

NOTICE OF PUBLIC MEETING AND EXECUTIVE SESSION  
PINAL COUNTY WORKFORCE DEVELOPMENT BOARD  
SUMMARY OF AGENDA FOR MEETING  
Thursday, February 20, 2025

2:00 PM - CALL TO ORDER

PINAL COUNTY ADMINISTRATIVE COMPLEX  
CONFERENCE ROOM (1st FLOOR)  
135 N. PINAL STREET  
FLORENCE, AZ 85132

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BUSINESS BEFORE THE BOARD

- (1) Roll Call and Introductions
- (2) **CONSENT AGENDA:** *All items indicated by an asterisk (\*) will be handled by a single vote as part of the consent agenda, unless a Board Member, Board Staff, or member of the public objects at the time the agenda item is called.*

\*a. Discussion/approval/disapproval of the January 16, 2025 Pinal County Workforce Development Board Regular Meeting Minutes.

\*b. Discussion/approval/disapproval of the Shared Governance Agreement which recognizes the shared governance responsibilities between the Pinal County Board of Supervisors, as the Chief Elected Officials (the "PCBOS"), and the Pinal County Workforce Development Board (the "PCWDB") as required by the Workforce Innovation and Opportunity Act of 2014, Public Law No. 113-128 (WIOA). This Amendment to the Shared Governance Agreement recognizes the election of a new Chair of the Pinal County Board of Supervisors and is entered into by and between the Pinal County Board of Supervisors, as the Chief Elected Officials (the "PCBOS"), and the Pinal County Workforce Development Board (the "PCWDB").

- (3) Board Chair Report
- (4) Operations Report
- (5) Discussion/approval/disapproval of the Pinal County Workforce Development Board Budget Report
- (6) Presentation: "WIOA Allocations" Stacey Faulkner and Manny Estrella (Arizona Office of Economic Opportunity)
- (7) Presentation: "Integration Exchange" Jose Alvarado ARIZONA@WORK Pinal County One-Stop Operator
- (8) Call to Public -

Consideration and discussion of comments from the public. Those wishing to address the Pinal County Workforce Development Board need not request permission in advance. Action taken as a result of public comment will be limited to directing staff to study the matter or rescheduling the matter for further consideration and decision at a later date.

Posted on the 18th day of February around 11:30 AM

ZOOM MEETING JOINING INFORMATION <https://us02web.zoom.us/j/82266798734?pwd=3iOLeOUmNZlnB9KHk3bb0ZF5nvAbnr.1> Meeting ID: 822 6679 8734 Passcode: 000595 17193594580,82266798734#,\*000595# US Dial by your location 1 669 900 9128 US

Pursuant to A.R.S. 38-431.02(H), the public will have physical access to the meeting place fifteen (15) minutes prior to the start of the meeting.

ADJOURNMENT

**(SUPPORTING DOCUMENTS ARE AVAILABLE AT THE WORKFORCE DEVELOPMENT OFFICE)**

In accordance with the requirement of Title II of the Americans with Disabilities Act (ADA), the Pinal County Workforce Development Board does not discriminate against qualified individuals with disabilities admission to public meetings. If you need accommodation for a meeting, please contact the Workforce Development Office at (520)866-6227, at least (3) three business days prior to the meeting (not including weekends or holidays) so that your request may be accommodated.



# PINAL COUNTY

WIDE OPEN OPPORTUNITY

## AGENDA ITEM

February 20, 2025 ADMINISTRATION BUILDING A  
FLORENCE, ARIZONA

**REQUESTED BY:**

**Funds #:**

**Dept. #:**

**Dept. Name:** Workforce Department

**Director:** Joel Millman

**BRIEF DESCRIPTION OF AGENDA ITEM AND REQUESTED BOARD ACTION:**

Roll Call and Introductions

**BRIEF DESCRIPTION OF THE FISCAL CONSIDERATIONS AND/OR EXPECTED FISCAL IMPACT OF THIS AGENDA ITEM:**

**BRIEF DESCRIPTION OF THE EXPECTED PERFORMANCE IMPACT OF THIS AGENDA ITEM:**

**MOTION:**

History	Who	Approval
Time		

**ATTACHMENTS:**

<a href="#">Click to download</a>
No Attachments Available



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February 20, 2025 ADMINISTRATION BUILDING A  
FLORENCE, ARIZONA

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### MOTION:

History	Who	Approval
Time		

### ATTACHMENTS:

[Click to download](#)

[Meeting Minutes 1.16.25](#)

[Amendment to Shared Governance Agreement for new Chair of PCBOS](#)

**NOTICE OF PUBLIC MEETING PINAL COUNTY WORKFORCE DEVELOPMENT BOARD**

**ACTION LEGAL SUMMARY**

**Thursday, January 16, 2025**

**2:00 PM - CALL TO ORDER**

**PINAL COUNTY ADMINISTRATIVE COMPLEX CONFERENCE ROOM (1<sup>ST</sup> FLOOR)**

**135 N. PINAL STREET**

**FLORENCE, AZ 85132**

**1. Roll Call and Introductions**

Meeting called to order at 2:03 PM

<p><b><u>Members Present:</u></b></p> <ol style="list-style-type: none"> <li>1. Harold Christ (2:11)</li> <li>2. Christina Rothlisberger (Zoom)</li> <li>3. Susan Aguilar (Zoom)</li> <li>4. Richard Wilkie</li> <li>5. Andrew Clegg (Zoom)</li> <li>6. Mike Cruz</li> <li>7. Lynn Parsons</li> <li>8. Mary Fleck (Zoom)</li> <li>9. Jack Beveridge (Zoom)</li> <li>10. Todd Thomas</li> <li>11. Sean Salvesson</li> <li>12. Bryan Seppala (Zoom)</li> <li>13. Joel Villegas</li> <li>14. Stacey Rich (Zoom)</li> <li>15. Samuel Kolapo (2:50)</li> </ol> <p style="text-align: center;"><b>Quorum Met</b></p>	<p><b><u>Members Absent:</u></b></p> <ol style="list-style-type: none"> <li>1. Jakob Andersen</li> <li>2. Erica Ballesteros</li> <li>3. Jim Garrett</li> <li>4. Solomon Galyon</li> <li>5. Logen Kelly</li> <li>6. Joshua Paine</li> </ol> <p><b><u>Staff Present:</u></b></p> <ul style="list-style-type: none"> <li>• Joel Millman</li> <li>• Moriah Robles</li> <li>• Carrie Fike</li> <li>• Shannon McHenry</li> </ul>
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**2. CONSENT AGENDA** :All items indicated by an asterisk (\*) will be handled by a single vote as part of the consent agenda, unless a Board Member, Board Staff, or member of the public objects at the time the agenda item is called.

- **\*Discussion/approval/disapproval** of the November 21, 2024 Pinal County Workforce Development Board Regular Meeting Minutes
- **\*Discussion/approval/disapproval** of the resignation of Tim Tucker from the Pinal County Workforce Development Board and the appointment of Wallin Gustin with Arizona Department of Economic Security (Government & Economic Development Sector) for the remainder of the term. **Term of Service:** January 30, 2025 through May 31, 2026
- **\*Discussion/approval/disapproval** of the ARIZONA@WORK Pinal County Eligible Training Provider List Policy.
- **\*Discussion/approval/disapproval** of Recommendation of the following Central Arizona College Training Program for listing on the Arizona’s Eligible Training Provider List.
- **\*Contractor Provider Reports**
  - a) Adult/Dislocated Worker Program
  - b) Youth Program
  - c) One Stop Operator

**Motion Entered by:** Lynn Parsons

**Second by:** Sean Salvesson

**Item Action:** Approved

**3. Discussion/approval/disapproval** of Revision 2 of the 2023-2025 ARIZONA@WORK Pinal County Memorandum of Understanding/Infrastructure Funding Agreement (MOU/IFA). This revision was necessitated by the addition of new service providers for the Adult and Dislocated Worker Programs and Adult Education Program.

Joel Millman presented the Memorandum of Understanding and Infrastructure Funding Agreement, which outlines the relationship and financial contributions between partners.

**Motion Entered by:** Lynn Parsons

**Second by:** Richard Wilkie

**Item Action:** Approved

**4. Discussion/approval/disapproval** of the proposed Request for Quote (RFQ) for Pinal County Workforce Development Board (PCWDB) staff to pursue procurement of professional and outside services to work with the PCWDB on updated operational activities, including exploration of topics such as onboarding new members, sector strategy development, and apprenticeships concentrating on the in-demand and targeted industries identified in the 2025-2028 ARIZONA@WORK Pinal County Workforce Development Plan. The RFQ as presented will reflect the month and year the RFQ is issued rather than the November 2024 date on the document presented.

Joel Millman discussed the potential procurement of professional services to improve operational activities and board engagement. The board members expressed interest in a more structured onboarding process and a content management system for better organization and access to information relevant to board members. Board staff will bring back proposals for further discussion.

**Motion Entered by:** Mike Cruz

**Second by:** Joel Villegas

**Item Action:** Approved

**5. Discussion/approval/disapproval of the Pinal County Workforce Development Board Budget Report**  
Carrie Fike presented the monthly PCWDB Budget Report

**Motion Entered by:** Richard Wilkie

**Second by:** Todd Thomas

**Item Action:** Approved

**6. Board Chair Report**

Harold Christ informed members that there is a business sector vacancy available on the board. He asked to be notified if anyone had any recommendations.

**Item Action:** Information Only

**7. Operations Report** - Joel Millman provided an update on the following:

- **Reauthorization of the Workforce Innovation and Opportunity Act:** Staff is working with the Pinal County's Legislative Liaisons to possibly engage with Arizona's Congressional delegation regarding WIOA reauthorization and funding during the upcoming Advocacy Day in March sponsored by the National Association of Workforce Boards.
- **PCWDB Business Sector Member Vacancy:** A vacancy in the business sector category was noted, and the opportunity to evaluate and target specific individuals was highlighted. Joel Millman will send to the board members the Business Sector guidelines and requirements to apply.
- **Central Arizona Regional Workforce Forum Series Session #2** On January 15<sup>th</sup> 2025 the second in a series of virtual forums hosted by Pinal County Workforce Development Board, the City of Phoenix Business and Workforce Development Board and the Maricopa County Workforce Development was held. 179 Registered and 109 participated. PCWDB member Joel Villegas moderated one of the panels.
- **Integration Exchange:** On January 16, 2025 ARIZONA@WORK Pinal County hosted an Integration Exchange team building event at Central Arizona College. Jose Alvarado One

Stop Operator and ARIZONA@WORK Pinal County partners will present results of the Integration Exchange at the February 20<sup>th</sup> full board meeting.

**Item Action: Information Only**

**8. Presentation: “WIOA Pinal County Housing”: Martina Kuehl (Kuehl Enterprises)**

Martina presents opportunities to explore housing concerns and solutions with employers in Pinal County, including roundtable discussions, employer data sharing, and employee surveys. Employers expressed reservations about sharing detailed employee data due to HR policies but are open to roundtable discussions. The Pinal County Housing plan, funded by the Arizona Department of Housing, aims to address all income levels and housing types, reduce barriers, and promote community acceptance of a wide range of housing options

**Item Action: Information Only**

**9. Call to the Public**

**Item Action: No Public Comment**

**10. Adjournment**

**Motion Entered by:** Richard Wilkie

**Second by:** Sean Salvesson

**Adjournment: 3:16pm**

**AMENDMENT TO THE SHARED GOVERNANCE AGREEMENT**  
**between**  
**THE PINAL COUNTY BOARD OF SUPERVISORS**  
**and**  
**THE PINAL COUNTY WORKFORCE DEVELOPMENT BOARD**  
**TO RECOGNIZE ELECTION OF A NEW CHAIR OF THE PINAL COUNTY BOARD OF**  
**SUPERVISORS**

This Amendment to the Shared Governance Agreement to Recognize Election of a New Chair of the Pinal County Board of Supervisors (this “AMENDMENT”) is entered into by and between the Pinal County Board of Supervisors, as the Chief Elected Officials (the “PCBOS”), and the Pinal County Workforce Development Board (the “PCWDB”). The PCBOS and the PCWDB may each be referred to individually as a “Party” and collectively as the “Parties.”

**RECITALS**

**WHEREAS**, the Parties have previously entered into a Shared Governance Agreement with an effective date of January 1, 2024 (the “Agreement”); and,

**WHEREAS**, the Parties wish to amend the Agreement to recognize the election of a new Chair of the PCBOS; and,

**WHEREAS**, this AMENDMENT is hereby made a part of, and incorporated into the Agreement, as though fully set forth therein.

**AGREEMENT**

**NOW, THEREFORE**, the PCBOS and the PCWDB agree on the following terms and conditions:

The Parties wish to amend the Agreement to recognize election of a new Chair of the PCBOS. Except as specifically provided in this AMENDMENT, all other conditions and terms and provisions of the Agreement shall remain unchanged and shall remain in full force and effect.

**APPROVALS**

**IN WITNESS WHEREOF**, the Parties have caused this AMENDMENT to be executed by their duly authorized officials and have affixed their signatures to this AMENDMENT on the date written below.

