following conditions: (1) It is developed with transparency and input from a broad set of constituents, (2) It establishes goals for ecological resources, may include cultural resources, (3) It evaluates all lands and waters within the jurisdiction to measure benefits to resources, (4) It establishes an implementation plan for acquiring or protecting resources as required by goals and (5) It is adopted by an agency with land use jurisdiction.	Adoption of Regional/Municipal Resource Conservation Plans is updated continuously when plans are adopted and is available for counties and cities within Arizona.
Extent of Forest Treatment to Reduce Damage from Catastrophic Forest Fires https://www.arizonafuture.org/az-progress-meters/natural-resources/extent-of-forest-treatment-to-reduce-damage-from-catastrophic-forest-fires/	Extent of Forest Treatment to Reduce Damage from Catastrophic Forest Fires is measured by the number of acres treated each year by authorized treatment projects within Arizona's forests.	Extent of Forest Treatment to Reduce Damage from Catastrophic Forest Fires is updated annually and is available only for the state of Arizona.
Amount of Open Space and Acres of Open Space per Capita https://www.arizonafuture.org/az-progress-meters/natural-resources/amount-of-open-space-and-acres-of-open-space-per-capita/	Amount of Open Space" is measured by the number of acres of open space, including parks, preserves and federal public lands. "Acres of Open Space per Capita" is the number of acres divided by the latest population estimates of subject geographies. These metrics do not include State Trust lands, which are not available for public use without a permit.	Acres of Park Land and Acres of Park Land per Capita are updated when data are available for the following localities: • Arizona • Certain counties • Certain cities

Exhibit 8

ELEMENT	DESCRIPTION	DATA AVAILABILITY
Adoption of Regional/Municipal Resource Conservation Plans https://www.arizonafuture.org/az-progress-meters/natural-resources/adoption-of-regional-municipal-resource-conservation-plans/	Adoption of Regional/Municipal Resource Conservation Plans is measured by the number of adopted, qualifying conservation plans. Qualifying Natural Resource Conservation Plans must meet the following conditions: (1) It is developed with transparency and input from a broad set of constituents, (2) It establishes goals for ecological resources, may include cultural resources, (3) It evaluates all lands and waters within the jurisdiction to measure benefits to resources, (4) It establishes an implementation plan for acquiring or protecting resources as required by goals and (5) It is adopted by an agency with land use jurisdiction.	Adoption of Regional/Municipal Resource Conservation Plans is updated continuously when plans are adopted and is available for counties and cities within Arizona.
Extent of Forest Treatment to Reduce Damage from Catastrophic Forest Fires https://www.arizonafuture.org/az-progress-meters/natural-resources/extent-of-forest-treatment-to-reduce-damage-from-catastrophic-forest-fires/	Extent of Forest Treatment to Reduce Damage from Catastrophic Forest Fires is measured by the number of acres treated each year by authorized treatment projects within Arizona's forests.	Extent of Forest Treatment to Reduce Damage from Catastrophic Forest Fires is updated annually and is available only for the state of Arizona.

Exhibit 8

Infrastruture Progress Meter

WHY IT MATTERS: Arizona's economic vibrancy and livability rely on a robust infrastructure.

WHAT SUCCESS LOOKS LIKE: Arizonans enjoy access to safe and reliable energy, water, transportation, housing, and communications infrastructure built to meet future demand.

The Infrastructure Progress Meter measure the following:

ELEMENT	DESCRIPTION	DATA AVAILABILITY
Bridge and Pavement Conditions https://www.arizonafuture.org/az-progress-meters/infrastructure/bridge-and-pavement-conditions/	Bridge and Pavement Conditions are measured with three separate indicators – (1) Bridge conditions: the percent of Arizona bridges in poor condition; (2) Interstate highway conditions: Percent of Arizona interstate highway miles that are in poor condition; (3) Non-Interstate highway conditions: Percent of Arizona highway miles that are in poor condition.	Updated annually and available for: • National • States