**The PCBOS:** Pinal County Board of Supervisors

\_\_\_\_\_  
\_\_\_\_\_, Chair

Date: \_\_\_\_\_

ATTEST:

\_\_\_\_\_  
Natasha Kennedy, Clerk of the Board  
Pinal County Board of Supervisors

**The PCWDB:** Pinal County Workforce Development Board

\_\_\_\_\_  
\_\_\_\_\_, Chair

Date: \_\_\_\_\_



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Board Chair Report

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**MOTION:**

History	Who	Approval
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**ATTACHMENTS:**

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No Attachments Available



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Operations Report

**BRIEF DESCRIPTION OF THE FISCAL CONSIDERATIONS AND/OR EXPECTED FISCAL IMPACT OF THIS AGENDA ITEM:**

**BRIEF DESCRIPTION OF THE EXPECTED PERFORMANCE IMPACT OF THIS AGENDA ITEM:**

**MOTION:**

History			
Time	Who		Approval

<b>ATTACHMENTS:</b>
Click to download
<input type="checkbox"/> <a href="#">Operations Report</a>
<input type="checkbox"/> <a href="#">Workforce AZ Council Training Evaluation Workgroup</a>
<input type="checkbox"/> <a href="#">Final Title I Adult Services Training Evaluation</a>

# Pinal County Workforce Development Board Full Board Meeting

*Operations Update*  
February 20, 2025



- Workforce Arizona Council Workgroups
  - a. Training Effectiveness
  - b. Increasing Apprentices
- PY 24 DES Programmatic Monitoring
- Request for Quote (RFQ) Update





OFFICE OF  
**ECONOMIC  
OPPORTUNITY**

# **Training Evaluation Workgroup**

Workforce Arizona Council -  
January 30, 2025

# Agenda

- 1. Welcome, Kristen Mackey, 5 min.**
- 2. Finalize Charter, Kennedy Riley, 30 min.**
- 3. Training Evaluation Updates, Rachael Tashbook, 30 min.**
  - a. Review statewide key findings**
  - b. Performance report rollout update**
  - c. Webinar outcomes and FAQ's**
- 6. Discussion on policy development next steps and communications, Stacey Faulkner, 30 min.**
  - a. [ETPL Policy](#)**



# Charter Review

Team Charter, Kennedy Riley



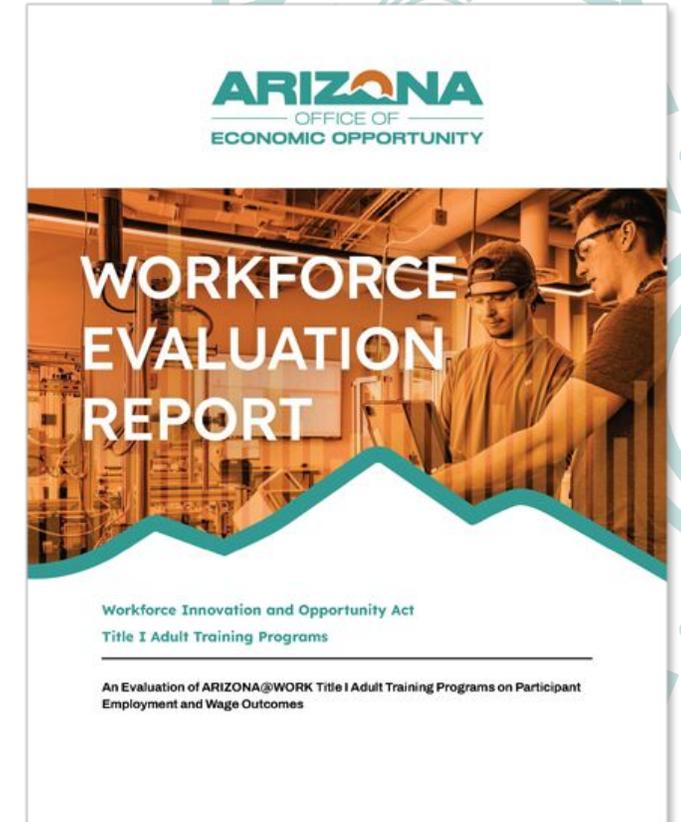
# Training Evaluation Updates

Rachael Tashbook



# Objectives of the Presentation

- Evaluation Publication Timeline
- Review of the purpose and scope of the WIOA Title I Adult Training Program Performance Reports (Statewide & Individual)
- Highlight key findings from the evaluation
- Share next steps for implementing insights
- Answer your questions and gather feedback





# Publication Timeline

# Performance Data Release Timeline





# Evaluation Methodology & Scope

# Purpose of the Report

- Fairly **evaluate** the **effectiveness** of ARIZONA@WORK Title I Adult Training Programs.
- Provide data to expand **understanding of participant outcomes**.
- **Provide** workforce practitioners, training providers, and policymakers **objective feedback**



# Scope of the Evaluation

- **Data Source:** 17,200 Adult program participants who exited between Q2 2020 and Q1 2023.
- **Only students in ARIZONA@WORK programs were included**
- **Programs Evaluated:**
  - 55 training providers
  - 88 training programs (with at least 5 completers)

## Metrics:

- Employment in the 2nd quarter after Title I program exit
- Employment in the 4th quarter after Title I program exit
- Average wages in the 2nd quarter after Title I program exit



# Metrics

- Employment in the 2nd quarter after exit
    - The percentage of participants who are in unsubsidized employment during the second quarter after exit from the Title I program.
  - Employment in the 4th quarter after exit
    - The percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program.
  - Average wages in the 2nd quarter after exit
    - The average earnings of participants who are in unsubsidized employment during the second quarter after exit from the program
- 
- Based on the Department of Labor's required performance metrics
  - Do **not** take into account the number of hours worked within the quarter tracked.

# How Programs Were Evaluated

- **Predictive Model:** Compares actual participant outcomes to predicted outcomes based on:
  - Participant demographics
  - Employment barriers
  - Local economic conditions
- **Scoring System:**
  - **Rating 1:** Below lower bound of predictions
  - **Rating 2:** Within predicted range
  - **Rating 3:** Exceeded upper bound of predictions

*The WIOA mandates the use of a similar statistical adjustment model in the negotiation and assessment of performance levels for state and local workforce programs*

# Program Ratings

- **Overall Ratings:**
  - **Exceeded Expectations:** Total score of 7–9
  - **Met Expectations:** Total score of 6
  - **Below Expectations:** Total score of 3–5
- **Results Overview:**
  - 43% of programs exceeded expectations.
  - 20% met expectations.
  - 36% fell below expectations.





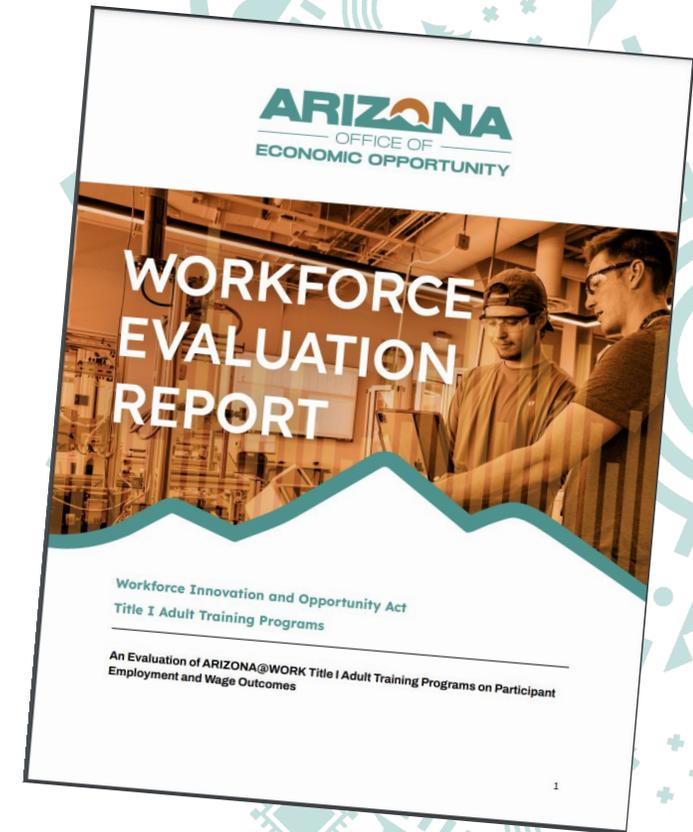
# Key Findings from Statewide Report

# Statewide Report: Key Findings

- Programs in Health Professions and Homeland Security showed the highest employment and wage outcomes.
- Cosmetology Services often fell below expectations.
- Strong alignment with high-demand industries drives program success.
  - Nursing and health services support
  - Dental assisting and hygienist
  - Transportation

Statewide Report is available on the OEO website here:

<https://o eo .az .gov /workforce-evaluation>



# Overall Most Occupational Skills Training Had a Positive Effect on Employment

**Table 3. Training Subject Effect**

Training Subject Type	Training Subject Effect on Employment and Wage Outcomes		
	Emp. 2nd Qtr. After Exit	Emp. 4th Qtr. After Exit	Average Quarterly Wage 2nd Qtr. After Exit
	Change <sup>1</sup>	Change <sup>1</sup>	Change <sup>1</sup>
Computer and Information Sciences and Support Services	<b>+7.9%</b>	+4.5%	<b>+\$1,052</b>
Culinary, Entertainment, and Personal Services <sup>2</sup>	<b>-12.1%</b>	<b>-11.0%</b>	<b>-\$901</b>
Engineering/Engineering-Related Technologies/Technicians	+4.6%	<b>+10.5%</b>	<b>+\$1,496</b>
Homeland Security, Law Enforcement, Firefighting and Related Protective Services	<b>+10.2%</b>	<b>+9.3%</b>	<b>+\$4,793</b>
Construction Trades	+3.4%	+2.8%	+\$443
Mechanic and Repair Technologies/Technicians	<b>+16.8%</b>	<b>+10.7%</b>	<b>+\$1,233</b>
Precision Production	+1.2%	+7.6%	+\$693
Transportation and Materials Moving	<b>+9.0%</b>	<b>+3.3%</b>	<b>+\$2,211</b>
Health Professions and Related Programs	<b>+13.2%</b>	<b>+11.6%</b>	<b>+\$927</b>
Business, Management, Marketing, and Related Support Services	+3.4%	-0.2%	+\$199
Reference Group: Participants who did not enter/complete a training	—	—	—

1. Bold values suggest that the outcome measures for participants who completed training in a given training subject were significantly different than the outcomes of participants who did not enter/complete a training.

2. The majority of programs within this subject are Cosmetology and Related Personal Grooming Services.

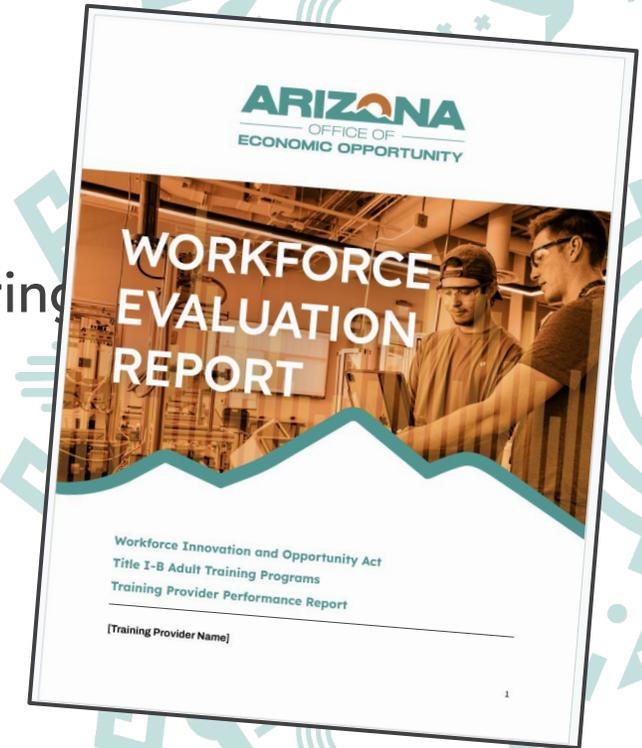




# Individual Reports

# Content in Individual Reports

- **About the Report:** Details on the analysis available for each institution.
- **Performance Overview:**
  - Includes all programs evaluated at each institution.
  - Core data: number of participants entering training, completing training, and quarterly employment and wage results.
- **Training Evaluation Results:**
  - Program performance ratings based on participant and economic characteristics.
- **Technical Notes**



Emailed to Training Providers



# Training Provider Engagement & Concerns

# Training Provider Engagement

- December - Met with community college workforce leaders, AC4 and select public and private pilot training providers
- January - Reports sent to 44 training providers
- January - Two informational webinars (January 22nd & 23rd)
  - Webinar recording and slides posted on OEO website
    - FAQ document developed, *[to be posted on OEO website]*
  - Expectations set for next steps



# Frequent Concerns Discussed

- **Will the training providers need to submit more information?**
  - **No Additional Reporting Required:** DES matches employment records (via unemployment insurance tax data) with ARIZONA@WORK participant data.
- **How does OEO have accurate employment & wage data (and can OEO share this data with them)?**
  - **Accurate Data:** UI tax data is comprehensive and provides quality employment and wage records.
- **Since OEO has the UI tax information, can the training providers stop collecting and reporting on participant results?**
  - **Current Reporting Requirements:** Please note, we do not have the authority to reduce existing requirements for reporting.



# Additional Concerns Mentioned

- **Will the LWDB/State Council be removing training programs from the ETP and how quickly?**
  - **Council workgroup will give recommendations:** So far, OEO has and will continue to recommend that the LWDB wait to change policy till the Council has time to communicate guidance and recommendations.
- **Why does the report not include all training provider participants? Won't just having Title I participants skew the results?**
  - **Non-WIOA participants are outside of project scope:** Our focus is on evaluating the effectiveness of the training programs in specifically for WIOA Title I participants.
  - **Don't have enough non-WIOA participant data at this time:** If further evaluation is desired by the training providers, IDS might be a future opportunity.



# Discussion: Policy Development, Communications, Next Steps

Stacey Faulkner



# Communications Questions/Talking Points

- Is this data actionable or is the state allowing time for training providers to improve their performance? If so, how are is guiding programs to improve?
- Can a local area begin actions to remove a training provider based on this data?
- When can case managers begin to provide information to participants to help inform their training program choice?
- Will there be guidance from the Workforce Arizona Council about using performance based data to make decisions on the ETPL?
- What is a High Impact Training (HIT) Program?
- What is the Council's overall goal for HIT program enrollment and how do they plan to achieve that goal?

Goal: Create a doc with key talking points to ensure consistent and clear communication to ensure Workgroup and Council share the same messages externally.

# Transition from Data Dissemination to Implementation

- As OEO finalizes the rollout of the evaluation, the Council can start the communication process for rolling out tools, resources, and support for workforce system based on the data.



# Timeline / Next Steps

Target Date	Activity	How Workgroup Can Help	Deliverable(s)
Feb / March 2025	Informational Broadcast (IB) on ETPL Policy		Informational Broadcast
	Review FAQ to Dictate Policy Changes	Provide comments on considerations for policy & desk aid development	Desk Aid to Support Initial Data Use
March 13, 2025	Council Meeting		Project Update
April / May 2025	Research Best Practices & Opportunities	Help brainstorm list of ideas for using evaluation data &/or find ideas based on local, state, and national best practices	List of Potential Policy / Procedure / Best Practice Recommendations
May 2025	Annual Workforce Summit		
May 29, 2025	Council Meeting		Project Update
June - Sept 2025	Discuss Potential Policy Revisions	Pros & Cons of potential policy changes	
Sept 18, 2025	Council Meeting		
Oct - Dec 2025	Begin Policy Revisions		
Nov 20, 2025	Council Meeting		Project Update
January 2026	Gain Feedback	Provide feedback	Draft of Revised Policy
February 2026	Public Comment	Share with stakeholders	
Feb / March 2026	Final Revisions		
April / May 2026	Council Approval		Policy Revision Complete

# Thank You!





# WORKFORCE EVALUATION REPORT

**Workforce Innovation and Opportunity Act  
Title I Adult Training Programs**

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**An Evaluation of ARIZONA@WORK Title I Adult Training Programs on Participant  
Employment and Wage Outcomes**

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## Executive Summary

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The Arizona Office of Economic Opportunity (OEO) leads efforts to evaluate the Arizona workforce system, per its mandate under A.R.S. 41-5303 as the state's workforce coordinator. In collaboration with the Workforce Arizona Council, OEO measures and reports on the performance of Arizona's workforce and education programs to improve their effectiveness in assisting Arizonans gain the skills needed to obtain sustained, high-paying employment.

The ARIZONA@WORK Title I Adult Occupational Training Programs evaluation assesses how effectively training completion impacts participant employment and wage outcomes. The evaluation focuses exclusively on participants in the Title I Adult Program, which serves individuals aged 18 and older who are not classified as dislocated workers or youth participants. The report analyzed 17,228 records of participants who exited the workforce system between Quarter 2 (Q2) 2020 and Quarter 1 (Q1) 2023, of which 5,130 completed at least one training program. Only training programs with five or more completers were evaluated and assigned a training effectiveness rating, resulting in 4,320 participants completing training in programs meeting this threshold. The study measured effectiveness using three key performance metrics: employment in the second and fourth quarters after exit and average wages in the second quarter after exit.

Key findings include:

- **Training Subject Performance:** Health Professions and Transportation programs accounted for the largest share of training providers and participants, making up 78% of total enrollment. Homeland Security and Law Enforcement had the highest completion rate at 88%, while Health Professions and Mechanic and Repair were most effective at improving employment rates.
- **Employment and Wage Outcomes:** Participants in Homeland Security programs showed the highest average wage (\$13,761) in the second quarter after exit, followed by Transportation and Information Sciences. Health Professions and Engineering training showed strong job retention, with employment rates of 80% and 72% in the fourth quarter, respectively.
- **Employment and Wage Improvements:** Mechanic and Repair Technologies demonstrated the largest impact on second-quarter employment, improving participant success rates by 16.8 percentage points over non-completers. Health Professions and Homeland Security subjects showed consistent wage and employment gains, underscoring their alignment with Arizona's high-demand labor market sectors.
- **Training Program Ratings:** Programs received ratings of "Exceeded Expectations," "Met Expectations," or "Below Expectations" based on how actual participant outcomes compared to predicted outcomes. Of the evaluated programs, 43% (38 programs) exceeded expectations, particularly in Health Professions, Information Sciences, and Homeland Security subjects. Fields such as Culinary Arts had higher rates of "Below Expectations" ratings.

**Conclusion:** This evaluation provides a data-driven framework for identifying high-impact programs for training effectiveness across Arizona's workforce development system. By continuously assessing program outcomes, ARIZONA@WORK can better understand the training requirements needed to meet evolving labor market demands. OEO will share the report's findings through webinars, workshops, and in-person meetings with the WAC, the Department of Economic Security (DES), training providers, and other key partners. Accessible materials such as summaries, training program evaluation reports, web tools, and presentations will be created to ensure the results are easily understood and actionable for diverse audiences.

## Introduction

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As Arizona's population and job market growth continue to outpace the rest of the nation, the effective use of limited workforce development resources is essential. The Arizona Office of Economic Opportunity (OEO) leads efforts to evaluate the Arizona workforce system, per its mandate under A.R.S. 41-5404 as the state's workforce coordinator. In collaboration with the Workforce Arizona Council, OEO measures and reports on the performance of Arizona's workforce and education programs to improve their effectiveness in assisting Arizonans gain the skills needed to obtain sustained, high-paying employment.

This report evaluates the ARIZONA@WORK Title I Adult Occupational Training Programs, assessing the impact of training completion on employment and wage outcomes among participants. The report offers insights into program effectiveness across training providers and program subject areas. The goal is to help inform the ARIZONA@WORK system by identifying and understanding the effectiveness of training programs by training program subject categories.

## About this Report

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The report examines the employment and wage outcomes of ARIZONA@WORK Title 1 Adult program participants who completed an occupational training program. The Adult program is one of three programs under Title I of the Workforce Innovation and Opportunity Act (WIOA), which aims to increase access to training, employment, and career services for various groups facing employment barriers.

The study uses data from 17,228 Adult Program participants who exited the ARIZONA@WORK system between Q2 2020 and Q1 2023. Of these participants, 7,373 entered an occupational skills training program and 5,130 completed at least one occupational skills training program. The remaining 12,098 participants either did not enter training or did not complete a training program.

Only programs with a minimum of five completers were included when evaluating training program effectiveness to maintain participant confidentiality and modeling accuracy. A total of 55 training providers, 88 training programs, and 4,230 training completers met the minimum participant completer requirement for all three performance measures and were included in the analysis. An additional 164 providers, 566 programs, and 900 training completers did not meet this threshold and were excluded from the study.

**Figure 1. Training Participant Overview**



\*Programs being evaluated in this study

The performance measures and evaluation period used are as follows:

Performance Measure	Evaluation Period
Employment 2nd Quarter After Exit	Q2 2020–Q1 2023
Employment 4th Quarter After Exit	Q4 2019–Q3 2022
Average Wage 2nd Quarter After Exit	Q2 2020–Q1 2023

## Training Subject Overview

This section examines ARIZONA@WORK training providers, program offerings, and participant outcomes across various training subjects. Key metrics, including participant entry and completion rates, provide insights into which training subjects yield the highest engagement and success rates, helping to identify strengths and areas for improvement within the workforce development system.

**Table 1. Training Programs by Subject**

Training Subject Type <sup>1</sup>	Training Provider	Training Program <sup>2</sup>	Participant Entered Training	Participant Completed Training <sup>3</sup>	Completion Rate <sup>4</sup>
Computer and Information Sciences and Support Services	28	55	272	156	57%
Culinary, Entertainment, and Personal Services	35	58	357	299	84%
Engineering/Engineering-Related Technologies/Technicians	16	22	99	77	78%
Homeland Security, Law Enforcement, Firefighting and Related Protective Services	11	18	147	130	88%
Construction Trades	20	23	109	92	84%
Mechanic and Repair Technologies/Technicians	19	25	93	74	80%
Precision Production	14	14	51	44	86%
Transportation and Materials Moving	50	64	3148	2573	82%
Health Professions and Related Programs	106	272	1932	1485	77%
Business, Management, Marketing, and Related Support Services	22	51	178	128	72%
Other Training Subject Types <sup>5</sup>	48	52	98	72	73%
<b>Total</b>	<b>219<sup>6</sup></b>	<b>654</b>	<b>6484</b>	<b>5130</b>	<b>79%</b>

1. Training subject types are based on the names associated with the two-digit Classification of Instructional Programs (CIP) codes.
2. Training program counts were determined by the number of six-digit CIP codes.
3. The counts of participants who entered and completed training were based on participants who exited the ARIZONA@WORK Title I Adult Program between Q2 2020 and Q1 2023.
4. The completion rate was calculated by dividing the number of participants who completed training by the number of participants who entered the training program.
5. Training subject types that contain programs with less than five completers were included in the "Other Training Subject Types" category.
6. Total training provider count represents the number of unique providers.

## Training Providers and Programs by Subject

The ARIZONA@WORK system included 219 training providers who offered 654 programs across ten primary subjects that at least one ARIZONA@WORK Adult program participant completed during the evaluation period. These subjects vary widely in provider concentration and program offerings, with some subjects more densely represented than others. Health Professions led in provider and program availability, offering 272 programs, representing over 40% of all training offerings. The training subject with the second-largest number of programs being offered was Transportation and Materials Moving.

## Participant Entry and Engagement by Subject

Participant enrollment was highest in Transportation and Materials Moving training, which alone attracted almost half (N=3,148) of all training entrants. This was followed by Health Professions, which attracted nearly 30% (N=1,932) of training entrants. Together, these subjects account for more than three-quarters of all program entries.

## Completion Rates by Training Subject

Completion rates varied widely, ranging as high as 88% and as low as 57%. Homeland Security, Law Enforcement, Firefighting, and Related Protective Services training had the highest program completion rate, despite a limited number of available programs, highlighting strong participant engagement and successful outcomes in this field. Transportation and Materials Moving follows with the second-highest completion rate, representing 45% of the total program completers. Computer and Information Sciences and Support Services; and Business Management, Marketing, and Related program completion lagged significantly, suggesting potential barriers that may require further evaluation.

## Outcomes by Training Subject

This section evaluates the employment and wage outcomes for participants who completed ARIZONA@WORK Title I Adult training programs, focusing on three key metrics: employment in the second quarter after exit, employment in the fourth quarter after exit, and average wages in the second quarter after exit. By analyzing these outcomes across various training subjects, the section highlights the effectiveness of each training area in securing long-term employment and competitive wages for participants.

**Table 2. Training Outcomes by Subject**

Training Subject Type	Employment 2nd Qtr. After Exit	Employment 4th Qtr. After Exit	Average Quarterly Wage 2nd Qtr. After Exit
Computer and Information Sciences and Support Services	78%	69%	\$9,468
Culinary, Entertainment, and Personal Services <sup>2</sup>	56%	56%	\$6,485
Engineering/Engineering-Related Technologies/Technicians	64%	72%	\$8,899
Homeland Security, Law Enforcement, Firefighting and Related Protective Services	93%	90%	\$13,761
Construction Trades	63%	66%	\$8,659
Mechanic and Repair Technologies/Technicians	89%	78%	\$9,333
Precision Production	68%	67%	\$7,954
Transportation and Materials Moving	76%	67%	\$10,203
Health Professions and Related Programs	84%	80%	\$8,503
Business, Management, Marketing, and Related Support Services	70%	64%	\$7,816

### Employment in the Second Quarter after Exit

Employment rates in the second quarter after program exit varied notably by training subject, highlighting the immediate job market alignment of certain fields:

- Homeland Security, Law Enforcement, Firefighting, and Related Protective Services achieved the highest second-quarter employment rate at 93%, reflecting the field’s strong demand and high placement rate.
- Mechanic and Repair Technologies followed, driven by growing demand for high-skilled workers and high placement rate.
- Lower employment rates in fields like Culinary, Entertainment, and Personal Services (56%) suggest areas where additional support could improve outcomes.