Exhibit 8

ELEMENT	DESCRIPTION	DATA AVAILABILITY
Broadband Access https://www.arizonafuture.org/az-progress-meters/infrastructure/broadband-access/	Broadband Access is measured by the percentage of Arizonans who do not have access to broadband which is defined as terrestrial (ground-based) internet, providing speeds of at least 25 Megabits (Mb) per second download and 3 Mb per second upload.	Updated annually and available for: • National • States • Counties
Commute Time Length https://www.arizonafuture.org/az-progress-meters/infrastructure/commute-time-length/	Commute time length is measured by the Arizonan's average commute time to work as reported by the US Census Bureau.	Updated annually and available for the following localities: • National • States • Counties • Some MSAs
Highway Travel Time Index https://www.arizonafuture.org/az-progress-meters/infrastructure/highway-travel-time-index/	Metropolitan roadway travel time reliability is measured by the Travel Time Index, which is a national measure of the ratio of travel time in the peak period as compared to the travel time at free-flow conditions.	Updated annually and available for select metropolitan areas nationally.
Quality of Public Transit https://www.arizonafuture.org/az-progress-meters/infrastructure/quality-of-public-transit/	Quality of Public Transit is measured by the statewide ranking of peer communities with the AllTransit™ performance score. "The AllTransit™ Performance Score is a comprehensive score that looks at connectivity, access to land area and jobs, frequency of service, and the percent of commuters who use transit to travel to work."	Updated annually and available for the following localities: • US Cities • Counties • Metropolitan Planning Organizations (MPOs) • Municipal Statistical Areas (MSAs)
Traffic Accidents https://www.arizonafuture.org/az-progress-meters/infrastructure/traffic-accidents/	Roadway fatalities and serious injuries are measured by (1) Ranking of Arizona traffic fatalities per 100 million vehicle miles travelled as compared to the 51 US states and the District of Columbia;	Updated annually for the following localities: • National • States

Exhibit 8

ELEMENT	DESCRIPTION	DATA AVAILABILITY
	(2) Arizona injuries per 100 million vehicle miles travelled; and (3) Raw number of fatalities and injuries for pedal cyclists, pedestrians, motorcyclists, and car crashes for local communities.	
Alternative Fuel Vehicles https://www.arizonafuture.org/az-progress-meters/infrastructure/alternative-fuel-vehicles/	Alternative Fuel Vehicles are measured by the number of hydrogen, electric, natural gas, and propane vehicles registered in Arizona annually.	Updated annually and available for • Arizona

Exhibit 8

Civic Participation Progress Meter

WHY IT MATTERS: Civic participation is at the heart of our democracy.

WHAT SUCCESS LOOKS LIKE: Arizonans are informed, equipped, and empowered to participate in our democracy at all levels.

The Civic Participation Progress Meter measures the following:

ELEMENT	DESCRIPTION	DATA AVAILABILITY
Voter Participation https://www.arizonafuture.org/az-progress-meters/civic-participation/voter-registration-and-turnout/	Voter participation is measured in different ways—some sources report on turnout of registered voters, others report on turnout of eligible voters (those who could vote but may or may not have even registered), and some rely on survey data of how frequently individuals report on their own participation in elections.	Depending on how voter participation is being measured.
Confidence in Institutions https://www.arizonafuture.org/az-progress-meters/civic-participation/confidence-in-institutions/	Confidence in Institutions compiles the average confidence levels of Americans in 14 major institutions that include military, police, church or organized religion, medical system, presidency, US Supreme Court, public schools, banks, organized labor, criminal justice system, television news, newspapers, big business and Congress.	Confidence in Institutions is updated annually and is only available for the nation as a whole.

Exhibit 8

ELEMENT	DESCRIPTION	DATA AVAILABILITY
Contacting Public Officials https://www.arizonafuture.org/az-progress-meters/civic-participation/contacting-public-officials/	Contacting Public Officials is measured by the number of people who make contact by the following categories: • Age • Educational Attainment • Family Income • Geography • Race	Depending on how Contacting Public Officials is being measured.
Discussing Politics https://www.arizonafuture.org/az-progress-meters/civic-participation/discussing-politics/	Discussing politics with family and friends can represent an important measure of social cohesion and of sharing information and is measured by the percentage of the following categories who frequently discuss politics among family and friends: • Age • Educational Attainment • Family Income • Geography • Race	Depending on how Discussing Politics is being measured.
Buycotting or Boycotting Products https://www.arizonafuture.org/az-progress-meters/civic-participation/buycotting-or-boycotting-products/	One of the ways that members of a community can express their values and opinions is through exercising purchasing power. "Buycotting or Boycotting Products" might have implications for broader economic growth and well-being, as well. Furthermore, liking and caring about where one lives increases the odds that one will invest, spend and hire there. This element is measured by the percentage of the following categories: • Age • Educational Attainment • Family Income • Geography • Race	Depending on how Discussing Politics is being measured.