## Employment in the Fourth Quarter after Exit

Fourth-quarter employment rates demonstrate each field's ability to support sustained employment, with retention trends (consistent employment from the second to the fourth quarter) varying by subject:

- Homeland Security, Law Enforcement, Firefighting, and Related Protective Services continued to lead with a 90% employment rate, suggesting stable long-term demand.
- Health professions maintained strong retention rates, decreasing to 80% in the fourth quarter after exit from 84% in the second quarter after exit, reflecting a sustained demand for participants' skill sets.
- Fields like Engineering showed improvement in employment in the fourth quarter (72% employment) compared to the second quarter after exit (64% employment), while Mechanic and Repair Technologies recorded the largest drop in employment retention between employment in the second quarters after exit (89%) and fourth quarters after exit (78%), suggesting challenges in job stability.

## Average Quarterly Wage in the Second Quarter After Exit

Average quarterly wage outcomes varied by subject, underscoring disparities in earning potential across fields:

- Homeland Security, Law Enforcement, Firefighting, and Related Protective Services yielded the highest quarterly wages, with an average second-quarter wage of \$13,761, highlighting its high-income potential.
- Transportation and Materials Moving also showed strong wage outcomes at \$10,203, supporting participants' economic mobility.
- Computer and Information Sciences and Support Services and Mechanic and Repair Technologies programs demonstrated solid wage outcomes, averaging \$9,468 and \$9,333, respectively.

## Training Subject Effects

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This section provides an adjusted assessment of training subject outcomes by accounting for participants' demographic characteristics, employment barriers, and prevailing economic conditions. Recognizing that these factors can influence employment and wage results, the analysis aims to isolate the impact of training itself on post-completion outcomes. Table 3 presents these adjusted outcomes for each of the ten training subjects, showing employment rates in the second and fourth quarters after exit and wages in the second quarter after exit. By comparing these outcomes between training completers and non-completers, the table offers a more nuanced view of each subject's effectiveness in enhancing job placement and income potential under real-world conditions.

**Table 3. Training Subject Effect**

Training Subject Type	Training Subject Effect on Employment and Wage Outcomes		
	Emp. 2nd Qtr. After Exit	Emp. 4th Qtr. After Exit	Average Quarterly Wage 2nd Qtr. After Exit
	Change <sup>1</sup>	Change <sup>1</sup>	Change <sup>1</sup>
Computer and Information Sciences and Support Services	<b>+7.9%</b>	+4.5%	<b>+\$1,052</b>
Culinary, Entertainment, and Personal Services <sup>2</sup>	<b>-12.1%</b>	<b>-11.0%</b>	<b>-\$901</b>
Engineering/Engineering-Related Technologies/Technicians	+4.6%	<b>+10.5%</b>	<b>+\$1,496</b>
Homeland Security, Law Enforcement, Firefighting and Related Protective Services	<b>+10.2%</b>	<b>+9.3%</b>	<b>+\$4,793</b>
Construction Trades	+3.4%	+2.8%	+\$443
Mechanic and Repair Technologies/Technicians	<b>+16.8%</b>	<b>+10.7%</b>	<b>+\$1,233</b>
Precision Production	+1.2%	+7.6%	+\$693
Transportation and Materials Moving	<b>+9.0%</b>	<b>+3.3%</b>	<b>+\$2,211</b>
Health Professions and Related Programs	<b>+13.2%</b>	<b>+11.6%</b>	<b>+\$927</b>
Business, Management, Marketing, and Related Support Services	+3.4%	-0.2%	+\$199
Reference Group: Participants who did not enter/complete a training	—	—	—

1. Bold values suggest that the outcome measures for participants who completed training in a given training subject were significantly different than the outcomes of participants who did not enter/complete a training.

2. The majority of programs within this subject are Cosmetology and Related Personal Grooming Services.

After accounting for demographic factors, employment barriers, and economic conditions, the adjusted estimates revealed the impact of each training subject on employment and wage outcomes for participants who completed training compared to those who did not.

### Employment in the Second Quarter after Exit

- Mechanics and Repair had the largest impact on second-quarter employment results, improving employment success by 16.8 percentage points over similar participants who did not complete the training program.
- Health Professions showed the second-strongest impact and improved employment outcomes by 13.2 percentage points in the second quarter after exit.
- There were four training subjects (Engineering, Construction, Precision Production, and Business subjects) that were not significant ( $p\text{-value} > 0.05$ ), meaning that the effects of completing these training programs are similar to participants who did not complete the program.

### Employment in the Fourth Quarter after Exit

- Health Professions and Engineering programs had the greatest impact on fourth-quarter employment outcomes, improving employment success rates by 11.6 and 10.5 percentage points, respectively, compared to non-completers.

- Computer, Construction, Precision Production, and Business programs were not significant ( $p\text{-value} > 0.05$ ), indicating that completers in these training programs had similar employment outcomes to participants who did not complete the program.

## Average Wages in the Second Quarter After Exit

- Homeland Security, Law Enforcement, Firefighting, and Related Protective Services demonstrate the largest wage effect, with program completers earning an additional \$4,793 compared to non-completers.
- Three training subjects (Construction, Precision Production, and Business) were not significant ( $p\text{-value} > 0.05$ ), indicating that completers had wage outcomes similar to those of non-completers.

## Training Evaluation Results

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This section outlines the scoring system developed to assess ARIZONA@WORK training program effectiveness, helping workforce practitioners and job seekers distinguish between highly effective, average, and less effective programs.

### Individual Outcome Evaluation

The Individual Outcome Evaluation assesses the effectiveness of each training program by examining three outcome metrics:

- **Employment in the second quarter after exit:** Measures the immediate job placement success of participants after completing their training program.
- **Employment in the fourth quarter after exit:** Evaluates participants' ability to maintain employment over a longer period, reflecting program effectiveness in fostering sustainable job retention.
- **Average wages in the second quarter after exit:** Assesses the financial impact of the training, indicating how well programs prepare participants for roles that offer competitive compensation.

Each program receives a rating from 1 to 3 for each outcome metric, where:

- **Rating 1** indicates actual outcomes below the lower bound of predicted results.
- **Rating 2** reflects actual outcomes within the predicted range (between the lower and upper bounds).
- **Rating 3** is awarded for actual outcomes exceeding the upper bound of predicted results.

This rating system accounts for data variability by using a predictive range (upper and lower bounds) rather than a single predicted value, providing a more nuanced and reliable measure of program impact. The approach ensures fairness by adjusting for participant characteristics, employment barriers, and economic conditions, isolating the true effectiveness of the training program itself.

Programs that consistently achieve higher individual outcome ratings demonstrate their ability to deliver measurable benefits to participants, including better employment stability and higher earnings potential. These ratings also enable workforce practitioners and job seekers to distinguish between programs that deliver exceptional results and those that may require further improvements or refinements.

For a detailed explanation of the predictive model and methodology used to generate these ratings, please refer to the Technical Notes section.

## Overall Training Program Evaluation

This section presents an overall rating system for ARIZONA@WORK training programs, combining individual scores for employment in the second and fourth quarters after exit and wages in the second quarter after exit. Programs were assigned a rating of "Exceeded Expectations," "Met Expectations," or "Below Expectations" based on their total scores across these three outcome measures, provided data was available for each measure.

Programs that scored 7 to 9 were rated as "Exceeded Expectations," indicating strong performance above predicted outcomes. Programs with a score of 6 "Met Expectations," showed outcomes aligned with benchmarks, while those scoring 3 to 5 "Below Expectations" performed below predicted ranges.

A total of 88 programs were evaluated. Of these, 43% (38 programs) exceeded expectations, 20% (18 programs) met expectations, and 36% (32 programs) were below expectations. Table 4 captures the distribution of program effectiveness by training subject type.

**Table 4. Training Subject Overall Effectiveness**

Training Subject Type	Training Program			
	Below Expectations	Met Expectations	Exceeded Expectations	Total
Computer and Information Sciences and Support Services	2	1	2	5
Culinary, Entertainment, and Personal Services	5	0	0	5
Engineering/Engineering-Related Technologies/Technicians	0	0	2	2
Homeland Security, Law Enforcement, Firefighting, and Related Protective Services	0	1	2	3
Construction Trades	0	1	1	2
Mechanic and Repair Technologies/Technicians	1	0	2	3
Precision Production	2	0	0	2
Transportation and Materials Moving	6	5	2	13
Health Professions and Related Programs	13	10	25	48
Business, Management, Marketing, and Related Support Services	3	0	2	5
<b>Total</b>	<b>32</b>	<b>18</b>	<b>38</b>	<b>88</b>

The effectiveness ratings reveal significant variation in program outcomes across subjects, with some fields consistently exceeding expectations and others showing areas for improvement:

- Health Professions had the highest share of programs rated "Exceeded Expectations," indicating strong alignment with labor market demands and consistent achievement of positive employment and wage outcomes.
- The Transportation and Materials Moving subject showed a balanced distribution of ratings, with a significant portion meeting expectations but varied effectiveness across providers. This indicates opportunities for standardizing program quality within this subject to maximize job placement and wage outcomes.
- Culinary Arts and Personal Services had the highest proportion of programs rated "Below Expectations," with the majority of these programs focused on Cosmetology and Related Personal Grooming Services. These fields often lead to self-employment opportunities, which are not captured by the unemployment insurance tax data used to verify employment and wages. This

limitation may contribute to data gaps that obscure accurate tracking of employment outcomes, making it challenging to fully assess program effectiveness. Further investigation is needed to determine if the lower ratings stem from market demand issues or if self-employment rates are impacting reported outcomes.

This distribution of ratings across training subjects provides insights for ARIZONA@WORK to prioritize funding for high-impact programs, standardize quality in mixed-performing fields, and explore potential enhancements for programs currently rated below expectations.

## Key Insights

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1. Health Professions and Transportation had the highest number of training providers and programs, making up over half of all programs offered. Participants in these two fields accounted for 78% of the total enrollment.
2. The Homeland Security, Law Enforcement, Firefighting, and Related Protective Services programs had the highest completion rate (88%) among all training subjects
3. Training programs in the Health Professions and Mechanic and Repair categories were the most effective in improving participant employment rates. Meanwhile, programs in Homeland Security, Law Enforcement, Firefighting and Related Protective Services showed the strongest impact on wage outcomes.
4. Forty-three percent of programs being evaluated exceeded performance expectations, with Health Professions programs representing the largest share.

## Caveats and Considerations

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### Exclusion of Self-Employment Data

Many programs, especially within subjects like Cosmetology and Personal Services, prepare participants for self-employed careers. However, because employment and wage data rely on unemployment insurance tax records, outcomes for self-employed individuals are not captured. This limitation may lead to an underrepresentation of successful employment outcomes for training programs that commonly lead to self-employment. OEO is working with the Arizona Department of Revenue to obtain self-employment data to improve the capabilities of this evaluation.

### Other Considerations

- For participants who took more than one training, only the last training completed was considered.
- Training programs offered by training providers were combined at the six-digit (Classification of Instructional Programs (CIP) level.
- The performance measures for wage outcomes used in the evaluation were based on average wages, while the official metric used by WIOA is median wages. Outliers were removed to enhance the accuracy of using average wages.
- Participant records for those employed outside of Arizona were not included in the evaluation per confidentiality restrictions outlined in the State Interchange System (SWIS) data-sharing agreement.

## Application and Conclusion

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The data provided in this report equips ARIZONA@WORK stakeholders—including workforce operators, local workforce boards, and the Workforce Arizona Council—with actionable insights into training program effectiveness across key subjects. By using historical and adjusted outcome data, stakeholders can identify high-impact training program subject categories. This data-driven approach supports informed decision-making, enabling ARIZONA@WORK to better understand the effectiveness of training program subject categories in affecting employment and wage outcomes for participants.

The report highlights both strengths and areas for improvement within ARIZONA@WORK's training programs. By continuously evaluating and adjusting program offerings based on real-world outcomes, ARIZONA@WORK can enhance its impact, empowering participants with skills that lead to meaningful, sustainable employment and supporting Arizona's evolving workforce landscape.

## Next Steps

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Following the publication of this evaluation report, OEO will take targeted actions to ensure workforce development partners understand the findings. In collaboration with the WAC, DES, local workforce development areas (LWDAs), Title I training providers, and one-stop operators, OEO will focus on disseminating findings, engaging stakeholders, and building out user-friendly online tools, dashboards, and individual training program reports.

OEO also plans to publish more detailed employment and wage outcome analyses by training programs for Title I Adult program participants. This will give ARIZONA@WORK partners the opportunity to better understand the effectiveness of specific training programs on participant employment and wage outcomes. This information will be released after OEO meets with ARIZONA@WORK partners about the findings of this report.