Exhibit 8

Connected Communities

WHY IT MATTERS: Communities are home, how we connect to others, and are at the center of collective decision-making.

WHAT SUCCESS LOOKS LIKE: Communities are working together to solve problems and improve the lives of all Arizonans.

The Connected Communities Progress Meter measures the following:

ELEMENT	DESCRIPTION	DATA AVAILABILITY
Volunteering https://www.arizonafuture.org/az-progress-meters/connected-communities/volunteering/	This element is measured by the percentage of volunteers in the following categories: • Age • Educational Attainment • Family Income • Geography • Race	Depending on how Volunteering is being measured.
Belonging to Groups https://www.arizonafuture.org/az-progress-meters/connected-communities/belonging-to-groups/	Arizonans who belong to groups, organizations or associations. This element is measured by the percentage of volunteers in the following categories: • Age • Educational Attainment • Family Income • Geography • Race	Depending on how Belonging to Groups is being measured.

Exhibit 8

ELEMENT	DESCRIPTION	DATA AVAILABILITY
Spending Time with Neighbors https://www.arizonafuture.org/az-progress-meters/connected-communities/spending-time-with-neighbors/	Arizonans who frequently converse or spend tiem with neighbors. This element is measured by the percentage of volunteers in the following categories: • Age • Educational Attainment • Family Income • Geography Race	Depending on how Spending Time with Neighbors is being measured.

EXHIBIT 7: EQUAL OPPORTUNITY OFFICERS

Equal Opportunity Is the Law

Exhibit 7

It is against the law for the State of Arizona, as a recipient of Federal financial assistance, to discriminate on the following bases:

- Against any individual in the United States, on the basis of race, color, religion, sex (including pregnancy, child birth or related medical condition, sex stereotyping, transgender status, and gender identity), national origin (including Limited English Proficiency), age, disability, political affiliation or belief; and

- Against any beneficiary of programs financially assisted under Title I of the Workforce Innovation and Opportunity Act of 2014 (WIOA), on the basis of the beneficiary's citizenship/status as a lawfully admitted immigrant authorized to work in the United States, or his or her participation in any WIOA Title I-financially assisted program or activity.

- Recipients of federal financial assistance must take reasonable steps to ensure that communications with individuals with disabilities are as effective as communications with others. This means that, upon request and at no cost to the individual, recipients are required to provide appropriate auxiliary aids and services to qualified individuals with disabilities.

The State of Arizona must not discriminate in any of the following areas:

- Deciding who will be admitted, or have access, to any WIOA Title I-financially assisted program or activity;

- Providing opportunities in, or treating any person with regard to, such a program or activity; or

- Making employment decisions in the administration of, or in connection with, such a program or activity.

What to Do If You Believe You Have Experienced Discrimination

If you think that you have been subjected to discrimination under a WIOA Title I-financially assisted program or activity, you may file a complaint within 180 days from the date of the alleged violation with either:

The Local Office		**State of Arizona**		**Civil Rights Center**
Moriah Robles, ARIZONA@WORK Pinal County EO Officer 135 N. Pinal St. Florence, AZ 85132 (520) 866-8086 Moriah.robles@pinal.gov	*Or*	Kerry Bernard OEO Administrator/Workforce Innovation and Opportunity Act (WIOA) EO Officer OfficeofEqualOpportunity@azdes.gov Phone: 602-364-3976/Fax: 602-364-3982 Arizona Department of Economic Security Office of Equal Opportunity 1717 W. Jefferson St. Mail Drop 1119 Phoenix, Arizona 85007	*Or*	Naomi M. Barry-Perez, Director Civil Rights Center (CRC) U.S. Department of Labor 200 Constitution Avenue NW Room N-4123 Washington, DC 20210 Phone: (202) 693-6500 Fax: (202) 693-6505 TTY: (202) 693-6516

- If you file your complaint with the State of Arizona, you must wait either until the State of Arizona issues a written Notice of Final Action, or until 90 days have passed, (whichever is sooner), before filing a complaint with the Civil Rights Center (see address above).

- If the State of Arizona does not give you a written Notice of Final Action within 90 days of the day on which you filed your complaint, you do not have to wait for the State of Arizona to issue that Notice before filing a complaint with CRC. However, you must file your CRC complaint within 30 days of the 90-day deadline (in other words, within 120 days after the day on which you filed your complaint with the State of Arizona).