## Technical Notes

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The statistical adjustment model (SAM) for training programs is a multiple linear regression model designed to predict participant outcomes and evaluate the effectiveness of ARIZONA@WORK training programs. Developed by OEO, the model estimates expected employment and wage outcomes by factoring in participant characteristics and local economic conditions, providing a baseline to assess the true impact of training completion.

The methodology used in this report closely aligns with the U.S. Department of Labor's (DOL) SAM for WIOA Title I performance evaluations. Similar to the DOL model, this approach incorporates a multiple regression framework to predict participant outcomes while accounting for differences in demographic characteristics, employment barriers, and local economic conditions. By isolating these external factors, both models aim to level the playing field when comparing program performance and identifying areas for improvement.

## Model Objective

The primary objective of the model is to isolate the effects of training programs by accounting for external factors—demographics, employment barriers, and economic conditions—thus enabling a more accurate evaluation of program effectiveness.

## Dependent variables

The model focuses on three key outcome measures:

1. Employment in the second quarter after exit
2. Employment in the fourth quarter after exit
3. Average wages in the second quarter after exit

Each outcome is treated as a dependent variable in separate multiple linear regression models, while participant characteristics and economic environment variables serve as independent variables. The linear regression model is expressed as

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_k X_k + \varepsilon$$

where Y is the the dependent variable,  $\beta_0$  is the intercept,  $\beta_k$ s are the coefficients corresponding to the independent variables, and  $\varepsilon$  is the error term.

## Independent Variables

To predict employment and wage outcomes, the model includes the following independent variables:

- Participant Characteristics: Age, education level, race and ethnicity, employment barriers (e.g., disability, veteran status), and training subject area. Participants' demographics help account for variances in outcomes based on personal factors.
- Local Economic Conditions: Unemployment rates from the Bureau of Labor Statistics are included to reflect labor market dynamics during participants' job searches. For example:
  - The unemployment rate two-quarters post-exit was used to predict employment and wage outcomes in the second quarter after exit.
  - The unemployment rate four quarters post-exit was used for predicting employment in the fourth quarter after exit.

These economic indicators attempted to capture the real-world conditions participants faced.

## Participant and Data Scope

The statistical models were created using data records from 32,238 participants who exited the ARIZONA@WORK Title I Adult programs from Q1 2018 to Q1 2023, drawn from the U.S. Department of Labor's Participant Individual Record Layout (PIRL) reports. The PIRL reports are derived from individual records data generated by Arizona Job Connections (AJC), which contain detailed data on each participant's demographics and training entries. Employment and wage outcomes are sourced from the unemployment insurance wage records. Of the total participants:

- 8,717 completed at least one training program.
- 3,061 entered training but did not complete it.
- 20,460 did not enter training.

Programs with fewer than five completers were excluded to maintain statistical reliability, resulting in a final dataset of 55 providers and 88 programs. The workforce evaluation report included data from the most recent three-year period (Q2 2020 - Q1 2023).

## Model Assumptions and Validation

The model relies on several key assumptions for accurate predictions, including:

1. **Linearity:** Assumes that the relationship between each predictor and the outcome is linear. The model uses categorical variables coded as binary, making the linearity assumption straightforward.
2. **No Multicollinearity:** Independent variables should not be highly correlated. Variance Inflation Factor (VIF) scores were calculated, and variables with VIF scores exceeding 10 (age variables) were retained to simplify interpretation, as removing them did not improve model fit.
3. **No Autocorrelation:** Ensures that residual errors are independent. The Durbin-Watson test confirmed a lack of autocorrelation with a coefficient of 1.97.
4. **Outliers:** Outliers in wage data were identified using interquartile range (IQR) calculations. Wages exceeding \$21,393.74 (1.5 times the IQR above the upper quartile) were removed to improve model reliability.

## Feature Selection and Model Comparison

Two models were initially tested: multiple linear regression and logistic regression. OEO selected multiple linear regression due to its interpretability and alignment with the SAM for Local Area assessments. To aid negotiations with states to establish performance standards, the DOL provides local area estimates through a statistical adjustment model. For ease of interpretation, DOL uses a linear regression model, even though the dependent variable is binary. Both linear and logit models were tested, and the results showed that the model coefficients were similar across both approaches. OEO developed three separate linear regression models to predict each dependent variable (employment in the second and fourth quarters after exit, and average wages in the second quarter after exit).

## Evaluation Methods

The model employs two primary evaluation methods to assess training program effectiveness:

1. **Training Subject Effects:** This method quantifies the overall impact of training subjects by comparing employment and wage outcomes for completers in each subject to those of non-completers. Program subjects with positive coefficients in the model indicate a favorable effect on outcomes, while negative coefficients suggest outcomes that are less effective than non-completers.
2. **Program-Level Evaluation by Provider:** To evaluate specific training programs offered by multiple providers, the model compares actual outcomes of program completers with predicted outcomes based on their demographic and economic characteristics. This approach helps to assess not only the subject effectiveness but also the influence of program quality and provider differences on participant success.

## Scoring System and Outcome Measure Ratings

The model assigns scores to programs based on their performance relative to predicted outcomes:

- Rating 1: Actual outcomes are below the lower bound of the predicted range.
- Rating 2: Actual outcomes fall within the predicted range.
- Rating 3: Actual outcomes exceed the upper bound of the predicted range.

Each program's overall rating is a cumulative total of scores across the three outcome measures (second-quarter employment, fourth-quarter employment, and second-quarter wages). Programs with overall scores of 7-9 "Exceed Expectations," those scoring 6 "Meet Expectations," and scores of 3-5 are classified as "Below Expectations."

This rating system provides a conservative, flexible approach to evaluating program performance by accommodating data variability and adjusting for external factors.



# PINAL COUNTY

WIDE OPEN OPPORTUNITY

## AGENDA ITEM

February 20, 2025 ADMINISTRATION BUILDING A  
FLORENCE, ARIZONA

**REQUESTED BY:**

**Funds #:**

**Dept. #:**

**Dept. Name:** Workforce Department

**Director:** Joel Millman

**BRIEF DESCRIPTION OF AGENDA ITEM AND REQUESTED BOARD ACTION:**

Discussion/approval/disapproval of the Pinal County Workforce Development Board Budget Report

**BRIEF DESCRIPTION OF THE FISCAL CONSIDERATIONS AND/OR EXPECTED FISCAL IMPACT OF THIS AGENDA ITEM:**

**BRIEF DESCRIPTION OF THE EXPECTED PERFORMANCE IMPACT OF THIS AGENDA ITEM:**

**MOTION:**

History	Who	Approval
Time		

<b>ATTACHMENTS:</b>
Click to download
<input type="checkbox"/> <a href="#">Budget Report</a>
<input type="checkbox"/> <a href="#">PY25 Planning Estimates</a>

**PINAL COUNTY WORKFORCE DEVELOPMENT BOARD BUDGET**

PY23 - awarded 7/1/23 to be spent by 6/30/25

**\$2,588,720**

**Grant time lapse 75%**

<b>PROGRAM (Time Lapse 50%)</b>	<b>Budget</b>	<b>Transfer</b>	<b>Expended</b>	<b>% Expended</b>	<b>Balance</b>
YOUTH- CAC	\$559,368		\$375,913	67%	\$183,455
ADULT PROGRAM- Eckerd	\$625,303	\$250,000	\$479,836	77%	\$395,467
DISLOCATED WORKER- Eckerd	\$528,788	<b>\$250,000</b>	\$399,993	76%	\$278,788
ONE-TIME FUNDING- Eckerd (Adult Probation Initiative)	\$271,712		\$56,054	21%	\$215,658
<b>TOTAL</b>	<b>\$1,985,171</b>		<b>\$1,311,797</b>	<b>66%</b>	<b>\$673,374</b>

	<b>Budget</b>		<b>Expended</b>	<b>% Expended</b>	<b>Balance</b>
<b>Board Operating Budget</b>	<b>\$603,549</b>				
Personnel	\$388,565		\$172,592	44%	\$215,973
One-Stop Operator	\$129,290		\$55,263	43%	\$74,027
Office Operating Supplies- Cell,/Postage/Data Circuit	\$5,105		\$2,424	47%	\$2,681.00
Travel	\$20,000		\$6,200	31%	\$13,800
Marketing	\$6,500		\$20	0%	\$6,480
Strategic Planning	\$6,000			0%	\$6,000
ONE-TIME FUNDING- (ATLAS)	\$15,000		\$13,000	87%	\$2,000
Subscriptions/ Memberships	\$15,716		\$930	6%	\$14,786
Unallocated	\$17,373		\$0	0%	\$17,373
<b>TOTAL</b>	<b>\$603,549</b>		<b>\$ 250,429</b>	<b>41%</b>	<b>\$353,120</b>

<b>TOTAL PCWDB Budget Allocation</b>	<b>\$2,588,720</b>		<b>\$1,562,226</b>	<b>60%</b>	<b>\$1,026,494</b>
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*Date of Report 2/06/2024  
Expenditures through 12/31/2024*

**PINAL COUNTY WORKFORCE DEVELOPMENT BOARD BUDGET**

PY24 - awarded 7/1/24 to be spent by 6/30/26

\$2,817,998

Grant time lapse

Grant time lapse 25%

<b>PROGRAM (Time Lapse 25%)</b>	<b>Budget</b>	<b>Transfer</b>	<b>Expended</b>	<b>% Expended</b>	<b>BALANCE</b>
YOUTH- CAC	\$547,766		\$0	0%	\$547,766
ADULT- Eckerd	\$615,759		\$0	0%	\$615,759
DISLOCATED WORKER- Eckerd	\$617,322		\$0	0%	\$617,322
RAPID RESPONSE- Eckerd	\$165,000		\$4,003.00	2%	\$160,997
<b>TOTAL</b>	<b>\$1,945,847</b>		<b>\$4,003.00</b>	<b>0%</b>	<b>\$1,941,844</b>

	<b>Budget</b>		<b>Expended</b>	<b>% Expended</b>	<b>BALANCE</b>
<b>Board Operating Budget</b>	<b>\$872,151</b>		\$0	0%	\$872,151
Personnel	\$496,000		\$0	0%	\$496,000
One-Stop Operator	\$129,290		\$0	0%	\$129,290
Office Operating Supplies- Cell,/Postage/Data Circuit	TBD		\$0	0%	TBD
Travel	TBD		\$0	0%	TBD
Marketing	TBD		\$0	0%	TBD
Strategic Planning	TBD		\$0	0%	TBD
Subscriptions/ Memberships	TBD		\$0	0%	TBD
RAPID RESPONSE	\$225,000		\$0	0%	\$225,000
Allocated	\$850,290		\$0	0%	\$850,290
Unallocated	\$21,861		\$0	0%	\$21,861
<b>TOTAL</b>	<b>\$872,151</b>			<b>0%</b>	<b>\$872,151</b>

<b>TOTAL PCWDB Budget Allocation</b>	<b>\$2,817,998</b>		<b>\$4,003</b>	<b>0%</b>	<b>\$2,813,995</b>
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*Date of Report 2/08/2024  
Expenditures through 12/31/2025*

**WIOA Adult Program Planning Estimates by LWDA**

Local Workforce Development Area	PY 24 Allocation	PY 25 Allocation	Over-the-Year Change	Over-the-Year Percent Change	Primary Cause of Increase/Decrease
North Eastern Arizona (Apache/Navajo/Gila)	\$330,949	\$297,738	-\$33,211	-10.0%	
South Eastern Arizona (Cochise/Graham/Greenlee)	\$400,630	\$360,482	-\$40,148	-10.0%	
Coconino County	\$262,129	\$234,347	-\$27,782	-10.6%	
Maricopa County	\$3,793,096	\$3,507,199	-\$285,897	-7.5%	
Mohave/La Paz	\$637,526	\$578,895	-\$58,631	-9.2%	
Navajo Nation	\$994,442	\$881,050	-\$113,391	-11.4%	8.9% decrease in unemployment in Areas of Substantial Unemployment (ASUs) and 8.0% decrease in excess unemployment
City of Phoenix	\$3,189,348	\$2,613,003	-\$576,345	-18.1%	Held Harmless
Pima County	\$2,249,228	\$1,923,966	-\$325,262	-14.5%	40.4% decrease in adult excess poverty
<b>Pinal County</b>	<b>\$804,927</b>	<b>\$786,021</b>	<b>-\$18,906</b>	<b>-2.3%</b>	<b>5.0% increase in unemployment in ASUs</b>
Santa Cruz County	\$374,794	\$308,261	-\$66,533	-17.8%	10.2% decrease in unemployment in ASUs and 22.5% decrease in excess unemployment
Nineteen Tribal Nations	\$1,311,072	\$1,169,248	-\$141,824	-10.8%	
Yavapai County	\$438,211	\$413,518	-\$24,693	-5.6%	
Yuma County	\$3,649,015	\$3,518,101	-\$130,914	-3.6%	
Distribution 85%	\$18,435,367	\$16,591,830	-\$1,843,537	-10.0%	
Total Funds	\$21,688,667	\$19,519,800	-\$2,168,867	-10.0%	

*PY 24 Allocation: Discretionary Formula, 100% weight on excess poverty*

*PY 25 Allocation: Discretionary Formula, 100% weight on excess poverty*

*PY 25 Planning Estimates listed in TEN 17-24, December 30, 2024*

**WIOA Youth Program Planning Estimates By LWDA**

Local Workforce Development Area	PY 24 Allocation	PY 25 Allocation	Over-the-Year Change	Over-the-Year Percent Change	Primary Cause of Increase/Decrease
North Eastern Arizona (Apache/Navajo/Gila)	\$350,343	\$310,163	-\$40,179	-11.5%	14.4% decrease in youth excess poverty
South Eastern Arizona (Cochise/Graham/Greenlee)	\$412,629	\$339,622	-\$73,007	-17.7%	45.2% decrease in youth excess poverty
Coconino County	\$455,383	\$420,541	-\$34,843	-7.7%	
Maricopa County	\$4,091,816	\$3,750,702	-\$341,114	-8.3%	
Mohave/La Paz	\$573,224	\$488,144	-\$85,080	-14.8%	Held Harmless
Navajo Nation	\$1,076,742	\$953,518	-\$123,224	-11.4%	8.9% decrease in unemployment in Areas of Substantial Unemployment (ASUs) and 8.0% decrease in excess unemployment
City of Phoenix	\$3,354,762	\$2,782,028	-\$572,734	-17.1%	Held Harmless
Pima County	\$2,345,255	\$2,134,138	-\$211,117	-9.0%	
<b>Pinal County</b>	<b>\$716,034</b>	<b>\$642,990</b>	<b>-\$73,045</b>	<b>-10.2%</b>	
Santa Cruz County	\$432,564	\$365,616	-\$66,949	-15.5%	10.2% decrease in unemployment in ASUs and 22.5% decrease in excess unemployment
Nineteen Tribal Nations	\$1,381,558	\$1,246,149	-\$135,408	-9.8%	
Yavapai County	\$381,087	\$362,992	-\$18,095	-4.7%	
Yuma County	\$3,887,785	\$3,871,350	-\$16,435	-0.4%	244% increase in youth excess poverty
Distribution 85%	\$19,459,183	\$17,667,953	-\$1,791,230	-9.2%	
Total Funds	\$22,893,156	\$20,785,827	-\$2,107,329	-9.2%	

*PY 24 Allocation: Discretionary Formula, 100% weight on excess poverty*

*PY 25 Allocation: Discretionary Formula, 100% weight on excess poverty*

*PY 25 Planning Estimates listed in TEN 17-24, December 30, 2024*

## WIOA Dislocated Worker Planning Estimates by LWDA

Local Workforce Development Area	PY 24 Allocation	PY 25 Allocation	Over-the-Year Change	Over-the-Year Percent Change
North Eastern Arizona (Apache/Navajo/Gila)	\$197,336	\$168,486	-\$27,084	-13.7%
South Eastern Arizona (Cochise/Greenlee/Graham)	\$654,992	\$552,238	-\$73,131	-11.2%
Coconino County	\$251,895	\$209,416	-\$31,086	-12.3%
Maricopa County	\$5,125,049	\$4,983,790	-\$278,124	-5.4%
Mohave/La Paz	\$475,131	\$403,998	-\$61,376	-12.9%
Navajo Nation	\$424,579	\$342,369	-\$63,008	-14.8%
City of Phoenix	\$3,263,208	\$3,121,699	-\$210,857	-6.5%
Pima County	\$2,342,201	\$1,965,938	-\$270,334	-11.5%
Pinal County	\$806,957	\$694,078	-\$124,361	-15.4%
Santa Cruz County	\$224,596	\$184,081	-\$30,358	-13.5%
Nineteen Tribal Nations	\$776,438	\$629,062	-\$112,262	-14.5%
Yavapai County	\$393,842	\$360,086	-\$36,396	-9.2%
Yuma County	\$2,053,228	\$1,675,268	-\$373,571	-18.2%
Distribution 60%	\$16,989,453	\$15,290,508	-\$1,698,945	-10.0%
Total Funds	\$28,315,755	\$25,484,180	-\$2,831,575	-10.0%

PY 24 Allocation: 80% weight on unemployment concentration, 5% weight on long-term unemployment, 10% weight on declining industries, 5% weight on employment

PY 25 Allocation: 35% weight on unemployment concentration, 15% weight on long-term unemployment, 15% weight on declining industries, 35% weight on labor force

PY 25 Planning Estimates listed in TEN 17-24, December 30, 2024

### WIOA Rapid Response Funds by LWDA

Local Workforce Development Area	PY 25 Distribution
North Eastern Arizona (Apache/Navajo/Gila)	\$196,032
South Eastern Arizona(Cochise/Greenlee/Graham)	\$196,032
Coconino County	\$196,032
Maricopa County	\$196,032
Mohave/La Paz	\$196,032
Navajo Nation	\$196,032
City of Phoenix	\$196,032
Pima County	\$196,032
Pinal County	\$196,032
Santa Cruz County	\$196,032
Nineteen Tribal Nations	\$196,032
Yavapai County	\$196,032
Yuma County	\$196,032
State Rapid Response Allocation (60%)	\$3,822,627
Total Rapid Response Funds	\$6,371,045

**WIOA Total Planning Estimates by LWDA**

Local Workforce Development Area	PY 24 Allocation	PY 25 Allocation	Over-the-Year Change	Over-the-Year Percent Change
North Eastern Arizona (Apache/Navajo/Gila)	\$878,628	\$776,387	-\$102,241	-11.6%
South Eastern Arizona (Cochise/Graham/Greenlee)	\$1,468,251	\$1,252,342	-\$215,909	-14.7%
Coconino County	\$969,407	\$864,304	-\$105,103	-10.8%
Maricopa County	\$13,009,962	\$12,241,692	-\$768,270	-5.9%
Mohave/LaPaz	\$1,685,881	\$1,471,037	-\$214,843	-12.7%
Navajo Nation	\$2,495,762	\$2,176,937	-\$318,825	-12.8%
City of Phoenix	\$9,807,318	\$8,516,730	-\$1,290,588	-13.2%
Pima County	\$6,936,685	\$6,024,041	-\$912,643	-13.2%
<b>Pinal County</b>	<b>\$2,327,918</b>	<b>\$2,123,089</b>	<b>-\$204,830</b>	<b>-8.8%</b>
Santa Cruz County	\$1,031,955	\$857,957	-\$173,997	-16.9%
Nineteen Tribal Nations	\$3,469,068	\$3,044,459	-\$424,609	-12.2%
Yavapai County	\$1,213,141	\$1,136,596	-\$76,545	-6.3%
Yuma County	\$9,590,028	\$9,064,719	-\$525,309	-5.5%
<b>Total Distribution to Local Areas</b>	<b>\$54,884,003</b>	<b>\$49,550,291</b>	<b>-\$5,333,712</b>	<b>-9.7%</b>
<b>Total Funds</b>	<b>\$72,897,578</b>	<b>\$65,789,807</b>	<b>-\$7,107,771</b>	<b>-9.8%</b>

PY 25 Planning Estimates listed in TEN 17-24, December 30, 2024

Local Workforce Development Area	PY 25 Allocation with Rapid Response Funding
North Eastern Arizona (Apache/Navajo/Gila)	\$972,419
South Eastern Arizona (Cochise/Graham/Greenlee)	\$1,448,374
Coconino County	\$1,060,336
Maricopa County	\$12,437,724
Mohave/LaPaz	\$1,667,069
Navajo Nation	\$2,372,970
City of Phoenix	\$8,712,762
Pima County	\$6,220,074
<b>Pinal County</b>	<b>\$2,319,121</b>
Santa Cruz County	\$1,053,989
Nineteen Tribal Nations	\$3,240,491
Yavapai County	\$1,332,628
Yuma County	\$9,260,751



# PINAL COUNTY

WIDE OPEN OPPORTUNITY

## AGENDA ITEM

February 20, 2025 ADMINISTRATION BUILDING A  
FLORENCE, ARIZONA

**REQUESTED BY:**

**Funds #:**

**Dept. #:**

**Dept. Name:** Workforce Department

**Director:** Joel Millman

**BRIEF DESCRIPTION OF AGENDA ITEM AND REQUESTED BOARD ACTION:**

Presentation: "WIOA Allocations" Stacey Faulkner and Manny Estrella (Arizona Office of Economic Opportunity)

**BRIEF DESCRIPTION OF THE FISCAL CONSIDERATIONS AND/OR EXPECTED FISCAL IMPACT OF THIS AGENDA ITEM:**

**BRIEF DESCRIPTION OF THE EXPECTED PERFORMANCE IMPACT OF THIS AGENDA ITEM:**

**MOTION:**

History	Who	Approval
Time		

<b>ATTACHMENTS:</b>
<p>Click to download</p> <p><input type="checkbox"/> <a href="#">PY 25 Funding Allocation Methodology and Recommendations</a></p>

## LWDB Executive Directors:

# PY 25 Funding Allocation Methodology and Recommendations

Continuous Improvement Workgroup  
January 29, 2025



# Welcome

John Walters

# Agenda

1. Welcome, John Walters (2 mins)
2. PY 25 Funding Allocation Methodology and Recommendations
  - a. Historical Overview, John Walters (5 mins)
  - b. Methodology, Manny Estrella (30 mins)
  - c. Rapid Response, Stacey Faulkner (2 mins)
  - d. Statewide Initiatives, Tom Colombo (5 mins)
  - e. PY 25 Estimated Funding Amounts (10 mins)
3. Q & A, All

# Funding Allocations

John Walters

# Funding Allocations

## Previous Funding Allocations: Challenges

- Allocations were based on dollar amounts, lacking a data-driven methodology.
- No standardized approach available for Council members to guide decisions.
- Perceived competition among LWDBs, as each area sought to maximize its share of funding.
- Inconsistent allocation practices due to the absence of a structured methodology.
- Did not align with best practices recognized nationwide.

## Proposed New Methodology: Benefits

- Establishes stable factors for three years, and every two years thereafter to align with the State Plan timeline.
- Ensures consistency and predictability for local areas by maintaining fixed factors over designated periods.
- Includes an annual review by the Council to assess and adapt to new factors if there is a downturn or catastrophic event.

# LMI Research & Recommendations

Manny Estrella

# Overview

- Explain how Adult & Youth (A&Y) allocation works
  - > Basic formula vs Discretionary formula
- Define the data elements that go into the A&Y formulas and summarize data trends over the past five years
- Provide a recommendation for A&Y allocation
- Explain how Dislocated Worker (DW) allocation works
- Define the data elements that go into the DW allocation and summarize data trends over the past five years
- Provide a recommendation for DW allocation

# Adult & Youth Basic Formula

Per the Employment and Training Administration, Adult and Youth funds are distributed among local areas based on the following data factors:

- $\frac{1}{3}$ : A local area's relative share of total unemployed in areas of substantial unemployment (ASU)
- $\frac{1}{3}$ : A local area's relative share of excess unemployed (excess of 4.5% unemployment)
- $\frac{1}{3}$ : A local area's relative share of disadvantaged adults/youth

# Adult & Youth Discretionary Formula

70% of funds are determined by the basic formula allocation. The remaining 30% is determined by any weights (adding up to 100%) of the following factors:

- A local area's relative share of excess poverty above the state poverty rate
- A local area's relative share of excess unemployment above the state unemployment rate

# Adult & Youth Discretionary Formula Visualization

Data Factors	
Areas of Substantial Unemployment (ASU)	} 70% Basic Formula
Excess Unemployment (> 4.5%)	
Disadvantaged Adults/Youth	
Excess Poverty (Adults/Youth)	} 30% Discretionary Formula
Excess Unemployment (> state rate)	

# Areas of Substantial Unemployment (ASUs)

Local Workforce Board	PY 2024 Shares of Funds	PY 2020 - PY 2024 Percentage Points Change
Maricopa	27.5%	-3.4
Phoenix	17.4%	-2.7
Yuma	15.2%	3.5
Pima	13.8%	1.4
Pinal	5.7%	0.5
Mohave/LaPaz	3.9%	0.5
Tribal Nations	3.8%	-0.4
Navajo Nation	3.1%	0.4
Coconino	2.2%	0.7
Yavapai	2.2%	-0.6
Southeastern	2.0%	-0.3
Santa Cruz	1.7%	0.4
Northeastern	1.5%	0.0
<b>Total</b>	<b>100%</b>	<b>-</b>

- An ASU is a contiguous geographic area within a state with an unemployment rate of at least 6.5 percent in a population of at least 10,000.
- From PY 2020 to PY 2024, Maricopa and Phoenix have consistently had the two largest shares of unemployment in ASUs.