- If the State of Arizona does gives you a written Notice of Final Action on your complaint, but you are dissatisfied with the decision or resolution, you may file a complaint with CRC. You must file your CRC complaint within 30 days of the date on which you received the Notice of Final Action.

APPENDICIES

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Appendix I. Performance Measures

For Program Years (PY) 2020-2023 Plans, Title I programs (Adult, Dislocated Worker, and Youth) will have two full years of data available to make reasonable determinations of expected levels of performance for the following indicators for PY 2022 and PY 2023:

- Employment (Second Quarter after Exit);
- Employment (Fourth Quarter after Exit);
- Median Earnings (Second Quarter after Exit);
- Credential Attainment Rate; and
- Measurable Skill Gains

Include the expected performance outcomes during the initial plan submission as formatted in the tables below.

| | Title I-B – Adult Program | | | |
| | Program Year: 2022 | | Program Year: 2023 | |
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)		70.5%		70.5%
Employment (Fourth Quarter after Exit)		67.5%		67.5%
Median Earnings (Second Quarter after Exit)		$6,785		$6,785
Credential Attainment Rate		73.0%		73.0%
Measurable Skill Gains		73.0%		73.0%

| | Title I-B – Dislocated Worker Program | | | |
| | Program Year: 2022 | | Program Year: 2023 | |
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)		78.0%		78.0%
Employment (Fourth Quarter after Exit)		75.0%		75.0%
Median Earnings (Second Quarter after Exit)		$8,646		$8,646
Credential Attainment Rate		72.5%		72.5%
Measurable Skill Gains		72.5%		72.5%

	Title I-B – Youth Program			
	Program Year: 2022		Program Year: 2023	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)		74.0%		74.0%
Employment (Fourth Quarter after Exit)		70.0%		70.0%
Median Earnings (Second Quarter after Exit)		$5,044		$5,044
Credential Attainment Rate		63.0%		63.0%
Measurable Skill Gains		63.0%		63.0%

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

NAICS Code(s)	Industry Title
31	Manufacturing
51	Information
54	Professional Scientific and Technical Services
52	Finance and Insurance
62	Health Care and Social Assistance
23	Construction
56	Administrative and Support and Waste Management Remediation Services
48	Transportation and Warehousing

NOTE: If creating custom industry, list all NAICS codes that make up industry.

SOC Code	Occupation Title	NAICS Code*	Industry Title
47-2051	Cement Masons and Concrete Finishers	23	Construction
47-2061	Construction Laborers	23	Construction
47-2181	Roofers	23	Construction
51-3011	Bakers	31	Manufacturing
53-7062	Laborers and Freight, Stock, and Material Movers	48, 56, 31, 23	Transportation and warehousing, and others
51-2098	Assemblers and Fabricators, All Other, Including Team Assemblers	51	Manufacturing

53-7051	Industrial Truck and Tractor Operators	48, 31, 56	Transportation and warehousing, and others
53-7081	Refuse and Recyclable Material Collectors	56	Administrative and Support and Waste Management Services
29-2061	Licensed Practical and Licensed Vocational Nurses	62	Health Care and Social Assistance
29-2099	Health Technologists and Technicians, All Other	62	Health Care and Social Assistance
31-9011	Massage Therapist	62	Health Care and Social Assistance
53-3032	Heavy and Tractor-Trailer Truck Drivers	48	Transportation and warehousing
49-2022	Telecommunications Equipment Installers and Repairers	51, 23	Information and others
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	23, 56, 31	Construction and others
15-1152	Computer Network Support Specialists	51, 54, 52, 56	Information and others
29-1126	Respitory Therapists	62	Health Care and Social Assistance
29-2021	Dental Hygienists	62	Health Care and Social Assistance
29-2034	Radiological Technologists	62	Health Care and Social Assistance
11-3031	Financial Managers	52, 54, 56, 31, 56	Finance and Insurance and others