# Excess Unemployment (> 4.5%)

Local Workforce Board	PY 2024 Shares of Funds	PY 2020 - PY 2024 Percentage Points Change
Yuma	66.1%	11.1
Tribal Nations	17.6%	-1.1
Navajo Nation	11.1%	-0.3
Santa Cruz	5.2%	1.1
Southeastern	0.0%	-3.0
Coconino	0.0%	-0.4
Mohave/LaPaz	0.0%	-5.4
Northeastern	0.0%	-0.6
Pinal	0.0%	-1.3
Yavapai	0.0%	-0.2
Maricopa	0.0%	0.0
Phoenix	0.0%	0.0
Pima	0.0%	0.0
<b>Total</b>	<b>100%</b>	<b>-</b>

- Excess unemployment, in this case, is an area's level of unemployment that exceeds 4.5%.
- Over the past two program years, 9 of 13 local areas have had no excess unemployment.
- From PY 2020 to PY 2024, Yuma has consistently had the largest share of excess unemployment.

# Disadvantaged Adults

Local Workforce Board	PY 2024 Shares of Funds	PY 2020 - PY 2024 Percentage Points Change
Maricopa	26.8%	0.7
Phoenix	24.8%	-2.5
Pima	15.5%	0.7
Pinal	8.0%	0.9
Mohave/LaPaz	4.0%	-0.3
Yuma	3.8%	0.1
Navajo Nation	3.5%	0.3
Southeastern	3.1%	-0.1
Yavapai	3.0%	0.0
Tribal Nations	2.9%	0.3
Northeastern	2.4%	0.0
Coconino	1.3%	-0.2
Santa Cruz	0.9%	0.1
<b>Total</b>	<b>100%</b>	<b>-</b>

- A disadvantaged adult is an individual who is age 22 to 72 who received an income, or is a member of a family that received a total family income that, in relation to family size, does not exceed the higher of the poverty line, or 70 percent of the Lower Living Standard Income Level (LLSIL).
- This dataset is updated once every five years. It was last updated for PY 2023.

# Disadvantaged Youth

Local Workforce Board	PY 2024 Shares of Funds	PY 2020 - PY 2024 Percentage Points Change
Maricopa	26.6%	-0.1
Phoenix	24.7%	-2.4
Pima	19.5%	2.1
Coconino	6.0%	1.8
Pinal	4.5%	0.1
Yuma	3.4%	-0.6
Navajo Nation	3.3%	-0.2
Tribal Nations	2.7%	-0.1
Yavapai	2.5%	0.1
Southeastern	2.3%	0.2
Mohave/LaPaz	2.2%	-0.7
Northeastern	1.5%	-0.1
Santa Cruz	0.8%	0.1
<b>Total</b>	<b>100%</b>	<b>-</b>

- A disadvantaged youth is an individual who is age 16 to 21 who received an income, or is a member of a family that received a total family income that, in relation to family size, does not exceed the higher of the poverty line, or 70 percent of the Lower Living Standard Income Level (LLSIL).
- This dataset is updated once every five years. It was last updated for PY 2023.

# Adult Excess Poverty (Discretionary Formula)

Local Workforce Board	PY 2024 Shares of Funds	PY 2020 - PY 2024 Percentage Points Change
Pima	28.9%	-0.3
Navajo Nation	16.8%	-3.4
Mohave/LaPaz	11.9%	3.3
Northeastern	10.5%	-0.3
Tribal Nations	8.8%	-1.8
Southeastern	7.5%	4.7
Coconino	4.8%	1.3
Yuma	4.6%	-5.4
Yavapai	3.8%	3.8
Santa Cruz	2.4%	-1.9
Maricopa	0.0%	0.0
Phoenix	0.0%	0.0
Pinal	0.0%	0.0
<b>Total</b>	<b>100%</b>	<b>-</b>

- Excess poverty is an area's level of adult poverty that exceeds the state's adult poverty rate. The U.S. Census Bureau uses a set of money income thresholds that vary by family size and composition to determine who is in poverty. An Adult is age 18+.
- Maricopa, Phoenix, and Pinal have had no adult excess poverty over the past five program years.
- Pima has had the largest share of adult excess poverty for four of the last five program years.

# Youth Excess Poverty (Discretionary Formula)

Local Workforce Board	PY 2024 Shares of Funds	PY 2020 - PY 2024 Percentage Points Change
Tribal Nations	19.7%	-2.8
Pima	16.3%	2.3
Northeastern	14.2%	-0.8
Mohave/LaPaz	12.1%	2.5
Southeastern	10.0%	6.4
Santa Cruz	9.6%	-2.5
Navajo Nation	6.1%	-1.3
Yuma	4.7%	-11.3
Coconino	4.3%	4.3
Yavapai	3.1%	3.1
Maricopa	0.0%	0.0
Phoenix	0.0%	0.0
Pinal	0.0%	0.0
<b>Total</b>	<b>100%</b>	<b>-</b>

- Excess poverty is an area's level of youth poverty that exceeds the state's youth poverty rate. The U.S. Census Bureau uses a set of money income thresholds that vary by family size and composition to determine who is in poverty. A youth is age 0-17.
- Maricopa, Phoenix, and Pinal have had no youth excess poverty over the past five program years.
- Tribal Nations has had the largest share of youth excess poverty for four of the last five program years.

# Excess Unemployment (> State Unemployment Rate) (Discretionary Formula)

Local Workforce Board	PY 2024 Shares of Funds	PY 2020 - PY 2024 Percentage Points Change
Yuma	59.2%	1.1
Tribal Nations	17.8%	-1.5
Navajo Nation	10.8%	-1.0
Santa Cruz	5.2%	1.2
Mohave/LaPaz	4.4%	0.3
Southeastern	2.6%	0.3
Northeastern	0.0%	-0.4
Coconino	0.0%	0.0
Maricopa	0.0%	0.0
Phoenix	0.0%	0.0
Pima	0.0%	0.0
Pinal	0.0%	0.0
Yavapai	0.0%	0.0
<b>Total</b>	<b>100%</b>	<b>-</b>

- Excess unemployment, in this case, is an area's level of unemployment that exceeds the state's unemployment rate.
- Maricopa, Pima, Pinal, and Yavapai have had no excess unemployment over the past five program years.
- From PY 2020 to PY 2024, Yuma has consistently had the largest share of excess unemployment.

# Adult & Youth Data Summary

## Adults

Data Factor	PY 2020 - PY 2024 Annualized Growth Rate
Areas of Substantial Unemployment (ASU)	-12.7%
Excess Unemployment (> 4.5%)	-14.7%
<b>Disadvantaged Adults</b>	<b>-1.8%</b>
<b>Excess Poverty (Adults)</b>	<b>-0.7%</b>
Excess Unemployment (> state rate)	-8.2%

Basic Formula

Discretionary Formula

## Youth

Data Factor	PY 2020 - PY 2024 Annualized Growth Rate
Areas of Substantial Unemployment (ASU)	-12.7%
Excess Unemployment (> 4.5%)	-14.7%
<b>Disadvantaged Youth</b>	<b>-3.6%</b>
<b>Excess Poverty (Youth)</b>	<b>-3.6%</b>
Excess Unemployment (> state rate)	-8.2%

Basic Formula

Discretionary Formula

# Adult & Youth Formula Recommendation

For both the Adult and Youth allocations, OEO recommends the following:

- Use the Discretionary formula over the basic formula.
- Use a 100% weight on excess poverty.

Social Policy Research Associates (2007) recommended that Arizona should use the Discretionary formula method.

# Adult & Youth Formula Recommendation

## OEO recommendation rationale:

- Excess unemployment is essentially a double-count of unemployment figures that are already taken into account in the Basic formula.
- Excess poverty has decreased across the state at a slower rate than excess unemployment.
- A majority of workforce program participants cite “low income” as a barrier to employment.
- This option provides the least amount of variance, on average, in year-over-year changes in funding for each area (based on the last five program years).
- This option was chosen for Adults in PY 2020, PY 2021, PY 2023, and PY 2024.
- This option was chosen for Youth in PY 2020, PY 2023, and PY 2024.

# Dislocated Worker Allocation

Per the Employment and Training Administration, funds must be allocated based on a formula using any weight (adding up to 100%) of the following six data factors:

- Unemployment Concentrations
- Long-Term Unemployment Data
- Declining Industries Data
- Insured Unemployment Data
- Farmer-Rancher Economic Hardship
- Plant Closing and Mass Layoffs

States have the flexibility to replace these data factors or weight a factor zero provided that a rationale is presented in an approved State Plan.

# Dislocated Worker Allocation

For at least the past five years, Dislocated Worker funds have been distributed among local areas in Arizona based on the following data factors:

- Unemployment Concentrations
- Long-Term Unemployment Data
- Declining Industries Data
- ~~Insured Unemployment Data~~
  - > Replaced with Employment Data (OEO recommends utilizing Labor Force Data going forward)
- ~~Farmer-Rancher Economic Hardship~~
  - > Zero weight
- ~~Plant Closing and Mass Layoffs~~
  - > Zero weight

# Unemployment Concentrations

Local Workforce Board	PY 2024 Shares of Funds	PY 2020 - PY 2024 Percentage Points Change
Maricopa	29.6%	1.6
Phoenix	18.9%	0.8
Yuma	15.0%	-1.6
Pima	10.6%	0.0
Pinal	5.7%	1.6
Tribal Nations	5.5%	-0.6
Mohave/LaPaz	3.2%	-0.4
Navajo Nation	3.1%	-0.6
Yavapai	2.3%	-0.1
Southeastern	2.1%	-0.3
Santa Cruz	1.5%	0.0
Northeastern	1.3%	-0.1
Coconino	1.3%	-0.1
<b>Total</b>	<b>100%</b>	-

- Unemployment concentration is an area's level of unemployment plus its weighted share of excess unemployment (>state unemployment rate).
- From PY 2020 to PY 2024, Maricopa and Phoenix have consistently had the two largest shares of unemployment concentrations.

# Long - Term Unemployment

Local Workforce Board	PY 2024 Shares of Funds	PY 2020 - PY 2024 Percentage Points Change
Yuma	30.0%	-1.3
Maricopa	26.6%	1.8
Phoenix	16.9%	0.8
Pima	9.2%	0.2
Pinal	4.3%	0.8
Tribal Nations	3.3%	-0.1
Mohave/LaPaz	1.8%	-0.4
Southeastern	1.7%	-0.4
Yavapai	1.5%	-0.2
Santa Cruz	1.5%	0.0
Navajo Nation	1.4%	-0.7
Northeastern	1.0%	-0.3
Coconino	0.7%	-0.2
<b>Total</b>	<b>100%</b>	<b>-</b>

- Long-term unemployment is an area's average exhausted unemployment insurance claimants over the last two years.
- Maricopa has had the largest share of long-term unemployment for three of the last five program years.
- Yuma has had the largest share of long term unemployment for two of the last five program years.

# Declining Industries

Local Workforce Board	PY 2024 Shares of Funds	PY 2020 - PY 2024 Percentage Points Change
Maricopa	35.6%	3.8
Phoenix	22.6%	1.9
Pima	20.4%	-0.7
Yuma	5.6%	2.5
Tribal Nations	3.5%	-0.9
Yavapai	2.9%	0.6
Southeastern	2.7%	1.2
Pinal	1.9%	-2.0
Mohave/LaPaz	1.8%	-1.7
Navajo Nation	1.0%	-1.6
Santa Cruz	0.8%	-0.1
Coconino	0.7%	-2.0
Northeastern	0.6%	-1.0
<b>Total</b>	<b>100%</b>	<b>-</b>

- Declining industries is an area's level of employment in industries that have declined in employment over a three year period and over a one year period.
- Maricopa has consistently had the most employment in declining industries for the last five program years.

# Labor Force

Local Workforce Board	PY 2024 Shares of Funds	PY 2020 - PY 2024 Percentage Points Change
Maricopa	40.8%	0.8
Phoenix	24.6%	0.2
Pima	13.0%	-0.7
Pinal	5.3%	0.3
Yavapai	2.9%	0.0
Yuma	2.6%	-0.2
Mohave/LaPaz	2.6%	-0.1
Tribal Nations	1.9%	0.0
Southeastern	1.9%	-0.1
Coconino	1.6%	-0.1
Northeastern	1.3%	-0.1
Navajo Nation	1.0%	-0.1
Santa Cruz	0.5%	0.0
<b>Total</b>	<b>100%</b>	<b>-</b>

- Labor force is an area's level of employment plus its level of unemployment.
- Rankings of the labor force shares have not changed significantly over the past five program years.

# Dislocated Workers Data Summary

<b>Data factor</b>	<b>PY 2020 - PY 2024 Annualized Growth Rate</b>
Unemployment Concentrations	-3.5%
Declining Industries	-5.9%
Long-Term Unemployed	-2.6%
Labor Force	1.0%

# Dislocated Workers Allocation Historical Options

Allocation Options	Unemployment Concentration	Long-term Unemployed	Declining Industries	Employment
Option 1	80%	5%	10%	5%
Option 2	50%	1%	48%	1%
Option 3	5%	5%	80%	10%
Option 4	1%	1%	95%	3%
Option 5	10%	10%	60%	20%
Option 6	10%	10%	20%	60%

- PY 2024: Option 1
- PY 2023: Option 1
- PY 2022: Option 6
- PY 2021: Option 6
- PY 2020: Option 3

# Dislocated Workers Data Weights in Other States

The National Governors Association provided OEO with research regarding the WIOA plans of 19 states and found the following:

- 12 of the 19 states analyzed used only the data factors prescribed by ETA.
- There is no consensus among other states as to how the weights should be applied.
- Least amount of emphasis is given to Farmer/Rancher Economic Hardship Data (6% weight, on average), Plant Closings/Mass Layoffs Data (8% weight, on average), and Declining Industries Data (15% weight, on average).
- Illinois and New Jersey are most similar to Arizona in using only four data factors. Both states use a 25% weight on each factor.

# Dislocated Workers Formula Recommendation

	Unemployment Concentration	Long-term Unemployed	Declining Industries	Labor Force*
<b>Recommendation</b>	<b>35%</b>	<b>15%</b>	<b>15%</b>	<b>35%</b>

*\*OEO recommends utilizing labor force data in place of employment data.*

- Our recommendation provides a more balanced weight among the data factors.
- This option would have provided local areas with the 2nd least amount of variance, on average, in year-over-year changes in funding for the past five program years.

# Summary of Recommended Allocation Formulas

- **Adult Allocations:** Discretionary formula with a 100% weight on adult excess poverty
  - > Traditionally referred to as Option 2b
- **Youth Allocations :** Discretionary formula with a 100% weight on youth excess poverty
  - > Traditionally referred to as Option 2b
- **Dislocated Worker Allocations :**
  - > 35% weight on Unemployment Concentrations
  - > 15% weight on Long-Term Unemployed Data
  - > 15% weight on Declining Industries Data
  - > 35% weight on Labor Force Data

# Rapid Response

Stacey Faulkner

# Rapid Response

Who is responsible for carrying out rapid response activities? [20 CFR § 682.310](#):

- Rapid response activities must be carried out by the State or an entity designated by the State, in conjunction with the Local WDBs, chief elected officials, and other stakeholders
- States must establish and maintain a rapid response unit to carry out statewide rapid response activities and to oversee rapid response activities undertaken by a designated State entity, Local WDB, or the chief elected officials for affected local areas.

# Rapid Response

- Statewide RR:
  - > Supports State Rapid Response program which oversees, coordinates with, and supports LWDA's and other entities during rapid response events
  - > Develop strategic initiatives designed to increase effectiveness and efficiency of service delivery
- Local Area RR:
  - > Council to set requirement for LWDB to revert RR funds back for statewide initiatives after 1 year.
  - > RR funds are intended to only be spent on RR and not transferred to DW.

# Rapid Response

- Rapid Response Funds (25% of DW):
- Split between State and Local Areas to carry out Rapid Response (RR).
- Breakdown for PY 25 Planning Estimates:
- PY 25 State Reserve of RR: \$6,371,045 (25% of DW funds)
  - > Distribution for Statewide Rapid Response (15%): ~\$3,800,000
  - > Distribution to LWDBs (10%): ~\$200,000 per local area

# Statewide Initiatives

Tom Colombo

# Statewide Initiatives

To strengthen the workforce development system in Arizona, we support multiple initiatives focused on creating a skilled and adaptable workforce in order to meet the current and future needs of employers and the state's economy.

- **Reentry program and Second Chance Centers** provide incarcerated and recently-released Arizonans with a variety of employment supports to prepare reentry job seekers for Arizona's workforce through pre- and post-release workforce readiness preparation. (Council Priority #5)
- **The WIOA Registered Apprenticeship Program** is an industry-driven, high-quality career pathway program that provides participants with a combination of technical classroom instruction and on-the-job learning for a range of positions, from entry-level to management. (Council Priority #1)
- **Arizona Job Connection (AJC)** is a web-based job-matching and labor market information system that provides job seekers, employers, and training providers with tools that support a wide range of activities. (Council Priority #2 and 4)
- **The WIOA State -Wide Rapid Response Program** provides prompt layoff transition support and reemployment services to employers and employees affected by workplace layoffs and closures. (Council Priority #4 and 5)
- **Office of Economic Opportunity (OEO)** to coordinate workforce development strategy and evaluation, including WIOA-required staff for the Workforce Arizona Council (WAC), organizing a statewide workforce summit, and overseeing the council's budget to align with strategic goals.

# PY 25 Estimated Funding

# Q & A

Thank you!





# PINAL COUNTY

WIDE OPEN OPPORTUNITY

## AGENDA ITEM

February 20, 2025 ADMINISTRATION BUILDING A  
FLORENCE, ARIZONA

**REQUESTED BY:**

**Funds #:**

**Dept. #:**

**Dept. Name:** Workforce Department

**Director:** Joel Millman

**BRIEF DESCRIPTION OF AGENDA ITEM AND REQUESTED BOARD ACTION:**

Presentation: "Integration Exchange" Jose Alvarado ARIZONA@WORK Pinal County One-Stop Operator

**BRIEF DESCRIPTION OF THE FISCAL CONSIDERATIONS AND/OR EXPECTED FISCAL IMPACT OF THIS AGENDA ITEM:**

**BRIEF DESCRIPTION OF THE EXPECTED PERFORMANCE IMPACT OF THIS AGENDA ITEM:**

**MOTION:**

History	Who	Approval
Time		

**ATTACHMENTS:**

Click to download
<input type="checkbox"/> <a href="#">Integration Exchange Presentation</a>



# Integration Exchange event



# Introduction to Integration Exchange Event

- Foster collaboration between local services and support agencies.
- Facilitate relationship-building to strengthen community support networks.
- Encourage shared commitment to helping individuals in need through various employment and educational services.

# Partners involved in the event

## **Employment Services:**

- Helps individuals find job opportunities and career development support.

## **Adult Dislocated Workers:**

- Provides career counseling, retraining programs, and financial assistance.

## **Business Service Representatives (BSR):**

- Bridges the gap between employers and job seekers.

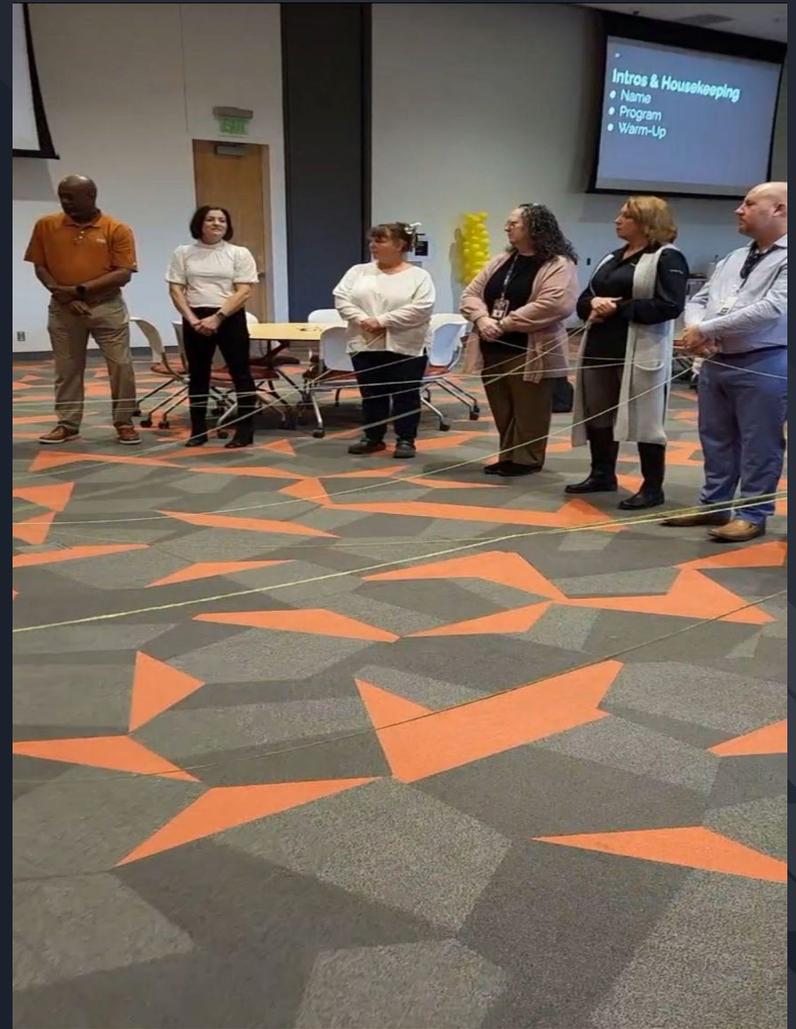
## **Jobs for Veterans State Grant (JVSG) and Local Veteran Employment Representatives (LVER):**

- Plays a key role in supporting veterans in their transition to the civilian workforce.

## **Central Arizona College Youth Program:**

- Focuses on career paths, higher education, and skill development for young adults.

# Icebreaker



# Ice breaker



- 
- Each partner provided an overview of their role (or their team's role), shared their biggest challenges, and highlighted 3-4 key factors essential to their success.

BSR ↔ LVER

ADW ↔ YP

ES ↔ DVOP

# Finalized Inputs & Actions

- In a combined meeting, each team reported back on what they proposed to do in response to the others' requests. Agreements were negotiated, and action items were adjusted as necessary.
- Details were provided on how the teams would meet again to assess the results. The posters were used to document the plans, specifying who would be responsible, what actions would be taken, when they would occur, and how the requests would be met.



# Feed back

- The staff expressed interest in repeating the experience.
- They appreciated the relaxed tone, even with the timer running (which they found amusing!).
- It was a unique opportunity for them to discuss their programs with each other, and they absolutely loved it.
- Staff mentioned they gained a lot of valuable insights in a short period of time.
- They also highlighted their appreciation for the session's structure.
- There was a suggestion that we meet again with the posters and see if we've made progress together, if find out where we are having successes and where we are not.

# Areas for improvement:

- More time is needed for the round-robin discussions, particularly to allow for deeper conversations.
- Staff wanted additional time to explore how programs could collaborate and support one another, as well as share the challenges each program faces.
- They felt that going beyond the elevator pitch to gain a deeper understanding of each program's role would lead to more meaningful insights and potential opportunities for improvement.

# Conclusion

- Overall Feedback:  
The partners expressed a strong interest in repeating the session, recognizing its value in fostering collaboration and growth.
- Next Steps:  
This time, the session will be open to all partners, not just the ones involved previously, ensuring broader participation and greater impact.
- Looking Forward:  
The goal is to continue building on this momentum and further strengthen our collective efforts toward success.



Thanks you!



# PINAL COUNTY

WIDE OPEN OPPORTUNITY

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**Funds #:**

**Dept. #:**

**Dept. Name:** Workforce Department

**Director:** Joel Millman

**BRIEF DESCRIPTION OF AGENDA ITEM AND REQUESTED BOARD ACTION:**

Posted on the 18th day of February around 11:30 AM

**BRIEF DESCRIPTION OF THE FISCAL CONSIDERATIONS AND/OR EXPECTED FISCAL IMPACT OF THIS AGENDA ITEM:**

**BRIEF DESCRIPTION OF THE EXPECTED PERFORMANCE IMPACT OF THIS AGENDA ITEM:**

**MOTION:**

History	Who	Approval
Time		

<b>ATTACHMENTS:</b>
<a href="#">Click to download</a>
No Attachments Available



# PINAL COUNTY

WIDE OPEN OPPORTUNITY

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**BRIEF DESCRIPTION OF AGENDA ITEM AND REQUESTED BOARD ACTION:**

ZOOM MEETING JOINING INFORMATION [https://us02web.zoom.us/j/82266798734?](https://us02web.zoom.us/j/82266798734?pwd=3iOLeOUmNZlnB9KHk3bb0ZF5nvAbnr.1)  
pwd=3iOLeOUmNZlnB9KHk3bb0ZF5nvAbnr.1 Meeting ID: 822 6679 8734 Passcode: 000595  
17193594580,82266798734#,\*000595# US Dial by your location 1 669 900 9128 US

**BRIEF DESCRIPTION OF THE FISCAL CONSIDERATIONS AND/OR EXPECTED FISCAL IMPACT OF THIS AGENDA ITEM:**

**BRIEF DESCRIPTION OF THE EXPECTED PERFORMANCE IMPACT OF THIS AGENDA ITEM:**

**MOTION:**

History	Who	Approval
Time		

**ATTACHMENTS:**

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WIDE OPEN OPPORTUNITY

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**BRIEF DESCRIPTION OF AGENDA ITEM AND REQUESTED BOARD ACTION:**

Pursuant to A.R.S. 38-431.02(H), the public will have physical access to the meeting place fifteen (15) minutes prior to the start of the meeting.

**BRIEF DESCRIPTION OF THE FISCAL CONSIDERATIONS AND/OR EXPECTED FISCAL IMPACT OF THIS AGENDA ITEM:**

**BRIEF DESCRIPTION OF THE EXPECTED PERFORMANCE IMPACT OF THIS AGENDA ITEM:**

**MOTION:**

History	Who	Approval
Time		

<b>ATTACHMENTS:</b>
<a href="#">Click to download</a>
No Attachments Available