11-9111	Medical and Health Service Managers	62	Health Care and Social Assistance
13-2052	Personal Finance Advisor	52	Finance and Insurance
15-1132	Software Developers, Applications	31, 52, 56, 51, 54	Professional Scientific and Technical Services and others
11-9021	Construction Managers	23	Construction
13-1111	Management Analysts	31, 52, 56	Manufacturing and others
13-2051	Financial Analysts	31, 52, 56	Manufacturing and others
29-1141	Registered Nurses	62	Health Care and Social Assistance
15-2031	Operational Research Analysts	31, 56, 52	Manufacturing and others
11-1021	General and Operations Managers	56, 23, 31, 52, 62	Manufacturing and others
11-2022	Sales Managers	31, 56	Manufacturing and others
*In-Demand Occupations can potentially have multiple related NAICS Industries			

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

The Governor's vision for Arizona is to build a pro–growth economy that provides opportunity for all and creates prosperous communities. For ARIZONA@WORK that means ensuring that all Arizonans eligible to work, regardless of their circumstances, background, social status or zip code, have access to the best economic and educational opportunities as possible. ARIZONA@WORK's effort to support the vision is described in its four goals and strategies developed by ARIZONA@WORK stakeholders to implement over the next four years in the State Plan.

Arizona's Vision: Building a pro-growth economy that provides opportunity for all and creates prosperous communities.

Goal 1: Promote a Strong Arizona Economy - *Build Arizona's capacity to attract, retain and grow thriving businesses*

  Strategy 1: Promote industry sector partnerships/projects

  Strategy 2: Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system

  Strategy 3: Increase and improve coordination between workforce, education, and economic development efforts at the state and local level

Goal 2: Serve Business Needs - *Serve Arizona job creators by understanding, anticipating and helping them meet workforce needs (including meeting the skilled workforce needs of employers)*

  Strategy 4: Ensure training provided to job seekers and workers has a focus on transferable skills

  Strategy 5: Create a comprehensive business engagement plan to support consistency and availability of services

Goal 3: Prepare Job Seekers; Defend Against Poverty - *Prepare and match job seekers to a job creator for a successful career that provides amply (preparing an educated and skilled workforce, including youth and individuals with barriers to employment and other populations)*

  Strategy 6: Implement framework for supporting a statewide model for career pathways based on the identified In-Demand industries and occupations, incorporating appropriate flexibility for regional variation

  Strategy 7*:* Improve processes for co-enrollment across partners to share costs and case management to better serve customers

  Strategy 8: Enhance initiatives supporting populations with barriers to employment to ensure customers are receiving needed services efficiently including specific populations identified in the Economic, Workforce, and Workforce Development Activities Analysis section of Arizona's Unified Workforce Development Plan for Program Years 2020-2023.

Goal 4: Protect Taxpayers by Providing Efficient, Accountable Government Service - *Accelerate measurable impact and performance for less cost*

  Strategy 9: Create a consistent system for continuous improvement

  Strategy 7: Improve processes for co-enrollment across partners to share costs and case management to better serve customers[2]

  Strategy 10: Identify data system solutions to enhance the interoperability and quality of data for use across ARIZONA@WORK programs

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[2] Strategy 7 is used to address weaknesses identified in accomplishing both Goal 3 and Goal 4. Because of this, it is listed twice.

Issued Date: December 1, 2021

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. YouthBuild;
      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)).

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Such programs may also include programs providing transportation assistance and services for those with substance abuse or mental health issues.

Appendix V. Additional Resources

Webinars
LWDBs are encouraged to visit WorkforceGPS to view WIOA webinars:
https://www.workforcegps.org/

Regulation and Policy Links

Federal Regulations
20 CFR Part 679 Subpart D - Regional and Local Plan § 679.500 - 679.580
https://www.ecfr.gov/current/title-20/chapter-V/part-679/subpart-D?toc=1

Workforce Arizona Council Local Governance Policy
https://arizonaatwork.com/sites/default/files/media/SWP%20%231%20WIOA%20Local%20Governance%20Policy%2006%2005%2019.doc.pdf

Workforce Arizona Council Conflict of Interest Policy
https://arizonaatwork.com/sites/default/files/media/Conflict%20of%20Interest%20Policy%20Adopted%20022819.pdf

WIOA Policy and Procedure Manual, Chapter 2, Section 1005, "Local Plan Modification."
https://des.az.gov/sites/default/files/media/wioa_local_plan_submission.pdf?time=1637618018639

Research Tools
Office of Economic Opportunity's
- Local Area Economic Profiles
- In-Demand Industries and Occupation Tableau Tools
- In-Demand Industries and Occupation Reports
- Analysis Best Practices

https://laborstats.az.gov/special-reports